INTERNATIONAL
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Consulting project:

Dietary trends in Greece today. AB Vasilopoulos supermarket strategy to capture market share and cover the emerging needs of consumers.

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I hereby declare that the work submitted is mine and that where I have made use of another's work, I have attributed the source(s) according to the Regulations set in the Student's Handbook.

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Abstract

This consulting project was written as part of the MSc in Management at the International Hellenic University.
The scope of the present work is to examine the dietary patterns and the eating habits today. We focus on Greek consumers' eating habits. The results of this project will be delivered to the company AB Vassilopoulos which appointed the current consulting. The work is divided into two parts.
In the first part, which consists of three chapters, there is a theoretical approach of the eating habits globally and in Greece. It contains also the methodology of the study and the survey to collect the data. Those data helped to move on to our analysis.
The second part contains the analysis of both the company's internal and external environments, the presentation of the competitive advantage achievement strategies, as well as the theoretical background. In the work's second part that consists of three chapters, initially, there is a presentation of the company AB Vassilopoulos. The above stated are followed by an analysis of the company's business environment, on the basis of the theoretical framework established in the study's first. In the second part there is the formulation of company's strategy, the implementation and finally the suggested evaluation procedures that helps to find out in what level the strategies work or there is need to reform them.
Finally, in the conclusion are presented the constrains of the survey for this consulting project. For example, the limited number of participants, the concentration of the sample in a specific geospatial area and the limited data about new technologies on this field because it is in its infancy yet.

Keywords: (Eating habits, Retail Industry, AB Vasilopoulos, Formulation and Implementation strategies, Business analysis)

Grigorios Andrikos
15 January 2021

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Contents

Chapter 1 Literature Review and Theoretical Framework

1.1 Dietary patterns and Eating habits

An article of World Cancer Research Fund International explain that dietary patterns are typically derived using two main approaches. The primary is an a-posteriori approach whereby dietary data collected from participants is analysed statistically to come up with the combinations of foods (dietary patterns) people are eating. Alternatively, using an a-priori approach, people are given a score supported whether or not they are following a specific dietary pattern (such as a Mediterranean diet) or particular dietary guidelines. (WCRF, 2020)

Consumers are getting more and more mindful about the food they consume. The trend is moving towards more natural and fewer processed food, short ingredient lists that are representing the clean label movement and 'free from' products. (Euromonitor International, September 2019)

1.2 The global scale

In a servey of Euromonitor International of 2019 it is supported that packaged food value sales increased annually 1.6% globally in the period 2013–2018. (Euromonitor International, September 2019)

Euromonitor International data show that, people spend more on eating in retail food and drink than eating out. People try to reduce costs by staying at home or choosing less expensive eating habits when they go out.
(Euromonitor International, 2012, Home Cooking and Eating Habits: Global Survey Strategic Analysis)

Another crucial factor that is documented that contributes on eating habits is the natural environment. There is awareness about the impact of food habits. People are willing to change their eating habits by wasting less food, buying fruits and vegetables that are in season. Furthermore, they want more information about sustainability on food labels and they demand from governments to pave the way and lead sustainable production and consumption. (BEUC, The European Consumer Organization, June 2020, Consumers and the Transition to sustainable food)

1.3 Greek landscape

It is documented by a survey of Hellenic Statistical Authority that food and non-alcoholic beverages accounts for the relatively larger share of expenditure (20.0%) followed by the categories housing (14.0%) and transport (13.4%), whereas education services represent the smallest share of expenditure (3.3%). Regarding expenditures on food items, in relation to the previous survey (2018), there is an increase in the monthly expenditure (current prices), for: o coffee, tea and cocoa (8.7%) o vegetables (6.5%) o fish (6.2%) while there is a decrease in the monthly expenditure for: o oils and fats (-

2.5%) o other food stuffs (-1.8%) and o meat (-0.8%). The changes in the average monthly consumption in food and alcoholic beverages and tobacco, between 2018 and 2019. A decrease is recorded in the average monthly consumption in: o cigarettes (-12.8%), o pasta (-5.1%), o olive oil (-3.7%) o rice (-3.6%) o yogurt (-2.3%) while an increase is recorded in: o fish (7.1%), o cheese (2.3%), o vegetables (0.8%). The average monthly amount of eggs remains unchanged. (Hellenic Statistical Authority, Household Budget Survey for 2019)

1.4 Factors that influence eating habits

The survey of the Research Institute of Retain Consumer Goods point out the recession as the main factor that led to changed patterns. The purchasing power reduced so the consumers shifted to more economic goods. Furthermore, other factors that affected certain behaviors are the press, social media and the family members. (Research Institute of Retain Consumer Goods, World Food Day, 2018).

Major determinants of food choice can be biological factors such as (hunger, appetite, and taste), economic factors such as (cost, income, availability), physical factors such as (access, education, skills (e.g. cooking) and time). Furthermore, social factors such as (culture, family, peers and meal patterns), psychological factors such as (mood, stress and guilt) and attitudes, beliefs and knowledge about food can be determinants of what you choose to eat.

1.5 Impact of grocery retail industry to dietary patterns and eating habits

In the Journal of Child Nutrition and Management has published an article about the concerns that advertising perhaps is harmful to children and their eating by harmful messages (Stanbrook, 1997). However, there are some movements by policymakers and educators that can promote healthier eating habits. In this way advertising can be used in a positive way. (Journal of Child Nutrition and Management, Impact of the Environment on Food Choices and Eating Habits of School-Age Children: A USDA-Sponsored Research Agenda Conference, Peter L. Bordi, PhD; John E. Park, DEd; Shirley Watkins, MEd; Dorothy Caldwell, MS, RD; and Cynthia A. DeVitis, 2002)

According to a study of NYU Langone Medical Center researcher Brian D. Elbel, PhD, MPH, associate professor of Population Health and colleagues compared two neighborhoods in the Bronx. The paper support that the neighborhoods of low-income people and ethnic minorities are underserved by supermarkets relative to their higher-income counterparts,. Dr. Elbel said: "However, we do not yet know whether or under what circumstances these stores will improve diet and health. Food choice is complex, and the easy availability of lower-priced processed foods and pervasiveness of junk food marketing have implications for behavior change as well. New supermarkets may play an important role, and further work is needed to determine how these policies might be best structured."

Finally, according to an article in Development Policy Review, supermarkets plays crucial role in dietary habits. The location of the stores, the food assortment instore, the cost of the food and the promotional strategies they follow. (Development Policy Review, 2008, Volume 26, Issue 6, Pages 657-692)

1.6 COVID-19 pandemic set new criteria

The world is currently experiencing the pandemic of coronavirus (Covid-19). The extensive lockdown affected the movement, purchase habits in retail grocery stores and the eating habits of consumers. A public survey by the Consumer Goods Retail Research Institute (IELKA) was conducted among 1,050 people between March 25-27 March, two days after the lockdown was imposed on March 23. Greek consumers seem to cook more but the unhealthy eating is also something the survey illustartes. (Consumer Goods Retail Research Institute, March 2020)

1.6.1. Eating Habits

The survey showed that 49% of participants cook more, while 29% cook less. This is expected as there is a reduction in the catering market. Something else that the survey shows is that unhealthy eating increased due to extensive stay in home that led to more meals and increased consumption of comfort food like sugar and high fat products. (Consumer Goods Retail Research Institute, March 2020)

A survey that took place in Spain and Greece illustartes that Greeks were more likely to gain weight during the period of pandemic. The increased consumption of pastries, the increased consumption of snacks between meals and the desire for salty foods also are evident. Finally , the health of participants in Greece seems to got worse during pandemic.

(Papandreou C, Arija V, Aretouli E, Tsilidis KK, Bulló M. Comparing eating behaviours, and symptoms of depression and anxiety between Spain and Greece during the COVID-19 outbreak: Cross-sectional analysis of two different confinement strategies. Eur Eat Disorders Rev. 2020;28:836–846.)

1.6.2 Grocery Retail industry

During COVID-19 the use of digital media has increased exceptionally. (World Economic Forum **2020**). The online grocery retail remains in low levels even during COVID-19, while other sectors present extremely high numbers of sales. This is happening mostly because of the lack of physical touch and view of the products from the aspect of consumers. Dannenberg & Dederichs **2019**).

1.7 Artificial Intelligence (AI) as a key strategic tool in retail industry

McCarthy (1998) defines AI as "[...] the science and engineering of making intelligent machines, especially intelligent computer programs".

Artificial Intelligence already play a key role in many industries. Retail sector is one of them. Walmart that is one of the major retailers in the world plans to use robots for self-scanning in stores. In this way any missing items that need to be restocked will be identified. The intension is the personnel to have more time to engage with the customers.

(Forbes, 2019, The 20 Best Examples Of Using Artificial Intelligence For Retail Experiences).

According to the CEO of Ahold Delhaize, Frans Muller, artificial intelligence already plays important role in the supermarket industry. However, biased algorithms can cause great damage. Muller explains that "This can happen when the developing teams are not composed in a balanced way: that is why Ahold Delhaize is now paying more attention to ensuring that these teams have the right staffing. In terms of diversity, gender, background and world orientation, they need to form a representative picture of the retailer's diverse customer base".

A paper of NATIONAL BUREAU OF ECONOMIC RESEARCH, Cambridge, MA, support that artificial Intelligence and Machine Learning are predicting tools that will help companies to gather great amounts of data and develop better experience for their customers. Furthermore, will help them to be more efficient.

(NATIONAL BUREAU OF ECONOMIC RESEARCH, HOW ARTIFICIAL INTELLIGENCE AND MACHINE LEARNING CAN IMPACT MARKET DESIGN, Working Paper 24282)

1.8 Activities for Effective Strategies

The importance of developing effective strategies seems to be increasing because of the extraordinary competition within the retail sector(Morchscett et al., 2006). Regarding retailing, competitive marketing strategy may be understood because the activities undertaken by an organization so as to achieve a sustainable competitive advantage within the sector(Porter, 1985; cited Morchscett et al., 2006). These actions are took place through strategic decision on specific competitive advantage that the company is trying to accomplish. The criteria to achieve those activities are given on the literature(Morchscett et al., 2006).

These criteria have to be at first related to an attribute with value and relevance to the focused customer segment. Second, be perceived by the customer and third be difficult imitated by competitors.

In addition to the above criteria, a company should take into account when formulating its strategy, its own competencies, strengths and resources. (Morchscett et al., 2006).

1.9 Retailers' Strategies

Empirical research illustrates obsolete strategies that provide a number of competitive advantages are necessary in the retail industry for customer satisfaction, while there are retailers that combine price and quality leadership. As typical example of such retailer we can mention Tesco and AB Vassilopoulos is a similar case in Greece. Except of the empirical research which shown that superior product quality can provide competitive advantage to an organization, other differentiation strategies may be added too (Morchscett et al., 2006).

It is important to note that many researchers such as Palmer or Ellis and Kelly (Morchscett et al., 2006) refer that Porter's approach is oversimplified in the context of retailers. They suggest a few more aspects for marketing elements such as price and quality (e.g. speed of transactions, quality of store personnel, store environment etc.). Furthermore, marketing strategy in the retail industry should evoke positive emotions to consumers, satisfy consumer desires and increase consumers' excitement (Morchscett et al., 2006).

According to Wortzel (1987; cited Morchscett et al., 2006) there are three fontamental strategies for retail positioning. First, is the product differentiation strategy by offering different assortment than the competitors. As second is referred the service and personality differentiation strategy. Finally is the price leadership strategy. The difference between Porter‟s concept and Wortzel‟s approach is that the latter claims that it is possible to combine two or possible all three alternative strategies (Morchscett et al., 2006). On the contrary, Elis and Kelly (1992; cited Morchscett et al., 2006), Conant et al (1993; cited Morchscett et al., 2006) and other researchers who have conducted empirical research conclude that there are several factors that contribute to gaining competitive advantage in retailing. These factors are: 1) Presentation and preparation of products sold on retailers' stores. 2) Product variety and depth. 3) Low price. 4) High price convenience. 5) Inventory control and advertising. 6) Targeted marketing incentives (e.g. direct mail activities). 7) Traditional fashion and service. 8) Promotion effectiveness. 9) Amount of promotion. 10) The advantage of building lasting relationships with customers. 11) In store operational efficiency.

