



**BRAND COMMUNICATION FROM THE CONSUMER
PERSPECTIVE IN ONLINE GROCERY SECTOR
DURING COVID-19 PANDEMIC: A CASE STUDY
FROM GETİR BRAND**

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Master's Thesis

Graduate School
Izmir University of Economics

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ABSTRACT

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Master's Program in Marketing Communication and Public Relations

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Since March 2020, when the first SARS/COV-2 case was announced in Turkey, people's daily life has undergone sharp changes. The changes in the economic, social and cultural fields have also directly affected consumer behavior. Lockdowns, due to the pandemic, has become a problem for consumers, especially to meet their daily grocery shopping needs. Consumers, whose buying behavior has already changed, have started to turn directly to online groceries shopping with the impact of lockdown and other restrictions. Online grocery brands currently operating in Turkey took advantage of this opportunity and carried out various communication strategies to increase consumers' brand awareness. Consumers responded positively to brands' communication efforts, thus increasing popularity of online grocery brands across the country. This research aims to evaluate the communication efforts of the growing online grocery brands during the COVID-19 pandemic, and how they are perceived by consumers. Keller's (2003) six-dimensional customer based brand equity model was

used to measure customers' evaluations of online grocery brands. Inspired by this model, a survey was applied to online grocery users of Turkey. In order to provide a standardized approach to customer based brand equity and present an up- to-date example, the online grocery brand Getir was chosen as the example brand, and a brand audit report was prepared for this brand as a result of the findings obtained from the literature. The results of the research will provide an up-to-date and in-depth perspective on customers' perception of brand equity. This research aims to evaluate the communication efforts of the growing online grocery brands during the COVID-19 Pandemic, and how they are perceived by consumers.

Keywords: customer based brand equity, brand audit, online grocery brands, Getir, purchasing behavior during COVID-19.

ÖZET

COVID-19 PANDEMİSİNDE ÇEVİRİMİÇİ SÜPERMARKET SEKTÖRÜNDE TÜKETİCİ PERSPEKTİFİNDEN MARKA İLETİŞİMİ: GETİR MARKASI ÜZERİNE BİR ÇALIŞMA

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Türkiye'de ilk SARS/COV-2 vakasının açıklandığı Mart 2020'den bu yana, insanların günlük yaşamı keskin değişikliklere uğramıştır. Ekonomik, sosyal ve kültürel alanlarda yaşanan değişimler tüketici davranışlarını da doğrudan etkilemiştir. Tüketiciler için, özellikle günlük market alışverişi ihtiyaçlarını karşılamak, pandemi sebebiyle sokağa çıkma kısıtlamaları nedeniyle bir sorun haline gelmiştir. Halihazırda satın alma davranışı değişen tüketiciler, sokağa çıkma yasakları ve ülkedeki kısıtlamaların da etkisiyle doğrudan online süpermarket alışverişine yönelmeye başlamıştır. Halihazırda Türkiye'de faaliyet gösteren online süpermarket markaları bu fırsatı değerlendirerek tüketicilerin marka bilinirliğini artırmak için çeşitli iletişim stratejileri uygulamışlardır. Tüketiciler, markaların iletişim çabalarına olumlu yanıt vermiş ve böylece ülke genelinde çevrimiçi süpermarket markalarının popülaritesi artmıştır. Bu araştırmanın amacı, COVID-19 pandemisi döneminde büyüyen çevrimiçi

süpermarket markalarının iletişim stratejilerinin tüketici tarafından nasıl algılandığını değerlendirmektir. Müşterilerin çevrimiçi süpermarket markalarına ilişkin değerlendirmelerini ölçmek için Keller'in (2003) altı boyutlu müşteri bazlı marka değeri modeli kullanılmıştır. Bu modelden esinlenerek, Türkiye'deki çevrimiçi süpermarket kullanıcılarına bir tüketici anketi uygulanmıştır. Müşteri bazlı marka değerine daha standartlaştırılmış bir yaklaşım getirmek ve güncel bir örnek sunmak amacıyla örnek marka olarak çevrimiçi süpermarket markası Getir seçilmiş ve literatürden elde edilen bulgular sonucunda Getir markası için bir marka denetim raporu hazırlanmıştır. Bu araştırmanın sonuçları, müşterilerin marka değeri algısına güncel ve derinlemesine bir bakış açısı sunacaktır.

Anahtar Kelimeler: müşteri bazlı marka değeri, marka denetimi, çevrimiçi süpermarket markaları, Getir, COVID-19.

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LIST OF ABBREVIATIONS

CBBE: Customer Based Brand Equity

CSM: Corporate Societal Marketing

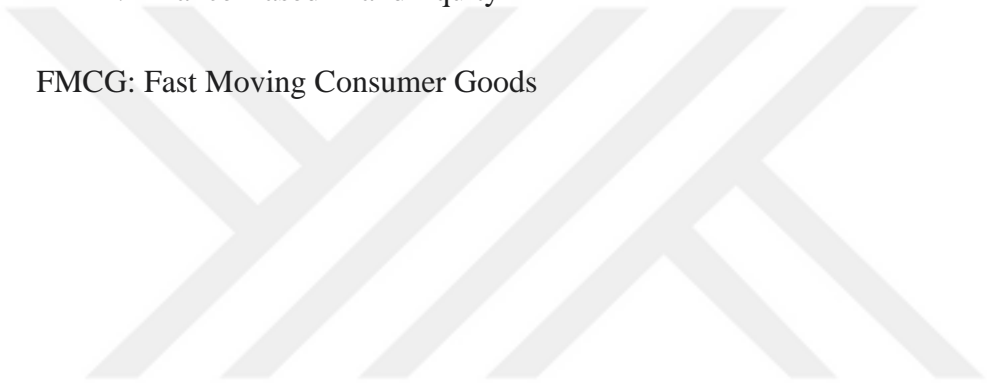
CSR: Corporate Social Responsibility

CPI: Consumer Price Index

E&O: Errors and Emission

FBBE: Finance Based Brand Equity

FMCG: Fast Moving Consumer Goods



CHAPTER 1: INTRODUCTION

SARS/COV2 virus, which announced for the first time in Wuhan-China towards the end of 2019, overwhelmed almost the whole world in a short time. The impacts, which could be categorized as social and economic, have almost marked an era in human life. COVID-19 pandemic was one of the world's biggest health crisis so far, which caused structural changes in economic, cultural and social levels of human life, both at micro and extensional levels (United Nations, 2020). With the fast advent of this crisis, groundbreaking changes in human life transformed their behavior, habits, and lifestyle, for the long run.

In the globalizing world, each community is seen as a potential market and the behavior of each individual started to be examined as consumer behavior. The concept of digitalization, which has been rising for years and living its golden age with the pandemic, made the changes on the basis of individual and society more transparent, especially by means of social media. Post-pandemic consumer behaviors have become one of the most popular topics, which has the power to change economic systems. Before the pandemic, consumers were already tended to choose online channels for their purchases, due to external factors beyond their own control. Shortly after the start of the pandemic, lockdown restrictions began to be implemented in many different countries of the world. Furthermore, even going out of the house for a short time at limited hours was increasing the risk of contamination. At this point, consumers reviewed and renewed their shopping habits and adopted more to online shopping.

Online shopping was a sensible alternative for consumers to meet their needs with minor risk of contamination during the pandemic. The impact of pandemic on the shopping behavior of consumers was also substantiated on a category basis. The COVID-19 pandemic had a significant negative impact on global household consumption (Baker et al., 2020; Davis, 2021), but there were exceptions to this decline. There is one category of online shopping that is essential for consumers by all odds; *supermarket*.

Supermarket products are indispensable when considering people's basic needs. Unlike most of consumption categories; consumer expenditure on groceries was on the rise during the pandemic (Grashius, Skevas and Sagovia, 2020). In this case, the tendency of consumers' stockpiling also helped online groceries to grow. Consumer stockpiling is a common occurrence, in which numerous people purchase unusually large quantities of products in order to avoid a future shortage or price increase (Huang et al., 2017). COVID-19 disease was horrifying for most of the consumers from the entire world. Consequently, people garnered daily household products, but chose it online in order to reduce risk of contamination.

Before the pandemic, as current date, different countries were using online grocery channels with different ratios. Social media and other digital channels have revealed that, consumer attitude about online shopping have changed similarly around the world during and after pandemic; which was a positive manner. For example, according to a research in Netherlands, Dutch consumers started to spend more on daily groceries after pandemic, just like others countries. During the lockdown in the Netherlands, in March and April 2020, sales of non-perishable products soared dramatically (Baarsma and Groenewegen, 2021). Another example could be given from the other side of North Atlantic Ocean. American consumers spent most of their money for online ones, when it comes to grocery shopping (Grashuis, Skevas and Segovia, 2020). The growth for online groceries was more than 5% during the pandemic (Cappola, 2021). When it comes to Turkey, a high growth of online groceries' share was recorded, during and after pandemic (Kılınç and Akın, 2021). This positive attitude towards online groceries worldwide has brought to mind the role of brands.

Brands have significant impact on changing customers' buying behavior. Armstrong et al. (2014) indicated that, customers' information transmission could be accelerated by branding. The pandemic could be considerate as a trial on how much they could change customer perception on behalf of brands. While some of the online shopping categories were negatively affected by the pandemic, companies who already digitalized before came out ahead from this global crisis.

According to Deloitte's report (2020), during lockdown in Turkey, online shopping categories like health and groceries were on the rise as expected. However, other categories, such as; electronic goods, clothing and shoes surprisingly rose and differentiated from other categories, under the favor of successful advertising

campaigns, even in this period, with limited social interaction (Deloitte, 2020). At this point, one of the important questions that comes to mind is, the permanence of the rise of online groceries. The main method in order to answer the question is whether the online grocery brands, which have become more known with the pandemic, have succeeded in creating value in the eyes of the customers.

In history, successful brands were born sometimes after a crisis, sometimes by chance, and sometimes based on customer demands. Although their foundation stories and fields of activity are different, the common feature of successful brands that can survive for many years is that they can create a customer-focused brand value, in other words; considering the concept of *customer based brand equity* as a brand- life purpose.

There are many approaches from past to present in measuring customer based equity of a brand. Some of the approaches argue that the real value of the brand is its financial resources (Farquhar,1989; Farquhar,1991; Simon and Sullivan,1993), while others assert that the value of the brand is determined by the customer, or both are the governs of the brand's equity (Aaker,1992; Keller,1993).

This study aims to investigate how online grocery brand's communication strategies, especially during COVID-19 pandemic period impact customer's equity-based evaluations towards the brands.

Following this introduction, the thesis consists of three chapters, followed by a discussion and conclusion part. In chapter two, a literature review will be presented on brand communication and online groceries business.

Chapter three presents the research on Getir brand. Finally, the thesis reveals a discussion and conclusion, within the light of the literature.

CHAPTER 2: LITERATURE REVIEW

2.1. Brand Communication

Brand communication encompasses all efforts of brands' aims to communicate with its customers. The way of communication could be a decision that seems as simple as a brand's choice of the color in its logo; to its strategic efforts to expand the brand and become one of the sought-after names in the market. Brand communication defined by Zehir and his colleagues (2011, p. 1219) as:

“The primary integrative element in managing brand relationships with customers, employees, suppliers, channel members, the media, government regulators, and community”.

A well-designed and strong brand communication plays an important role in building customer loyalty, which is one of the most desired tasks of the brands. This part of the literature will describe past descriptive and empirical studies on brand communication concepts; ranging from concept of brand definition to customer based brand equity.

2.1.1. The Concept of Brand

In today's heavily populated and consumption-oriented world, every corner is surrounded by multifarious brands for different needs and preferences. Aside from global and popular ones, even countries, cities, organizations, individuals could be considered as brands. In the literature, many definitions have been alleged about the concept who surrounds the world, since long time. In the last few decades, the term brand has clearly established itself, through the medium of globalization. As the word brand has complex definitions itself, it recalls different concepts for different persons, at various eras.

In 1934, the Pocket Oxford Dictionary of Current English defines brand as *indelible stamp*. The Oxford American Dictionary describes it as *trademark* in 1980 (Clifton, 2009, p.13).

“a brand is a name, term, sign, symbol, design, or any combination of these concepts, used to identify the goods and services of a seller” (Bennett, 1988, p. 28).

de Chernatony and McDonald (1992) indicates that; brands are identifiable products, services, persons or places that perceived as serviceable and unique from consumer, thus, worth to purchase.

According to Aaker (1998), a brand means a differentiation, through brand elements that identifies goods and services.

Gülener (1999) stated that brand is a name, symbol, design or various combinations of these that marketers use to identify their products and make them more special than their competitors.

“a name, term, sign, symbol or design or a combination of them intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competition” (Kotler, 2000, p.188).

Brands are a direct consequence of the strategy of market segmentation and product differentiation. (Kapferer, 2008).

“brands are the products, which are different from their competitors for the consumers in terms of their unique properties, are define as brands” (Randall and Özsayar, 2005, p.17).

Brands are intangible assets that represent value and provide firms an opportunity to extract higher rents and prices from customers (Keller and Lehmann, 2003).

“brands are the sum of the benefits provided the consumer and as the most valuable asset of a company” (Ar, 2007, p.8).

Batey (2008) identifies the concept with a customer based view, and indicates that, brands are timeless and unique concepts which reveals and increase in value on customers’ mind, rather than their basic functions or distinctive properties.

2.1.2. History of Brand Concept

The word “brand” is derived from the Old Norse word *brandr*, which means *to burn*, and the verb is used to mean that the owners mark their animals by stamping them with a hot iron (Keller, 2012). This interesting story of the concept is expressing ownership from past to present. The concept of brand has been used in the sense of “property” since ancient times (Lindberg-Repo et al., 2009). The explanation of today's brand

concept, by; uniqueness, distinctiveness and particular characteristics, just like stigmatized physical assets, gives a clue about the main characteristics that a brand should have.

2.1.3. Brand Elements

Brand elements are distinctive and defining components of brands. Farhana (2012, p. 225) defines brand elements as:

“Visual or verbal information that serves to identify and differentiate a product”.

In the literature, brand elements have been examined through their components rather than the definition, and the impact of these components on brand equity. Keller defined brands (2012, p.30) as:

“Brand is a name, term, sign, symbol, or design, or a combination of them, intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competition, brand elements could be define as brand characteristics that identify a product and distinguish it from competitors”.

Main components of brand elements may differ according to different sectors and brand categories, as the brand concept expands differently. Nevertheless, common brand elements can be listed as; name, logo, symbol, sign, design, or combination of them (Keller, 2003a).

In the literature, brand elements were examined both descriptively and empirically, under the titles of; impacts on brand equity, perceived brand identity, brand popularity, and customer loyalty (Mascarenhas, Kesavan and Bernacchi, 2006; Seimiene and Kamarauskaite, 2014). The creation process of each brand element, its influence on buying decision, and the final outputs are different from each other. In this regard, all the aforementioned brand element components will be examined through the case study brand in the following parts of the literature review section of this study.

2.1.4. Branding Process

The branding process means creating the actual brand by adding spirit to a concept that is only in the form of a product or service. The concept of branding emerged in the 1950s, shortly after the brand concept itself (Kavak and Karabacakoğlu, 2007).

The success of today’s global brands, which are valuable both on the balance sheet and from customer side, has been possible with a strategic branding process.

A successful branding not only increases the brand equity, but also provides flexibility to the brand in terms of price. In addition to this, it gives brand competitive advantage. According to Borça (2003), the success of the branding process also means the success of the next steps of the brand, such as sales stability, brand permanence and ultimately the creation of a positive brand equity.

The concept of branding could include almost any marketing activity, and this proves branding aims brand's supremacy in any area. Apart from the benefits it provides to the brand, branding is also a guide for the customer, in terms of recognizing the brand in advance (Blythe, 2007). Customers might pre-create the brand image before they experience the brand, which triggers curiosity about the brand.

Branding is a long journey that transforms an organization to a brand. The first steps of branding should take place shortly after the organization is established, without loss of time. An organization should begin its branding activities with positioning, and this strategic process must be followed by a concrete reflection of the positioning to the market (Webster and Keller, 2004). With branding, the organization is restructured with the filter of positioning, and could reach the most fertile market with the best strategies. A successfully positioned brand enables potential and current customers to experience the brand in the best way; which may construct a high-valued brand in the future.

2.1.5. Brand Image

Brand image is a marketing concept that expresses how the summary of various brand components, such as; a vision, values, consumer profile, product portfolio and quality, is reflected in a competitive market. In the literature, brand image has been examined by many researchers with different approaches, as it is compatible with many brand elements, as well as the meanings it expresses solitary. Brand image was first introduced as a concept by Gardner and Levy (1955) as a marketing concept that separates product and brand definitions from each other.

In the literature, approaches that explain brand image with customer perception have been encountered. Brand image also explains how brand elements, such as; logo, brand name, slogan, packaging, and most importantly, the products, which are the embodiment of these elements perceived by customer.

“brand image the set of associations linked to the brand that customers hold in memory” (Keller, 1993, p.2).

Dolich (1969) associated brand image with its power to change customers' purchase decision. Congruently, it was stated that a favorable brand image could turn the purchasing decision into a positive one, as the brand image is designed to establish an emotional communication directly with the customer (Farquhar, 1989; Lien et al., 2015).

On the contrary of the customer approach to brand image, other studies argue that the perceived brand image depends on the customer's past experiences and cannot be changed by brands or any external factor. Customer attitudes about brand image might be depending on one's personal experiences in any aspect of life, rather than prepotency of brand's image (Schenk and Holman, 1980; Bullmore, 1984; Ataman and Ülengin, 2003). The reason why the brand image is associated with the conscious and unconscious processes of an individual is that the brand image could be associated with symbolism. The word “image” appears by itself as a photographic frame in the mind of the customer, and this is possible with subjective symbols. According to Pohlman and Mudd (1973), the customer pays for a product for two reasons; one is the main functionality of the product, and the second is the realization of the symbolic values in the mind of the customer through experience of the brand. More recently, it has been advocated that since the brand is already a concept created in the minds of the customer with strong associations, symbolization is the essence of the brand image (Paasovaara et al., 2012; Aljarah, Dalal and Ibrahim, 2021).

In the literature, in addition to the theories about how the brand image is formed, there are also approaches that investigate what its components are. According to Howard (1994), brand image has three components, which are; brand recognition, attitude and strength. In fact, these three components are like a rehearsal of Keller's CBBE model, in that it starts with getting the customer's attention and ends with their full commitment. To put it differently, customers' attitudes towards brand image can also give a clue about their perception about the brand's equity.

Brand image builds the building blocks of brand equity through the associations it creates. As Keller (1993) defines brand image through brand associations, he stated that; strength, favorability and uniqueness of the brand associations are the

determinants of a credible image. Aaker and Biel (1993) summarized the relationship between these two important marketing terms as, brand image drives brand equity (Aaker and Biel, 1993), and also, in their book, it was stated that with a good strategy, brand image could be transformed into brand equity.

One of the marketing concepts that brand image is most commonly associated with is brand personality. As it was mentioned at Gardner and Levy's (1955) definition of brand image, the concept of brand personality was used by some researchers to separate brand image from the real essence of the brand, while some researchers argued that the brand personality already creates the brand image. According to Dodni and Zinkhan (1990), rather than alleged reality of a brand, perceived image takes on the task of determining its essence. According to Aaker (1997), brand personality means transferring human characteristics to the brand. As this definition suggests, if the personality of a brand consists of elements, including emotions, the brand image, which is responsible for reflecting the real essence of the brand to the market in the most accurate way, is created with humanitarian sentiments. Şahin (2006) suggested that, credible brand association impacts brand image, and brand personality is again a customer perception. In this context, it could be suggested that brand personality and image are both causes and consequences of each other.

The causal link between two concepts brought a suspicion about trustworthiness of a brand, as Lee et al. (2000) stated. Customers might evaluate a brand's reliability according to consistency level between its image and personality. On the other hand, apart from how customers label the brand, a perceived image-free brand personality might be the essence of a brand. Customers could make judgments about the brand personality, directly from their own personalities, without considering the perception management of the brand (Ericksen, 1997). The concept of brand image is only an illusion created by the brand in a competitive market (Temple, 2006) and should be separated from the brand's personality. The determinants of brand personality are more discernable elements of the brand, rather than customer perceptions, that proves how it differentiates from competitors by real-life experience of the customers (Shank and Langmeyer, 1994).

2.1.6. Brand Equity

The relationship between brands and emotions has always progressed intensely since the emergence of the brand concept. If customers experience positive feelings

promised by brands (Yoo and McInnis, 2005) such as; pleasure, happiness, peace, and self-confidence, through the brand, it might create an addiction to this feelings, and also indirectly to the brand. Customers' tendencies to associate positive feelings with the brand, helped consumption societies to spread all over the world. The feelings that the brands promised to create have almost become the secret weapon of the brands. As a brand borns into consumption societies, it was easy to attract attention and gain customers, however, the real measure of success had to be another concept. This important concept was undoubtedly brand equity.

Brand equity is a multi-dimensional and complex concept; that tries to describe a brand's market value. Brand equity is whether the sum of all the positive and negative features of a brand affects the customer's loyalty for the brand in the last instance. Brand loyalty is the unconditional preference of a certain audience for the brand, regardless of the price, quality or usefulness of the product, thus; could be a final proof of a high- valued brand. The equity of a brand is how much superiority the brand has in the eyes of the customer, through its associations and actions, in a competitive market (Leuthesser, 1988).

In the literature, it has been advocated that brand equity refers to the marketing effects and outcomes that build up to a good or service with its brand name (Gautam and Kumar, 2012). Aaker (1992) described brand equity as the evaluations by customers of both the financial assets of the brand, and its more sentimental dimensions. According to Keller (1993), brand equity is the judgments that customers form about the brand, as they explore and adopt the brand. Lassar, Mittal and Sharma (1995) interpreted brand equity as the performance superiority of the brand product in the market and the customer's evaluation of the brand over the product as they use the product.