Chapter 2 Methodology

This chapter presents the methodological aspects of the study, concerning the author's point, the research purpose and the theoretical approach. It specifies how the primary and secondary data were collected. Furthermore, this chapter illustrates the limitation for future research, the reliability and validity of the study. Given the fact of the continuous changes of eating habits the author looking for the consumer's reaction to their everyday life purchases. Also, the athor examines how the consumers have changed their everyday purchasing behavior towards basic goods found in Greek supermarkets. The basis for our research was the inquiry how the Greek retailers can provide the best food options to their customers considering the price level and the quality.

2.1 Literature review

In order to deal with the selected topic, we use the following steps:

Literature study (books, articles and journals regarding eating habits, their relation to retail sector, consumer behavior and technology from the University of International Hellenic University internet library and Google scholar as well).

Study of AB Vassilopoulos related reports, analysis of data provided by AB Vassilopoulos, other supermarket reports and open sources.

Form questionnaires for consumers.

2.2 Collecting Information and data

Both quantitative and qualitative methods were selected to deal with the issue of the study. The the quantitative method premise the gathering of a great number of facts, whereas qualitative method assists in focusing on the individual to obtain a deeper understanding of the situation (Hussey and Hussey, 1997). It is believed that quantitative methods are used as what can be measured or counted gain scientific credibility over the immeasurable. It contains research on large scale and number of data to quantify. Quantitative method offers reliance and credibility on the research during data collection and analysis, such as experiments or questionnaires. On the other hand, via a qualitative research the researcher gathers and analyses detailed data of ideas, feelings and attitudes. This method is necessary to estimate perceptions. The data were collected so as to judge and analyze fields that cannot be directly observed and measured. Sometimes qualitative data are used to explain the findings of quantitative research.

2.2.1 Primary research

The primary research use data which are new for a particular purpose (Hussey and Hussey, 1997). Observation, surveys and experiments are often used to obtain primary data, which prerequisites the following series of action as a marketing research process: the problem definition, the development of an approach to the problem, the research design formulation, the field work or data collection, the data preparation and analysis and finally the report presentation. In our study, the primary data were collected by questionnaire that a random sample of consumers answered. A total of 100 customers answered a structured questionnaire in a period from 1 November 2020 till 15 December 2020. I have chosen to send the questionnaire via internet. I was thinking to conduct a few real time store interviews in the area of Thessaloniki in order to avoid bias as much as it was possible but due to current COVID-19 situation it was not safe. The basic question of the research is synopsized to the scrutiny of knowledge, behavior and perception of the customers with regards to the general sense of eating habits in Greece, If they believe technology and grocery retail sector and affect their habits and cover their needs.

2.2.2 Secondary research

The secondary research is based on information written by other authors and they already exist (Hussey & Hussey, 1997). Secondary data collected more easily and rapidly than primary data. The secondary data may be internal or external. The internal data may be derived from sales, marketing, cost information and customer feedback. (Riley et al., 2000). The external data are collected by sources outside the organization. As such data we refer to books, annual reports, private studies and newspapers. (Malhotra, 2007). The internet constitutes another form of secondary external data, like a computerized database. In our study the secondary data flow from the related literature, company statistics and analysis and open sources.

2.3 Information Analysis

I have used Excel Data Sheets to analyze the gathered data as well as creating necessary charts and other relevant material.

2.4 Research process

Firstly, I identify the study area and select the subject. I focus on the Greek market. Next, the literature is thoroughly studied. Articles regarding eating habits and dietary patterns were downloaded by online libraries. The focus was given on how the literature handles the concepts of dietary patterns, food retail industry, consumer behavior and new technological tools. Then primary data has been collected from questionnaires. The Internet and other reliable sources such as AB Vassilopoulos reports are also used for the collection of secondary data. Parts of the literature study can be found in Chapter 1. Next, our findings are presented in Chapter 3. Finally, by balancing the theories and findings, we analyze the data and derive conclusions and related recommendations in Chapters 4,5,6.

2.5 Validity of the research

Normally the validity of a research is confirmed by the number of responses that are gathered. In this study 100 consumers have responded to our questionnaire, a number that statistically is not considered high enough. Therefore, I claim that the findings present a certain validity level.

CHAPTER 3 Empirical findings

This chapter presents the data from the primary and secondary research. I thought that it was important to highlight some facts regarding the food retailing industry in Europe and in Greece too. Greek food retail industry is part of the European food retail sector. For this reason and due to limited research on the Greek food retailing, for the purposes of this research we should rely on the findings of secondary research on the European food retail sector. We can see that the potential of European retail sector is to be transformed by acquisition and merger consolidation on the one hand. On the other hand the trend is the emergence of multinational transnational corporations.

3.1 Characteristics of the European food retail industry

To understand the potential of European retail industry it is important to value the following its six characteristics (Wrigley, 2002):

- The greatest number of consumers' spending is concentrated in Germany's, France's and the UK's markets.
- Northern Europe retail markets are more fragmented, whereas the most of the national food retail markets within EU are highly concentrated with five firm market shares in the range of 60-75%.
- The European retail industry, being considered as a whole, remains highly fragmented. The leading firms control only 30% of sales.
- In the three core markets it can be found a few connections between the major food retailers. On the other hand, on Southern and Eastern Europe leading retail firms tend to develop cooperation relations.

- There is a trend of consolidating major activities so as to attain economies of scale by introducing own label goods, cost effective logistics and other synergetic cut. Additionally, synergies uplift global pricing negotiating power.
- Mergers and acquisitions are seem to be the only way for expansion due to the highly regulated field of retail across Europe.

3.2 European food retailers

In Europe the retail industry contributes significantly in the economic activity. It accounts for 30% of European business, 14% of working population and 13% of added value by the services it embraces (Tordjman, 1994). Since early 1960s, European retail sector has been developed at concentration to fewer and larger enterprises, segmentation of markets, intense competition within types of retailing, retail formats, diversification of activities, internationalization of retailing, methods of management and organization, investments for the development of the companies and legislative conditions (Tordjman, 1994). Retailing has developed considerably in most countries either through internal growth or through mergers and acquisitions since 1970 (Kumar, 1997). Several factors led to mergers and acquisitions according to Kumar (1997). These are:

- Powerful retailers duo to their cash management system and cash sales to customers. At the same time they buy on credit from suppliers.
- The size brings bargaining power versus suppliers and reduces cost of goods sold.
- The economies of scales by cost control increase profitability.
- Legislative restrictions that imposed in many countries as well as opening of new stores (e.g. Spain, Italy), over stored environments (e.g. Germany) or lack of availability of locations of adequate size.

3.3 Key food retailers in Greece

The image of the largest companies and groups in the industry has changed significantly from 2014 until today. Especially in 2014 and 2015 in the largest supermarket chains, according to the sectoral magazine PANORAMA, included the AB VASILOPOULOS Groups, MARINOPOULOS and SKLAVENITIS and the chains MASOUTIS, METRO, PENTE, VEROPOULOS, MARKET IN, KRITIKOS AND SYN. KA. Their total sales in 2015, amounted to 7.8120 billion euros and were about 70% of total sales made through supermarkets and cash & carry, increased by 5 percentage points compared to 2014. In 2015, the acquisition by "I. & S. Sklavenitis Anonymous Commercial Company ", of 60% of CHALKIADAKIS TOURIST SA OF HOTEL COMMERCIAL AND CRAFT ENTERPRISES. In the same year, the acquisition of exclusive control over "MAKRO CASH AND CARRY WHOLESALE SA " from the company "INO Imports and Trade of Goods, Provision of Electronics Services and Real Estate Operation SA ", a subsidiary of I. & S. Sklavenitis SA Commercial Company ". With this acquisition, the Group SKLAVENITIS strengthened its presence in the wholesale food trade and household items. In 2016, the acquisitions in the supermarket sector continued with the acquisition of exclusive control by "METRO SA Food and Household Goods", on the activities in Greece of the company BROTHERS VEROPOULOI Commercial and Industrial SA. In the same year, the acquisition of exclusive control by "ALPHA VITA VASILOPOULOS SOCIETE ANONYME ", on the company SUPER MARKET HYPERMARKET G. KANAKI SOCIETE ANONYME. In 2017, one of the most important acquisitions in the supermarket industry was completed with the acquisition by the company "HELLENIC SUPERMARKETS SKLAVENITIS SA", of the exclusive control, in part of the assets and liabilities of the company MARINOPOULOS GENERAL TRADE SOCIETE ANONYME and its subsidiaries. Finally, in the same year, the acquisition by the company "DIAMANTIS MASOUTIS SA - SUPERMARKET "of the exclusive control over the company PROMITHEFTIKI SA COMPANY.

Table 1: Turnover of the 10 largest companies (in thousand Euros) for 2017, 2018

10 Largest Groups / Companies (without LIDL)	**2017**	**2018**	**Change**
HYPERMARKETS SKLAVENITIS SA	2.524.292	3.011.502	19,30%
AFFA VITA VASILOPOULOS	2.100.319	1.986.336	-5,43%
METRO AEVE	1.172.126	1.190.626	1,58%
DIAMANTIS MASOUTIS	761.589	770.349	1,15%
PENTE SA	482.772	449.970	-6,79%
GROUP KRITIKOS	229.807	310.348	35,05%
MARKET IN	251.013	284.110	13,19%
SYN.KA	175.732	175.625	-0,06%
BAZAAR SA	162.628	168.955	3,89%
GOUNTSIDIS SA	48.765	46.903	-3,82%
Total of 10 Groups	**7.909.043**	**8.394.723**	**6,14%**
% of total sales of S/M and C/C	**71,5%**	**74,0%**	

Source: PANORAMA of Greek supermarket, No 23 – Autumn 2019, ICAP.

3.3.1 Demographics about our research for the eating habits

Table 2: %Sample distribution by Gender

Gender	**% Frequency**
Female	**68,4%**
Male	**29,8%**
Prefer not to mention	**1,8%**
Total	**100%**

From the Table 2 we can see that the 68,4% of the participants in the survey was Female and the 29,8% was Male while there was a 1,8% that prefer not to mention the Gender.

The following Table 3 gives us the Hometown of the of the participants. The majority were coming from North Greece and specifically from the Central Macedonia.

Table 3 %Sample distribution by Region

Hometown	% Frequency
Central Macedonia	63,2%
Attica	15,8%
Western Macedonia	8,8%
Central Greece	3,5%
Epirus	3,5%
Ionian Islands	1,8%
Peloponnese	1,8%
Thessaly	1,8%
Total	100%

The annual income is another aspect that the participants were asked to mention. The 40,4% was found in the 0-10.000€ and the equal percent in 10.001-20.000€. So, most of the participants have low to medium purchasing power.

Table 4 %Sample distribution by Annual income

Annual Income	% Frequency
0-10.000€	40,4%
10.001-20.000€	40,4%
20.001-30.000€	10,5%
>40.001€	8,8%
Total	100%

From the questionnaire we can see the current employment status. The 59,6% go to the work as usual. The 19,3% working from home and the 10,5% are unemployed.

Table 5: %Sample distribution by Current employment status

Current employment status	% Frequency
I go to the work as usual	59,6%
I work in smart working at home	19,3%

Unemployed	**10,5%**
Student	**5,3%**
Retiree	**3,5%**
I have currently suspended my job	**1,8%**
Total	**100%**

In the demographic section we can also find the age groups. According to the answers the biggest age group is between 25 – 34 years old and follow the 35 -44 and 45-54. The age group with the lowest represantation is the < = 24.

Table 6: %Sample distribution by Age

Age	% Frequency
< = 24	5,3%
25 - 34	51%
35 - 44	15,9%
45 -54	14,3%
>= 55	13,7%
Total	100%

The final part of demographic section gives us the level of education. We can find that the 42,1% have got a Master degree and the 36,8% a Bachelor.

Table 7: %Sample distribution by Level of education

Level of education	% Frequency
Master degree	42,1%
Bachelor degree	36,8%
Secondary ducation(High school)	17,5%
Ph.D. or higher	3,5%
Total	100%

3.3.2 General questions

The people in a question about how open they are in new ideas/products or habits the 38.6% answered very much, the 29.8% answered considerably, the 22.8% answered so and so while the 8.8% said not so much.

Table 8: %Sample distribution about Openness to new things

Open to new ideas/products/habits	% Frequency
Very much	38,6%
Considerably	29,8%
So and so	22,8%
Not so much	8,8%
Not at all	0%
Total	100%

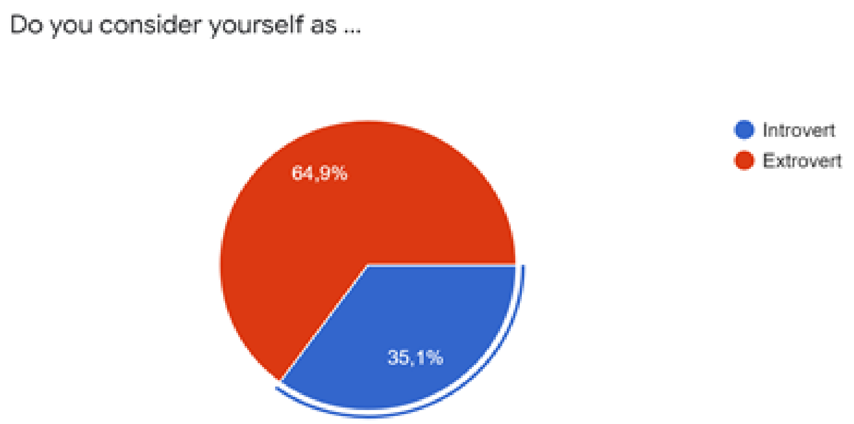
In the general questions also they were asked how stable they remain to traditional values. The 21,1% answered very much, 21.1% again answered considerably, while the 42.1% answered so and so. Finally the 15.8% said not so much.

Table 9: %Sample distribution about Stability to traditional values

Stability to traditional values	% Frequency
Very much	21.1%
Considerably	21.1%
So and so	42.1%
Not so much	15.8%
Not at all	0%
Total	100%

Another issue that the people were asked about was whether they consider themselves extrovert or introvert. The 64,9% answered extrovert while the 35,1% as introvert.

Chart 1: Consider yourself as:



The next question askes If the natural environment is first priority or not. The following table illustrates the answeres.

Table 10 %Sample distribution

Is the natural environment priority?	**% Frequency**
Very much	**38,6%**
Considerably	**29,8%**
So and so	**29,8%**
Not so much	**1,8%**
Not at all	**0%**
Total	**100%**

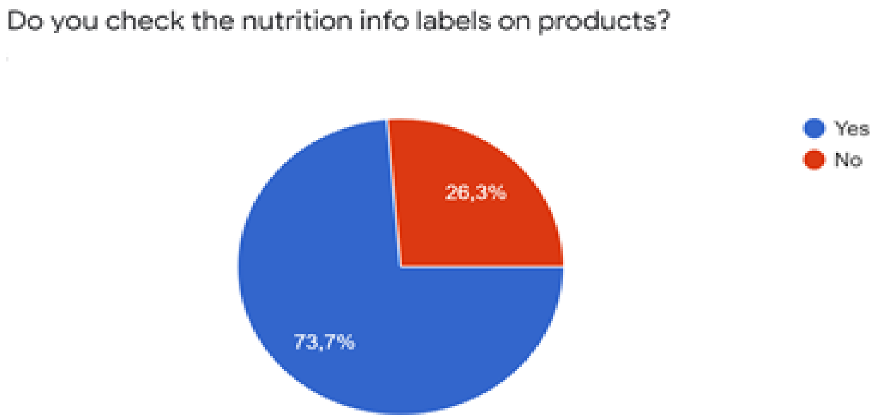
In the question about their core personal values the given options were family, happiness, freedom, health, security and friendship. According to their answers the top 2 personal core values are family and health. Right after answered happiness, friendship, freedom and security respectively.

3.3.3 Eating habits and grocery shopping experience

In this section the people answered questions regarding their eating habits and their grocery shopping experience.

The first question refers to the nutrition labels. The 73,7% answered that looks the information of the labels while the 26,3% said that they did not.

Chart 2 : Nutrition Labels



An important question for our survey is about any specific diet that the people follow. The 82,5% answered that follow the Mediterranean diet and just a 3,5% answered that are Pescetarian.

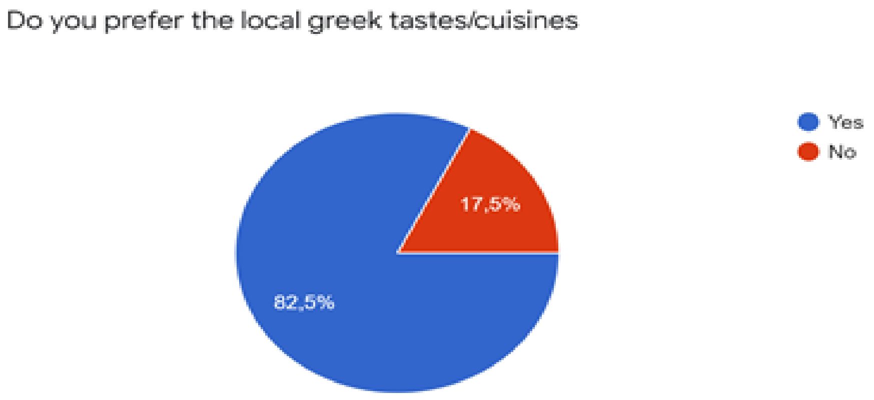
Table 11 %Sample distribution about any specific diet they follow

Do you follow one of the following practices?	**% Frequency**
Mediterranean diet	82,5%
Pescetarianism	5,3%
Keto diet	1,8%
Other	10,8%
Other ethnic cousine	0%
Vegeterianism	0%
Veganism	0%
Total	100%

The people have been asked If they prefer Greek food products or imported and to mention two reasons that explain their decision of Greek products. The 82,5% answered that prefer Greek food products and 17,5% that they did not. The two major reasons they noted are «*I prefer the Greek products for their quality even If the imported have better price*» and «*I prefer the Greek products to support Greek producers and Greek economy*». The other two reasons that were given «*Greek products taste better*» and «*Greek products are healthier*» are ranked low.

In the following Chart 3 we can see that the participants prefer Greek local tastes/cuisine.

Chart 3: Preference of local cuisines



The most preferred cuisine is «Makedoniki» with 61,5% and follows «Kritiki» with 20,5%. In the following Table 12 are mentioned the preferences.

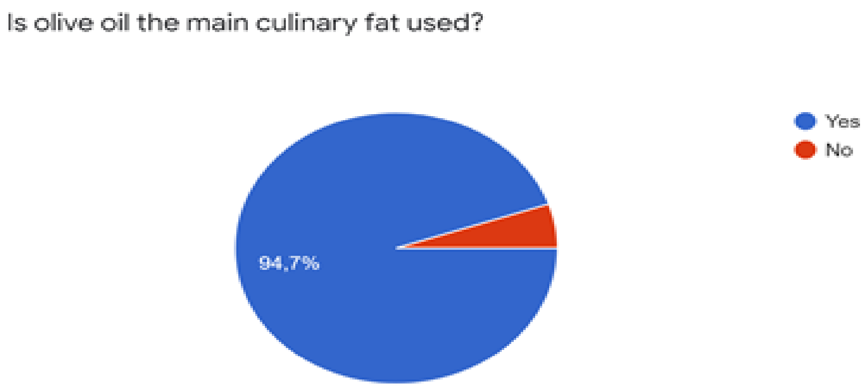
Table 12: %Sample distribution about any specific Greek taste preference

Greek local tastes	**% Frequency**
Makedoniki	61,5%
Kritiki	20,5%
Pontiaki	13,7%
Other	4,3%
Total	100%

The next few charts illustrate the food choices of the participants in their everyday lives.

- *Use of olive oil.*

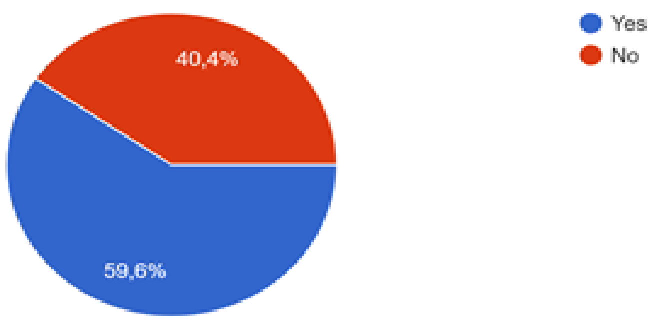
Chart 4: Olive oil use



- *Vegetables cosnumption*

Chart 5: Vegetables consumption

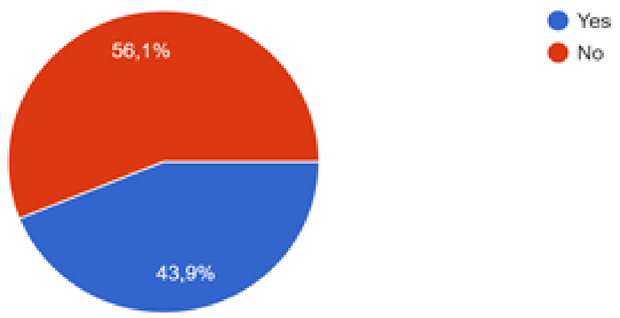
Are ≥ 2 servings (of 200 g each) of vegetables eaten each day?



- *Fruit consumption*

Chart 6: Fruits consumption

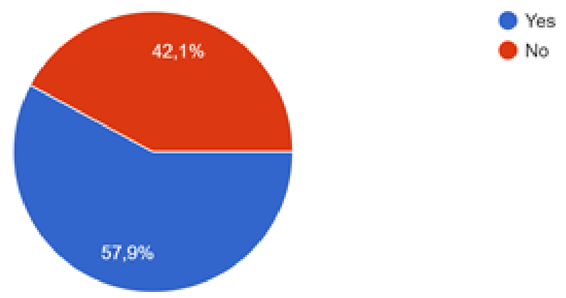
Are ≥ 3 servings of fruit (of 80 g each) eaten each day?



- *Meat products consumption*

Chart 7: Meat consuption

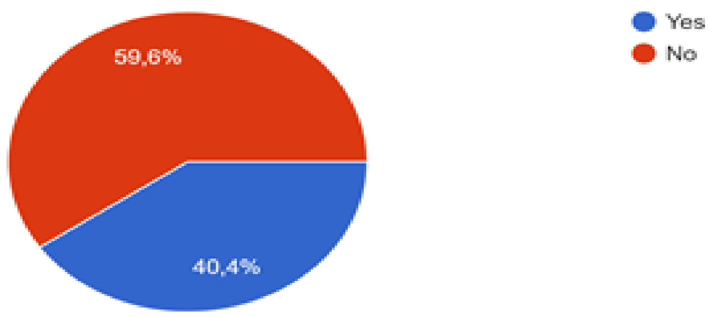
Is<1 serving (100-150 g) of red meat/hamburgers/other meat products eaten each day?



- *Butter, margarine or cream consumption*

Chart 8: Butter and other fat consuption

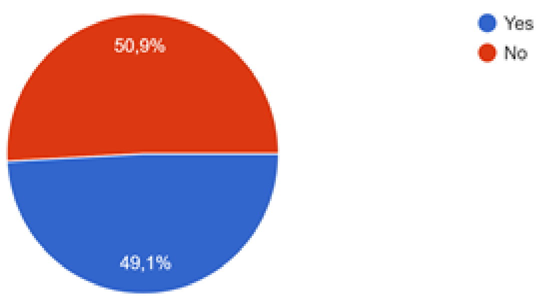
Is<1 serving (12 g) of butter, margarine or cream eaten each day?



- *Sweet or sugar-sweetened beverages consumption*

Chart 9: Sweet beverages consumption

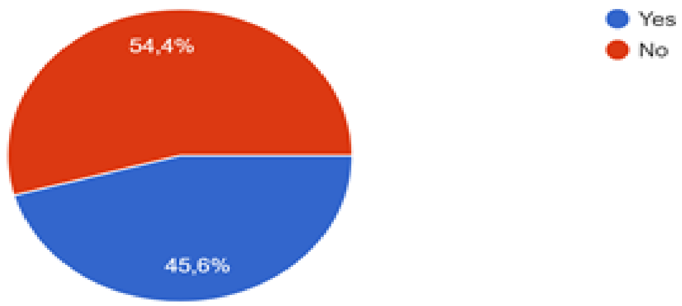
Is<1 serving (330 ml) of sweet or sugar-sweetened carbonated beverages consumed each day?