Although the concept of brand equity could be described as an old concept, there is no credible data on who first coined the concept. However, the concept has been used by both marketers and advertisers since the 1980s. Many definition-based studies have been carried out on brand equity and it has been discussed from many different perspectives, especially in the last two decades (Farquar, 1989; Aaker, 1992; Rangaswamy, Burke and Oliva, 1993; Simon and Sullivan, 1993; Keller, 1993; Tuominen, 1999; Faircloth, Capella and Alford, 2001; Aaker, 2009; Keller, 2012) and also, experimental studies have been conducted (Cobb- Walgren, Ruble and Donthu,

1995; Kuhn, Albert and Pope, 2008; Fornerino and d’Hauteville, 2010; Tasci and Denizci-Guillet, 2016; San Martin, Herrero and Garcia de los Salmones, 2019; Lithopoulos and Latimer- Cheung, 2020).

Brand equity is the brand's endless credit in the eyes of the customer, regardless of time, place or any other factor. Properties, such as; indestructibility, permanence, being accepted by everyone, and providing maximum benefit to both the brand itself and the customers are expected from brand equity. Considering the permanent value and competitive advantage it provides, the importance given to brand equity has increased and brands have planned every step they take to strengthen brand equity (Farquhar, 1989). As the concept of brand equity became a critic issue, different ideas have published by old practitioners, and the concept has been categorized (Christodoulides and de Chernatony, 2010).

In the literature, although some approaches about the concept seems irrevocable, it is still an open-ended subject, by its nature. Under the favor of any roadmap about brand equity, brands are able to both analyze themselves better and convey their brand images to their target audiences in the most accurate way. A successful brand should identify the brand equity approach that suits it best, and build its vision, mission, values, promises and future plans within the framework of certain rules of that approach.

Yoo and Donthu (2001) emphasized that, from the construction of brand elements to advertising campaigns, brands perform all their marketing activities to obtain and protect a rock-steady brand equity. In the literature, there are many approaches about the concept that comes up with the question; how to decide a brand’s equity. Answer was given by researchers with the statement of two main approaches, as; *financial* and *customer based*. While the concept was divided into two categories, it also brought contrast ideas, because, word of *value*, by which brand equity is usually defines, could be confusing and controversial at times. More recently, Tasci (2020) advocated that, financial metrics are more reliable than customer based data, because they do not include any interpretations of the individuals, but still, they give limited and more speculative feedback about the brand. The following part of the literature will examine in detail these two approaches to brand equity. Regardless of the approach brands choose, the main purpose of them should be to respond to the needs of their customers in the most efficient way while protecting and improving their equity.

2.1.6.1. Financial Approach

Finance based brand equity (FBBE) defines a brand's equity through its monetary power. When the concept of brand equity first emerged, most measurements were made on the financial values of the brand, because the concept of value always referred to monetary issues (Urban et al., 1986; Barwise et al., 1990; Farquhar, Han and Ijiri, 1991; Simon and Sullivan, 1993, Swait et al., 1993). Compared to customer based approach of brand equity, there are less experimental studies conducted in finance based approach, because it bases on numerical data that customers create by their purchases, rather than the examination of their complex and deceptive internal processes, that might end up with a purchase.

Kim (1990) made a statement about the emergent of finance based approach as; in the mid-1980s, with the effect of Wall Street's continuous introduction of financial instruments to the market, there was an investment frenzy in the world, and global brands were also affected by this and made serious investments. Brands, which had to make sense of such investments, naturally had a money-oriented perspective on brand equity until the 1990s.

Simon and Sullivan (1990) claimed that, a firm's brand equity comes from its financial market estimates of brand-related profits. They built the model and tested it with both macro and micro approach to the assets. In most of the monetary approaches of brand equity, the main idea is to remain financially stronger than competitors, in order to increase and protect brand's equity.

Farquhar, Han and Ijiri (1991) came with a similar approach, by indicating that; equity of a brand should be measured with financial techniques. Financial strength might provide many advantages to the brand, such as; expandable marketing activities, competitive advantage, and fast resolutions to any problems of brands'.

Kamakura and Russel (1993) proposed a strategic model in order to measure brand equity. In their model, determinants are amount of product sold, profit margin per product and sell frequency.

In monetary approaches to brand equity, it usually measured through various financial calculations and focused on profitability. It is argued that a profitable balance sheet will always make the brand comparatively advantageous and enable the brand to better evaluate the opportunities.

2.1.6.2. Customer - Based Approach

Customer based brand equity (CBBE), as a contrary approach to monetary, advocates that, the last word of the customer, who has experienced the brand properly, is the brand's equity (Shocker, Srivastava and Ruekert, 1994). The early 1990s, when customer based brand equity began to be researched more frequently in the literature, is concurrent with the rise of globalization and digitalization. Globalization minimized the customer's effort to access any product. As brands become more accessible, they've become an even more important part of daily life. Individuals started to change their purchasing behavior; in terms of buying more or often. Between the early 1980s and the late 1990s, consumers' comments about the brand were disseminated by word of mouth or through traditional media outlets. However, after the 2000s, digitalization crystallized consumer experience, and this situation turned the focus of marketers completely to customers.

Digitalization has made both local and global market much more transparent compared to the past (Joshi and Parihar, 2017). Consumers have an option to leave a feedback about products or services they experience through social media, online shopping platforms, online interviews, online blogs and other online service providers. Feedbacks are ready to spread in seconds, because of its accessibility by other people. Under the circumstances, brands changed their old monetary – financial brand value approaches and started to determine the equity of their brands according to the psychological, cognitive and sociological-based perception mechanisms of the customer.

At the present time, where the customer has the last word about a brand, it has become a common practice for marketers to arrange the brand's equity according to the customer's perception, especially in the last two decades, and researches have been designed accordingly. The equity of the brand from the perspective of the customer has been studied and developed by many researchers, both descriptively (Moisescu, 2007) and empirically (Lesmana, Widodo and Sunardi, 2020).

Swait et al. (1993) interpreted customer based brand equity as the customer's recognition of the distinctive aspects of the brand in a competitive market, and appraising the brand, accordingly.

“customer based brand equity is the differential effect that brand knowledge has on customer response to the marketing of that brand” (Keller, 2012, p.69).

Customer based brand equity is the summary of the associations, symbols and implicit meanings in the minds, as customer uses the brand (Vazquez, Del Rio, and Iglesias, 2002). Referring to symbols, this approach emphasizes promoting a crowd-puller brand image, while building brand equity.

Faircloth, Capella and Alford (2001) advocated that, customer based approach to brand equity is the most efficient point of view a marketer could have, for understanding the needs of the market in the best way and responding to them at the maximum level, and in this context, creating the marketing mix.

A brand that meets the needs of the right target audience on time and properly, will eventually gain prestige both by the customer and by its competitors. The definitions in the literature have explained brand equity from their own unique perspectives. Although the definitions emphasize the different marketing activities of brands, the common decision of all is that; the value of a brand will be measured by the judgment of the customer. A summarization of the concept has been made as, *a brand exist in the mind of beholder* (Kim, 1990).

Experimental researches about customer based brand equity proved that a well- built brand equity could change customer's buying decision in favor of the brand (Erdem et al., 1999; van Osselaer and Alba, 2000; Fornerino and d'Hauteville, 2010), provides price elasticity to the brands (Murphy, 1989; Keller and Lehmann, 2003; Kuhn, Albert and Pope, 2008; Tasci and Denizci- Guillet, 2016; Lithopoulos and Latimer-Cheung, 2020) and increases customer's perception of superiority about the brand among its rivals (Yoo, Donthu and Lee, 2000; Nam, Ekinici and Whyatt, 2011; Gordon and James, 2017).

A successful brand equity aims to ensure customer willingness to pay premium price, in other words; freedom of pricing. In this case, expected customer behavior is positive evaluation of a product's quality, distinctive feature, usefulness, design, and so on. In the end, customer positions the brand as, *worth to pay*. Monetary aspect of CBBE defies FBBE, because; a strong financial statement or high profit margin naturally develops, after the brand is completely accepted by customers. In addition, brand superiority is one of the features that a successful brand equity adds to the brand and it should be

stable in the eyes of the customer, even if the brand or market conditions tend to change. Today's combative market proves that, there are several successful brands that could be customer's number one choice. The most important parameter in brand supremacy is the customer's loyalty to the brand, despite encountering a cheaper counterpart of it. If customers still exhibit positive buying behavior despite a possible unsuccessful - advertising campaign, declining product quality or expensive price tag, that brand has gained a superiority over its competitors.

In marketing literature, the idea of, *brand concept is formed in the mind of the customer* spreads, marketers have changed their marketing strategies through a customer-oriented direction. When the importance of customer based brand equity in marketing was emphasized this much, besides the definitions and experimental studies about it, also models to measure CBBE were developed. Although the CBBE models were different in terms of the concepts they emphasized and methods, they finally met in the middle to create a bedrock value in the eyes of the customer.

Aaker (1991) developed a five-dimensional CBBE model, which associates the concept with customer's recognition level. The dimensions presented as; *brand loyalty, brand awareness, perceived quality, brand associations* and *other proprietary brand assets*. The model measures the marketing activities of brands and how customers respond to them, according to different metrics. Incidentally, the model builds a bridge between brand's overall assets and awareness level of the customer.

Yoo and Donthu (2001) developed two- staged customer based brand equity model, named as; 'Overall Brand Equity' and 'Multidimensional Brand Equity'. The model starts with the measurement of multidimensional brand equity, which composes of four dimensions, which are; *perceived quality, brand loyalty, brand awareness* and *brand associations*. Second stage of the model presented as overall brand equity. In this stage, customers' resonance to the brand determined by specific questions, which are also related with four dimensions of the first stage. The model was tested by its presenters, and also by other researchers (Washburn and Plank, 2002; Pappu, Quester and Cooksey, 2005; Buil, de Chernatony and Martinez, 2008) the model proved its reliability, validity, and generalizability across different nations, social groups, products and brands.

Keller's (1993) CBBE model, also called as; "Six-Dimensional CBBE Pyramid" composes of six main dimensions, those are; *saliency, imagery, performance, feelings,*

judgments, resonance, and also sub-categories for some of them. Although the dimensions put attention to different cognitive stages that must be obtained by the brand, when model was examined with a holistic approach, it could be inferred that, it explains all of the dimensions through customer emotions.

In the literature, Aaker's versus Keller's CBBE models also considered as "most comprehensives". The main difference between these two connoisseur approaches is their ways in the interpretation of customer behavior. While Keller argued that, the way to construct a faultless brand equity is communicating effectively with the consumer, Aaker emphasized the importance of transmitting best information to the customer about brand's assets. These two models have been used and tested in many experimental studies on CBBE in the literature.

Voss, Spangenberg and Grohmann (2003) proposed a two-staged CBBE model with ten items, and described it through *hedonic* and *utilitarian* attitudes of customers. Hedonic dimension, as the first one, derives from customer's experience with the brand, and also, sensations, which are evoked after one's experience. When it comes to surveying the sample, five characteristics about the brand was proposed, which are; *effective, helpful, functional, necessary, and practical*; also with their opposite forms. Respondents gradate the brand, accordingly. Utilitarian dimension indicates actual performance of the products. Again, such product traits are proposed, as; *fun, exciting, delightful, thrilling, and enjoyable*, again with the opposite forms. The model was built according to a psychometric analysis, and that gives a change to make a comparable evaluation between different brands and products. When the model was tested by its creators, it was found that equity of a brand is positively correlated with its hedonic/utilitarian value, because it comes from customers' non- biased, primary and instinctive answers.

Netemeyer et al. (2004) developed a CBBE model that focuses on core / primary facets of customer based brand equity. The model recaptures monetary-approached models of brand equity at first glance, by focusing on positive purchasing decision, however, it composes of customer related stages. The model has three tiers, as; two input stages and one output stage. First stage, as; *core/primary facets* describes customer's willingness to pay price premium through *perceived brand quality, perceived brand value for the cost and brand uniqueness*. Second stage, called *related brand associations* could be depicted in five sub-stages, as; *brand awareness, brand*

familiarity, brand popularity, organizational associations and brand image consistency. When these two stages come together, they create a conclusion stage, named as; *brand responsible variables.* In this final stage, customer's purchase intention and realization of the intention is described. The model could have been also explained as a combination of Keller's and Aaker's CBBE model, because it discusses both the importance of brand assets in CBBE and how to evoke best feelings about the brand on customer. The presenters of the model found that; there are four determinants of a brand's equity, that are; *customer willingness to pay price premium; perceived quality, perceived value for the cost and perceived uniqueness of the brand.*

As Taylor, Hunter and Lindberg (2007) stated, almost all of the CBBE models in the literature have emphasized, the pinnacle of brand equity is customer loyalty. However, Netemeyer et al.'s model (2004) brings all of these conceptualizations together as a single model. The model offers a unique and more up-to-date approach to the question of; 'how exactly customer loyalty could be achieved?' Tu (2019) tested the model with an experimental research. Results show that, the key point for brands to create a strong brand equity is to ensure customer loyalty, and it is driven both by perceived quality and brand uniqueness, rather than brand satisfaction.

Wang and Finn (2013) examined CBBE with a product- differentiated approach. The model proposes a hybrid examination scheme, which works like a time capsule between a brand's past and future equity. Customer based dimensions are inspired by the works of Aaker (1992) and Keller (1993). The model examines the equity dimensions, such as; brand awareness, brand associations, perceived quality, and perceived value for the cost, in the present tense. When it comes to customer loyalty, loyalty rate the brand gained from the past to the present was taken into account. As a final step, brand uniqueness and emotions was merged with the dimensions, to be examined. CBBE, formed by blending these ingredients, decides the brand's future customer loyalty and price flexibility. Besides all this, the main distinctive feature of the model is to focus on CBBE differences within the category of a brand's products, among other models. As it could be considered as a new model, there is no notable experimental tests about it, by other researchers. Creators of the model found that, there could be differences on CBBE levels for the multiple main brands and sub-brands. The level of brand equity may differ, depending on the ties they have established with the main brand in the past, or when they have no interest to a brand,

but start to consider the brand as a first choice after meeting its sub-brand.

2.1.7. Two Most-Compared Models of Customer Based Brand Equity: Aaker's versus Keller's Models

In the literature, there are several number of studies on CBBE, as some of them have been tried to be explained above. In spite of all, Aaker's and Keller's models have been the most used in customer based brand equity researches, as they offer a more holistic and intimate perspective to the topic. For this reason, these two models will be examined separately in the following part of the literature.

2.1.7.1. Aaker's CBBE Model

In Aaker's model from 1991, brand equity dimensions presented as; *brand awareness, brand associations, perceived quality, brand loyalty* and *proprietary brand assets*. Aaker's model is a brand management model that aims to manage the various resources of the brand and use these resources in the best way to communicate with the customer. The model measures the marketing activities of brands, and how customers respond to them, according to mentioned dimensions. In addition, the model builds a bridge between brand's overall assets and awareness level of the customers.

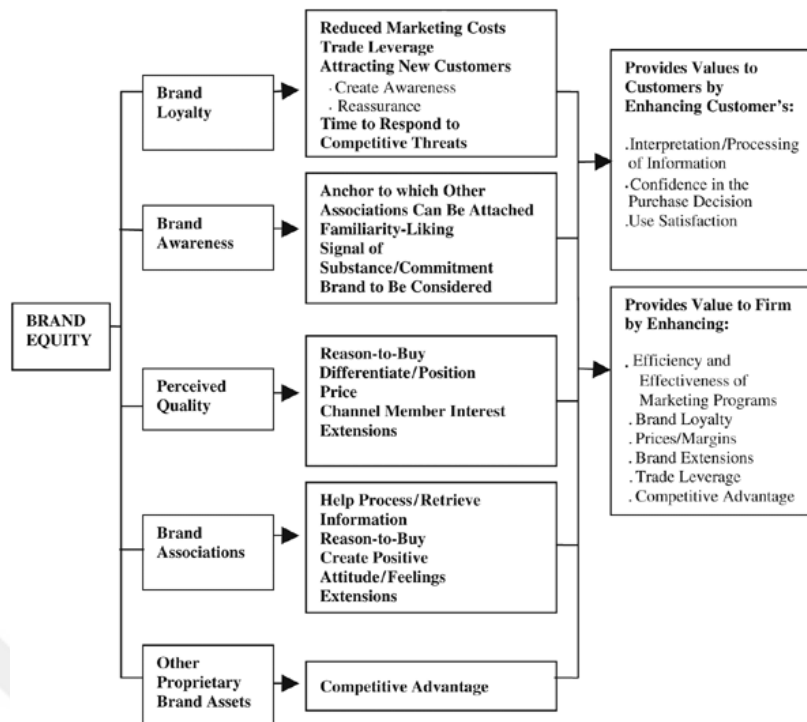


Figure 1. Aaker's CBBE Model (Source: Aaker, 1991, p.270)

a. Brand Awareness

For the other CBBE levels to be successful, the brand must first reach customer's awareness point.

“brand awareness is the the ability of the potential buyer to recognize and recall that a brand is a member of a certain product category” (Aaker, 1991, p.61).

According to Aaker (1991), brand awareness consists of many levels, such as; *brand recognition, brand recall, top of mind, brand dominance, brand knowledge and brand opinion*. At times, a small detail about a brand or its product could create awareness (Percy and Rossiter, 1992). In order to create brand awareness, brands follow many methods. For example; from using vibrant colors in the logo to sponsorships.

Ye and Van Raaij (2004) explained brand awareness with brand recognition memory, with a similar approach to Aaker, and also associated it with 'signal detection theory'. According to signal detection theory, individual's current physiologic or psychological conditions might be the governor of their awareness level for anything. In this case, it could inferred that, brands may increase customer's awareness level more, when they follow the attention-grabbing strategies in the right place, at the right time.

Homburg, Klarmann and Schmitt (2010) claimed that, a strong brand awareness supports the brand for compelling situations, such as; a fluctuating market, technology-based changes in customer demand or brand extension. In recent years, many studies have been conducted to measure the effect of brand awareness on brand equity. The main idea of the studies was; a strong brand awareness could be the first step, towards understanding the brand equity, and is a shield, that can protect the brand from the possible harmful effects of the market.

b. Brand Associations

Aaker's brand associations definition is:

“anything linked in memory to a brand...” (Aaker, 1991, p. 109).

Aaker categorized associations into 11 types, which are; *product attributes, intangibles, customer benefits, relative price, application, its users, celebrity or persons, life style or personality, product class, competitors and origin country*. Each association works like a map in the mind of customer and creates a network through mental patterns. For example, when the brand Nike is considered, the mind map could be; running, sports, health, Michael Jordan, American quality, a friend who wears Nike shoes etc., by order.

With the increasing impact of globalization, especially from the 1990s, human life cannot be separated from brands, mainstream products and consumption frenzy, as a result. As human life kneaded by consumption, customers involuntarily share their memories with some brands, from the shoes they wear in a pleasant moment to coffee shop they visit when they are stressed. In this context, it could be deduced that, brand associations are related with one's memory. Supportively to Aaker's approach (1991) about brand associations, Krishnan (1996) explained the impact of brand associations on a brand's equity with a memory-network model. The empirical study investigated that, association characteristics, such as; size, uniqueness, origin are directly correlated with consumer's perceived equity on brand. Favorable, larger number and more original associations can create stronger customer based brand equity. Similarly, Chen (2001) claimed that, strong associations are the main building blocks of a successful brand equity, and categorized them as, *product association* and *organizational association*.

According to Keller (1993), brand associations work as hauling vehicles in the

transportation of brand knowledge to customer. Three dimension of brand associations, as; uniqueness, favorability and strength are the governors of customer judge about a brand.

According to Uggla (2006), while some global brands are built on product associations, the cornerstone of others is organizational associations. The brand image is conveyed to the customer through product-based or organizational associations. In corporate associations, brand's values, promises, vision, image and all other identical aspects were clarified at customer's mind. Product associations aims to evoke physical senses, and also, feelings that are attributed with a product. Attributed senses or emotions could rely on one's past experiences or biases.

Romaniuk and Nenycz-Thiel (2013) reviewed the topic from an opposite perspective, by claiming that; higher buying frequency and higher share of category creates the brand associations. In other words, brand associations created by customers through their personal experiences, rather than brand's efforts. The gist of all these approaches can be concluded as, brand associations are patterned concepts, which carry messages from the brand to the customer in explicit or implicit ways, and they have the potential to affect brand equity if they constructed well.

c. Perceived Quality

According to Aaker (1991), perceived quality is the customer's perception of the brand, as a potential satisfaction tool, among other alternatives. As the perceived quality increases, the chance of any customer pay price premium, positive brand attitudes, perceived superiority of the brand also goes up.

“perceived quality is the customers’ perception of the overall quality or superiority of a product or service, compared to alternatives and with respect to its intended purpose” (Keller, 2012, p. 187).

Brand image, associations and marketing activities of a brand may manipulate customer perception about quality, however, it still has more evaluable metrics among other dimensions of Aaker's CBBE, such as; durability, serviceability, easiness of use and design. In this aspect of Aaker's model, the customer is expected to attribute the mentioned positive features to the brand, without looking for too much evidence behind it. Customers' unquestioned attribution of a positive feature, such as; ' high quality' to the brand is one of the elements that make up brand equity.

In the universe of brands, where competition increases with the ongoing expansion of the market, customers always want to choose the brand that he sees as the most superior. On the other hand, superiority, as a perception, may change according to many variables, from demographic characteristics of the arbiters to their psychological status. However, the customer is inclined to buy the product that she considers to be of good quality, and therefore; superior. In the literature, there are studies examining perceived quality over brand value, as well as studies examining its effect on purchasing behavior. Chi, Yeh and Yang (2009) found at their research that, perceived quality has a positive impact on purchase intention, and a continuous intention triggers brand loyalty. Supportively, Gatti, Caruana and Snehota (2012), Das (2014), Saleem et al. (2015), proved at their empirical studies that, perceived quality has a mediating impact on purchasing behavior, but sometimes, it is also dependent on price (Calvo-Porrall and Levy-Mangin, 2017). Where price is the determining factor before quality, brands have no other chance than lowering the price, in order to gain customer's hearth.

d. Brand Loyalty

In the literature, brand loyalty a final decider the real equity of the brand in the eyes of the customer and also, lifetime of a brand for many researchers. Aaker (1991, p.39) defined brand loyalty as:

“A situation which reflects how likely a customer will be to switch to another brand, especially when that brand makes a change, either in price or in product features”.