- *Fish or seafood consumtpion*

Chart 10: Fish consumption

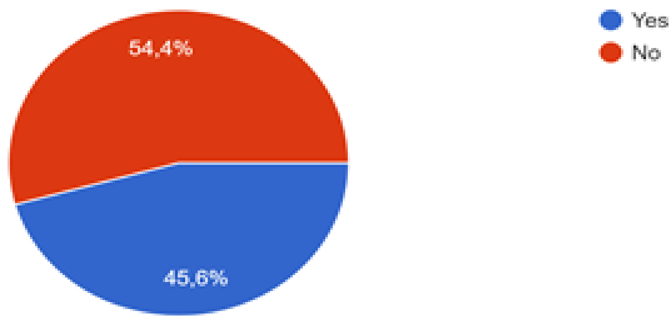
Are ≥ 3 servings of fish (100-150 g) or seafood (200 g) eaten each week?



- *Commercial sweets/pastries consumtpion*

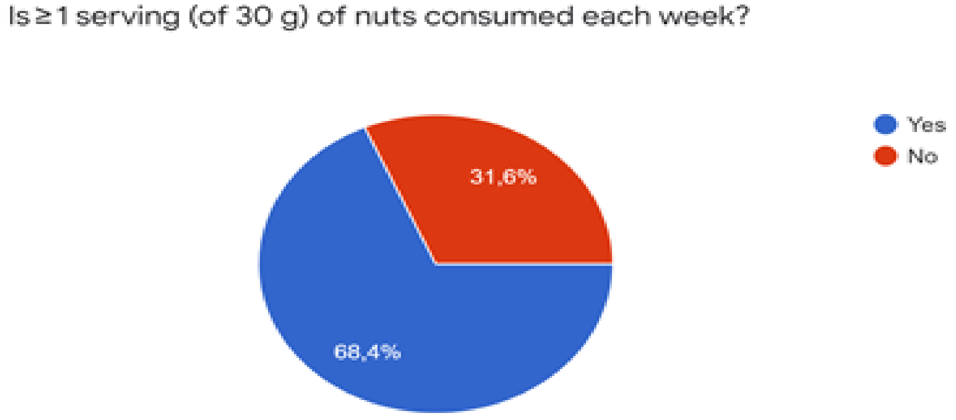
Chart 11: Sweet and pastries consuption

Are < 3 servings of commercial sweets/pastries eaten each week?



- *Nuts consumption*

Chart 12: Nuts consumption

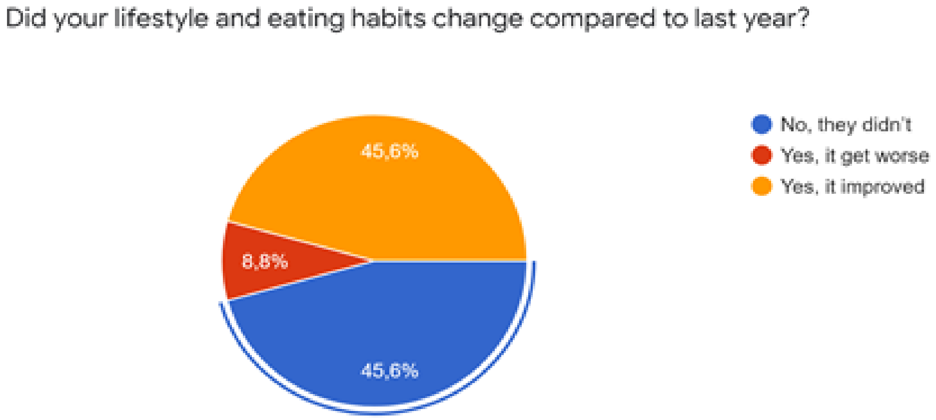


In the following Table 13 we can see the consumption of two food products categories.

Food products	None	Half portion	1 portion	2 portions	>2 portions	Total
Portions of pasta, rice, or other cereals (spelled, barley, oats, quinoa) do you consume per day? (1 medium portion = 80 g)	7%	24,6%	52,6%	12,3%	3,5%	100%
Portions of cheese or dairy products do you consume per week? (1 portion of dairy product = 100 g; 1 portion of matured cheese = 50 g)	0%	7%	19,3%	33,3%	40,4%	100%

The participants were asked If their eating habits changed compared to previous year. The 45,6% answered that they didn't, the 45,6% answered that their eating habits improved this year and only 8,8% that their habits got worse.

Chart 13: Change of lifestyle and eating habits



From this survey it could not be missing a question about COVID-19 effects to the daily habits of consumers. The question was *«During COVID-19 which of these foods are you consuming MORE than before?»* The given options were (None/fruits/fresh vegetables/frozen vegetables/nuts/pasta and cereals/bread/homemade pizza/homemade pastries/industrial bakery products/sweets/ham and processed meat/dairy products/cheese/cow's milk and yogurt/vegetable drinks/eggs/fish/frozen fish/canned fish/legumes/white meat/red meat/coffee, tea, herb tea/sugar or sweeteners/sugary and sparkling drinks/wine, beer/alcoholic drinks/snacks/seasoning sauces/other) From the answers we can find out that during this period that affected without saying our lives, the participants consume more fruits and fresh vegetables in exceptionally high rate than any other given option. Nuts and homemade pastries and pizza are coming next.

The consumption of ready to eat food is the next question where the people answered that once a week they like to eat by 50.9%, the 24.6% said two times a week and 22,8% said not at all.

Table 14: %Sample distribution about eating ready to eat food

Do you prefer to eat ready to eat food? How often?	% Frequency
Once a week	50,9%
Two times a week	24,6%
Four times a week	1,8%
More than four times a week	0%
Not at all	22,8%
Total	100%

The next set of questions that the participants were asked refer to shopping habits and shopping experience of food products.

So, the first question is about where they shopping their food products. The majority answered from Supermarket. The next two options that where selected were Local street market and Grocery stores respectively.

In the question If they like to try new grocery products when they come out the 61,4% answered Yes.

Table 15: %Sample distribution about New grocery products selections when they come out

Do you like to try new grocery products when they first come out?	% Frequency
YES	61,4%
NO	38,6%
Total	100%

Also, the 89,5% answered that Supermarkets have everything they need in stock.

In the survey there is a question about online shopping of grocery products. The 87,7% said that they don't buy grocery online.

Chart 14: Online grocery shopping

The ideal time for the most of the participants to spent shopping in supermarkets is 30-45 minutes each time they visit a store. The survey take into account the visit for the shopping of the week. Not the last time visit for «emergency» shopping.

An important aspect that this survey wants to picture is the perception of consumers about the effect of supermarkets to their eating habits. The 64,9% answered that they believe that supermarkets affect the eating habits.

Table 16: %Sample distribution about Supermarket's effect to eating habits

Do you believe that supermarket affects your eating habits?	% Frequency
YES	**64,9%**
NO	**35,1%**
Total	**100%**

Following the previous question participants were asked to mention the supermarket they believe that affect their eating habits. In Table 17 There are the answers.

Table 17: %Sample distribution about Specific supermarket that affect the eating habits

If yes(to previous question), which SM has affected your eating habits?	**% Frequency**
Masoutis	31,7%
Lidl	26,8%
AB Vasilopoulos	24,4%
Sklavenitis	14,6%
My Market	2,4%
Total	100%

To check the landscape regarding consumers preference towards supermarket chains we asked them what their favorite SM for their main shopping is. The Table 18 gives us an idea.

Table 18: %Sample distribution about Preference of SM for the main shopping

Which SM is your favorite for your main shopping?	**% Frequency**
Masoutis	**31,6%**
Sklavenitis	**26,3%**
AB Vasilopoulos	**21,1%**
Lidl	**10,5%**
My Market	**3,6%**
None	**7%**
Total	**100%**

The participants also answered which SM provides the best choices concerning ...(Healthy eating, fresh, delicatessen, ethnic, local products, ready meals, value for money, quality)? Table 19 illustrates their opinion.

Table 19: %Sample distribution about SM provides the best choices concerning ...(Healthy eating, fresh, delicatessen, ethnic, local products, ready meals, value for money, quality)?

Which SM provides the best choices concerning ...?(Healthy eating, fresh,	**% Frequency**

delicatessen, ethnic, local products, ready meals, value for money, quality)	
AB Vasilopoulos	36,8%
Sklavenitis	28,1%
Masoutis	15,8%
Lidl	7%
My Market	1,8%
None	10,5%
Total	100%

It is very important to know what the people believe that affect their eating habits and eating preferences. The majority of the participants answered that «Hunger and Satiety» and «Mood» are the main factors. Then come «Taste», «Palatability» and «Cost and accessibility» respectively.

Finally, I wanted to illustrate the belief of consumers regarding the key role of technology towards eating habits and how it can be an improvement driver. The Table 20 shows what the consumers believe.

Table 20: %Sample distribution about new technology and hoe can improve the eating habits?

Do you believe that new technology can improve your eating habits?	% Frequency
YES	36,8%
NO	63,2%
Total	100%

The people that answered YES were asked to point their thoughts how technology can improve their eating habits. The answers they gave are the following:

- Information/planning/recipes
- Personalization [on applications etc], Access on Valid Information [considering we use the right sources], Social Media impact on a person's life[with non-toxic impact, when fostering healthy paradigms]
- Vegan products with meat taste (manufacturing process)
- Can make healthy eating habits easier and tastier
- Natural organic products delivered fast
- Technology can improve my eating habits by improving the quality of the products that i purchase. Also, with the aim of marketing, I will get informed about new healthier products.
- Quick access and delivery
- Consumer information and quality control
- Direct information wherever you are about healthy eating
- Getting more information, we choose those which are more nutrients
- Better production procedures and quality control
- Optimization of local production, products without additives
- Healthier products
- Producing safer and perhaps ecofriendly fertilizers. So, fruits & veggies will be healthier

- Getting informed in the Web
- Be better informed and having access to multiple markets

With the help of technology every person can find exactly what should eat according to his/her needs.

Chapter 4 Analysis

4.1 General information about AB Vasilopoulos

AB Vassilopoulos S.A. is a major food retailer operating in Greece and it is a member of the multinational company Ahold Delhaize Group. At the moment of writing this thesis it has 449 stores of various formats across Greece. From its beginning in early 1970s, it was positioned at a higher price compared with the rest of the supermarket businesses (Euromonitor International, 2009). During its first two decades of operation, it had the image of a high-end retailer that was targeting consumers' segments above average as far as their economic status. Since its acquisition from the Belgian multinational retailer Delhaize Le Lion from different segments. Its trademarks are AB VASILOPOULOS, AB City, Food market, Shop & Go.

AB Vasilopoulos has developed through the years a wide range of Private Label Brands such as 365 Brand, AB BIO, AB Choice, AB Close to Greek Earth(AB Κοντά στην Ελληνική Γη), AB, AB Kids, AB Nutrilife, Care, ENA, HOME, Priva, Taste of Inspirations, Terra Leaf και Vetto.

Furthermore, it runs the online store ab.gr/click2shop which covers Attica and Thessaloniki.

AB Vasilopoulos from 2015 belongs to Ahold Delhaize Group.

4.2 Vision and mission

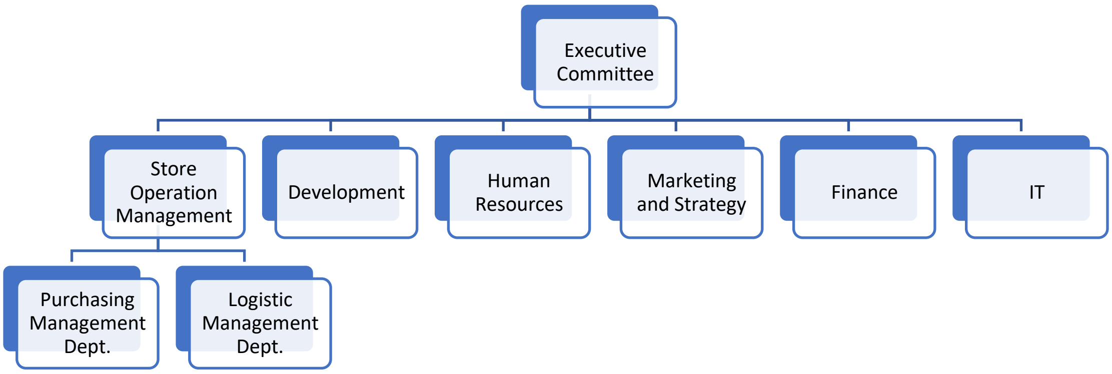
AB Vasilopoulos's mission is to provide nutritious, healthy, safe, economical and sustainable goods. Achieving the mission of the company is accomplished with the appropriate and remarkable people, which have knowledge, skills and experience.

They state that their purpose as "We give our best to make a difference in people's lives."

Company's vision is stated as "We aspire to improve the quality of life of our customers, our partners and the communities in which we operate consistently. We offer a variety of nutritious, healthy and safe products and services on a daily basis. We maintain ties with our partners throughout the group." Finally, the main characteristics of the company and the people who make it up, are determination, humility, courage, perseverance and humor.

4.3 Organizational chart and departments

The Chart 15 presents the organization chart with all the departments of AB VASILOPOULOS, which help to achieve its goals.



Source: http://www.ab.gr/ourcompany/executiveCommittee

Chart 15 Organizational Chart

Bellow there is the analysis of the functions of each department:

1. *Store Operation Management*

- The smooth operation of the retail and wholesale stores
- The selection of partners (franchisees) as well as the monitoring of franchise stores
- Based on the business plan the achievement of sales and profitability goals
- Ensuring the operation of stores within the legal framework, rules of hygiene, safety and corporate procedures, but also their compliance, based on the specifics of local communities.
- The control of the pre-calculated expenses and operating expenses of the stores.
- The continuous technical training and utilization of the associates of the stores, in collaboration with the Department of Human Resources.
- The control of the process of opening and operation of the new stores, within specific time limits.
- The implementation of the company's commercial policies as well as promotional projects.
- Ensuring impeccable customer service

2. *Purchasing Management Dept.*

- Planning, coordination and control of the activities of all product categories, with the aim of achieving the objectives of sales and gross profits.
- Determining the variety of products as well as the choice of suppliers.
- The management of cost data and sales data of inventories.
- The development of private label products.
- Ensuring product quality throughout the supply chain.

3. *Logistic Management Dept.*

- The organization and control of the central warehouses.
- Control, receipt and storage of products in the central warehouses.
- The distribution of the products, so that they reach the stores in time in the right quantity and quality.
- Ensuring adequate storage space based on corporate needs.
- Ensuring the appropriate means of transporting the products to the stores.
- The promotion and development of new supply chain systems and the development of new corporate warehouses.

4. *Development Dept.*

- The implementation of the company's investment plan through organic development or acquisitions.
- The search of areas across the country to find suitable places to develop stores or warehouses.
- The management of the company's real estate.
- The design of the interior and exterior of the stores.
- Monitoring the construction of all building facilities of the company.
- The maintenance of all building and electromechanical installations.
- The development of new technologies, which focus on protecting the environment.
- Proper management of costs related to rent and maintenance of all facilities.

5. *Human Resources Dept.*

- The development of a strategy in terms of human resources.
- The implementation of a strategy in terms of human resources.
- Ensuring the staffing of stores, warehouses and support services with the appropriate number of employees, through the planning, attracting and selecting the most suitable candidates for each position.
- Ensuring the training and development of the company's employees.
- Determining the appropriate remuneration and benefits package for each position.
- Timely and correct payment of payroll.
- Development of programs for workers' health.

6. *Marketing and Strategy Dept.*

- The design of the company's communication strategy.
- Implementation of all promotion and advertising actions.
- The evaluation and selection of the appropriate means and communication techniques, for the product promotion and for the promotion of the image of the company as well.
- The design and creation of a competitive advantage for the private label products.

- The implementation of the whole range of corporate social responsibility issues.

7. *Finance Dept.*

- The design of the financial policy and the determination of the best capital structure.
- Providing valid and timely administrative information.
- Providing financial analysis and reports to various parts of the company, in order to make the right operational and strategic decisions.
- Providing necessary funds to finance the group's objectives and monitor cash flows.
- Monitoring the cost and profitability of business units and taking appropriate measures.
- Regulatory and fiscal compliance.
- Financial evaluation of investments, mergers, acquisitions and investment plans of the group.

8. *IT Dept.*

- Identification of IT needs.
- Identifying the right business opportunities in IT issues and conducting cost-benefit analysis.
- Determining the appropriate information plans and their budget.
- The execution, development and support of the company's information systems.
- The support and development of corporate telecommunication systems.
- Supporting users and local IT infrastructure.

4.4 Strategy formulation

4.4.1 PEST Analysis for AB Vasilopoulos

Political Environment in Greece

In an unstable and changing political environment, such as that of Greece, a company faces serious problems in terms of formulating and implementing its strategy.

The increase of VAT to 24% resulted in an increase in prices and a decrease in sales of companies in the supermarket sector. However, AB Vassilopoulos absorbed the additional burden of consumers.

AB Vassilopoulos has developed private label organic products so the regulations affect the company. A new Council Regulation agreed by the European Council of Agricultural Ministers on labelling of organic products and on organic production in June 2007. Goals, principles and general rules for organic production are defined by the new Council Regulation (EC) No 834/2007. The continued development of sustainable cultivation systems, a variety of high-quality products and organic farming, contribute to environmental protection, biodiversity and high standards of animal protection at the spectrum of EU countries.

Economic Environment in Greece

An extremely suffocative economic environment for the consumers caused by the financial severity and the reducing purchasing power of the Greek households. Additionally, the unbounded expensiveness in the Greek Market in general lead consumers looking for ways for reducing costs and saving money.

An additional factor that changes the economic environment from 2020 in Greece and globally is COVID-19 pandemic. A plethora of businesses are facing surviving issues and millions of people have lost their jobs. So, we wait to see what will be the next day, the next month and next year for all these people and business entities.

Socio-Cultural Analysis

The reduced income of consumers and their high insecurity due to the economic crisis has turned them to the market of products on offer, cheaper products and private label products.

It is worth noting that consumers are becoming more and more brand conscious. So, AB Vasilopoulos for years now try to develop private label products of high quality.

The largest perhaps demographic group of millennials set their expectations especially high. Millennials grocery shoppers in a UK survey answered that they are looking for healthier food choices. It is important for them to know where their food comes from and how it’s made. Furthermore, they demand companies to be environmentally and socially responsible and to provide traceable and sustainable goods. Additionally, due to the fact that this generation is the first one that is less wealthy than their parents, they are looking for deals and discounts. Finally, this demographic group is totally drawn to the comfort that online shopping provides. It is very difficult for the grocers to meet these expectation without raising prices.

Technological Analysis

Through research and innovation it is achieved the resource efficiency and climate change mitigation. New technologies, business models and processes can be addressed by innovation. Eco innovation provides all this plus environmental benefits. Technological Innovations are developed mainly via lab-based science and technology. Then it transferred to farmers, advisory services and policy makers.

The further evolution of technology, artificial intelligence and advanced analytics can have impact on warehouse and store operations and processes, customer engagement and on commercial activities.

Finally, Organisational and Social Innovations are coming together due to the considerable overlap between them. Organizational Innovations change in management approach. Social Innovations are to do with behaviors of groups in wider society and the relationships between companies and the public. Both of these types of innovation affect collaboration within and between various levels in the food chain as well as the relationship between the food chain, wider society and the consumer. (http://www.tporganics.eu, 2010).

4.4.2 SWOT Analysis for AB Vasilopoulos

Strengths

1. Influential brand name
2. Wide range
3. Trustworthy suppliers
4. Social responsibility
5. Influential Private Label Brand
6. Customer loyalty
7. High quality of personnel
8. Easy supermarket layout
9. Good shopping experience
10. Strong financial position

Weaknesses

1. Second in number of stores
2. Higher prices than the competition
3. Shops mainly in south part of Greece
4. In store competition between PL & Branded products
5. It isn't clear if it a matter of quality or just price the difference between PL & Branded (fault assumptions)
6. The competition offers better quality or preservation techniques in fruit shop. (North Greece at least)

Opportunities

1. Product range development
2. Market share development
3. Gain more customers' trust
4. Development of online grocery
5. Use and further development of AI (Artificial Intelligence)
6. Customers' need for fresh products than ready to eat/canned etc
7. Healthier eating habits than before
8. Due to COVID – 19 people make more home cooking. It is very possible that home cooking/barbeque etc will remain after COVID-19. New habits.
9. More and more suppliers of small brands with unique food products. Startups.
10. Niche markets, geographical differentiation.

11. Customization per customer through apps and other tech stuff and in store with service experience.

Threats

1. Economic Crisis - Decrease of sales
2. Competition
3. Aggressive strategy from the side of competition.
4. New entry of pure and well-organized online grocery company.
5. Rising PL products in competition.
6. Possible governments' policies regarding imported food products that are harmful.
7. Not stable quality from suppliers or not finding exactly the products you need.
8. Environmental issues that affect food production and food sufficiency.

After the analysis of company's strengths, weaknesses and opportunities and the threats that it faces I will try to give a matrix of possible strategies by using the above elements. Matching the Strengths with the possible Threats we can find a few strategies that the firsts can help the company overcome the possible threats. The next move is to capitalize on its strengths and take advantage of the opportunities. On the other hand, the company can use its weaknesses to take some decisions and overcome the possible threats. Finally, AB VASILOPOULOS can capitalize again on its weaknesses and the possible opportunities in order to achieve its goals.

Combinations

Strengths and weaknesses
(S3,T6,T7) Contract/collaboration with Greek or E.U. suppliers that can adapt standard quality.
(S1,S5,T3,T5) Enhance more the line of PL in quality and in number.
(S1,S6,T4) Develop omnichannel strategy in marketing. Develop an easy to use online shop. (Valuable shopping experience)
(S1,S4, T8) Use your influence to support the environment. Your bargaining power to the society and your suppliers also can help on this issue.

Strengths and opportunities
(S3,O1) Develop new products.
(S3,S1,S5,O2,O3,O10) Develop new products for new markets even for niche markets that can be served from you.
(S10,O5) Develop trustworthy AI system to receive information for the needs and demands of the consumers. Also, an AI system can help the different departments to work in tandem an work more efficient. (Need to be carefull with the bias algorithms)

Weaknesses and threats

(W1,W3,T3) Move on to mergers or more brick-n-mortar stores in places you don't exist.
(W4,W5,T5) Differentiation on PL products.
(W6,T2,T7) Better suppliers in fresh products (fruits and veggies).
(W2,T1) Different price policy or differentiation that explains higher prices.

Weaknesses and Opportunities
(W6,O3,O6,O7) Develop better fresh products (fruits and veggies).
(W4,W5,O1,O9,O10) Develop different products.
(W2,O10) Cover niche markets that can explain the higher prices(delicatessen products).
(W1,W3,O2,O4) Cover more areas with more brick-n-mortar stores or with collaborations that can service the areas with online shopping.

4.4.3 Porter five forces

Competitive Rivalry

Existing competition is perhaps one of Porter's main strengths, as well as in highly competitive industries the creation and mainly, the maintenance competitive advantage for a new entrant is particularly difficult. The factors that make the existing competition in an industry more strongly include, inter alia, a decrease in demand, increasing the number of companies and simulating the relative size and of their capacity, small product differentiation, low-cost change of supplier for customers, as well as any existing exit barriers for the companies operating in the sector.

Regarding the supermarket sector in Greece, its value shrank by 14.4% during the period 2009 - 2013, while in 2014 the domestic market showed a small annual increase approximately 0.6%. According to a recent industry study (Industry Targets, Supermarket Chains, October 2019, STOCHASIS), the purchase of super chains market, in the year 2018, recorded an increase of 3.4% compared to last year, while the Average Annual Rate of Change (AARC), during the period 2011 - 2018, amounted to 0.1%, so the increase in demand cannot be considered important. A small number of large companies are active in the market chains and a large number of smaller chains and individual supermarkets. However, the industry is significantly concentrated in large companies, as well as, in the year 2018, the sales of the 10 largest companies and groups accounted for 74% of total market sales. The operating companies have different characteristics per category size (large - small and medium), however within each category, the capacity and the size of the business is, to a large extent, the same. The differentiation of products in the industry is also not particularly important, especially for large chains, which have a similar variety and selling price of the products, developed store chains, carry out similar promotions etc. Although the lack of differentiation helps to reduce the cost of change supermarket customers, however criteria such as ease of access, the habit and perceptible differentiation of the supermarket enhance loyalty customers and make this change more difficult. In each case, It turns out that the majority of consumers choose two or more chains supermarket for its purchases. As for the existing obstacles to exit from industry, these are considered significant, given the amount of funds required for business activity in it. In conclusion, it is considered that the intensity of competition between existing companies in the industry is important.