It was also emphasized that other dimensions of CBBE model was designed on the purpose of strengthen brand loyalty, as it is the core element. A brand may create a life-changing impact on customer in many ways, even can become a lovemark for the customer. However, without guaranteeing customer's loyalty, a fulfilling and lifetime success of the brand could not be discussed.

Dick and Basu (1994) measured brand loyalty both from attitudinal and behavioral aspects. Attitudinal level of brand loyalty means customers' final decision about the brand as; *worthy to stay loyal for*.

“brand loyalty is the tendency to be loyal to a focal brand, which is demonstrated by the intention to buy the brand as a primary choice” (Yoo and Donthu, 2001, p.3).

The success stories of today's global brands have undoubtedly started with customer

loyalty, extending from a small number of users to millions. Zehir et al. (2011) stated that, in the end, all communication strategies of the successful brands were designed on the purpose of strengthening customer loyalty. Brand loyalty has also been examined through some gifts it gives to brands, such as; flexible pricing strategies and reducing marketing costs, in addition to its direct impact on brand equity.

Rundle-Thiele and Mackay (2001) claimed that, brands conduct costly businesses in order to acquire and keep customers, and brand loyalty acts as a leverage in reducing these costs. Similarly, Allender and Richards (2012) found that, while the promotional activities of brands with high loyalty are more superficial and procedural, more time and money is spent on promotion and advertising activities of brands with lower loyalty.

To sum up, brand loyalty has been identified by many other researchers as the infallible measure of brand equity, as importantly highlighted in Aaker's CBBE model. Since high customer loyalty is assumed as a successful brand, it also gives freedom to the brand in weighty matters, such as; pricing, marketing strategies, brand expansion. In addition, high customer loyalty protects the brand against possible negative effects of the market, and opportunist marketing strategies of competitors that can harm the brand.

e. Other Proprietary Brand Assets

The last stage of the model explains equity-creating assets of a brand, such as; patents, trademarks or channel relationships (Aaker, 1992). Proprietary brand assets could be defined shortly as; formal and more generic brand associations. While brand associations are more subjective and encompass a fairly broad set, proprietary brand assets are more stable, objective and limited. Brand equity assets, just like brand associations, aim to increase the brand equity by carrying the brand information to the customer. Unlike Keller and many other researchers, Aaker did not define CBBE in terms of customer emotions, but explained this last element of the model in terms of emotions, such as; familiarity, self-esteem, and social approval about the brand, that might arouse in the customer.

Aaker's CBBE model has been experimentally measured by many researchers in the literature. Aaker summarizes customer based brand equity as an element that starts with memory and ends with constant customer preference, that is, loyalty. This

element is also the summary of assets and liabilities of a brand.

2.1.7.2. Keller's CBBE Model

Keller formed his six-dimensional customer based brand equity pyramid at 1993. The CBBE model tells the story of customer brand relationship through cause-effect-related processes from first encounter, until the brand becomes an indispensable part of the customer's life. This model offers an original perspective on customer based brand equity through withers and emphasizes that branding is the art of communication with the customer. The model has been frequently used by other researchers in order to measure customer based equity of a brand, as emphasized in the literature (Bootemley and Doyle, 1996; Barret, Lye, and Venkateswarlu, 1999; Kuhn, Alpert and Pope, 2008).



Keller's Customer-Based Brand Equity Pyramid

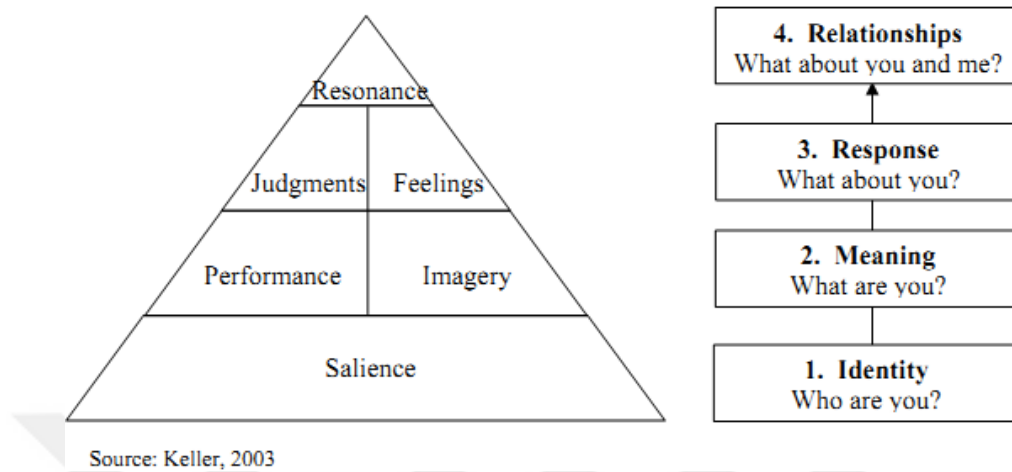


Figure 2. Keller's CBBE Model (Source: Keller, 2003b)

a. Brand Salience

Brand salience could be described as the specific features of a brand that creates brand awareness. Rossiter and Percy (1987) claimed that, brand awareness is the first communication step between a brand and its target market. The concept unveils Keller's six-dimensional CBBE model as first step, because for a brand to exist for a customer, before anything else, it should instantly appear in the mind. Ehrenberg, Barnard and Scriven (1997) shortly defined brand salience as; being at the customer's consideration set.

“brand salience is the measurement levels of various aspects of the awareness of the brand and how easily and often the brand is evoked under various situations or circumstances” (Keller, 2012, p.107).

According to Aaker (1991), brand awareness starts with non-awareness of the customers to the brand. In a good scenario, brand culminates as being the first choice of customer, before the purchasing behavior. Aaker (1991) categorized the whole process with four dimensions, which are; *unaware of the brand, brand recognition, brand recall* and *top of the mind*. Brand salience happens when a brand is top of the mind of a customer, which means last stage of the awareness.

Romaniuk and Sharp (2004, p.328) defined brand salience as:

“Propensity of the brand to be thought of by buyers”.

Brand salience could be associated with other concepts that may come to mind when the brand is seen for the first time, such as attractiveness, dynamism, entertainment, peace, productivity, ambition, and even melancholia. While it is a positive feature that brand salience can create surprising associations about the brand, however, in the long run, its usefulness is more important. Testing the instrumentality of the brand salience only could be measured by how much positive impact it has on the purchase decision, rather than the miscellaneous associations it creates or how striking it is (Moran, 1990; Vieceli and Shaw, 2010; Gregory, Ngo and Miller, 2019).

In the literature, another important theme that associated with brand salience is familiarity. A brand's salience level is positively correlated with the familiarity feeling it evokes (Harlam et al., 1995; Johstone and Dodd, 2000; Romaniuk and Sharp, 2004; Vieceli and Shaw, 2010; Türkel et al., 2016). Collaboration between familiarity and salience could happen both through external factors, such as; similar associations with a popular and established brand, its advertising campaigns, and brand elements, or in an idiopathic level, such as; one's past experiences, memories, personal associations. For example, because of the Russia- Ukraine War 2022, some global brands, as; Ikea, Inditex Group, McDonalds, Starbucks decided to suspend their business or pull out from Russia (Towey et al., 2022). However, for some innovative branders, crises could always convert into opportunities. In Russian market, a new fast-food chain called *Dyadya Vanya's* has born, which could be called as a fake McDonalds because of the logo, name and business model (Haber Sol, 2022). In this case, the new local brand will be naturally salient because of the customer familiarity to McDonalds for decades. Ehrenberg, Barnard and Scriven (1997) indicated that, brand image is the decider of brand's uniqueness level among its competitors, however, brand salience measures purchase-encourager function of this uniqueness. Miller and Berry (1998) and van der Lans, Pieters and Wedel (2008) examined brand salience with a competitive approach, and recommended that a brand's in store and out store activities could be measurement metrics of the salience. According to Vieceli and Shaw (2010), creating a strong brand salience depends on choosing the right target market and shining among rivals, afterwards.

b. Brand Imagery

Brand imagery is the visual representation of the brand's associations with key messages. The concept of brand imagery could be perceived as similar with brand image, in that both emphasize visual brand elements and communicates with the customer through brand associations. While brand image tells about how customer perceives the brand, brand imagery is the associations that customer creates about the brand, after using the brand's products or services or experiencing it through visual elements. Brand imagery was defined as the way of customers think about a brand's activities during its lifetime, rather than the brand itself. It was also stated, the significant features of imagery are; they consist of associations, emphasize a brand's distinctiveness and does not matter if they are verbal or visual, they emerge as visualizations of brand activities (Keller, 2012).

Brand imagery is built through real customer experience, and accordingly, it usually delivers a short but effective core message. The customer idealizes the brand in her mind according to these core messages. According to Keller (2012), the core messages through associations could be categorized as; "user profiles", "purchase and usage situations", "personality and values" and "history, heritage and experiences". The customer starts to make inferences about the brand, which are supposed to transform brand judgments at the other dimension of CBBE, based on the various connotations of these four categories.

In the literature, this second dimension of CBBE has been tested by many researchers, although the definitions of the brand imagery remain limited. Aitken et al. (1987) found that, a repetitive and eye-catching brand imagery creates brand awareness for some people who are not as much as the target audience of the brand, especially when it comes to television commercials. This situation may create a negative impression, as well as open a new target audience door for the brand. Fitzsimons, Chartrand and Fitzsimons (2008) named aim-deviated brand imagery as 'brand exposure' from customer's side. According to their approach, after an unrelated audience is exposed to the brand through the brand imagery, an unconscious process begins that leads to changing their purchasing behavior. Angle et al. (2017) reported that a brand imagery that could be called as ethnic, in terms of reflecting the values, culture and socio-economic structure of a nation may create negative stereotypes and cause problems in different social situations.

Brand imagery has been researched extensively under the headings of digitalization, social media and changing purchasing behavior, which are among today's most researched marketing topics. Current efforts in order to build brand imagery has become easier with digital elements that offer both a real customer experience and associations through visuals, such as; social media, and e-commerce platforms. Hartmann et al. (2021) stated that, visual marketing strategies used in social media marketing, such as; brand selfies; are functional channels to enrich brand imagery, as they directly offer visuality, familiarity and sincerity to the target market.

c. Brand Performance

Performance means serviceability of any product or service from various aspects, in marketing literature. The level and type of performance expected from a brand varies depending on many different characteristics of the brand. Brand performance has been examined from both customer based and finance based perspectives. Finance based aspects mainly focuses on number of repeated sales or other numerical variables, whereas brand performance at CBBE level is the summary of measurements that illustrates how brand's activities perceived by customers.

According to Raj (1985), the ratio of a brand's number of users versus loyal users is the decider of brand performance. In this case, customer loyalty comprises via brand's perceived equity. Chaudhuri and Holbrook (2001) emphasized brand performance with a same approach; it was stated that, customers' willingness to pay premium price and brand's market share are the governors of the performance. Farquhar (1989) stated that, the value any product adds to brand by its performance directly identifies the brand's equity.

Roth (1995) advocated that, brand performance is created by brand image, and protected by standardized marketing strategies, especially for the global brands, for cross-border markets or changing market situations. According to Keller (2003), brand performance describes how well the product or service meets customers' needs, as well as how well it carries the components and features of the product, especially the ones would differentiate the brand.

Oliveira-Castro et al. (2008) investigated that, the relationship between a brand's equity and brand performance differs between product categories. While it is expected from performance metrics to keep actual quality of a product or service highest

possible, while highlighting the strengths, with the help of other marketing mixes. At this point, method and rate of contribution of each product category to brand equity will also be different. Lai et al. (2010) investigated at their empirical study that, the marketing activities in which brands aim to gain reputation through an important corporate value, which is; corporate social responsibility activities, have a positive impact on brand equity and perceived brand performance. Following, Gautam and Kumar (2012) found that, among six dimensions of CBBE, brand performance announced as the most important arbiter of brand resonance, followed by brand feelings and brand judgments.

Brand performance primarily ensures that, the brand provides and maintains special quality standards to which it is subject. In other words, it is a warning in order to ensure that the brand comes to a quality that will meet the expectations of the market and therefore the customers. The main feature of this dimension, which takes place at third stage of Keller's CBBE, is its palpable contribution to brand's product or service quality, as well as its power to transform the quality perceived by the customer about brand. When brand performance is handled from a customer based perspective, the issue that should be emphasized is; how much customer perception can be changed in a positive way, rather than a tangible quality experience. At this point, Keller (2012) mentioned some performance metrics that can have the power to change customer perception. In the following part of the literature, this performance metrics will be explained.

c.1. Primary ingredients and supplementary features

The first category of brand performance could be clarified as; complete fulfillment of the bottommost features of brand outputs. In other words, it is the simple, essential, and non-distinctive features that they must have in order to be called as a "product". At this stage, customer expectation is generally at its lowest level. At least, the product should be ready-to-use easily and satisfies a need or want simply.

Second qualification of this first performance metric is its ability to satisfy more customized needs or wants of customers. In order for a product to reach this evaluation step, it must first meet the requirements of the above mentioned basic properties metric. Once customer is convinced that the product will solve her problem, more specific, distinctive and versatile features could be expected from the product.

c.2. Product reliability, durability, serviceability

Keller (2012) categorized performance metrics of a product according to its associations, as following three;

Reliability: The product's consistency of performance over time and frequent purchases.

Durability: Expected economic life of the product.

Serviceability: The ease of repairing the product, if needed.

Customer based brand equity is long-term and complex to build, and short-term to destroy with one marketing mistake. The destruction might be weakening equity in general or loss of brand-loyal customers. Although customers might prefer a certain brand only with the impact of brand love, in today's fast-consumption world, and highly competitive market it causes, customers' preference changes can happen out of the blue. In this case, apart from the emotions created by the brand, long-term functionality of brands is also important. Functionality is the embodiment of the brand through products, and is measured by specified performance metrics.

Product reliability is the first discernable proof for customers, that answers the question; *why am I spending my money on that brand?* As a natural part of the purchasing process, customers expect a comparatively long-term, consistent and ubiquitous quality from a product. Successful brands follow and apply quality standards to which they are subjected. Product reliability is maintained on a performance basis, in every store, at every corner of the world, especially for multinational brands. For example, ISO: 9001 and ISO: 14001 are internationally approved quality and environmental management standards that firms can benefit in various aspects (Tari, Molina-Azorin and Heras, 2012). Quality, supported by complying with certain standards, plays an important role in increasing the reliability of brands.

Secondly, durability is the concrete reflection of the reliability metric on product performance (Park, Milberg and Lawson, 1991) so that the customer can fully experience it and provide feedback. It works in direct proportion to the product performance in the mind of the customer. Although fast moving consumer goods provides innovation and diversity to the market, increasing demands and high

production costs push brands to produce the most products in the cheapest way. This approach also may lead to a decrease in quality. It is only possible for brands to launch products to the competitive market that meet the expectations of the suppliers and are suitable to be perceived as high quality by the customers, only with durable products.

Last of all, product serviceability is the last metric that customer will refer to for long term continuation of these two processes, after purchasing the product on trust and testing its durability. Product serviceability should be giving the feeling to the customer that; product is serving to customer, not customer to the product (Garvin, 1984). The creation of this feeling is realized with the help of parameters, such as; ease of use, suitability for purpose, accessibility, durability. Customer must be saving time and quickly solving possible problems with the product.

c.3. Service effectiveness, efficiency, empathy

This third metric of customer based brand performance measures quality of customer's associations with the brand. Service effectiveness measures the satisfaction level that brand gives to customers, while service efficiency measures quality level. Service empathy, as the third one, measures affinity level between customers and brand services (Keller, 2012, p.113). While customers evaluate a brand's serviceability, they usually focus on embodied advantages of the brand, just in an opposite way they have been doing for brand imagery or feelings.

The journey customers form an authentic and long-term bond with the brand is often formed through a variety of complex psychological processes. Particular emotional processes, such as; brand's resuscitation of various feelings on customer, reminds the good memories of his past, or the customer sees himself in the brand; and even identifying himself through the brand undoubtedly has a great impact on the purchasing behavior. When the entire purchasing process works well, customer's loyalty is in prospect. Nonetheless, if the customer categorizes the brand as underperformer, it could be perceived as a boondoggle, which also leads to dissatisfaction, and abandonment of brand loyalty in the end.

c.4. Style and design

Keller (2012) stated that, design of a product is a visual presentation that gives idea about its functionality. Design is the metric that makes brand salient in the market, at the first glance. Design could be anything that perceived by five senses, which creates

a brand experience. A successful design could hype the product performance. Kato (2021) proved that; a flashy and favorable design might upgrade brand's performance on a customer perception level; that also makes product defects less obtrusive. Most valuable brands worldwide have unique designs, compared to unpopular versions of them. There are many imitations of global brands, especially those on apparel, and customers can make a purchase without thinking strategically, just to experience a similar design, leaving aside quality and price/performance ratio.

c.5. Price

Price means the amount of money one's have to pay for something (Oxford, n.d.). In marketing literature, the term is attached to products or services. Pricing is a process that brands set a value for their products or services. Dolan, Doan and Simon (1996) defined pricing as the practice of a brand's strategic determination about it products' price tags. Brands generally set prices after a market research, according to their image, perceived quality, rival's pricing, and needless to say, in a way that they could maximize profit.

Pricing is a highly sensitive marketing action; too low or too high may result in let slipping the customer. In some cases, prices are also a good threshold to coldheartedly demonstrate the value that the customer places on the brand. If a customer prefers a relatively expensive brand with completely similar features and privileges over a cheaper one, it means that the brand has gained full control over the customer and has become a lovemark. In other words, peerless for that specific target group.

The relationship between pricing and customer loyalty is explained through the concepts of *advertising* and *price sensitivity*. Advertising is the art of selling a product no matter the circumstances. Although many complex components of the brand influence the customer's decision during the purchasing process, the tempting or deterrent effect of the price tag cannot be ignored. Chiovenau (2008) pointed out that, advertising should create customer loyalty that will enable the customer to choose the specific brand over the cheapest alternative in the market. When it comes to price sensitivity, it is a level that demonstrates customers' quintessential buying intention about the brand. Price sensitivity in marketing generally tested through customer loyalty. Swait and Erdem (2007) stated that, brand-loyal customers are less sensitive to the price, which is proven by credible brands.

Price tags are also governors of perceived performance. In addition, for a target group that is not familiar with the brand yet, price is brand knowledge. When the brand is a lovemark for the customers, high prices are less likely to change buying behavior, even might create a “high quality” perception. On the other hand, if customers could not affiliate with the brand, its reminiscences might be “overpriced” or “poor quality” for the majority of unfamiliar customers. Moreover, according to empirical research of Kato (2021), the customers who chose the brand just because of its low price are tended to switch the brand for their next purchase, when they find a cheaper one. It is important for a brand to maintain a price/quality balance, however; under or overvalued prices provide only short-term advantages without earned brand equity.

In the literature, there are studies that were argued that, the price and loyalty relationship is bidirectional. According to Salop and Stiglitz’s price dispersion model (1976); price of a product is sensitive to customers’ price awareness. It was stated that; the more customers have more price awareness, prices tended to be lower, and vice versa. In this model, it was assumed that emulative brands already have strong salience and an esteemed brand image at the market. The measurement is about customers’ loyalty level when prices are fluctuant. From a brand-side point of view, customer loyalty gives the brand the option to act more free about prices. Bello and Holbrook (1995) emphasized that, if customers create an emotional bond with the brand, they are willing to pay comparatively higher prices on purpose. In this case, brand would be more flexible when they price their products.

At the present time, prices can change rapidly due to fast-emerging markets and yo-yo economic balances. Brands should constantly follow pricing strategies of its competitors, in order to obtain a competitive advantage and being aware of innovations in the market. Prices are generally have been setting by brands in the consideration of several external factors, but most importantly, according to competitor prices (Armstrong et al., 2014). Prices also affect a brand's performance metrics in terms of correct presentation of the brand image and perceived quality. Customers make predictions about what the brand can provide, in terms of performance, through brand image. After their proper experience with the brand and filtration of mentioned performance metrics, the predictions turn into judgments.

Perceived price, assuming that the customer has never experienced the brand, emerges by means of brand associations (Yang et al., 2019) that the brand creates in the minds

of customers through strategic methods. In this global and competitive market, brands somehow reflect their brand image even to customers who are not their target audience. Even an avoidant shopper who does not do much market research knows that, she will not see a four-digit price tag on a luxury car brand or pay more than a double-digit price on an organic milk in the grocery store. In general, publics are more or less aware of the prices any brand without paying a lot attention or sparing time, and this information is transmitted through the brand image.

In addition to the mentioned studies on pricing, there are also studies on its relationship with brand image. Researches show that, brand image and perceived price does not have a direct correlation, however; they affect purchase decision together, depends on brand category and other external factors (Anselmsson, Bondesson, and Johansson, 2014).

The common features of these similar studies are the direct emphasis on the relationship between brand image and brand value, and the increase in customer expectation in direct proportion to price. Customers keep their expectations high from a product that is high- priced, because of the behavioral patterns that advertising imposes on market for decades. Perceived quality, which is one of the brand performance metrics, comes into play at this point of customer expectation, which cannot be explained only by the brand image. Customer judgments on quality is positively correlated with the price of a product or service (Rao and Monroe, 1989; Dawar and Sarvary, 1997; Chrisnawan et al., 2019).

D. Brand Judgments

Human beings interpret the world they live in in many different ways. Meaning-seeking behavior starts from babyhood until end of life. External world, perceived by five senses, becomes more meaningful both in conscious and unconscious levels, over time. Repetitions deepen one's conscious experiences, in the end; learning (Kolb, 1976; Poldrack et al., 1999) and other memory- based mental activities eventuate. Judgments could be classified as the one of those mental activities.