Threat of New Entry

The threat of new competitors entering an industry depends mainly on barriers to entry and is inversely proportional to those barriers. Thus, the threat of entry of new competitors is reduced when there are, for example, economies of scale, which give a cost advantage to existing competitors, high capital requirements for business entry into industry and / or high fixed costs, high demands on technology and know-how, significant product differentiation and customer loyalty, difficulties in access to suppliers and / or any existing institutional barriers. Regarding the supermarket sector in Greece, a significant obstacle for companies wishing to enter it are in high demand in funds, as the activity of the specific companies may characterized as fixed asset intensity. Instead, for the entrance there are no institutional barriers in the industry, no specialized technology is required and know-how, while no difficulties in accessing the super have been observed markets to suppliers, who, in this case, usually constitute and producers of products. Finally, as mentioned above, the differentiation of products and customer loyalty are not significant deterrents to new entrants to the industry. In conclusion, it is judged that the threat of new entrants to the industry is quite limited, due to of the high capital required to operate in it.

Power of suppliers

The bargaining power of suppliers is a determining factor profitability and therefore the attractiveness of an industry as well as its size largely identifies the possibility of a unilateral increase in the price of products (or change in other terms of the transaction), which is likely to burdens the costs of companies operating in the industry, without can be passed on in whole or in part to final consumers. Between factors that enhance the bargaining power of suppliers are the small number of them and / or the small quantity of products offered, the significant product diversification, the high cost of changing their supplier industry companies, their size and therefore their bargaining power and the possibility of vertical integration of suppliers forward. Regarding the supermarket sector in Greece, it is noted that the number of suppliers in this industry is large, however there is enough great (real and / or perceived) differentiation of products, especially resulting in differences in their bargaining power suppliers, depending on the product / brand they represent. Further, while there is significant substitutability between suppliers, the need for existence of a variety of products on the shelves of supermarkets and the high recognition of specific branded products that are not easy to replace, increase the bargaining power of specific suppliers. The relative size of suppliers and supermarket businesses varies depending on the size of the latter, as there are a few large super chains markets, which are, as a rule, larger than their suppliers and have increased bargaining power against them, however the majority of companies operating in the sector are small and medium in size and therefore lags behind in supplier size. Finally, the possibility of vertical vendor integration forward is non-existent. In conclusion, the bargaining power of industry suppliers varies by product of the supplier and the size of the supermarket. Thus, suppliers with strong product brands have a significant advantage over their customers, which, however, it is offset in the cases of large supermarket chains, the which, as mentioned above, represent most of them total market sales.

Power of customers

Corresponding to the effect that the bargaining power of suppliers has on the profitability of an industry is also that which arises from bargaining power of the buyers, which can cause a significant reduction (or prevent any increase) in product prices. The bargaining power of buyers are larger when their number is small and / or their size large enough to allow them to actually negotiate prices or other terms of the transaction in their favor, due to the importance of the buyer of them quantity for sellers. This force is further enhanced when the demand is low or declining, buyers have the option to defer it purchase in case they are not satisfied with the terms of the purchase, they have low change costs and can easily be turned into competitive one companies or when they have the opportunity to carry out vertical integration towards back. Especially in the case of supermarkets in Greece, the number of their customers are large and their size small, which reduces their bargaining power. Furthermore, it is impossible to vertically integrate customers backwards. On the other hand, the relative stagnation of demand and limited diversification of the products and services provided by the supermarkets and especially those that are members of large chains, combined with low cost of supplier change on behalf of consumers contribute, in essence, to its increase of this power. In conclusion, there are no buyers who can considered to have direct bargaining power over supermarkets due to their size or other characteristics, however there is a kind of pressure on supermarkets, due to the overall sensitivity of buyers to their price products and their ability to change supplier easily.

Threat of substitute products or services

The threat of substitute products or services exists when customers can replace a product or service with another equivalent. This has as as a result, a limit that is set on the possible increase in the prices of the relevant industry, beyond which consumers will turn to substitute products or services. The threat of substitute products or services depends both on their existence and immediate availability and on their quality, price and the existing cost of change for buyers. In the case of supermarkets in Greece, as substitutes they can considered both online stores (online supermarkets) and smaller stores such as grocery stores and kiosks as well specialty food stores (for example, greengrocers, butchers and bakeries), but which do not sell all the products that consumers can find in supermarkets. In terms of quality and the price of the products sold in the specific stores, their quality is equal to that sold by supermarkets, in particular when it comes to standard products, the price varies. Specifically, in the case of online stores, the price of the products may be lower than that of the products sold by the supermarkets, due to the cost advantages that electronics businesses have which can be passed on to buyers. From the other side, the other stores, due to their smaller size, have smaller bargaining power in relation to supermarkets and therefore higher supply costs and most likely, higher final price for the products they sell. Finally, regarding the cost of turning buyers to substitutes, this is it virtually non-existent for online stores, while in other categories stores, this refers to the loss of the ability to purchase all of their products sold in the supermarket by an individual store. In conclusion, it is judged that there are no exact corresponding substitutes in which consumers can turn to instead of supermarkets (either in terms of price or in terms of product variety), except for online stores. The latter are the most significant threat to existing supermarkets, however their penetration is currently very limited.

Considering all the factors mentioned above, it can be said that competition in the supermarket sector in Greece is relatively intense but is mainly due to competition from existing companies. It’s worth to be noted that the possibility of new companies entering the industry is quite limited, mainly due to the high funds required for entry and market activity. There is no significant bargaining power from suppliers’ and customers’ side, especially towards large supermarket chains, except, some individual cases of suppliers, who have strong brands in the market. Finally, the development of e-commerce is remarkable, as the online supermarkets can develop into competitors of physical supermarket stores and the expansion of their activities can increase competition in the industry. However, we consider that due to the low digitization of the Greek economy and Greek households' comparatively limited use of e-commerce, e-commerce cannot be a significant competitor of supermarkets, at least in the medium term. Of course, the COVID-19 pandemic may be exacerbating this development.

4.4.4 Value chain analysis of AB Vasilopoulos

Primary Activities

In bound logistics

- Real time recording of delivered goods in warehouse
- Centralized and automated logistic centers
- Own fleet of trucks
- Modern trucks with multiple chambers of different chilling temperature that allow to transport different things. That decrease the cost of transportation due to the need of fewer trucks, fewer drivers, fewer kilometers, and less waiting time for loading and unloading.

Operations

- Real time recording of sales and inventory
- Trustworthy suppliers with guaranteed quality of products.
- Eco friendly operations (recycling, energy saving, use of photovoltaics, green shops, saving energy chilling machines, reducing of transportation and fuel consumption)
- 500 stores in Greece
- Avoiding the production cost of its Private Label goods by outsourcing.

Outbound logistics

- Full trucks for delivering and return to warehouse
- At least 20.000 different products and multiple suppliers.

Marketing and Sales

- Value for money product
- Wide range of products
- Online sales

- Wide space stores
- Advertisements of Private Label and branded products all the year

Service

- Home delivery of the products
- Be aware of customers' preferences through AB bonus card
- Be aware of customers' satisfaction through surveys

Support Activities
Technology development

- SAP system that interlinks all the functions of the company and
- Automated dispatch operation
- Real time monitoring of the sales of each store.

Human Resource Management

- Qualification development of employees
- Competitive salaries based on performance and bonus

Infrastructures

- Balanced Scorecard
- Separated accounting department of stores from company's
- Low department that cooperates with the groups too.

4.4.5 External factor evaluation (EFE) matrix

With the following External Factor Evaluation (EFE) Matrix the company measures the elements of the external opportunities and threats that affect or anticipates will face in the near future. It is a strategy tool used to evaluate firm's external environment. The weighting and the rating will be performed by the people of the company.

For the weight, the number indicates how important the factor is if a company wants to succeed in an industry. The sum of all the weights must equal 1.0.

The ratings in external matrix refer to how effectively company's current strategy responds to the opportunities and threats. The numbers range from 4 to 1, where 4 means a superior response, 3 – above average response, 2 – average response and 1 – poor response. Ratings, as well as weights, are assigned subjectively to each factor.

In our (EFE) Matrix the factors of the Opportunities and Threats were assigned by the author of this thesis, with the consent of AB VASILOPOULOS's Strategy Development Dept. The weight and the rating where assigned by AB VASILOPOULOS's Strategy Development Dept.

As major opportunities are pointed almost all the factors(Customers, market share, product quality, shop experience, e-shop) that received the high weight which means that the company response to the opportunities at the moment the maximum.

Also we can see that the company seems well prepared to meet the threats except of one, the competitors form adjacent countries. However, you have to keep an eye to all threats because things are constantly changing and in the grocery retail sector we see radical changes especially after the rapid technological outburst, with the artificial intelligence (AI) and Internet of Things (IoT).

The final score 3.60 indicates that the company strategies are well designed to meet the opportunities and defend against threats. So, in order to keep on thriving should exploiting to its major strengths to meet the opportunities with adjustments where is needed after reviewing the competition.

	Weight	**Rating**	**Score**
Opportunities			
1. Capture market share.	**0.10**	**3**	**0.30**
2. Introduce new products.	**0.10**	**3**	**0.30**
3. Satisfy new customer needs.	**0.10**	**4**	**0.40**
4. Online shopping	**0.10**	**4**	**0.40**
5. Awareness of health.	**0.05**	**4**	**0.20**
6. Hedonic shopping experience.	**0.10**	**4**	**0.40**
Threats			
1. National competitors	**0.10**	**4**	**0.40**
2. Competitors form adjacent countries	**0.05**	**2**	**0.10**
3. Unemployment level & price elastics	**0.10**	**3**	**0.30**
4. Promotional pressure increases	**0.05**	**4**	**0.20**
5. Competitors offering higher service for the same fair price.	**0.10**	**4**	**0.40**
6. Reputation Loss in event of an accident.	**0.05**	**4**	**0.20**
SUM	**1.00**		**3.60**

4.4.6 Internal factor evaluation (IFE) matrix

With the following Internal Factor Evaluation (IFE) Matrix the company measures the elements of its strengths and its weaknesses that anticipates will be competitive advantages towards their rivals. It is a strategy tool used to evaluate firm's internal environment. The weighting and the rating will be performed by the people of the company.

For the weight, the number indicates how important the factor is if a company wants to succeed in an industry. The sum of all the weights must equal 1.0.

The ratings in internal matrix refer to how strong or weak each factor is in a firm. The numbers range from 4 to 1, where 4 means a major strength, 3 – minor strength, 2 – minor weakness and 1 – major weakness. Strengths can only receive ratings 3 & 4, weaknesses – 2 & 1.

In our (IFE) Matrix the factors of the Strengths and Weaknesses were assigned by the author of this thesis, with the consent of AB VASILOPOULOS's Strategy Development Dept. The weight and the rating where assigned by AB VASILOPOULOS's Strategy Development Dept.

As major strengths are pointed all the factors(Customers, wide range, product quality, shop experience) that received the highest weight which means that the company capitalizes at the moment the maximum of their high valued strengths. As a major weakness is pointed that it is second in stores.

The final score 3.24 indicates that the company is strong against its competitors. So, in order to keep on thriving should exploiting to its major strengths with adjustments where is needed after reviewing the competition.

	Weight	Rating	Score
Strengths			
1. Customer Loyalty	**0.10**	**4**	**0.40**
2. Brand Value	**0.10**	**4**	**0.40**
3. Inventory Control System	**0.05**	**3**	**0.15**
4. Emphasis and focus on Greek (fresh products).	**0.07**	**3**	**0.21**
5. Wide range in private label	**0.07**	**3**	**0.21**
6. Wide range and differentiation in food category	**0.10**	**4**	**0.40**
7. High quality standards in food products	**0.10**	**4**	**0.40**
8. Environmental awareness	**0.05**	**3**	**0.15**
9. Social responsibility	**0.08**	**3**	**0.24**
10. Store neatness, organization and modernization	**0.10**	**4**	**0.40**
Weaknesses			
1. Second in number of shops	**0.08**	**1**	**0.08**
2. Higher prices compared to competition	**0.05**	**2**	**0.10**
3. Customers' need for a maximum gain from the use of the product.	**0.05**	**2**	**0.10**
SUM	**1.00**		**3.24**

4.4.7 Competitive profile matrix (CPM)

The Competitive Profile Matrix is a tool that compares the firm and its rivals and reveals their relative strengths and weaknesses. In order to better understand the external environment and the competition in a particular industry, firms often use CPM. The matrix identifies a firm's key competitors and compares them using industry's critical success factors. The analysis also reveals company's relative strengths and weaknesses against its competitors, so a company would know, which areas it should improve and, which areas to protect.