Judgments are one's steadfast decisions about external world, which might take place only by experiences or whole process of learning. The object at external world could be anything like; a person, food, place, political party, an organization, nation or product. Judgments help individuals about their decisions, as they are mainly empirical.

Judgments are “a decision or opinion about someone or something that you form after thinking carefully” (Cambridge, n.d.). In this case, one’s may need judgments in any area of life.

Customers need judgments in order to make a sensible purchase decision and also to prevent themselves from overbuying. Customer’s judgments could be for a product, service, or brand itself.

“brand judgments are customers’ personal opinions about and evaluations of the brand, which customers form by putting together all the different brand performance and imagery associations” (Keller, 2012, p.117).

These experience-based opinions and evaluations have last words about a brand, and they directly influence purchasing behavior of customer.

Judgments about a brand could be either positive or negative, and impacts customers’ buying decision accordingly. However; sometimes results could be surprising. In accordance with buying decision processes, when the customer has negative judgments about the brand, the tendency to purchase is expected to decrease, and vice-versa. In spite of that, contrary to expectations, at times, customers may make their purchasing decisions about the brand in the opposite direction of their brand judgments; through their instant emotional state (Barone, Miniard and Romeo, 2002). Feelings evoked by the brand, brand’s perceived value or other relative factors might create a moderating impact on buying decision, even if brand judgments are negative.

A brand judgment could be any statement that may cause get or pass decisions about brand. Customer decisions may originate from one’s internal processes, or type of brand judgment that been set. Keller (2012) classified brand judgments in four categories, which are; ‘quality’, ‘credibility’, ‘consideration’ and ‘superiority’. These four judgment types directly impact brands’ customer based equity. Compared with random judgments, these four also could be easily associated with other five dimensions of CBBE.

Brand quality; as the first one, is a general evaluation of brand’s both primary and distinctive features. In order to have better understanding about quality, the performance metrics that comprises a specific brand should be examined. Quality illustrates to what extent the brand fulfills subjected performance metrics, and how customers make a final judge about the brand, correspondingly (Srinivasan and

Hanssens, 2018). A quality-related brand judgment may also rely on the market image created by the brand. A strong brand image could appease weaker traits of actual quality of the brand on a perception level, and results a positive customer judgment at that first stage.

Brand credibility; second category of judgments, consists of three dimensions, that are; “perceived expertise”, “trustworthiness” and “likability” (Erdem and Swait, 2004; Keller, 2012). The judgment of brand credibility could be explained as customer evaluations about how brand keeps its promises in regard of those three dimensions.

Third stage, called; *brand consideration* is about customers’ notable attention to a brand (Erdem and Swait, 2004). Customer’s first deliberative met with the brand occurs at brand salience dimension of CBBE. Subsequently, customer experience several CBBE levels with the brand. Brand consideration starts from brand salience dimension and visits brand imagery, performance, feelings and finally judgments dimensions until customer labels brand as; “appreciable” , “utilizable”, “worth to pay” , “attachable”, and so on.

Last of all, final one, named as; *brand superiority* could be summarized as *judgmental privileges that customer gives to the brand*. In this category, customer compares the brand with its rivals and decides if it has the superiority among them (Netemeyer et al., 2004; Saleem et al., 2015). As this category is the last of the steps, it is the most difficult for the brand to win over the customer. Moreover, this last category is the most likely to trigger buying behavior compared to the other three. Other three judges are more likely to be decided by customer after real experience, like; using, testing, trusting or establishing a bond with the brand. In other words; brand should pass the test. This last category also requires some quality or image-based efforts of the brand in order to label as superior, however; compared to other ones, it could substantiate just because of one’s emotional bond, sympathy, perceived supremacy, assumed uniqueness to the brand.

E. Brand Feelings

Customers experience wide variety of emotions with a brand, from their purchase intention to the ending of the process.

“brand feelings are customers’ emotional responses and reactions to the brand”
(Keller, 2012, p.118).

Machleit and Wilson (1988) stated that, from early days of branding concept, since marketers realized emotions are important changers of customer behavior advertising campaigns designed to arouse feelings. Brand feelings and their impacts on purchasing behavior have been the subject of many studies in the field of psychology as well as marketing literature.

“brand equity is the relative strength of a customer’s positive feelings toward the brand” (Lassar, Mittal and Sharma, 1995, p.13).

Aaker (1996) claims that, if a customer feels something when buying or utilizing a brand, it creates an affiliation between the brand and customer.

Although there are many feelings that customers might feel about a brand, they simply categorized as positive or negative. Surprisingly, delectable or unpleasant feelings might create asymmetric impacts for different product categories (Brown, Homer and Inman, 1998; Ruth, 2001) and also for the encouragement of purchase decision (Homer and Yoon, 1992). In other words, positive feelings might create unlikable brand judgments, and negative feelings may cause pleasant associations. On the contrary, Romani, Grappi and Dalli (2012) specified six main negative emotions, as; *anger, dislike, embarrassment, worry, sadness, and discontent*. It was recorded that, although those emotions register differently, they generally cause an avoidance behavior.

Mooradian (1996) explained a brand’s personality with three feelings; *positivity* with 37% of the variance, *warmth* with 36% variance and *negativity* with 44% at his research.

Familiarity plays an important role in brand feelings, as in other dimensions of Keller's CBBE model. Especially in recent years, the rise of innovative and up-to-date brands has been recognizably rapid. However, the theme of familiarity somehow appears in the success story of even the most niche-oriented brands. The reason behind this is human beings’ inherited commitment to the sense of trust, created by familiarity. (Barr, 1999; Gefen, 2000; Lubell, 2007; Mittendorf, 2018). In this context, as studies in the literature remarked, the feeling of familiarity could increase brand trust, and subsequently, the perceived performance of the brand, regardless of whether the brand's feeling aroused in the customer is positive or negative. If any kind of familiar feeling was reminded by a brand, an emotional bond will tie between the brand and customer (Fournier and Yao, 1997; Unal and Aydın, 2013) and brand will be

‘something special’ for the customer (Sarkar, Ponnampaloor and Murthy, 2012).

Another mediating effect between familiarity and brand feelings is customer’s self-identification with the brands. With globalization, the effects of which have been felt strongly since the beginning of the 1990s, people and brands built a stronger relationship than ever. Although it depends on the demographic characteristics of individuals, such as; place of age, income level, social environment, educational status, brands managed to testify their life story in some way. Customers are tended to attribute emotional meanings to brands according to their unique experiences, as the phrase is, they can romanticize brands (Sarkar, 2013). Again, the source of the connection between one’s past experiences and evoked feelings is familiarity.

Keller (2001) defined six types of brand feelings, which are; warmth, fun, excitement, security, social approval and self-respect. The following part of the literature will explain these feelings and examine other researches on them.

Warmth: Warmth is defined to be a positive, mild, volatile emotion involving physiological arousal and precipitated by experiencing directly or vicariously a love, family, or friendship relationship (Aaker, 1986). From this definition, warmth could be also described as; customers’ ‘I am at home’ feelings, when they meet with the brand.

Human mind has a constant need for security, thence; generally drawn to the feeling of “familiarity”. Security is generally associated with happiness at minds, as a heritage from evolution. At today’s modern life, this association has a strong impact on customers’ daily choices. Cognition is tended to make choices that are both serviceable and secure (Ferber, 1967). Repetitions create familiarity, and familiarity creates feeling of security, which is called ‘cognitive convenience’ (Telimenli, 2018). By the impact of warm feelings, customers may choose the brand, as it will be a safer choice than choosing a rival.

Fun: Fun resonates as, being; “amused”, “lighthearted”, “joyous”, “playful”, “cheerful” on customers’ mind (Keller, 2012). All of those connotations put customers in an upbeat mode. If brand manages to keep giving fun-vibes, it could directly have a control on customers’ final purchase decision.

Human being’s decision process is both instantaneous and complicated. Ferber (1967) stated that, as a consequence of the structure of human mind, self-centered decisions substantiate from conscious or subconscious levels. Although both occur in different

ways, the level becomes a habit over time and greatly influences the next decision-making process of individuals. At that point, when a brand manages to evoke an emotion, the customer keeps remembering that feeling, which also could deflect one's brand choice in the future.

A pleasant emotion, like fun might keep customer feel good about the brand, even bring her good memories back. Customer may label a brand as "key of feeling good" on a subconscious level, if it is giving fun feelings. According to Ferber (1967), on subconscious levels of decision making, physical experience and emotions could impact individuals' final decision. Moreover, lack of emotional bond may cause individuals' disloyalty to the decision. Ridlo and Zein (2018), stated in their experimental research that, negative brand associations, such as; restraint, setting boundaries, being cautious, avoiding, could be accepted by the target group, especially youngsters, if they are covered up by feeling of fun.

Excitement: The feeling of excitement triggers the secretion of adrenaline in the adrenal glands (Voet and Voet, 2004). Adrenaline makes people feel "alive", which also evokes intense emotions. Excitement has explained by Keller (2012), as; customers "dynamism" and "uniqueness" feelings about a brand. The essence of excitement feeling again bases on human beings' inherited instincts of survival.

According Aaker (1997), besides being a strong feeling, excitement could be categorized as one of the five dimensions of brand personality, and creates positive brand associations, such as; being daring, spirited, imaginative or up-to-date, and also unique and attention-getting (Aaker, Fournier and Brasel, 2004). In their experimental research, Sundar and Noseworthy (2016) found that, excitement, as a brand feeling, has the power of whitewash brand's weaknesses.

Security: The feeling of security works together with warmth feeling, as at the explanation of warmth. Keller (2012, p.120) described security as:

"The brand's supply of safety, comfort and self-assurance to its customers".

Security is one of the basic human needs, according to Maslow's Hierarchy of Needs. Maslow explained security stage as 'once a person's physiological needs are satisfied, their safety needs take precedence and dominate behavior' (Maslow, 1943). At this juncture, a brand could govern customer's purchasing behavior, when this feeling is well-supplied. Security differs from warmth feeling, by being more vital at CBBE

level. Warmth feeling cannot create security singly, however; security could be associated with warmth easily in the course of time on customers' mind.

Especially during COVID-19 pandemic, the role of security feelings and its impact to purchasing behavior became distinguishably observable. At first two months of the pandemic, customers have stopped buying products by displaying shock behavior in an emergency (Zhou, Qiu, and Zhang, 2021). Thereafter, sale rations have changed according to different categories in the ongoing process. For example, during the pandemic, because of the health concerns, the consumption of tobacco has decreased (Yang and Ma, 2021), whereas it increased for hygiene (Yoo and Song, 2021) and health products (Fairgrieve et al., 2020). From this point forth, it could be inferred that, in an emergency like pandemic, the first priority of human beings is *to survive*, as a gift of human evolution, which also explains customer's expectation of security feeling from a brand.

Social Approval: In this stage of brand feelings, the brand tries to give an impression to the customer that indicates it confirmed and esteemed by others (Keller, 2012). This impression management shifts the perceived value of the brand to a higher level, because other's credits about the brand increases its reliability and quality.

Baumeister and Leary (1995) argued that, the need of belonging is a principal human need from one's early juvenility to end of life. Individuals will feel satisfied and happy on a psychological level, only if they maintain healthy, long-lasting and satisfying relationships with their surroundings. Interpersonal relationships usually built by finding a common ground. When the customer recognizes, the brand is approved by others, he could inevitably feel that; he is connecting with others, and a candidate of a new community, by supporting or choosing that brand.

In the literature, attention has been drawn to the connection of the feeling of social approval with corporate social marketing (CSM) activities. If customers feel like they take the hit both for themselves and others prosperity, the feeling also nurtures one's desire of belongingness; as they postulate themselves as a necessary part of a community. Secondly, interacting with a CSM inclusive brand might be a personation behavior for some customers. For example, if the individual experiences that a person whom he approves or admires in the community prefers a brand with CSM programs, unconscious feelings of acceptance are activated and the tendency to prefer that brand, or at least research about it, increases. The common point of these two separate

samples is that the individual's self-esteem increases, related with acceptance.

Self-Respect: Self-respect occurs when the brand makes customers feel better about themselves, for example; having senses of self-praise, success, or self-actualization through brand (Hoeffler and Keller, 2002). Self-respect feeling may vary according to different customer demographics. For this reason, there are different marketing programs that brands use, in order to arouse such feelings according to different market conditions.

CSM activities have been associated with feelings of self-respect, as well as social approval, which was mentioned above. Hoeffler and Keller (2002) also stated about this last feeling that, corporate societal marketing (CSM) programs might be built in order to set off customers' self-respect feelings, when they met with the brand, as concept gives the sense of benevolence.

To sum up, brand feelings are a vital dimension of Keller's CBBE pyramid, as they directly address the most basic human needs. Even in today's modern, metamorphosed and globalizing world, customers make their final decisions based on basic instincts that have existed since the existence. Keller (1993), since his first use of the CBBE concept, he has always recognized the concept through the customer's feelings of last resort. The influence of instincts on people's decisions occurs at both conscious and unconscious levels. The most important feature that distinguishes brand feelings from the other five dimensions is that it makes itself unforgettable by providing customers with an emotional experience. Although other dimensions contribute to the brand value in different ways in an effective and efficient manner on their own, none of these effects can be permanent and brand loyalty cannot be created without making the customer feel something.

F. Brand Resonance

Brand resonance describes the nature of an ultimate relationship between the brand and customer (Keller, 2012). Brand resonance is the intensity or depth of the psychological bond between customers and the brand, following; the reflection of this bond on customer behavior. This last stage of Keller's CBBE examines to what extent the customer is synchronized with the brand. As brand resonance is the final step of six-dimensional CBBE model, other five steps should be evaluated and practiced fruitfully in order to build an adamant resonance. Resonance evaluates brand equity

with a holistic approach, and associates it with customer engagement.

Keller (2012) pointed out four categories of brand resonance, which are; *behavioral loyalty, attitudinal attachment, sense of community and active engagement*. The three- staged resonance model tested by Moura et al. (2019) and its validity has been reported.

f.1. Behavioral Loyalty

Jacoby and Kyner (1973) described loyalty as ‘among the alternatives of a brand, customer’s consideration for the brand as a first alternative’. At the present time, the variety of brands according to every need, category, taste and budget is vast. The process of customers’ access to any brand is child’s play. At this juncture, brands must maintain an embodied commitment to keep customers away from sliding to competitors. In the end, all of the steps of Keller’s six dimension CBBE model aims to spawn a bedrock customer loyalty. Kotler and Keller (2006) advocated that, high customer loyalty is based on the performance perceived through one’s complete satisfaction from the brand. On the other hand, Aaker (1996) states that, brand loyal customers pay less attention to performance-based lacks or deficiencies of the brand, that’s why loyalty is an arbiter for brand resonance. In this context, behavioral loyalty could be embodied with repeated purchases. Keller (2012) suggests that, behavioral loyalty could be measured in two dimensions; “frequency” and “amount of customer purchases”.

f.2. Attitudinal Attachment

Keller (2012) explained attitudinal attachment as; customer’s positive attitude about the brand and seeing the brand as; *something special*. It is one of the stages of brand resonance that potential to create lovemarks. Attitudinal attachment also nurtures behavioral loyalty and active engagement stages, while they create synchronization between customer and the brand all together.

Consumer attitudes consist by means of sophisticated cognitive processes. Lavine et al. (1998) state that, attitudes could be derived from both cognitive assessments and emotions, however, attachment is generally measured by the consumer’s aspiration for the product.

f.3. Sense of Community

Since the first years of human existence, individuals have a desire to share an experience, to belong and to bond with external world, through similarities. Identifying the similarities of an individual with a community creates a sense of trust to others (Bornhorst et al., 2010). The topics to which this sense of trust is subject become taboo in the mind over time, and turn into value judgments. Value judgments of individuals directly affect their purchasing behavior in this capitalizing world, as well as all their choices in life. On the contrary, in some cases, individuals break free from their bedrock judgments, and re-create a value judgment with other users, when it comes to consumption. Prahalad and Ramaswamy (2000, p.80) offered the concept of co-creation as:

“Customers’ renunciation from their traditional roles in order to be co-creators of a value”.

Customers experience a sense of social fulfillment in the co-creation process, which also triggers one’s self-actualization need. Co-creation of a brand-related value causes higher possessiveness of customers both for the brand and brand’s community.

Sense of community describes customers’ identification with the brand. Identification could comprise other customers, employees and company representatives (Keller, 2012). Muniz and O’guinn (2001) stated that, brand communities are social entities that mirror the involvement of brands in customers’ daily lives, the process of how brands connect the customer to the brand and customer to customer.

Brands gain prestige-related advantages from customer’s high sense of community. First of all, it strengthens brands’ reputation on a word of mouth level. Secondly, it enables brand to glisten among rivals, as governing the consumer with the perception of herd psychology, it creates the impression that “there’s a method to their madness”. Last of all, sense of community enhances brands’ favorability, again in the eyes of society.

f.4. Active Engagement

Active engagement is a volunteer attempt that brand's customers invest time, sometimes money and energy on the brand, provided that they do not buy products or services from the brand. According to Keller (2012), active engagement could be the

strongest proof of customer's loyalty to the brand. While active engagement may seem to depend on customers' social or psychological needs, such as; self-esteem, belonging, gaining prestige, or sometimes simply attracting the attention of other customers, especially through digital channels, fundamentally, brand love is necessary for it to happen. Bergkvist and Bech-Larsen (2010) stated that, brand love directly positively affects active engagement and brand loyalty.

Active engagement could take the form of participating in an event organized by the brand, becoming a member of a brand's club, or interacting with the brand through digital channels, in a more up-to-date and popular form, especially for youngsters. Social media channels, such as; Instagram, Facebook, Twitter are one of the areas where digital active engagement can be examined the most. According to Gutiérrez-Cillán, Camarero-Izquierdo and San José-Cabezudo's experimental research (2017) on Facebook, customers might have many brand engagement opportunities on social media, such as; following the brand, commenting on their posts, and liking their posts, however, interaction posts are the most associated indicator of active engagement with brand loyalty.

2.1.8. Brand Communication at Digital Era

The term of globalization asserted by Theodore Levitt for the first time, in 1983. The concept emphasizes that; standardized, low- priced customer products will lead more consumption. Globalization is a new commercial reality that enables brands to spread all over the world and win the loyalty of larger groups, with the support of technology (Levitt, 1983).

The definition aroused decades ago, however, it protects its brief meaning, while its use is increasing day by day. Concept of globalization attracted the attention of many researchers, and examined under three main titles, which are; *economic, political and cultural*. While the three main topics of globalization affect each other in an endless cycle, many significant studies have been conducted that explain the increasing role of brands in daily life with globalization. The concept of "McDonaldization", which Ritzer put forward and gave the same name to his book, is one of the important masterpieces that explains how societies have become fast consumer masses with the effect of globalization (Ritzer, 1993). Ritzer explained in his work that, how globalization has irreversibly taken over every aspect of human life, from a sociological perspective, citing the business model of McDonald's brand, as an

example. The concept also states that, every single individual of a society started to become potential consumers for various markets, and this customerization process continues without a break. The leading actors of the process; brands, came into prominence in every area of daily life.

Brands reshape folk's consumption habits, under the name of 'globalization', by means of social media. Social media's role on changing consumption habits generally occurs through transparency of customers' product choices and consumption habits. As a matter of fact, the process customers decide on a product or service, experience it, establish a bond with it and keep repetitive purchases follows a lot of sophisticated psychological stages. The key point here is; customers might be experiencing processes mostly under the control of brands, at close time periods and different places of world. This worldwide synchronization brings the idea that, globalization creates the concept of common world both in economic and social aspects.

Digitalization is an epochal output of the globalization. They are two important concepts, that are nurturing each other, and also shaping world's economy as of yet. The emergent of digitalization concept dates back decades, and marketers, who realized this beforehand, took action long ago and brought their business to their current success obtained by means of digital platforms.

Brands have begun to digitalize from their identities; from their vision and mission to distribution networks to marketing strategies they follow. For brands, digitalization is a lifestyle to stay loyal, before planning their further actions. Today's global market offers many opportunities to digitalized brands, if they follow the right strategies. At the same time, customers, especially young population, are willing to experience the brands which they are currently using digitally, and they also to discover new brands through online channels. The positive attitude of customers towards digitalization has led to the emergence of new marketing methods, for example; influencer marketing through social media. Consumers' approval for a digitalizing market also created new communication strategies for brands. Consequentially, digitalization has become a three-way win-win strategy in terms of global market, brands and consumers.

As a big step of digitalization; computers started to spread quickly after the debut of the Apple II in 1977 and the IBM PC in 1981, followed by smartphones in early 2000s. Technologic innovations, such as; broadband, 2G and 3G internet, the cloud, the Internet of Things, social media and artificial intelligence, has made the meaning of

electronic gadgets more important to consumers (Muro et al., 2017). As a result of the evolution of digital marketing in the 2000s, customers have become very reliant on social media channels in their daily lives, such as; LinkedIn, Facebook, YouTube, and Twitter (Dash and Chakraborty, 2021).

The spread of the social media channels started as personal use for the first time. If the popularity of a user increases, it may become even a profession. For example, according to a study by Forbes magazine, as of the beginning of 2022, the annual income of a Tiktok star has exceeded the income of the CEOs of McDonalds and Starbucks, two of the most popular global food chains (Brown and Freeman, 2022). When the effect of digitalization on the market was that major, companies started to organize their next actions to keep pace with this concept. The dictum, “if an organization cannot be found in Google, it does not exist,” became more meaningful both for consumers and brands (Dash and Chakraborty, 2021).

Today, globalization earns its propagation velocity from social media. Social media played a significant role in the transparency of common customer feelings about the pandemic, such as; fear, anger, obscurity, desperation, curiosity, ambition. Especially during pandemic, individuals started to broadcast more from their lives on social media during lockdown, as they have more time for it. At the same time, individuals tend to be more transparent in their social media accounts, compared to the years when the use of social media started to become popular. Not only individuals; also organizations were tended to be more transparent on socials (DiStaso and Bortree, 2012). When the rigid pandemic period was in process all around the world, it was prominent that; suddenly, everyone started to bake breads at home and serve pictures or videos of them on social media, like a global decision. Apart from shared feelings and common behaviors, new consumption patterns were also in sight, which are could be considered as the output of the feelings. In the end, the concept of ‘one world’ became more perceptible, after first lockdown periods of countries.

2.2. Background of the Online Shopping in the World

In this fast-flowing and consumption-oriented world, almost every individual wants to own a product or service, except they are Zen masters who live in a temple. Hierarchically, needs of human beings are interminable. These needs have to be satisfied from vital to the most complex ones in order to lead a healthy and satisfied life. Today, the term of need became a controversial concept while globalization is

leading the world with capitalism. These two different concepts have been quite debatable, from past to present. The concepts are linked to each other by a cause and effect loop, while at the same time strengthening each other.

The concept of happiness has become associated with consuming more and more, with the rise of capitalism. The promise of happiness of capitalism spread among consumers from different nations in a synchronized manner with the effect of globalization. After convincing the target markets of positive purchasing behavior, the second step was how to maintain the maximum sales in the easiest and most profitable way. Here, digitalization came to the rescue of marketers, and many e-commerce platforms were established.

“e- commerce is the combination of traditional business model and network technology, as well as information technology in the information era” (Fu et al., 2020, p.516).

Online shopping through e-commerce platforms has offered customers products and services with better value at times, and accessible with less time and effort. In addition, online shopping removed the borders between countries; even between continents with worldwide shipment option. In the end, consumers became more tended to buy a product online that is mainly from thousands of kilometers away.

The history of the e-commerce dates back to the 1990s. The first e- commerce transaction in the world was carried out by an e-commerce website called “Netmarket”, by selling the CD of Sting’s Ten Summoner’s Tales album online, in 11th August, 1994 (Grothaus, 2015). After this first step, with the establishment of platforms, such as; Amazon and E-bay; e-commerce, with the consumer discourse; online shopping began to spread all over the world (Ariguzo, Mallach and White, 2006).

Recently, China is the largest volume in 2020 and it is expected that country will protect its position through 2025. The Chinese market is worth US\$1,343.5 billion in 2020, biggest share category reported as apparel. In the U.S. market, revenues of US\$537.7 billion were generated in 2020. The third biggest e-commerce market in 2020 is Europe with revenues of 460.5 billion. An annual growth of 7.3% will lead to revenues of US\$655.6 billion by 2025 (Baron, 2021).

Consumer experience through online shopping could be evaluated as a good option, in terms of variety of the products; which may not be available at nearby shops, comfort, better value and its time-saver impact. In this case, online shopping has a big potential to become consumers' number one purchasing choice in the long run. The gobs and large trade volume in the report support this argument. However, consumers' e-commerce preferences may vary according to different variables.

In general, while some consumers prefer traditional shopping methods and their shopping behavior can be called as conservative, others might be more open-minded for digital innovations. Sheth (2020) emphasized that, there are four major contexts which can govern or disrupt consumer habits, which are; social context, the implementation of new technology, the impact of consumption habits due to new rules, and lastly; less predictable context (e.g.: the dissemination of global COVID-19 pandemic). For the first context, social media also plays a significant role in the transformation of habits. Taken together; online shopping is up- and- coming in various aspects, for the future of global markets.

2.2.1. Online Shopping in Turkey

The first e-commerce transaction in the world took place in 1994, subsequently, with the establishment of Amazon in 1995 and eBay in 1996, the concept started to make a name for itself gradually (Shanthi and Kannaiah, 2015). As in many countries, the rise of online shopping in Turkey has been realized with the introduction of mobile devices into customers' lives. This increase corresponds to the end of 2005, as estimated (Tek and Orel, 2006). Turkey took the first step in e-commerce sector, by establishing Hepsiburada in 1998, and then other valuable brands, such as; Gittigidiyor, Trendyol and N11 kept writing the country's e-commerce story (Erdör, 2019). While these brands still continue their activities in Turkey, there have been many brands that embarked on an e-commerce journey in the country but were later closed down, such as; Buybye.com (2003-2005), Clubboon (2010-2014), Daybuyday.com (2011-2013), Estore.com.tr (2001-2009), Hemalhemsat.com (2005-2010), Limango (2009-2015), Markafoni (2008-2017) (Haber Türk, 2017).

According to Turkish Ministry of Trade reports, there are 484.347 e-commerce companies currently operating in Turkey as of April 23, 2022. (Ticaret Bakanlığı, 2022). In 2021, e-commerce volume in Turkey increased by 69% and reached 381.5

billion TL. The ratio of e-commerce to general commerce was 17.7% in 2021. The month with the highest rate of this rate is November with 20.4%, which is known as the discount month in e-commerce. When the e-commerce expenditures realized in 2021 are compared to the population aged 18-70 in our country, the e-commerce expenditure per capita increased by 69% in 2021 compared to the previous year and amounted to 4,749 TL.

Today, Turkey ranks above the global consumer average in online shopping; while the global average is 62%, the Turkish average is 69% (Ernst and Young, 2020). According to TÜİK's (Turkish Statistical Institute) report of 2019, it was recorded that, internet access rate in Turkey is 88, 3%. The online shopping rate of internet users living in Turkey is 34.1%, while the most-shopped category was apparel and sports equipment with 67,2% (TÜİK, 2019). By the end of 2019, it was stated that the rate of online shopping made on mobile devices has exceeded the rate of shopping made on desktop computers (Iyzico, 2020). At the end of August 2020, while Turkey was experiencing pandemic-based lock down, the rate of internet access increased by around 2%, while the rate of consumers choosing online shopping reached to 36.5%. The most-used category was again apparel with 60.9%, followed by printed books, magazines, newspapers with 26.1%, online food ordering or catering services with 22.5%, cosmetics, beauty and health products with 21.1%, cleaning products with 17.6%, personal care products (TÜİK, 2020). The last consumer report published by TÜİK on August 26, 2021. It was indicated that; internet access rate raised to 92%, while almost half of the internet users were using online shopping, rated as 44,3%. Although the most preferred category did not change, it rose to the level of 70% (TÜİK, 2021).

2.2.2. Digitalization and the Growth of Online Grocery Sector

The ardent era of e-shopping caused a global overconsumption and insatiability. However, one category of online shopping was surely vital; *groceries*. The beginning of online grocery shopping in history dates back to 1996 with "Peapod" brand. In the United States, a number of other companies were also attempting the online grocery retail model, such as; HomeGrocer.com, Webvan, NetGrocer.com (Fisher, 2014). In these years, online grocery startups were seen as a risky investment. According to Keh and Shieh (2001), the reasons for such precautions regarded as; low entry barriers, transportation costs, perishability of grocery products, a non-tradable goods and

services industry, and the ability to specialize in geographic reasons and reap the benefits of economies of scale. In response to these concerns in the past years, digitalization has entered the lives of marketers like a magic wand. With today's developing technology, most of these potential obstacles could be turned into a competition element, among online grocery brands. Although online grocers existed decades before the pandemic, their heyday was after early 2020.

Buying supermarket goods online has both advantages and disadvantages on consumer's side. According to Appelhans et al. (2013), online groceries helped some of the consumers about following a healthier diet via giving discount coupons for fresh food, whereas, Rogus et al. (2020) stated that, according to The Nielsen Group's report (2015) buying groceries online may cause avoiding from fresh food because of their perishability.

In the hustle and bustle of daily life, online grocery shopping could be considered as a time saver for the consumers who think time equals money, even if most of online grocery apps charges the user with transportation fee. With the easy-to-use technology that digitalization offers to the publics, it is observed that; the idea that customers can meet all the needs of the household in a few clicks without wasting time works. On the other hand, while consumers have different reactions to different types of shipping fee structures, for most; shipping cost is a reason to think twice before purchasing (Koukova, Srivastava and Steul-Fischer, 2012).

2.2.3. Turkey's Experience through COVID-19 Pandemic

The SARS-COV2 virus and the pandemic it caused affected Turkey as well as many other countries in the world, causing radical changes in human life. In the light of the information obtained from the literature, one of the most- researched areas were; health, economy, sociology and purchasing behaviors. In this context, the continuous part of the literature will examine implementation of these three areas in Turkey.

a. Health

Although COVID-19 caused a massive consumer-behavior change in online grocery shopping, transforming consumer habits differ from country to country. In Turkey, first corona virus case announced at 11th March, 2020. Approximately in 15 days after the first case; schools, universities, bars, night clubs, cinemas, wedding venues, auditoriums, cafes, fitness centers and beauty centers have shut down in turn (Sülkü,

Coşar and Tokatlıoğlu, 2021). In April 1st 2020, the lockdown announced by Turkish government for the first time. The lockdown had a positive impact on diminishing case numbers (Özbey, 2021). At the beginning of June, some restrictions have been abolished gradually and also a break has given for the lockdown. By November at the same year, lockdown became mandatory again until March, 2021. At the first anniversary of COVID- 19, again it was recorded that contamination rate increases sharply as citizens go out of their houses, alike other countries.

Different variants of SARS-COV2 virus, such as Delta, Mu, Lambda, Omicron has recorded in Turkey from July, 2021 until to current date, as January, 2022. The Delta variant was most common in the country at 2021 (TRT Haber, 2021), while it assigns the dominance to Omicron variant by the end of 2021 (T.C. Sağlık Bakanlığı, 2021a).

Turkey applied Sinovac-CoronaVac Vaccine for the first time at 14th of January, 2021. Subsequently, at 5th April 2021, Pfizer- BioNTech Vaccine was also available. Lastly; a domestic vaccination called “Turkovac” was available from 30th December, 2021 (TUSEB, 2021). From January to November 2021; totally 118.336.697 people have been vaccinated in Turkey; three doses of BioNTech and four doses of Sinovac (T.C. Sağlık Bakanlığı, 2021c). Currently; by the middle of January 2022, hygiene rules are still in force. COVID-19 restrictions are less rigid. There is no lockdown reigns since the early July, 2021. There is no information about a new lockdown will be applied or not, so far (Türkiye Cumhuriyeti İçişleri Bakanlığı, 2022).

b. Economy

Turkish economy faced with pandemic- based economic crisis, while the effects of the 2018 currency crisis still linger. Currency crises are define as a great exchange rate depreciation incident that occurs in nominal exchange rates (Rose and Spiegel, 2012). In 2018, Turkey experienced a currency-based economic crisis caused high inflation rate, increasing foreign debt and ultimately current deficit. Reserve currencies of Turkey dropped off sharply at different quarters of the crisis year, however; by aid the of the FX inflows from the net E&O reserve shrinkage has been shortened for a while; which means, the outflow of unaccredited money is intensified by registering inflows (Yokuş and Ay, 2020).

The negative impacts of the country's statement on purchasing power were inevitable. Consumer price index (CPI) raised by 20.3% compared to last year (TÜİK, 2019),

which means decreasing purchasing power of households. Although Lira's depreciation decreased in the middle of 2019, compared to 2018; the negative effects of the crisis was still in force. In the first quarter of 2019, it was observed that the economic shrinkage was continued and same occasion predicted for the second quarter as well, while CPI was tended to drop (Eğilmez, 2019). Compelling impacts of the pandemic started to impact Turkish economy negatively, like other countries, within almost a month after its announcement. While some companies downsized by reducing the number of employees, some could not operate for a long time due to the curfew. An alarming range of shrinkage was estimated for Turkish economy, such as 6% - 8% (Deloitte, 2020). In the middle of 2020, it was hard to claim there will be a second pandemic or not, but clearly consequences of the pandemic-based economic crisis will be long lasting and drastic (OECD, 2020a), while after one year; situation was still hard, even worse for some of the countries, as second wave of COVID-19 and different variants besieged the world (OECD, 2020b).

c. Purchasing Behaviors

The pandemic has affected various industries differently. According 'Category-based Global COVID-19 Outbreak at Turkey' report of Deloitte, the first negative effects of the virus were seen in the service industry in Turkey, which is highly dependent on social interaction (Deloitte, 2020). The sectors most affected by the decrease in social interaction were: cinema, longhair and entertainment sector, transportation services, jewelry, and sexual health products. Accordingly, a sharp decrease observed in the volume of categories such as; transportation, livery and hotel-accommodation services, which have a high share in overall labor.

On the contrary side, some of the sectors were able to reverse the derogation trend with their aggressive discount campaigns. For example, by the end of the second week of March, it was observed that consumers are 50% more interested in new generation internet-TV platforms such as Netflix and BluTV, with the contributions of these platforms' aggressive discount campaigns and new contents. Similarly, same discount-induced change in customer behavior observed in personal care and cosmetics category.

In electronics and apparel categories; a high increase was surprisingly observed. In health category, in addition to hygiene products, such as; gloves, sanitizers, masks, there has been a high demand for supportive health products, such as; supplier extracts,

vitamins and herbal products. Considering the risk of contamination, there was a rapid decline in both private and public hospital demands, as expected. Consumer demands for the platforms that provides house services, such as; house cleaning, freight and repairs; diminished sharply.

The topflighter of the period was telecommuting category, with almost 7% growth. Telecommuting category includes digital platforms that enable remote teleworking such as Skype, Zoom and also distance learning such as EBA (Education- IT Network). Following these, no significant performance increase was observed in social media, which has a 3 times higher interaction rate than traditional media due to crowded young population of Turkey. However, among the different interaction rates on different social media platforms, Twitter stood out as the highest.

2.2.4. The Rise of Online Grocery Shopping During COVID-19 Pandemic in the World

COVID-19 pandemic has caused many changes around the world, and the effects in the economic field have been seen to be reducer or transformative, especially in purchasing behaviors. The pandemic-caused recession both in micro and macro incomes, and also socio-economic problems, because of curfews, unpaid leaves, travel restrictions, shut down workplaces, travel restrictions, changing working hours and many other regulations in daily life. Apart from the decrease or halt in the production of goods and services in workplaces and factories working limited due to closure, restriction or risk factors, the amount of products/services demanded to the market has also decreased due to uncertainty.

The pandemic- based financial crisis, liquidity shortage, increasing unemployment, diminishing production efficiency and descending supply caused economic depression for the most of the countries, at different levels (Adıgüzel, 2020). The aggravating effects of this depression are expected to proceed for a long time. International financial consulting firm Deloitte claimed at its “The Impact of COVID-19 Pandemic to Electricity Demand and Examination of Expected Economic Growth of Turkish Economy at 2020” report that, international organizations warned the world about experiencing the most serious economic crisis, since Great Depression (Deloitte, 2020). For example; in US, markets were down by 35%, credit markets were lagged, approximately to the same levels of 2008 crisis (Abodunrin, Odoeye and Adesola, 2020).

COVID-19 pandemic was a widespread devastation for some sectors and brands, however; the ones who has a strong digital infrastructure survived and amplified their businesses, in other saying; turn the crisis into an opportunity (Nanda, Xu and Zhang, 2021). The fundamental way that brands could reach to consumers during this health crisis was “online shopping”. During pandemic, consumers rearrange their current buying habits, and became more willing for building new ones, because of the contamination risk at outdoors. SARS-COV2 virus has much more tendency to be contagious at outdoors, via social interaction, shared areas, close touch and lack of hygiene attention (Wee et al., 2020).

Especially at the first period of COVID-19 pandemic, between March and June, 2020; most of the consumers have seen empty shelves at the supermarkets or on social media, which was a consequence of panic buying during an emergency. This unusual image turned into an anxiety element on customers’ mind (Arafat et al., 2020). It was also like a trailer of a possible shortage in the future, thus, customers started to hoard food.

Food hoarding is a common consumer behavior, especially in emergency cases. When food-scarcity panic of consumers started to lance through, it thought to be alleviated by online purchase channels, which provide a convenient shopping venue that eliminates the possibility of consumers becoming infected by crowds in stores. As a result, online grocery brands have been praised and given high credits for their contributions to food distribution (Hao, Wang, and Zhou, 2020).

During the pandemic, online grocery brands gained a high credibility and trustworthiness both from publics and governments. For example, it has discussed that; online grocery brands should receive government funding to deliver their grocery needs to people who have struggles (elderly, disabled, etc.) about reaching to food during curfew without transportation fee. Correlatively, in New York, the government cooperated with online grocery brands about preparing aid boxes for people who cannot work due to the pandemic or for poor families. Lastly, online groceries funded to expand their home delivery options for rural areas of the city (Rummo, Bragg and Stella, 2020).

In the early times of COVID-19 pandemic, consumers stopped to invest for products or services, because of the stun and the uncertainty of the future, worrying about their budgets. In the sequel, especially consumers who work from home or who have

considerably reduced contact with external world have had more time to explore new brands, especially through social media. As a result, there was an increase in unexpected product and service categories during the pandemic period. As late as, among these categories, there were also those that could be called the sole need, such as; groceries. In 2020, global retail e-commerce sales are projected to reach 3.9 trillion dollars with Asia Pacific generating approximately 2.45 trillion U.S. dollars in online retail sales. Asia Pacific's dominance in e-retail is due to China's impact in the overall segment. Second-ranked North America is set to product 749 billion U.S. dollars in retail e-commerce revenues (Chevalier, 2021).

For 2021, retail e-commerce sales amounted to approximately 4.9 trillion U.S. dollars worldwide. It was stated that, grow by 50 percent over the next four years, reaching about 7.4 trillion dollars by 2025 (Chevalier, 2022a). When it comes to online grocery category, which covers 4.9 of the world's online trade volume in 2019, increased rapidly in 2020 and reached the limit of 6.5 (Coppola, 2022).

In the world, Walmart and Alibaba are maintaining their titles, as the most shopped-online grocery brands for food category, whereas Tesco is the most visited (Chevalier, 2022b). Other strong players at the global market was announced as; Amazon, Carrefour, Kroger, Target, ALDI, Coles Online, BigBasket, Longo, Schwan Food, Freshdirect and Honestbee (Globenewswire, 2022). All countries in the world compared, South Korea has the highest rate with 20.3%, whereas Brazil is the country that uses digitalization the least for grocery needs, with 0.1% (Buchholz, 2020).

2.2.5. The Rise of Online Grocery Shopping During COVID-19 Pandemic in Turkey

During the pandemic, online grocery shopping, an obligation of lockdown, has increased rapidly in Turkey. National grocery markets who were prepared to such emergencies almost doubled their interaction rate during this period, which is much higher than discount supermarkets (Deloitte, 2020). Their success was managed via past digitalization investments, enriched logistics chain, and past experiences on e-commerce.

2.2.6. Online Grocery Brands in Turkey

In order to investigate Turkey's online grocery markets, both English and Turkish keywords, as; *online süpermarket, online market, çevrimiçi market, sanal market, e-*

market was searched on Google. Results show that, there are approximately 40 different brands, including local ones. Getir is the only brand serving in all of the 81 provinces of the country. Some of the brands are reported as; İstegelsin, Getir, Banabi, Migros Sanal Market, Tazedirekt, CarrefourSA Online Market, A101, Bakkaldan, YunusOnline, happy.com.tr and Macrocenter online (Haber Türk, 2020). In order to present a general knowledge about them, the brands will be described above.

Migros Sanal Market: Migros Sanal Market (Migros Online Groceries) has been operating since 1997 as home delivery service of Migros grocery brand, which was established in Turkey, in 1954. The brand, which has the title of Turkey's first online grocery brand, delivers almost all of the products in its stores to the customer's door (Migros, 2022).

Getir: Getir, which is the example brand of this research, is an online grocery brand founded in Istanbul, in 2015, by Nazım Salur, with the partnership of Serkan Borançılı and Tuncay Tütek (Getir, 2022). Getir started online groceries business by selling approximately 300 different products, which raised to more than 1500, by 2021 (YouTube, 2021b). In the literature, Getir has been studied by other researchers. More detailed information about the brand and the features that distinguish this research from regarding researches and make it unique will be presented in the conclusion part.

In the literature, there are other studies about Getir brand. Sandalcı (2020) examined the social media posts of Getir, by using content analysis method, and found that the posts were generally aimed at reminding the brand, and from a deeper point of view, brand tries to differentiate itself from the competitors through creative posts.

Aksoy et al. (2021) conducted a content analysis on Getir's website, mobile application, social media and search engine optimizations, and examined brand's informative communication strategies about COVID- 19 pandemic.

Barış and Yılmaz (2021) conducted a customer survey about Getir, that focuses on evaluations on the basis of; convenience, design, trustworthiness, price and product variety basis. The results show that although brand ranked as successful in terms of ease of usage of the application, brand reliability and application design, prices are higher among rivals and product variety is not satisfactory.

Kavuk et al. (2021) addressed dispatching problems caused by miscommunication between couriers and warehouses of Getir and proposed logistics models for the solution.

Köksalan (2021), conducted a content analysis of negative feedbacks on Getir, in order to suggest what kind of negative online feedbacks startups might face, with the reasons.

Altınbilek- Yalçınkaya (2021) conducted a semiotic analysis of Getir's commercials and concluded that Getir, in its TV commercials, emphasized its digital approach to every aspect of life, also its safe delivery in terms of health.

Çelik-Varol (2021) conducted a content analysis on the brand's reputation management, in line with the information obtained from Getir's website and Turkish news sites. As a result of the research, as brand followed an effective and two-way communication for all social stakeholders, employees, and customers, brand created a good reputation at the competitive market.

CarrefourSA Online: Carrefour was opened in Turkey for the first time in 1993, as the branch of the global French supermarket chain. In 1996, the brand merged with Sabancı Holding and changed the name as; “CarrefourSA”. The brand continues to deliver supermarket products to the location requested by the customer, under the name of; “CarrefourSA Online” (Carrefoursa, 2022).

Cepte Şok: ŞOK is a Turkish discount supermarket chain brand established in 1995, and serving in all provinces of Turkey, as of 2022 (Şokmarket Kurumsal, 2022). Cepte Şok (Şok Mobile) is the online grocery service of the brand, and has been serving online groceries since 2016. Cepte Şok has given the Şok brand the title of being the first brand to offer online among other discount supermarkets of Turkey (Yıldız Holding, 2016).