Critical success factors (CSF) are the key areas, which must be performed at the highest possible level of excellence if organizations want to succeed in the particular industry. They vary between different industries or even strategic groups and include both internal and external factors.

For the weight each critical success factor should be assigned a weight ranging from 0.0 (low importance) to 1.0 (high importance). The number indicates how important the factor is in succeeding in the industry. If there were no weights assigned, all factors would be equally important, which is an impossible scenario in the real world. The sum of all the weights must equal 1.0.

The ratings in CPM refer to how well companies are doing in each area. They range from 4 to 1, where 4 means a major strength, 3 – minor strength, 2 – minor weakness and 1 – major weakness. Ratings, as well as weights, are assigned subjectively to each company, but the process can be done easier through benchmarking. Benchmarking reveals how well companies are doing compared to each other or industry's average.

Total score is simply the sum of all individual score for the company. The firm that receives the highest total score is relatively stronger than its competitors.

Benefits of the CPM:

- The same factors are used to compare the firms. This makes the comparison more accurate.
- The analysis displays the information on a matrix, which makes it easy to compare the companies visually.
- The results of the matrix facilitate decision-making. Companies can easily decide which areas they should strengthen, protect or what strategies they should pursue.

In our CPM the Critical Success Factors were assigned by the author of this thesis, with the consent of AB VASILOPOULOS's Strategy Development Dept. The weight and the rating were assigned by AB VASILOPOULOS's Strategy Development Dept.

The CPM analysis reveals that AB VASILOPOULOS is the strongest player in the industry with relative strengths in online sales, Technology (AI, advanced analytics, robotics, internet of things). On the other hand, SKLAVENITIS prevails in consumers' loyalty, successful promotions and supplier. LIDL according to CPM is the weakest player with (2.35) total score. The companies should create their strategies according to their strengths and weakness and improve their ratings in the most significant industry's areas.

However, what I would like to note is that all the ratings that are assigned for AB VASILOPOULOS are moving in the range of the strengths. As we already mention the rating and the weights are assigned subjectively so we have to be careful and answer as objectively as it can be. It is natural to be biased in some extent, that's why in my opinion it is needed to be used more than one tools for measuring such factors. One more suggestion from my side is to assign such evaluations to a third party that can be more objective.

		AB VASILOPOULOS		SKLAVENITIS		MASOUTIS		LIDL	
Critical Success Factor	Weight	Rating	Score	Rating	Score	Rating	Score	Rating	Score
Market positioning	0,13	4	0,52	4	0,52	3	0,39	3	0,39
Price competitiveness	0,08	3	0,24	4	0,32	2	0,16	4	0,32
Consumer loyalty	0,08	3	0,24	4	0,32	3	0,24	1	0,08
Brand awareness	0,12	4	0,48	4	0,48	3	0,36	3	0,36
Product quality	0,10	4	0,4	3	0,3	3	0,3	2	0,2
Customer Service and Support	0,05	4	0,2	4	0,2	3	0,15	1	0,05
Product diversity	0,07	4	0,28	4	0,28	3	0,21	2	0,14
Online sales	0,05	4	0,2	2	0,1	3	0,15	1	0,05

Succesfull Promotions	0,09	3	0,27	4	0,36	2	0,18	3	0,27
Social responsibility	0,05	4	0,2	4	0,2	3	0,15	3	0,15
Ultra convenience(store location, assortment, self-service options etc.)	0,10	4	0,4	3	0,3	4	0,4	2	0,2
Suppliers	0,05	3	0,15	4	0,2	3	0,15	1	0,05
Technology(AI, advanced analytics, robotics, internet of things)	0,03	4	0,12	1	0,03	3	0,09	3	0,09
SUM	**1,00**		**3,7**		**3,61**		**2,93**		**2,35**

Chapter 5 Competitive strategy and implementation

5.1 Competitive strategy

From what we have already discuss and found in the present analysis I believe that it is needed the implementation of differentiation and cost leadership strategies.

Differentiation of the assortment to sustain the current consumers and to attract more. In this way its market share will be expanded. Furthermore, the service that AB VASILOPOULOS provide to its customers can be differentiated to gain precedency towards its rivals.

Cost leadership in order to achieve greater profit by reducing the cost of certain indirect cost such as marketing or logistics (inventory reduction or by redesigning its network).

As technology is continually advancing, always new competitors are emerging and consumers' behavior isn't static- the intensity and the pace of these forces are exceptional. Only a few retail grocers have managed to handle successfully these three forces.

Convenience is one aspect that supermarket can differentiate. Location of an easy-to-get store is a great part of convenience, but it is only one aspect of it. Grocery retailers should make an effort to make the whole shopping experience more convenient. At the same time they have to maintain standards of quality above the ordinary convenience store. The assortment of the store is very important for the convenience. Prepared food, frozen meals, loose fruits and vegetables might be provided. Furthermore, home delivery, self-service, package pickup, express checkouts and other services can be offered by the retailer.

Shape its ecosystem is very important also in order to stay competitive against the emerging powers. It is important to look forward. The changes in technology, in consumer behavior and the competitive landscape. Partnerships and M&A are solutions for grocery retailers to fill any capability gaps. Getting closer to the consumers by using data and analytics is the final goal. It is almost inevitable the radical cost reduction when the companies bring together the three elements of the ecosystem- people, venues and commodities.

Apply technology in every parts of the value chain is very important that drives to commercial effectiveness and cost reduction through the whole value chain. Digital solutions, advanced analytics, and artificial intelligence can have far-reaching impact on customer engagement, commercial activities, store and warehouse processes, and back-office operations. Personalization leads to customer engagement and not only with the traditional offers and marketing messages but with product recommendations, the right offer at the right price, right time, and right location. With advanced analytics the company is capable to make better decisions about its assortment, pricing policy and promotions. Enable the company to monitor, evaluate, and tweak the promotions daily. Finally, insights can be generated that will give you negotiating leverage over your suppliers.

The real estate is a great deal for the company. T The forward-looking of the online business needs can lead the retailer to vital changes in its stores. Providing other services or the reallocation to fulfill online orders are two options. Furthermore, several alternatives can be implemented to obtain the most of the real estate. Renting out space, reinvigorating vital categories and assortments in a store, redefinition areas in a store or removing at all a store from the network.

In this way you can raise capital and reduce liabilities.

5.2 Implementation

Finance

The company must ensure its financial competence in order to move on with the implementation of strategies. Raising capital with short-term debts, long-term debts, preferred stock, or common stock are few proposed ways. The retailers tend to acquire smaller competitors. This strategy can also be used in the new markets we aim for. The current strong financial position that AB Vasilopoulos presents can help to that direction. The company can acquire capital from the market in order to invest and finance its strategies. According to an article of www.thegrocer.co.uk (https://www.thegrocer.co.uk/property-and-planning/how-supermarket-space-is-still-a-safe-investment/590763.article) is still safe place for investments.

Operations

AB Vasilopoulos already implement a cutting edge and well-organized logistic system that allows on-time deliveries, precision continuous adequacy of goods in stores. However, as online shopping is gaining a great market share and you are in to this field already, you have to benchmark the operations, especially the logistic, to optimize yours and develop an advantage in Greek market before some of the current competitors or a new entry conquer in this field. A great example perhaps for benchmarking is Amazon after its acquisition of Whole Foods Market. The handling of perishable products it is challenging.

Marketing and Branding

We will be using our Marketing and Branding as our spearhead. The brand belongs to the most recognizable ones in Greek market. So, the company should capitalize on this brand awareness to enhance its market share. Track social media, track online ad traffic, heads off potential circle, build support for products and monitor consumer behavior in depth. The Internet has moved to to cell phone platforms. This fact giving the opportunity to us to reach almost everyone. It is a great opportunity not to sell but first to listen. Our advertising campaign should also take notice of the cultural variable. Adverts must include the cultural habits of the market we are aiming for.

Research and Development

Embrace New Technologies

Embracing advanced analytics, digital solutions, and artificial intelligence. Personalization leads to customer engagement and not only with the traditional offers and marketing messages but with product recommendations, the appropriate offer at the right price, right time, and right location. Advanced analytics can help the company to make better decisions about assortment, pricing, and promotions campaigns. Enable the company to monitor, evaluate, and tweak the promotions daily.

New Products

Gathering information about the trends of the market and making a forecast for what can be the near future demand collaborate with your suppliers to develop new products and new packages.

Human Resources

As your most valuable part of your company is your people you need to cultivate a strategy supportive culture and allow to your employees to participate in the process of change. Participation allows everyone to give opinions, feel part of the change and identify their self-interest regarding the recommended changes. Also, some motivation or incentive is required. Finally, communication is needed so the people can understand the purpose for the change.

Chapter 6 Proposals for evaluating the implemented strategies

Evaluating the strategies that the people of the company have implemented is the next equal important step to identify what work or not. In this way the leaders and managers can reshape and redirect the strategy plan. It is quite common that the actions of a formulated strategy should be change after evaluation in order to reach the goals. Following I present my suggestions for the stage of evaluation.

6.1 Balanced scorecard

The Balanced Scorecard is a commonly used tool. It includes financial measures that tell the results of actions already taken. And it complements the financial measures with operational measures on customer satisfaction, internal processes, and the organization’s innovation and improvement activities—operational measures that are the drivers of future financial performance. I provide an indicative Balanced Scorecard for this case.

Financial Perspective		
Goals	**Measures**	**Actions**
Succeed	Quarterly Sales Growth and Operating income by division	
Prosper	Increased market share and ROE	

Customer Perspective		
Goals	**Measures**	**Actions**
Customer Loyalty	(CLI) Customer Loyalty Index	
Quality and Innovation	KPIs (Actionable Ideas, Projected Profitability, Actual Profitability, Cost, Cultural Impact)	
Better service	Net Promoter Score, Social Media Monitoring, (CSAT) Customer satisfaction, etc.	
Convenience	Survey or Analytics	About Servey (Decision convinience, Access convinience, Transaction Convinience, Benefit Convinience, Post benefit convinience.
Availability	(OOS) Out of stock index	

Internal Business Process Perspective		
Goals	**Measures**	**Actions**
Better supply chain management	Order to Delivery lead time, Flexibility, Resource utilization, etc.	
Retention and Growth	(CLI) Customer Loyalty Index	
Social Responsibility	Benchmark the business, use (KPIs) to measure environmental performance	
Employee Retention	Employee happiness, Talent turnover rate, New employee satisfaction	

	rate, Retention rate per manager	

Learning & Growth Perspective		
Goals	**Measures**	**Actions**
Performance Culture	Performance measuring tools	If performance measures are used to monitor process results and diagnose how to elevate process performance, a different culture emerges. People will embrace accountability as the practice of problem solving, not judgment or blame.
Technology Leadership	KPIs	
Time to market	It is hard to measure because there are no specific standards. Generally, it is perceived the sooner the better.	
Product focus		
Provide valuable skill training	Performance measuring tools, Employee satisfaction	
Clear communication and understanding of organization's strategy	Employee engagement, Employee Performance and Productivity, Retention Rate	

6.2 Other ways of evaluation

Review of Internal and External environment

The second type to evaluate the performance of the strategies that I propose starts with reviewing the current basis of the company. Evaluate again the company with the IFE and EFE matrix. In case there are changes in your evaluation start from there and study one by one the progress or any other parameter that added in your matrix from the last one. In case there is no change move on with the firm performance.

Financial Evaluation

In order to evaluate the financial perspective of the strategies the fields that must be checked are the following:
Sales Growth
Profit Margin
Market Share

Internal Evaluation
Ask for the opinion of the staff. It is very important to make the staff participant to every step of company's strategy.
Ask the Divisional Manager's opinion.
Ask the General management's opinion.

You can move on with the evaluation of the customers to attain the real feel of the market. This can happen by asking in real time interviews instore your consumers, with questionnaires, customers spokesperson, taking the feedback and what it is said for the company from the Social Media, by complaining lists instore and in your online shop or any other online platform you have.