Yunus Online: Yunus supermarket chain was established in Ankara, in 1995, as a family business. Currently, the brand is serving online with more than 5000 different products, in 9 cities of Turkey. The brand aims to spread over each province of Turkey (Yunusmarket, 2022).

Hepsiexpress: Hepsiburada.com is an e-commerce website established in Turkey, in 1998. As of 2013, the brand has 600,000 products in 30 different categories

(Hepsiburada Kurumsal, 2022). Hepsixpress, one of the sub-brands of Hepsiburada delivers a wide variety of products, from the grocery to the hardware category, to the customer's door in 18 provinces of Turkey (Hepsixpress, 2022).

İstegelsin: İstegelsin was founded by Sedat Yıldırım, at 2018. The brand grew rapidly by receiving an investment of 30 million dollars from Yıldız Ventures, the investment company of Yıldız Holding, shortly after its establishment. İstegelsin has almost 7000 different products that are ready to take to customers' door (YouTube, 2020).

Banabi: Banabi was founded by Nevzat Aydın in 2019, as a sub-brand of Turkish online food ordering brand *Yemeksepeti* (YouTube, 2019a). Banabi has more than 3000 products in 135 categories that are available for the customers. The brand is currently active in 28 cities, accessible via Yemeksepeti application and Yemeksepeti.com (LinkedIn, 2021).

Trendyolgo: Trendyol is an e-commerce platform, founded by Demet Mutlu, in 2010, and received the title of “Turkey's first decacorn “in August 2021 (YouTube, 2021b). TrendyolGo, joined the Trendyol group in 2020 as a sub-brand, provides online grocery services. The brand aims to deliver supermarket orders to its customers within 30 minutes. Besides supermarket services, the brand also started to fast ready meal delivery (Trendyol, 2022).

From the information given, it could be stated that although the service provided by the brands is the same, the areas of competition also differ, when their establishment stories, target audiences, distinctive features and visions are taken into account.

CHAPTER 3: THE RESEARCH: A CASE STUDY ON GETİR BRAND

3.1. Aim of the Research

This research aims to evaluate the communication efforts of the growing online grocery brands during the COVID-19 pandemic, and how they are perceived by consumers. Designed as a case study, Getir brand was chosen to perform a brand audit and to investigate brand equity from the perception of the customers. With this aim, following research questions are identified:

RQ1: How does Getir communicate its brand purpose, identity and strategy with consumers?

RQ2: How do Getir customers evaluate the brand equity in Keller's six- dimensional model?

Within the scope of second research questions, the hypothesis determined as follows;

H1: There is a significant relationship between customer's demographic characteristics and overall brand equity.

H1a: There is a significant relationship between gender and overall brand equity.

H1b: There is a significant relationship between age and overall brand equity.

H1c: There is a significant relationship between education and overall brand equity.

H1d: There is a significant relationship between working status and overall brand equity.

H1e: There is a significant relationship between household income and overall brand equity.

H1f: There is a significant relationship between perceived income group and overall brand equity.

H0: There is no significant relationship between customer's demographic characteristics and overall brand equity.

H2: There is a significant relationship between brand salience and overall brand equity.

H0: There is no significant relationship between brand salience and overall brand equity.

H3: There is a significant relationship between brand imagery and overall brand equity.

H0: There is no significant relationship between brand imagery and overall brand equity.

H4: There is a significant relationship between brand performance and overall brand equity.

H0: There is no significant relationship between brand performance and overall brand equity.

H5: There is a significant relationship between brand feelings and overall brand equity.

H0: There is no significant relationship between brand feelings and overall brand equity.

H6: There is a significant relationship between brand judgments and overall brand equity.

H0: There is no significant relationship between brand judgments and overall brand equity.

H7: There is a significant relationship between brand resonance and overall brand equity.

H0: There is no significant relationship between brand judgments and overall brand equity.

3.2. Research Methodology

This research embraces both quantitative methodology and the use of secondary data. The study begins with performing a brand audit process using secondary data sources namely Getir brand's official website, articles on online news sites and interviews with the brand's founder on Youtube. Once brand audit is completed, primary research was conducted with a quantitative approach using survey method based on customer based brand equity model. Both methods are explained as follows. Since the study aimed to reveal an understanding about the brand equity from the customer perception, within quantitative part, survey method was used on the basis of customer based brand equity model. Both methods are explained as follows.

3.2.1. Brand Audit

Brand auditing is the evaluation of all marketing activities of the brand, from its establishment to the most up-to-date, according to some predetermined definitions and standards. Baumgart, Kaluza, and Lohrisch, (2016) conceptualized brand audit as 'a comprehensive, systematic, independent and periodic examination of the brand', and declared its purpose as; after detecting the brand's strengths and weaknesses, recommending an action plan for brand's lifetime avail. Starting from this explanation, it can be deduced how important it is for marketers to review the current audit of the brand, before making critical decisions. In addition, it should also be evaluated how much the brand has in common with the current brand equity perception in the competitive market.

Aaker (2006) interpreted brand audit as a helpful management strategy for marketers that helps them to obtain a holistic, deliberative and deep approach about the brand. Brand audit could be considered as a roadmap to develop a more comprehensive

understanding of the brand. The roadmap helps its marketers to achieve the brand's present and future goals.

Brand audit also plays an important role in applying a CBBE model to the brand and reviewing brand equity. Since the brand audit is a proof of how well the brand knows itself and can introduce itself to its target market, it ensures that the most useful information is obtained by asking the most accurate questions to the consumers in a possible CBBE measurement. In this regard, in the following part of the research, a study on Getir brand is presented, in order to introduce the brand in detail, explain its distinctive aspects, examine its activities in the market. In the literature, unlike CBBE, a specific scheme or model related to brand audit could not be found. However, it has been observed that most studies containing a brand audit report are designed in a similar way (Staisch, 2007; Marrs, Gajos, and Pinar, 2011; Baumgarth, Kaluza, and Lohrisch, 2016; Adidam and Shaker, 2021). The brand audit report for Getir is designed to cover all elements of the brand and marketing activities.

3.2.2. Measuring Brand Equity

Survey technique, which is one of the quantitative research methods, is preferred as data collection method of the research. "The basis of the survey method is to be able to systematically obtain information from the units that make up a universe or sample. For this purpose, written or oral questions were asked to the respondents in order to reach" (Odabaşı, 1999, p. 81). Between 1994 and 2012, 59% of doctoral thesis in marketing area were used surveying method, in order to collect data (Karadağ, 2010). The main advantage of using the survey method in social sciences is that it provides the opportunity to obtain a big sample with enriched demographics, in a short time. Taylor (2000) stated that, internet-based surveys eliminate the boundaries that the researcher cannot exceed due to limited time and financial possibilities. Since the identity confidentiality principle of the respondents, will be provided as required in the consent form, it is expected that it will be possible to reach unambiguous and uninfluenced answers. According to Haythornthwaite and Wellman (2002), surveys can find appropriate respondents even for most unique topics to most general. Especially after World Wide Web revolution, a considerable number of people have the access, tools and knowledge to participate in internet-based surveys.

In this study, a survey was designed based on Keller's six-dimensional customer based brand equity building pyramid (See; Figure 2.), which consist of several open-ended

questions to be asked to the customers under each dimension of the model. These questions suggested by Keller (Keller, 2012, pp. 123-124) were re-written as 5 points Likert-style questions (from 1=strongly disagree to 5=strongly agree) to enable measuring brand equity in a respectively large sample of customers. The survey includes 50 items in total for the six dimensions of Keller's brand equity model.

The survey starts with a yes/no question about online grocery usage, in order to obtain valid data. When respondent chooses "no" as the answer, the survey is ended and possible answers will not be considered.

The second question was addressed to identify mostly used online grocery brand of the participants. Three online grocery brands of Turkey, namely Getir, Banabi and İstegelsin, as well as other option for non-listed brands were presented to the users in the survey form. With this question, it was aimed to reach Getir users and gather data from them. Other brands are chosen according to Turkey's online groceries which position itself as an on demand delivery brand. Although many online grocery brands of Turkey are mentioned under the title of on demand delivery in news sources (Baş, 2021), keywords, such as; "thirty minutes delivery" or "delivery within the day" are reached in line with the information obtained from the websites of the brands. In this regard, other online grocery brands were eliminated and Banabi and İsteGelsin brands, which have the same on demand delivery promise as Getir, were placed among the options.

Continuous part of the survey attempts to measure brand equity level of the respondents. In brand salience dimension, the survey included six questions (i.e. 'I can visualize this brand on my mind', 'I am aware of advertisements and social media campaigns of this brand') to measure to what extent the customers are aware of the brand. As brand salience is the first step of Keller's customer based brand equity, it is also the first step to consider the existence of brand equity from customer's side. Brand salience has taken part in the work of many researchers by testing it with survey method (Romaniuk and Sharp, 2003; Remaud and Lockskin, 2009; Jraisat et al., 2015; Menon, 2019).

Subsequently, eight questions are identified (i.e. 'the brand reminds me innovation and technology', 'I can reach to the brand any place I go'. 'I feel close to the other users of the brand') in order to evaluate brand imagery dimension from customer perspective. In the literature, no study has been found that measures the effect of brand

imagery on brand equity independently of the other five dimensions, but it has been examined in studies that test Keller's six-dimensional model as a whole (Bootemley and Doyle, 1996; Barret, Lye, and Venkateswarlu, 1999; Bauer, Sauer and Scmitt, 2005; Kuhn, Alpert and Pope, 2008, Younas, 2017).

The survey continues with eleven 'brand performance' questions in order to understand perceived performance level of the brand, such as; in what extent the brand keeps its promises, expected fulfillment from its products and how superior is the brand in terms of performance compared to competitors. As it was described in the literature, brand performance is an element that measures the effectiveness of the brand and the degree to which it meets customer needs. Perceived brand performance, on the other hand, examines how useful, durable, high quality, satisfactory etc. the brand is, according to customers, by the aid of other values that brand created in the past, rather than what it supplies or produces. In this regard, survey studies were conducted on customers' perceptions of brand performance (Baldauf et al., 2009; Vera, 2015; Casidy, Wymer and O'Cass, 2018).

The following questions are about "brand judgments", as fourth dimension. Brand judgment tries to give key answers about customer's overall decision about the brand. This dimension has three sub- dimensions, which are; quality, credibility, and consideration, as they were introduced at the literature review. Credibility as a sub-category could be considered as warm- up level of brand resonance dimension. In this regard, ten questions were addressed to the respondents. This fourth dimension and its impacts on CBBE have been studied experimentally by researchers, using the questionnaire method (Park and Srinivasan, 1994; Hsieh, 2004; Reimann et al., 2011; Valette-Florence, Guizani and Merunka, 2011; Kim, Park and Kim, 2014).

Brand feelings, as the fifth session of the survey could be considered as the core level of Keller's CBBE model, because the model differentiates from other CBBE approaches with the main focus it gives to the customer feelings. As they were explained at the literature, there are six main brand feelings, which are; warmth, fun, excitement, security, social approval and self- respect. In this regard, seven survey questions designed as 'I feel... when I use this brand'. Although the survey questions of this research were arranged according to the feelings suggested by Keller (2012), there are experimental studies in the literature on brand feelings, which were also conducted through questionnaires (Hansen et al., 2007; Hagtvedt and Patrick, 2009;

Sincic Coric and Jelic, 2015; Yoshida et al., 2015; Sandhe, 2016; Boronczyk and Breuer, 2020).

The survey concludes with questions about brand resonance, and tries to evaluate customer's commitment and personal identification with the brand. Final eight questions were addressed to the customer in order to gather data about the level of resonance (Jung et al., 2014; Cheng et al., 2019; Raut, Brito and Pawar, 2020, Husain, Paul and Koles, 2022).

The second and last part of the survey included demographic questions to gather information about participants' gender, age, working status, profession, education and income level. Lancaster and Reynolds (1999) stated that, demographic factors directly impact individual's decision process and behaviors. In this regard, demographic characteristics of the respondents were detected and examined.

3.2.3. Research Universe and Sample

The research applied to customers who lives in Turkey and uses online grocery brands for grocery shopping. Snowball sampling technique was selected, which is one of the mostly used sampling methods of quantitative researches. Snowball sampling defined by Goodman (1961, p.148) as

“A random sample of individuals is drawn from a given finite population”.

The first reason for choosing this method is that the respondents to be sampled were not predetermined, and it was aimed to spread the maximum number of respondent with the reference of the first ring on the chain. In cases where the sample was not predetermined, the snowball sampling method was found to be suitable (Mertens, 2014). Secondly, 'Online Grocery Users Living in Turkey' is a large universe, and it is difficult to reach every single person in this universe (Baltacı, 2018).

The survey was created as a Google form and distributed to 430 individuals between February and May, 2022. The response rate was 78%. However, some responses were invalidated by answering “no” to the online grocery usage question, and selecting more than one online grocery brand. Final sample included 303 participants.

3.2.4. Pilot Study

In order to test the clarity and consistency of survey questions, a pilot study was conducted with a group online grocery users (n=34). Conducting a pilot study does not promise about the ultimate success of the major study, however, it decreases the potential mistakes or ambiguities (van Teijlingen and Hundley, 2001). In the light of pilot study respondents' feedback, it has been inferred that; survey questions were apprehensible and consistent. Data obtained through the questionnaire was analyzed with the SPSS package program version 21.0. Cronbach's alpha value was measured as .957, which demonstrates strong reliability.



CHAPTER 4: FINDINGS OF THE RESEARCH

4.1. Brand Audit

In this part, brand audit of the Getir brand will be presented, in order to give a detailed information about the brand.

4.1.1. Brand History and Summary

Getir is an online grocery brand bases in Istanbul, founded by a team including Nazım Salur, in 2015. Nazım Salur is also founder of an online taxi-caller app that born in 2013, called ‘BiTaksi’. Salur states that, one day, he was looking at the mobile app of BiTaksi. Then, one question immediately came to his mind, which was; ‘As BiTaksi, if we are able to send taxis to anywhere within three minutes, what else we can provide to the customers?’. Getir was established after this innovative question (YouTube, 2019b).

Getir mainly emphasizes how important time is, especially at this fast-life era. Getir started to offer daily consumption products to its customers, which are also easy-to-carry for motorcycle couriers, such as; snacks, bread, toothpaste, soap. By the time, the brand created three sub brands, as; GetirBüyük, GetirYemek, GetirSu. At the beginning, Getir started to supply about 300 different grocery products, while by mid-2021, it raised to 1500 (YouTube, 2021b). Salur frequently emphasizes that; “as its brand identity, services provided and advertising campaigns claim, Getir is perceived as an online grocery brand by the media and majority of customers, however, Getir is a technology company, the online grocery service is the tip of the iceberg” (YouTube, 2019b).

Mission: Getir aims to bring variety of products to its customer at anywhere, within minutes, so customers can save time. (Getir, 2022).

Vision: To compete with the world's leading companies as a technology company that is growing and increasing its success (YouTube, 2021a).

Shortly after its establishment, Getir brand started to be used by users who did not want or not able to spend much time in supermarkets, and looking for a more practical alternative for this essential category shopping. However, just like other online grocery brands in Turkey, Getir increased its popularity in the first months of COVID-19 pandemic and beyond. It has become a necessity for some users, especially during the

periods of pandemic-related curfews. Getir was downloaded approximately 60% more during pandemic, and also, with an increasing turnover up to 65 percent (Önder, 2020) with two million users (Baş, 2020). Before pandemic, 'snacks' as Getir's bestseller category transferred its lead to 'household aliments' (Önemli, 2020), as expected. In the middle of 2021, it was recorded that online grocery brands of Turkey, such as; İstegelsin, Yemeksepeti Banabi, Migros Hemen, Hepsixpress, Trendyol Go, Gönder, and Tazemasa was extending the volume of online groceries, up to seven billion liras, whereas Getir was making a mark at overseas (Milliyet, 2021). In 17th of December, 2021; it was announced via one of brand's TV commercial; Getir was available at the all 81 cities of Turkey from the date. The attempt also announced from the brand's YouTube, Twitter and Instagram accounts.

During COVID-19 pandemic; Turkey's online grocery brands, such as; Getir, Banabi, and İstegelsin; online services of supermarket chains, such as; Migros Sanal market, CarrefourSA Online, Cepte Şok and grocery services of e-commerce platforms, such as; TrendyolGo and Hepsixpress have come to the fore both in the eyes of customers and also in traditional and social media. The number of users, and the resulting profitability of these brands increased, and some of them increased their financial brand values by attracting the attention of domestic and foreign investors over time. Getir, as the example brand of this research, became the second unicorn of Turkey, by the end of March, 2021 (BloombergHT, 2021a). In marketing literature, the term of unicorn is used to classify startups that reaches the value as 1 billion dollars (Kuratko et al., 2020). In the middle of March 2022, it was announced that, Getir turned into a decacorn by receiving investments as approximately 12 billion dollars at total (NTV, 2022a). A decacorn means startup brands with a value of 10 billion dollars (Kuratko et al., 2020).

Getir provides the option of online payment and credit card payment on delivery, while the app does not allow the users cash on delivery (Getir, 2022). Like other online grocery brands of Turkey, such as; Banabi, İstegelsin, Migrossanalmarket, Getir also has search engine optimization. When a brand was visible at the first links by means of search engine optimization, it might evoke positive feelings on customer. Among five online grocery brands, as; Banabi, Carrefoursaonline, İstegelsin, Getir, Migros Sanal Market, Getir is the only one which has information about COVID-19 pandemic at its website (Aksoy et al., 2021). Informative approach on brand websites might

create a positive impact on customer (McDonald and Wren, 2012).

4.1.2. Getir Products

As it stated in the previous parts of the literature, Nazım Salur, the founder of Getir, emphasized that although the brand started out in the online grocery category, brand's main purpose is to provide technological services to the customer, and the brand should be pronounced as an information technologies brand (YouTube, 2021a). The brand offers the products of Turkey's leading brands in the category of groceries. For this brand, which builds the future of the brand through information technologies, the groceries sector; it acts as a cover to increase brand awareness and strengthen financially. For Getir, which builds the future of the brand through information technologies, the groceries sector; it acts as a cover to increase brand awareness and strengthen financially.

Stepping into the competitive digital market with the online grocery category, Getir has incorporated a total of 7 sub-brands as of mid-2022. On the web page and mobile app, there are 17 available sub-categories of groceries, which are; beverage, greengrocer, patisserie, staple food, snack, ice cream, dairy, breakfast, ready meals, diet products, personal care, hygiene, household appliances, technology, pet, baby and sexual health products. In these categories, Turkey- based brands, such as; Ülker, Eti, Eczacıbaşı, Süttaş, Tat Gıda, Unifo, Dardanel, as well as; multinational brands, such as; Procter & Gamble, Henkel, Reckitt Benckiser, Nestle, PepsiCo are available at Getir. (Getir, 2022).

There are eight sub-brands of Getir, as; 'Getir Yemek' , 'Getir Büyük', 'Getir Su', 'Getir Çarşı'; both on web and mobile; 'Getir Taksi' 'Getir Araç' and 'Getir İş' only for mobile. All of them operate on a location- based system, and respond to customer needs from the nearest Getir warehouse or a service provider affiliated with Getir.

Getir Yemek, shows the nearby restaurants in the application or on the web, delivers the food to the door of the households. Getir Büyük eliminates the service fee, which is a controversial point of Getir's business model, increases the minimum online shopping basket amount and delivers variety of grocery products to users without charging a service fee. 'Getir Su' delivers 'Kuzeyden' water, which is the brand's own production, and mineral waters from the contracted brand 'Sırma', as well as carboys and water pumps suitable for home use, again without any delivery fee. Last of all,

‘Getir Çarşı’ except for grocery category products; delivers products in more specific categories such as; patisserie, dairy, pet shop, stationery, and florist, to the users.

Getir’s mobile app has three more sub-brands available, in addition to the five above, which are; ‘Getir BiTaksi’, ‘Getir Araç ‘ and ‘Getir İş’. All of these three sub-brands, like the other five, operate on a location-based basis and can only be used via the mobile application. While Getir BiTaksi, is not a new app, as stated in this research, it is the leading actor of the founding story of Getir. As of October 2021, customers and taxi drivers in nearby locations will be able to meet via BiTaksi via the Getir mobile app. Getir Araç, emerged when the Getir brand purchased a location-based car rental application called ‘MOOV’ (Şenses, 2022). Getir İş, is a sub-brand that works with the location system, bringing together job seekers and employers since April 2022 (NTV, 2022b).

Based on YouTube interviews of the founder of Getir, it has been deduced that, the aforementioned product sales are services that are only apparent, to maintain its positioning and to continue to expand on an international basis. Since an in-depth interview could not be conducted with the managers of the brand, this conclusion was reached only by following the official and one-to-one descriptions of the brand. The main and only product of Getir is “time”. The fact that, the brand is preferred by the customers despite the transportation fee supports this argument. The percentage of customers preferring the brand will be reported statistically at the findings section of the research.

4.1.3. Brand Positioning

Brand positioning is the art of defining a brand’s marketing mix at its most effective and beneficial way for the brand. Positioning is one of the most controversial topics in the marketing world, and this has brought many definitions to the literature. The concept announced by Al Ries and Jack Trout for the first time, in their book with the same name. Ries and Trout (1981) define positioning as re-creating a product in the mind of the customer.

According to Crawford (1985), positioning is the correlation level between marketers’ and customers’ idea on a product.

Aaker (1996) explained brand positioning as ‘a communication style that focuses on brand’s identity, value proposition and comparative advantage; which will be

conducted with target audience’.

Kotler (2003) identified brand positioning as a brand’s detailed picture on customers’ minds, in a competitive market.

Kapferer (2008) claimed that, positioning composes of two parts, as; ‘competitive’ and ‘distinctive’. Competition stage measures the conjunction rate between a brand’s image, values, offerings, feelings it evokes and the needs or demands of the target audience. This conjunction rate is often very close between competing brands, and is, in fact, what creates competition. Distinctiveness indicates not only the competitive advantage of the brand, but also how unique it is while fulfilling the needs and wants of the target market, and what it offers to the customer as a wow factor.

“ positioning is the act of designing the company’s offer and image so that it occupies a distinct and valued place in the target customers’ minds” (Keller, 2012, p. 79).

The definitions in the literature describe the scope, components and purpose of brand positioning. Positioning is a golden process for marketers in that the brand first identifies and classifies itself objectively, and then determines its target audience, the advantages it could provide to its customers, and its strengths and weaknesses. Under favor of positioning, brands can evaluate the reactions of the market and take actions, accordingly. As the proceeds of positioning are experienced by brands, the concept has been started to call as ' the heart of branding', by many researchers.

Brand positioning was segmented, in order to be implemented in detail. Keller (2003) classified the steps of brand positioning as; deciding target audience, determining competitors, and identifying peerless offerings of the brand. In the following part of the literature, previous studies on the elements that generate brand positioning will be explained. Since any kind of direct interviews with Getir managers could not be provided, brand positioning and its components will be presented with the references of similar researches, social media-based statements of brand’s founder, web sources of the brand, and finally, a survey conducted for this research.

In the light of the information gathered from the past researches, Turkish news websites and official sources of the brand, it could be stated that Getir positions itself as; *for the customers between 25-34 ages who needs any grocery product within minutes without spending time and effort, Getir is an online grocery brand that brings*

groceries to customer's door within minutes so they can save time and effort.

a. Target Market

Target market is a group with its own characteristics that the brand finds the most likely to remain loyal to itself. Kotler and Keller (2012) defined target market as a brand's division of customers to the homogenous groups. Differentiating customers called *market segmentation* in marketing literature, which allows branders to use their sources and energy for the best possibilities. Ward and Daniel (2012) emphasized that; as a brand, focusing on a specific group of people with same interests will be tactually beneficial in long term. Describing and specializing the target market in as much detail as possible gives brands time and ease.

Target markets could be categorized as; demographic, psychographic, geographic, behavioral or with a combination of these categories (Camilleri, 2018). Today, considering the increasing world population and rapidly changing consumer needs, there are hundreds of sectors, locations and different market conditions where brands can carry out their marketing activities. Focusing only to profitability without segmenting this large and complex market may seem advantageous in the short run, but in the long run, it prevents the brand from creating value and gaining sustained customer loyalty. At this point, brands aimed to create everlasting value through a strategic segmentation.

Demographic segmentation focuses on the age, race, gender, educational status, income status, occupation, marital status and other structural features of a target group. In this category of target market segmentation, at least a few of the listed features must be taken as parameters. Although the demographics of brand's homeland's society might be the first focus, demographics of another nation also might match with brand's target market, by the impact of globalization.

Psychographic segmentation focuses on conscious and subconscious psychological processes of customers; which effectuate their beliefs, values, stereotypes, taboos, lifestyle, habits, and attitudes. Psychographic structures affect many decisions individuals from simple to complex, thus purchasing behavior. In other words, identifying psychographics is estimating the customer's 'yes' or 'no' response to the purchase. Secondly, it gives clues to the brand in determining the communication strategy that the market should choose, as the target market will be recognized deeply

after the psychographic segmentation. Secondly, psychographic segmentation gives clues to the brand in determining the communication strategy it should choose, because; unlike demographics, psychographic analysis reveals deep-seated information that the consumer may not even be aware of herself. If an effective communication strategy is chosen and implemented by the brand, a strong bond between the brand and the customer can be formed over time.

Geographic segmentation, as third one, tries to segment the target audience, according to variables as; country, region, province, town, and even climate that they live. The demands and needs of the target audiences may vary depending on the location that hosts the market where they live temporarily or permanently. In different regions, unexpected opportunities might completely destroy the sale of a product or service, or, disaster of a region might be a big opportunity for another one. From a more general point of view, geographical conditions are also one of the conditions to consider regarding whether the brand enters a market and, if so, the rate of expansion.

Behavioral segmentation, as the last category, tries to find the brand's potential customers through their common actions during their purchasing behavior. This last category seems to be similar to psychographic when considered by definition.

Psychographic segmentation deals with the internal processes of individuals on their way to purchasing behavior, while behavioral segmentation considers the purchasing process itself and subsequent findings, filtered by these internal processes. For example, e-commerce sites, as new generation shopping centers, are efficient archives for brands that want to make behavioral segmentation, in terms of detailed and high amount of customer data they contain. Customer data may include specific details, ranging from how many minutes/seconds she looks at a particular product, to the detection of products that have been added to the shopping cart and given up on purchasing. In this regard, brands could predict the future purchasing behavior, and long-term habits of the customer by means of the accumulated data, and take action accordingly.

In the light of the information gathered from the past researches (Aksoy et al., 2021; Barış and Yılmaz, 2021; Kavuk et al., 2021) Turkish news websites (Erdör, 2019; Haber Türk, 2020; BloombergHT, 2021a) and official sources of the brand (YouTube, 2019b; Getir, 2022) it could be stated that Getir defines its target market as; *consumers who prefer to use internet technologies in their online shopping, and who*

want to meet their grocery product needs with minimum time and effort. Since one-on-one interviews with the brand managers could not be provided, an official information about which segmentation the brand chose could not be obtained. However, based on the fact that the brand focuses on the grocery shopping preferences of its target market rather than specifying a demographic feature, it can be stated that it targets the market as a mix of psychographic and behavioral segmentation. As a result of the definition of the services provided by the brand and its location-based technology, it can be argued that it has made a demographic segmentation according to the country, city and location where it operates.

b. Competitors

In the world, since the earlier times when a second brand was created that is similar to first one, the two concepts; marketing and competitors cannot be separated from each other. Ries and Trout have a combative approach to brand positioning, and in their 1981 book, named as 'Positioning: The Battle for Your Mind', they emphasized the instigator effect of competitors (Ries and Trout, 1981). Competitors illustrate why a brand should be chosen as the first option among rivals (Aaker, 2011). A tooth-to-tooth competition is like a mirror of brands in terms of seeing their strengths and weaknesses. At the same time, competitors add meaning to the concept of positioning and ensure that positioning is reflected in brand activities.

Successful brands are tended to observe their rivals carefully and take parallel actions when necessary. In the marketing literature, it is called *competitor analysis*. Competitor analysis is mainly identifying the strengths and weaknesses of competitors and taking action based on the basis of these findings (Ghoshal and Westney, 1991). Small or large-scale innovations made by competitors may cause changes in brands, ranging from marketing strategies to revision of one of the brand elements.

Performance metrics to which a brand's products or services are subject, for example; price, distribution, quality, functionality, design, quickness are standardized to be superior to their competitors. In some cases, brands only communicate with their customers through their superiority over their competitors, and this creates witty contents. For example, on Halloween 2016, Burger King, disguised as McDonald's (Fox59, 2016), its arch-rival for decades, added an attention grabbing and humorous perspective to the competition.

Today, competition between brands is much more transparent compared to the past, especially by the means of social media. In this regard, consumer perception about competition is tended to change rapidly. According to Tsimonis and Dimitridais (2014), with the increase in the use of social media, when it comes to consumption culture, the distance between countries and even between continents has become invisible. Competitors, which could be seen as far away to be considered in previous times, have come close to one click with social media. Even when brands are satisfied with their sales and customer loyalty, they are pushed to use social media effectively.

Competitors are an important element in the positioning of the brand, and at the same time, they are the spice of the global market, as push the brands to offer product or service diversity, and also, unique offers, by means of competition. It is important that brands do not deviate from their own vision and mission while competing. The brand should be prepared to revise other positioning elements from an innovative perspective so that it remains at its strongest during competition.

For this research, since one-to-one interviews with Getir managers could not be provided, no official statement about the brand's competitors could be reached. Banabi brand has been shown as Getir's biggest competitor on Turkish news sites, citing the fact that Deliver Hero, the owner of the brand, funds Gorillas, Getir's competitor in United Kingdom and Europe (BloombergHT, 2021b; CNBC, 2021). When Turkey's online grocery brands are searched on browsers, brands, such as; Banabi, Istegelesin, Migros Sanal Market, TrendyolGo are announced as Turkey's leading grocery brands, under the same heading as Getir.

Nazım Salur, one of the founding partners of Getir, in his YouTube interview, “who are the domestic and foreign competitors of Getir” to the question; He replied, “every brand that promises to bring grocery products to the consumer's door at the same speed as the Getir brand, both in Turkey and abroad, is now our competitor” (YouTube, 2019b).

c. Points of Parities (POPs)

Points of parities (POPs) associations refer to the main characteristics of the brand with which it is similar to its competitors. In these features, rather than being unique, the product or service is tested with particular parameters, and it is expected to be able to compete with its counterparts in the market. The parameters could be fundamental

characteristics of an average product or service, such as; conceivable prices, primary ingredients or features, accessibility, or distributions.

According to Keller's definition (2012, p.84) POPs are;

“Associations that are not necessarily unique to the brand but may in fact be shared with other brands”.

POPs help brands to declare the basic functions of their products or services at their positioning. POPs work as borders, while brands identify their target market officially and recognize the competitors they may face in this competitive area.

In the literature, although POPs were first introduced as a definition only by Keller, they are generally studied as a subtitle of brand performance (Roth, 1995; Chaudhuri and Holbrook, 2001; Oliveira-Castro et al., 2008). Keller has adapted this concept, which is the first step in reaching the customer's level of performance appraisal, to the brand positioning, from a more holistic perspective. In this context, POPs could be applied to every element related with the brand, from a brand's name to packaging style, product quality to its marketing strategies. However, for a well- designed positioning, POPs must be clear and functional in such a way that someone who has no idea about the brand will be able to envision the brand.

Like every brand that competes with each other, Getir has common features with other online grocery brands in Turkey. Getir's points of parities are being an online grocery brand with variety of products, available at many locations of Turkey, offers fresh and high quality products, bringing the products to the customer's door in a short time (Getir, 2022). Since no official information could be obtained from the brand, the common features mentioned were obtained by comparison with the brands described as Turkey's online grocery brands by Turkish news sources (Erdör, 2019; Haber Türk, 2020).

d. Points of Differences (PODs)

Points of differences (PODs) associations are the 'something special' of the brand for the customer, after it passes the competitive market test through POPs. In the literature, although there are many researches related with PODs, the term first described by Keller.

Keller (2012, p.83) described the term of PODs as;

“Attributes or benefits that customers strongly associate with a brand, positively evaluate, and believe that they could not find to the same extent with a competitive brand”.

From the literature, it could be inferred that the studies related to the concept are generally gathered under the title of competition.

A brand is expressed within the framework of the unique features that it will offer to the customer as after its basic features. Brands are engraved in the minds of the customers with their distinctive features expressed in PODs, but their existence cannot be mentioned without POPs. In order for the brand to reach each dimension mentioned in Keller's CBBE model, it needs to make itself worthwhile in the eyes of the customer by strengthening its PODs. PODs should be responsive to all six dimensions of CBBE; from the customer's first encounter with the brand (brand salience) to the customer's complete attachment to the brand (brand resonance). In this case, PODs will be the step in the brand positioning process where they feel the pressure to be creative the most. Uggla and Asberg (2010) stated that, PODs work as signatures of the brands, which brighten them among the rivals.

In fact, every brand, from the category of medical goods to the luxury consumption, was created in order to solve a problem of a customer. On the other hand, for some sectors, brands are the creators of most of the customer problems in the capitalist world. Being able to direct the customer to the brand as a solution to a problem is the art of advertising. POPs promise to solve problems created by the brand itself or created by its competitors in the past. A brand, which convinces its customer in the long run that; it solves the problem that been created in the best way compared to its competitors has the competitive advantage.

In the literature, although Getir brand has been examined by other researchers (Aksoy et al., 2021; Barış and Yılmaz, 2021; Köksalan, 2021) the most important distinguishing feature of the brand, 'delivery in ten minutes', has not been emphasized. As it could be inferred from the interviews of the founder Nazim Salur (YouTube, 2019b; YouTube, 2021a), the promise of delivery in as little as 10 minutes was first given by Getir, which could be considered as brands' point of difference.

e. Unique Selling Propositions (USPs)

Unique selling propositions (USPs) are brand associations that show how a brand stands up among its rivals with its uniqueness. The concept mentioned at 1961 by Rosser Reeves for the first time in his book, named as ‘Reality in Advertising’ (Reeves, 1961). Reeves claimed that USP is the art of advertising, because; it should be novel enough to differentiate from competitors, and should be unsophisticated in order to understand effectively by the audience. USPs emphasize the reasons why a brand is worthy to pay for the customers. Knapp (1999) argued that, differentiation from rivals means better communication, stronger image and success, at the best scenario of a brand’s lifetime.

According to Miller and Henthorne (2007), USPs has three main tasks, as ‘increasing appeal of the product’, ‘emphasizing true uniqueness of the product’, ‘changing customers’ buying behavior in favor of product’. While USPs and PODs are similar in emphasizing product uniqueness, they differ in scope. PODs are the set of characteristics that make the product or service distinctive from those of its competitors. USPs offer convincing proposals for the brand to be preferred because of its PODs. In this respect, the uniqueness parameter for successful USPs is still exist, but not as stringent as for PODs. The main reason here is that the communication language to be used in the same target market could be similar.

Customers in the target market may expect familiarity from brands, and this means having similar communication styles or same brand associations with the competitors. In this regard, it is acceptable for USPs that they tend to be familiar enough to communicate effectively with the customer, and at the same time offering unique proposals to make the brand superior to others.

Getir, since its establishment, it has aimed to be the fastest online grocery brand in the market (YouTube, 2021a) and has organized its logistics network, which is important to be well-structured, in line with this goal (Kavuk et al., 2021). In this regard, Getir’s unique selling proposition is being the *fastest* among its rivals.

4.1.4. Brand Elements

Brand elements, as a term, were described in the previous part of the literature. In this ongoing part of the research, past definitions and studies of each brand element will be explained in detail. The elements of the brand will be analyzed briefly according to its

web- based sources.

a. Brand Name

Each country has one or more typical language, since humanity's domestication, eras ago. Language is the set of symbols that helps individuals understand other's way of communication and respond them effectively (Şahin, 2013). Since ancient times, language has changed many forms and shaped in different civilizations, and has become a writable, readable, spoken and understandable form of symbols, consisting of letters. Humanity have been communicating through language, disseminating knowledge and it built today's level of civilization.

All languages in the world consist of components ordered according to typical rules; "nouns" are one of these components. Names could be described as more specific and indicative nounal words.

"name is a word or words that a particular person, animal, place or thing is known by" (Oxford, n.d).

In accordance with the definitions, it could be inferred that names are used as instruments while perceiving and experiencing the world in-depth by individuals.

Names are important elements of languages that deeply identify and specialize ordinary nouns. From the moment a human-being was born, while learning the language of the country in which she lives, experiences the names visually, audibly, and even tactilely for some special occasions; like disabilities. Although the names are generally classified in various ways, some of them are of the nature to activate the five senses of the person. Some brands have used this power of names in their sensory branding activities. For example, global fast-food chain KFC uses sensory branding for many years only through brand name (Galante, 2019), which means when the brand's name echoes at customers 'mind, they experience all of the five senses.

Brand names are definers of the marketing world. Brand name defined as a brand element, which could be stated as spoken or verbalized, with words, numbers or letters (Bennett, 1988). The concept is of great importance in awareness-themed issues. Brand names conspicuousness process begins as an auditory or visual attractor in the mind of the customer, and continue over time as following other sensory processes, as they are generally one of the first brand elements that welcomes the customer. Robertson (1989) stated that, for a brand to be worth choosing, it needs a meaning, and brand

meaning is often reflected in the market through the brand name.

In the literature, brand names mostly have been researched in terms of giving an international identity to brands. The brand name has the potential to give a national identity to the brand in terms of using unique languages (Forsythe, 1991). Clifton (2009) advocated with an opposite approach that, brand name is the most important element, as they are the passports of the brand in the international market.

One of the reasons why brand names are an international identity is that they are the first element to be used in word-of-mouth communication. It makes other brand elements, such as; brand name, logo, slogan, and mascot, globally meaningful at an unfamiliar market. Alashban et al. (2002) stated that, brands, on their journeys from their homeland to cross-border, need to carry a modern and flexible brand name rather than a traditional one, so that their customers in the new market may identify themselves with the brand in the future. While the brand name is in a recognizable or easy-to-learn form, the brand could warmly welcome by the potential customers in the new cross-border market, while brands with a strange-sounding or inflexible name may cause customers' distant feelings from the brand. According to Francis, Lam and Walls (2002), standardization and adaptation of brand names should be at a level that could make them internationally accepted, in order to compete in the global market. The concept of brand name evaluated through internationality, 'how should a brand name be accepted beyond borders?' gave rise to the question. Usunier and Shaner (2002) stated that, brands should choose the most internationally-accepted names, according to linguistic rules, such as; phonetics, etymology, and rhetoric.

According to Keller (2012), in order for brand names to harmonize with the brand and to increase brand equity, they should support the dimensions of 'brand awareness' and 'brand associations'. The brand name's strengthening impact to brand awareness is possible if it carries the features of; simplicity, familiarity, distinctiveness, originality and ease to pronounce. If a local and small-scale brand turns into a global one over time, a correctly chosen brand name will undoubtedly be one of the first items that attracts attention of new target market.

In the literature, another concept in which brand names are examined together is brand associations. Brand associations work by conveying explicit and implicit meanings to the customer within the framework of various language characteristics while transmitting information about brand performance (Keller, 1998). These

characteristics that make the language more pleasant; could be classified into phonetic; such as alliteration, assonance, orthographic, such as; acronym, morphologic, such as; affixation, semantic, such as; metaphor and synecdoche. These language dalliances are transferred to the customer through the brand name, and it is aimed to occupy as much space in the minds, as possible, via brand associations. For example, some characteristics could be attributed to name of a detergent brand to directly evoke the action of cleaning by using mentioned characteristics of the language. As soon as the customer encounters the name of the detergent brand, she can smell the cleanliness, visualize it, and feel it as if touching a clean surface. Brand associations work like brand-reminder sensors and they can be important factors in each dimension of CBBE, starting with brand awareness. In this regard, as stated in the customer based brand equity section of the literature, they have been used as a dimension in their own right in the CBBE models developed by the researchers.

Getir means *bring* in Turkish, and the brand uses same brand name in the foreign countries it operates.

b. Logo

Logo, as a word, means; *congregation of graphic and typeface figures* (Bennett, 1995). Brand logos are simply visual expressions of the brands. In the literature, the definition of the brand logos presented as unique visual elements of the brands that might be a potential distinctive tool among its rivals (Aaker, 1996). According to Henderson and Cote (1998), Brand's image been commentated to the customer via logos. It could be a symbol, graphic and visual sign, which helps to highlight brands' distinctive features at a competitive market. Clifton (2009) stated that, brand logos are the visual distinctive supporters of the name. Brand logos are responsible for communicate effectively with the customer within seconds visually. Logo is one of the first brand elements to welcome the customer, whether it contains the brand name or not, with the same salience as the brand name.

Aestheticism is the artistic part of life that humankind evolutionarily tended to feel attracted. In the literature, some approaches claimed that logo aesthetic plays an important part in brand's positive image and relatively, customers' choice of the brand (Pittard, Ewing and Jevons, 2007). An impressive first impression of the brand could be created both by logo and brand name. A well-designed logo, which could be called as 'aesthetic' in terms of design originality and quality, color, icon, graphic, figure

choice, and mostly importantly; its relativeness with the brand image, is a big chance to create an effective first impression. In addition, an aesthetic logo will be more salient among rivals, if it is designed for the right brand.

In logo design, when the focus is only on aesthetics in logo design, creative designs can emerge, as well as unfamiliar designs. Unfamiliar logo designs may be considered meaningless by some customers and may lead to brand avoidance behavior. One of the reasons for a possible avoidance behavior is that familiarity satisfies the security need, as mentioned in the brand name section in the literature. When the concepts of aesthetics and familiarity came face to face as logo designing guidelines, approaches advocating that the logo should be simple but familiar enough to make associations emerged. Familiar logos are more tended to build stronger brand associations (Henderson and Cote, 1998; Morgan, Fajardo and Townsend, 2021) and more credible brand image (Cian, Krishna and Elder, 2014).

Although logo familiarity is generally memory-based, it works in two ways in marketing. First one is familiarity of the logo's any of ingredients, related with daily life or customer's past experiences. It could be a figure inspired by nature, for example; Twitter's messenger bird, an object related with any brand, or a human illustration, for example; Johnnie Walker's iconic striding man. In this stage, customers naturally feel at ease with the brand logo, if it includes a figure that they have familiarity before, by means of human beings' sense of safety. This cognitive process is called 'cognitive ease'. Cognitive ease is a brain activity that claims learnt or easy information perceived as positive ones during cognitive processes (Kahneman, 2011). Taken together; logo unfamiliarity may increase potential customer's sense of wonder to the brand, or may create warmth, safety, intimacy, ease feelings by means of familiarity.

Second type of familiarity occurs via customer's repetitive brand-related experiences in the past. When consumers are exposed to the brand logo regularly, it does not matter how aesthetic or how daily-life figures inclusive it is, they might have at least a sympathy for the brand, only by means of repetition. Especially for cooperative logos, repetition through familiarity is a characteristic that always considered while designing them. Melewar and Saunders (1998) advocated that, logo is a visual corporate identity system and a beneficial tool to remind brand to the customer. Cooperative logos act as collaterals in the market that tries to remind customer quality, credibility, likeability of the brand, the emotions it evokes, and consumer experiences (Henderson and Cote,

1998).

In logo familiarity, marketers basically aim to effectively convey the brand image and other brand associations to the customer, regardless of whether the element that makes up the logo is an image, text or other graphical element. Newly established brands or start-ups have more freedom in logo changes as they have fewer loyal customers compared to old-line ones. However, since logo changes of prestigious brands will be noticed soon by many loyal customers of the brand, there is a risk of loss of familiarity-based customer trust.