Finally, the most common part of this evaluation is the comparison relative to your previous years performance, your competitors and the industry average.

Conclusions

This part of this study I would like to dedicate it on the constrains of this consulting project for further discussion in the future. The limited number of participants didn't give me the appropriate confidence for the results. For this reason my proposal is that the company AB Vasilopoulos should conduct the same survey further to cover a wider population. Furthermore, this survey mostly was answered from consumers that lives in Makedonia so the answers are not varied enough in some sections of the survey. Finally, it is demanded from the side of the company regular and consistent update about the technological advancements in the field of retail industry in general because this technology it is in its infancy. The Artificial Intelligence, the advanced analytics and the IoT will play crucial role in the evolution of grocery retail industry, in retail industry, on the eating habits, on the food production procedures and in agricultural industry. All the above fields I mention is an eco-system that should work together in tandem in order to give to the consumers the best products, to help the environmental sustainability and thrive financially.

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Appendix

Eating habits of Greek consumers and the contribution of supermarkets/grocery stores covering and shaping them.

Dear fellow students and alumni.
My name is Gregory Andrikos and I am a postgraduate student at International Hellenic University (Master in Management). For my final project, I examine the current dietary patterns of Greek consumers and the contribution of supermarkets/grocery stores covering and shaping them. I would like to invite you to participate in this research study by completing the attached survey. The following questionnaire will require approximately 5-7 minutes to complete. In order to ensure that all information will remain confidential, please do not include your name. If you choose to participate in this project, please answer all questions as honestly as possible. Thank you for taking the time to assist me in my educational endeavors. If you require additional information or have questions please contact me at the email listed below
gandrikos@ihu.edu.gr

* Απαιτείται

1. Age *

____

2. Gender *

Να επισημαίνεται μόνο μία έλλειψη.

- ◯ Female
- ◯ Male
- ◯ Prefer not to mention
- ◯ Άλλο: ___________________

3. Hometown *

Να επισημαίνεται μόνο μία έλλειψη.

- Attica
- Central Greece
- Central Macedonia
- Creta
- Eastern Macedonia & Thrace
- Epirus
- Ionian Islands
- North Aegean
- Peloponnese
- South Aegean
- Thessaly
- Western Greece
- Western Macedonia

4. Current employment status *

Να επισημαίνεται μόνο μία έλλειψη.

- Unemployed
- Retiree
- Student
- I work in smart working at home
- I go to the work as usual
- I have currently suspended my job

5. Highest degree or level of education *

Να επισημαίνεται μόνο μία έλλειψη.

- Primery Education
- Secondary ducation(High school)
- Bachelor's degree
- Master's degree
- Ph.D. or higher
- Άλλο: ____________________

6. Annual income *

Να επισημαίνεται μόνο μία έλλειψη.

- 0-10.000€
- 10.001-20.000€
- 20.001-30.000€
- 30.001-40.000€
- >40.001€
- zero

7. Open to new ideas/ products/ habits *

Να επισημαίνεται μόνο μία έλλειψη.

	1	2	3	4	5	
Not at all						Very much

8. You remain stable in traditional values *

Να επισημαίνεται μόνο μία έλλειψη.

	1	2	3	4	5	
Not at all	◯	◯	◯	◯	◯	Very much

9. Do you consider yourself as ... *

Να επισημαίνεται μόνο μία έλλειψη.

◯ Introvert
◯ Extrovert

10. The natural environment is first priority for you/your family *

Να επισημαίνεται μόνο μία έλλειψη.

	1	2	3	4	5	
Not at all	◯	◯	◯	◯	◯	Very much

11. Your core personal values(choose 2)

Να επισημαίνεται μόνο μία έλλειψη ανά σειρά.

	1η	2η
Family	◯	◯
Happiness	◯	◯
Freedom	◯	◯
Health	◯	◯
Prestige	◯	◯
Security	◯	◯
Friendship	◯	◯
Tradition	◯	◯

12. Do you follow one of the following practices? *

Να επισημαίνεται μόνο μία έλλειψη.

- ◯ Vegeterianism(Avoid meat & fish but include dairy and eggs)
- ◯ Veganism(Avoid all animal products)
- ◯ Pescetarianism (Avoid meat but include fish, dairy and eggs)
- ◯ Mediterranean diet
- ◯ Other ethnic cousine(please name it)
- ◯ Keto diet(diet with low-carbs, moderate proteins, higher good quality-fat)
- ◯ Άλλο: ____________________

13. Do you check the nutrition info labels on products? *

Να επισημαίνεται μόνο μία έλλειψη.

- ◯ Yes
- ◯ No

14. Do you prefer to buy Greek food products rather than imported products? *

Να επισημαίνεται μόνο μία έλλειψη.

- Yes
- No

15. If Yes, please point the 2 most important reasons from the least below.

Να επισημαίνεται μόνο μία έλλειψη ανά σειρά.

	1η	2η
I prefer the Greek products because of their quality even if the imported have better price.		
I prefer the Greek products to support Greek producers and Greek economy.		
Greek products taste better.		
Greek products are healthier.		
Other		

16. Do you prefer the local greek tastes/cuisines *

Να επισημαίνεται μόνο μία έλλειψη.

- Yes
- No

17. If yes, please name your preference(e.g. Ipirótiki, Kritikí, Makedonikí, Pontiaki)

18. Is olive oil the main culinary fat used? *

Να επισημαίνεται μόνο μία έλλειψη.

- Yes
- No

19. Are ≥ 2 servings (of 200 g each) of vegetables eaten each day? *

Να επισημαίνεται μόνο μία έλλειψη.

- Yes
- No

20. Are ≥ 3 servings of fruit (of 80 g each) eaten each day? *

Να επισημαίνεται μόνο μία έλλειψη.

- Yes
- No

21. Is < 1 serving (100-150 g) of red meat/hamburgers/other meat products eaten each day? *

Να επισημαίνεται μόνο μία έλλειψη.

- Yes
- No

22. Is < 1 serving (12 g) of butter, margarine or cream eaten each day? *

Να επισημαίνεται μόνο μία έλλειψη.

- Yes
- No

23. Is < 1 serving (330 ml) of sweet or sugar-sweetened carbonated beverages consumed each day? *

Να επισημαίνεται μόνο μία έλλειψη.

- Yes
- No

24. Are ≥ 3 servings of fish (100-150 g) or seafood (200 g) eaten each week? *

Να επισημαίνεται μόνο μία έλλειψη.

- Yes
- No

25. Are < 3 servings of commercial sweets/pastries eaten each week? *

Να επισημαίνεται μόνο μία έλλειψη.

- Yes
- No

26. Is ≥ 1 serving (of 30 g) of nuts consumed each week? *

Να επισημαίνεται μόνο μία έλλειψη.

- Yes
- No

27. How many portions of pasta, rice, or other cereals (spelled, barley, oats, quinoa) do you consume per day? (1 medium portion = 80 g) *

Να επισημαίνεται μόνο μία έλλειψη.

- None
- Half portion
- 1 portion
- 2 portions
- >2 portions

28. How many portions of cheese or dairy products do you consume per week? (1 portion of dairy product = 100 g; 1 portion of matured cheese = 50 g) *

Να επισημαίνεται μόνο μία έλλειψη.

- None
- Half portion
- 1 portion
- 2 portions
- >2 portions

29. Did your lifestyle and eating habits change compared to last year? *

Να επισημαίνεται μόνο μία έλλειψη.

- No, they didn't
- Yes, it get worse
- Yes, it improved

30. During COVID-19 which of these foods are you consuming MORE than before?

Να επισημαίνεται μόνο μία έλλειψη ανά σειρά.

	1st	2nd	3rd	4th	5th
None	⬭	⬭	⬭	⬭	⬭
Fruits	⬭	⬭	⬭	⬭	⬭
Fresh vegetables	⬭	⬭	⬭	⬭	⬭
Frozen vegetables	⬭	⬭	⬭	⬭	⬭
Nuts	⬭	⬭	⬭	⬭	⬭
Pasta and cereals	⬭	⬭	⬭	⬭	⬭
Bread	⬭	⬭	⬭	⬭	⬭
Homemade pastries	⬭	⬭	⬭	⬭	⬭
Industrial bakery products	⬭	⬭	⬭	⬭	⬭
Homemade pizza	⬭	⬭	⬭	⬭	⬭
Sweets	⬭	⬭	⬭	⬭	⬭
Ham and processed meat	⬭	⬭	⬭	⬭	⬭
Dairy products	⬭	⬭	⬭	⬭	⬭
Cheese	⬭	⬭	⬭	⬭	⬭
Cow's milk and yogurt	⬭	⬭	⬭	⬭	⬭
Vegetable drinks	⬭	⬭	⬭	⬭	⬭
Eggs	⬭	⬭	⬭	⬭	⬭
Fish	⬭	⬭	⬭	⬭	⬭
Frozen fish	⬭	⬭	⬭	⬭	⬭
Canned fish	⬭	⬭	⬭	⬭	⬭
Legumes	⬭	⬭	⬭	⬭	⬭
White meat	⬭	⬭	⬭	⬭	⬭
Red meat	⬭	⬭	⬭	⬭	⬭
Coffee, tea, herb tea	⬭	⬭	⬭	⬭	⬭
Sugar or sweeteners	⬭	⬭	⬭	⬭	⬭
Sugary and sparkling drinks	⬭	⬭	⬭	⬭	⬭
Wine, beer	⬭	⬭	⬭	⬭	⬭
Alcoholic drinks	⬭	⬭	⬭	⬭	⬭
Snacks	⬭	⬭	⬭	⬭	⬭

31. Do you prefer to eat ready to eat food? How often? *

Να επισημαίνεται μόνο μία έλλειψη.

- Once a week
- Two times a week
- Four times a week
- More than four times a week
- Not at all

32. Do you prefer to invite friends over for dinner rather than take them out to eat? *

Να επισημαίνεται μόνο μία έλλειψη.

- Yes
- No

33. In a typical week, where are most of our ....

Να επισημαίνεται μόνο μία έλλειψη ανά σειρά.

	Home	Out	I don't eat
Breakfast			
Lunch			
Dinner			

34. Where do you buy your food?

Να επισημαίνεται μόνο μία έλλειψη ανά σειρά.

	1st	2nd
I do not go out for shopping(online)	⬭	⬭
Supermarket	⬭	⬭
Grocery store	⬭	⬭
Local street market	⬭	⬭
Farmer's market	⬭	⬭
Organic food shop	⬭	⬭
Fairtrade market	⬭	⬭

35. Do you like to try new grocery products when they first come out? *

Να επισημαίνεται μόνο μία έλλειψη.

- Yes
- No

36. Does the supermarket have everything you needed in stock? *

Να επισημαίνεται μόνο μία έλλειψη.

- Yes
- No

37. Do you buy your grosery through online shopping? *

Να επισημαίνεται μόνο μία έλλειψη.

- Yes
- No

38. What is the ideal time for you to spend for grocery shopping in a store? *

39. Do you believe that supermarket affects your eating habits? *

Να επισημαίνεται μόνο μία έλλειψη.

- Yes
- No

40. If yes, which SM has affected your eating habits?

Να επισημαίνεται μόνο μία έλλειψη.

- AB Vasilopoulos
- Sklavenitis
- Masoutis
- Lidl
- Άλλο:

41. Which SM is your favorite for your main shopping? *

Να επισημαίνεται μόνο μία έλλειψη.

- AB Vasilopoulos
- Sklavenitis
- Masoutis
- Lidl
- None
- Άλλο:

42. Which SM provides the best choices concerning ...?(Healthy eating, fresh, delicatessen, ethnic, local products, ready meals, value for money, quality) *

Να επισημαίνεται μόνο μία έλλειψη.

- AB Vasilopoulos
- Skalvenitis
- Masoutis
- Lidl
- None
- Άλλο: ____________________

43. Choose 3 of the following factors that you believe affect your eating habits...

Να επισημαίνεται μόνο μία έλλειψη ανά σειρά.

	1st	2nd	3rd
Hunger and satiety			
Palatability			
Taste			
Cost and accessibility			
Education and Knowledge			
Influence of social class			
Cultural influences			
Social context			
Social setting			
Stress			
Mood			

44. Do you believe that new technology can improve your eating habits? *

Να επισημαίνεται μόνο μία έλλειψη.

- Yes
- No

45. If yes, in what way do you think?