Color choice of a logo is one of the subjects that are studied meticulously in its design. Throughout history, human beings have attributed meanings to colors based on experience or superstition. As the colors were given meaning in various ways, the associations they created in the human mind and the emotions they evoked became remarkable. Colors, which strengthen their bond with people through the emotions they evoke, attracted the attention of marketers as they were thought to affect the purchasing behavior of the customer. According to Klink (2003), colors are often used by marketers to represent the brand image, to transform it when necessary, via channels such as logo, packaging, distribution, in a perception-governor way.

The colors, which are in such a wide scale that the human eye can distinguish only a part of them, are also remarkable in that they can create associations in the same plenitude and evoke different emotions. For example, red is associated with appetite (Singh, 2006), love (Jacobs et al., 1991) and attention (Labrecque, 2020). Red is a color that is frequently preferred in brand logos due to its attention-grabbing nature. The color red in marketing is generally preferred in the food sector and the use of red color is dominant in the logos of many leading brands in this field. According to Madden, Hewett and Roth (2000), it does not differ between cultures to like the color red or to be the favorite color of the individual. In other words, it is a well-accepted color by the global market. Red color also could be associated with negative feelings, such as; breach of the moral standards and guilt (Lazarus, 1991), and sadness (Cimbalo, Beck and Sendziak, 1978).

Another main color, as blue, is a more relaxing color compared to the stimulating of red, but it is still impressive. Fraser and Banks (2004) claimed that, blue evokes competitiveness and intelligence feelings on people. Social network and software brands, such as; Facebook, LinkedIn, Twitter Intel, Paypal, Skype, and brands that have

proven their competitiveness in the market, such as; Pepsi and Unilever, use the color blue in their logos with the connotation of intelligence and innovation that can be considered as an output. Blue is also symbolic color of water, so it is associated with hygiene (Martinez et al., 2021). The use of the color blue is frequently seen in the products in the hygiene category or in the brand logos of the health, medical, pharmaceutical and health services sectors where the hygiene expectation is high.

In well-known logos, the use of another main color, as yellow is also familiar. Singh (2006) stated that, yellow has natural features such as; evoking happiness, grabbing attention, energizing alimentary tract, and increasing appetite. Yellow is also the color of the brightest star that illuminates and warms planet earth. The sun appears bright yellow to the human eye and is illustrated as such. Inspired by the sun; yellow also evokes as nature, sunshine, brightness, a new day, freshness, renewal at human mind. The association of the new day-new beginnings also recalls creativity, being productive (Fraser and Banks, 2004).

Although it is not one of the main colors, the purple color is also examined in the literature of this research, since it is included in the logo of the case study brand. Fraser and Banks (2004) stated that, purple is the color of elegance, high quality, and supremacy for the consumers. In some countries or cultures, it is associated with big-ticket items (Madden, Hewett and Roth, 2000), and royalty at the ancient times (Elliott, 2008).

Purple is a rare color that used in branding, compared to other ones. There are some well-known brands with purple on their logo, such as; Cadbury, Taco Bell, Yahoo!, and Lakers. In addition to this, purple is the apple of new generation product and service brands on wellness and mindfulness, like; Calm, Meditopia, Athleta, Zobha; as purple started to associated with mental and physical wellbeing by new generation brands. Listed brands are meditation app and comfortable organic clothing brands, that focus on 'healthy mind, healthy body' idea. Meditation or mindfulness practices also emphasizes a divine wisdom that comes from inner peace, calmness and staying in the moment.

The examples are given in order to explain what associations colors can have on customers based on keywords. Since colors are one of the most important elements of brand logos, they can illuminate the issue of determining the perception created by the logo in the customer. The connotation example given for a color may be perceived

differently by the customer in different brands.

Getir's logo could be described as; the brand name is written in yellow font on the dominant purple round background (See; Figure 3.). Getir's logo is a representation of simultaneous use of yellow and purple colors. Getir's usage of yellow in the logo could be explained as evoking happiness, positivity emotions on customer, while stimulating one's potential need for groceries. Getir is a startup that born in 2015, which could be considered as a new one. It also could be inferred that yellow color is a symbol of being up-to-date, creative and innovative. Second color the brand uses at logo is purple. The predominance of purple is a rare and original choice for a brand that is quite young. Usage of purple color could be the embodiment of creativity and uniqueness of the brand. It could be inferred that, the brand aims to create a strong, self-confident and high-value brand image for its customers through its logo.



Figure 3. Getir's Logo (Source: Getir, 2022)

c. Slogan

Brand slogans are short, instant and striking verbal communication elements of the brands. Brands give direct messages to the customers as short as one or two sentences, but slogans are vestigial because of their memorable and striking structure. Brand slogans are definitive and descriptive (Keller, 1998) or positive and memorable (Uzuoğlu, 2001) brand-related phrases that work as a brand-building element.

"a slogan is a phrase or sentence that succinctly expresses a key corporate value"
(Daft, 2015, p.93).

It is a crystal-clear fact that, the two striking elements in the first meeting of brands with customers are the brand name and logo, however; brand slogan may create catchier associations as it allows for longer and descriptive sentences as a communication tool.

Keller (2012) stated that, slogans transfer persuasive information from the brand to the customer. Finding a successful slogan is the art of laconism. A prospering brand slogan should be brand-related, memorable, distinctive, rhyming and fixed (Ateşoğlu, 2003).

Slogans could strengthen or ruin brands' image. A brand slogan that fulfills the competency values of the market can make the brand value perceived much higher, and vice versa. Many reputable brands in the global market have been using the same slogan for years, and there is a hesitant attitude to change the slogan. Slogans enhance brand salience in a competitive market, strengthen brand's image, and shortly describes products or services that brand serves. At times, slogans work as brand names, even more memorable than names, especially if they combined with jingles.

Marketers could hype the brand in a way that looks best to the customer through slogans, or they can make implications that can directly indicates product features through the slogan. Another qualified feature of a brand slogan is that it is precise, direct and in a form that will not allow for misunderstanding or ambiguity. In some cases, ambiguity of the slogan arouses curiosity on customers, however; it should be balanced with comprehensibility (Kohli, Leuthesser, and Suri, 2007). It is important to arouse a certain amount of curiosity to grab the attention of customers, but that curiosity should not shift to obscurity. Strutton and Roswinanto (2014) found that, slogan lucidity and length have a positive on brand awareness, yet, customers' purchase behavior is not depended on any of them. As handled in brand familiarity, customers tend to be instinctively drawn to brands or brand associations they are familiar with.

Although the issue of familiarity is taken into account by marketers when creating all brand elements, the situation is different with slogans. Novelty may come to the fore in slogans, as it is convenient to use puns, rhyming words, sound analogies, witty sentences or other elements that spice up verbal communication. In this sense, implicit sentences or discourses that can be categorized as 'vague' can classify the slogan as 'gripping' and 'worth discovering' in the minds of customers. According to Boush's experimental study (1993), slogans are useful tools in the announcement of brand extensions, especially when they include descriptive words about the brand image, rather than products as distinguished from brand. The brand concept is formed as an output of a detailed process created in the mind of the customer over a long period of time.

Brands are subjected to many tests by customers, from the first acquaintance to active engagement, which is the last step of the CBBE pyramid. On the other hand, the brand is always evaluated as a whole by customer, while fulfilling the standards of the brand elements, the brand must remain in harmony with the connotation, image and purpose of the brand. Dahlen and Rosengren (2005) suggested that, slogans have remarkable impact on a brand's equity, however; they should emphasize the brand itself, rather than its single product, as it communicated via repetitions with the customer. The key reason behind this statement is slogans undoubtedly attract the attention of the customer with the word games or unique sentences they include, but the point they are imprinted to customers is through repetitions. In other words, the more brand name is repeated through slogan, more brand awareness of the audience will be obtained.

As it was mentioned, Getir means *bring* in Turkish. In 2015, the brand slogan was “you ask for it, we bring” (YouTube, 2015). Towards the middle of 2018, the slogan changed as; “bring a happiness” (YouTube, 2018). Currently, brand uses the same slogan since 2018. Çelik-Varol (2021) stated that, the brand is basically based on the theme of happiness. Changing the slogan in this way is also an emphasis on this theme. Although the slogan has an ordinary meaning on its own; considering the distinctive features and functionality of the other elements of the brand, the element seems to be compatible with the brand. The slogan not only increases the consumer's curiosity and desire for the brand by describing the products that come from a bag of happiness, but also conveys the concept of facilitating the consumer's life, which is the aim of the brand, to the consumer in a short three-word sentence.

d. Jingle

In marketing literature, jingle means a composition that is specific to a brand, and it usually heard in commercial films or audio advertisements of the brand.

Keller (2012, p.164) defined jingles as:

“Musical messages written around the brand”.

Jingles can include words or phrases from the brand slogan, independently designed, or they can be entirely melodic. According to Renard (2017), jingles work as audio logos of the brands.

Brand jingles prove the customization of brand elements one by one, in a way that appeals to every sense of the customers. This auditory element can create a strong

brand awareness on someone who is learning audibly, or on children. Unlike the visual and verbal elements, in this element, more creativity and uniqueness are expected from the brand. This open- to – creativity universe has led to the emergence of fun and unforgettable jingles for generations. Keller (2012) mentioned that, jingles are abstract brand elements that are difficult to transfer, but at the same time, this abstraction creates strong brand associations. Going back to earlier times, McCusker (1997) stated that, customers may somehow get away from brand exposure, but they cannot have much control when it comes to an auditory element. Consequently, brand jingles play an authentic role in brand awareness. In conclusion, although brand jingles are brand elements that are more distinctive and less researched than others, they play an important role in building CBBE by creating a strong brand awareness.

The jingle of Getir was created by harmoniously composing the phrase 'bring a happiness', which is also brand's slogan (YouTube, 2022). In the literature, no evidence has been found about when the jingle emerged and by whom it was created.

4.1.5. Branding and Marketing Programs

Branding marketing programs are how brand communication is systematically transferred to the brand's market activities. A brand's products or services are introduced to the customer through brand communication, and the concept of 'marketing' is realized with branding marketing programs. This part of the literature will explain the brand concepts that are subject to branding marketing programs, by exemplifying from Getir.

a. Products

Product is a thing that is grown, produced or created, usually for sale (Oxford, n.d.). The term creates the most dilemmas in the discourse of consumers or brands among the public, because from time to time, the brand and the product are perceived as the same concept. In fact, when it comes to this brand element, both brands make up products, and also products make up brands. Pitcher (1985) tried to conclude the debate by indicating that, a brand emerges by the opinion of customers about its products, rather than what producers think about it.

Products are concrete reflections of brands that gives a change to the customer to experience the brand with five senses, or in an intuitional level.

“product is anything we can offer to a market for attention, acquisition, use, or

consumption that might satisfy a need or want” (Keller, 2012, p.31).

Products work together with brand equity created in the mind of the customer, because it is directly correlated with almost all stages of CBBE.

A product could be anything that is able to be marketed; from a dining table to user data. From past to present, the number of product categories marketed has been increasing flat strap, in line with the increasing population and differentiating needs. In the earliest years of marketing concept, physical products were the first to come to mind, when the word was pronounced. The perceptual dimensions of product marketing, on the other hand, have been realized by the search for a deeper concept than the ability to sell products in the literature.

In the ancient times, products were at the level of satisfying basic needs, then they have become capable of addressing different situations and needs, with the formation of modern societies. As the types and functionality of products scaled up, product standards that different categories had to comply with in different ways, product performance metrics, as it is called in marketing literature, emerged. Service brands, for example; the ones in social media category, whose brand value has increased significantly with the boom in the number of users today, arose from the 'self-actualization' need of the customers (Arica et al., 2022).

Service brands differ from physical product brands in terms of the perception they create in the minds of customers. According to Berry (2000), with tangible goods, the product is the primary brand. However, with services, the brand is the primary brand. In this context, it could be inferred that service brands need to exert more effort than physical product brands in many CBBE dimensions, from attracting the attention of the customer to ensuring their brand loyalty. In other words, since service brands do not have a tangible product to sell, they have to carry out the 'branding' action to be able to enter a competitive market. The cornerstone of the branding concept is the act of creating brand-specific values.

Zeithaml (1981) stated that, since service brands do not have an opportunity to differentiate completely through their concrete products, they must offer unconventional offerings to make themselves unique. Brand elements and products work together as pairs to increase the equity of the brand. By using their elements in various marketing mixes, brands try to market the most suitable products to their

potential markets, and as a result, they have a distinctive place in the minds of the customers. Park and Srinivasan (1994) found that, brand equity could be measured directly from customer judgments about its products. The products are supported by brand elements and become an object of attention for the customer, original, irresistible and, at best, indispensable.

The most accurate way of branding is to create the values of the brand firstly, subsequently, to meet the demands of the customers in the right target market and at the right time, within the frame of these values. Along with technological developments and digitalization, service brands have become as well-known as brands selling physical products. At the present time, service brands, such as; Amazon, Microsoft, Google, SAP and Instagram are among the twenty- five most valuable brands in the world (Interbrand, 2021).

The concept of performance in the branding was measured over the products and services it provides, as explained in the brand performance section of the literature. In this context, for a product to be worth spending money on, it must be something useful, in other words, it must meet the 'utility' metric. In other words, purchase value of a brand depends on how utile it is (Mason, 1984).

Utility measures whether a product is handy and beneficial on an idea basis, and then whether the product itself provides the basic features it should have. Product utility is a customer perception, depends on their evaluations about a brand's overall equity (Marquardt, Makens, and Larzelere, 1965; Wind, 1990; Christodoulides and de Chernatony; 2010). In a competitive market, the utility of a product might be less satisfactory compared to its competitors.

The art of branding comes into play in a competitive market; creating a solid brand equity enables brands to be picked unconditionally and faithfully by customers, in a way that consumers might be avoiding more utile products of the customers. CBBE can act as a magic wand in belying the brand's flaws and highlighting its strengths. On the other hand, product utility might be depending on one's current needs and beliefs. Customers' judgments about whether the product is utile or not may vary according to their demographic data, social environment, shopping habits and product- consumption models that they idealize in their minds (Balasubramanian, Raghunathan and Mahajan, 2005). The production- based priority of the brands should be to offer the most suitable products for their target markets, to maintain the quality and to offer the most

advantageous offer according to the prices of the competitors.

Performance metrics that a product must meet in order to be a utile listed as basic characteristics such as; having basic features, usability, durability, and serviceability (Keller, 2012). However, societies of a consumption culture did not hesitate to expect more from the products. The products were examined with the principle of pleasure, as long as they have the features that they must have, to be classified as utile. While products are evaluated from the hedonic aspect, utility is a feature that they must fundamentally provide, and then they pass through secondary performance metrics, such as; being aesthetic, stimulating the customer's emotions, and customer's potential self- identification through the product.

Keller's (2012) product performance metric suggestions listed as; *service effectiveness, empathy, product style and design*. The utilitarian and hedonic aspects of consumption have been examined by Hirschman and Holbrook (1982). The research differentiates products as 'utile' or 'hedonic', and proposes that hedonic consumption emerges via multisensory, fantasy and emotive aspects of a product. More recently, Kivetz and Simonson (2002) labeled utile products as 'necessity', hedonic products as 'luxury' and associated luxury consumption with the pleasure- guilt principle. This two- sided assessment also offers a new perspective on how different product categories emerge. As the products were categorized according to the different hierarchical needs of the customers, the performance metrics expected from the products also differed.

Almost all of the brand elements, as; logos, packaging, slogans, characters, or, brand identity components, such as; brand image, brand personality or brand culture generally attached to the products, in some way. Brand elements such as packaging that is tactile and tangibly experienced by the customer are in physical integrity with the products, for example; the brand-specific package covers and protects the product. Brand mascots, for example; McDonalds' Clown or Polar Bear of Coca-Cola, which was popular in the early 2000s, is given in the form of a toy or mock-up, as a promotion or gift alongside the products other brand elements; like logos or slogans, that are visible and hearable, still cannot be considered separately from the product. These elements still have concrete traits, however, they usually arise as reminiscences in a more subconscious level. Subconscious levels or brand elements explain how service brands reflect their brand image to the market and cultivate their customer based equity.

Brand image is one of the most-researched component of brand identity. According to Meenaghan (1995), products or product-level components of a brand are the elements of marketing mix that transmits information to the customer about brand image. Some characteristics of products, such as; design, packaging, quality, durability could be giving clues about the brand image. Perceived image could be embroidered as a 'positive' or 'negative' on customers' mind, which is hard to change for the brand in a long-haul. Since brand image and product are in a cyclical relationship, this context could be examined bilaterally. While the brand image enables the customer to turn to or avoid the purchasing behavior, the experiences resulting from the purchasing behavior also form the brand image.

Graeff (1997) stated that, in the product-brand image relationship, the side that predominantly influences the purchasing decision may change, depending on the product category and the customer's needs. A successful branding is based on making the right decision according to different dynamics; to highlight the product features, make a brand extension or creating a superior image. Depending on the situation and product category, in some cases the product sells the brand, sometimes the brand product.

From past to present, when brands want to exhibit their products, they use many marketing strategies; from attractive shelf design or packaging to social media marketing, celebrity endorsements, and so on. Brands aim to stay in the minds of customers by using strong brand associations (Keller, 2008), especially for service brands, combined with striking physical elements. From that point, it could be stated that brands would be only reminiscences without any striking instruments. For example, if traditional or social media advertisements that brands publish through celebrity endorsements is examined, it is seen that, celebrities are in close interaction with the product in some way, that is; they hold the product with their hands, touch, smell, taste and feel joy through the agency of the product. Likewise, for service products, an environment is created in the ads, where the celebrity could use the service in the most efficient way, and at the end, the emphasis is again on happiness and pleasure.

A younger, innovative and relatively low-cost micro version of celebrity endorsements is influencer marketing. In influencer collaborations, as in traditional media advertisements, influencers are expected to try/experience the product, share it on their

social media profiles, and convey information about the product to as many as potential customers as possible. Lim et al. (2017), and Chetioui, Benlafqih and Lebdaoui (2020) claimed in their experimental researches that; the real or fictional product experiences of influencers have a direct impact on the brand image and positively affect purchasing behavior of the customers. It is a natural process for human beings to be influenced by their species and imitate them, and it has also affected purchasing behavior for centuries, and the underlying reason for is the emotions created by inspiration.

Customers may feel inspired by the advertising campaigns of physical products on a multi-sensory and experiential level, and for services, only on an experiential level (Lovelock, 1992). Service brands need to be able to create multi-feelings through experience, due to the possibility of perceived as weaker at the physical level. In other words, service brands transform their notional products into sounds, flavors, images, almost in a schizophrenic way, through brand elements and associations. When it is visible for the customers that the product is experienced by others, they might associate feelings like familiarity (Altintzoglou, Heide and Borch, 2016), trust (Amron, 2018), and a possible social acceptance (Arruda- Filho, Cabusas and Dholakia, 2010) with the product. The exemplified emotions might be positively impacting buying behavior of the audience.

In previous researches about the brand, Getir has been referred to as an online grocery brand (Aksoy et al., 2021; Önder, 2020; Kavuk, 2021; Çelik- Varol, 2021). The fact is; Getir is an online grocery brand in the eyes of some of its customers and the media, however, a technology company in care of its founders, investors and strict followers of the brand. When the communication strategies, the statements made in the interviews of the founder Nazım Salur and the actual products it offers are examined, it could be stated that what Getir sells is ‘time’, and therefore it is a technology solutions brand.

b. Packaging

In the globalizing world, customers are not allowed to take their eyes off the products for even a moment, as the phrase goes. There are many methods that brands use to make their products more salient than their competitors. At this point, the visual identity of the brand steps in. Visual identity could be expressed by the brand with logo, mascots, or packaging. Lightfoot and Gerstman (1998) defined product packaging as; distinctive coatings of the brands that carries logo, name and designed in a related way

with brand image with its colors, lithographs and fonts. According to Kotler (2000), packaging means designing a dress for the product, within the framework of marketing rules.

In the literature, most definitions of product packaging have been made with an emphasis on design. The importance of design in packaging is an undeniable fact, besides, the effects of packaging on CBBE can be beyond visual. For example, handiness is an important parameter for packaging to communicate with the customer apart from design. According to findings of Eldesouky, Pulido and Mesias (2015); handiness, packaging size and material influence consumers' buying decision. The fact that the product package is useful, easy to open, has appropriate dimensions and is made of high quality materials can affect the customer's perceived product quality decision, because the packaging is the garment of the product. For example, being fully environment-friendly, as a new wave, has spread among the brands in recent years, and this situation is reflected in packaging with revisions, such as; using recyclable packaging and reducing the number of packaged items.

One of the universal responsibilities of brands is using materials that are less harmful to nature in packaging. In recent years, brands in the fast-moving-consumer-goods (FMCG) sector have preferred packaging that will attract the most attention of the customers, adapt to and strengthen the brand image, rather than ethical responsibility in packaging. Some of the materials used in these packages caused permanent damage of the ecosystem. With the increasing awareness of brands over time and the efforts of environmental activist organizations, such as; Greenpeace and the World Wildlife Fund (WWF), brands started to have more ethical preferences. Although the ethical choices of brands have started to reflect on consumers and instill an ethical and sustainable consumption style, no groundbreaking change has been recorded from consumer side. Due to the lack of supply and demand, sufficient momentum has not been provided in the world to switch to fully sustainable packaging (Nguyen et al., 2020).

In the marketing literature, another concept which ethical packaging is handled together is CSR. Brands announce their CSR activities to the public through various methods. Using a sustainable or eco-friendly packaging material could be categorized as an indirect CSR statement. The traditional CSR issues of brands in the past have changed, currently focusing on issues such as; gender equality, overtime and nature activism; which could be transmitted by eco packaging (Topic, Bridge and Tench,

2020).

Customers have reasons to choose the ethical and sustainable options offered by brands. Choosing brands that have proven their CSR studies on various issues may also increase the self-respect of some customers. Especially in the last twenty years, customers reacted positively to the CSR efforts of brands about protecting nature, and their purchasing preferences changed positively; but still, the levels were flexible according to sample demographics (van Birgelen, Semeijn and Keicher, 2009; Popovic et al., 2019). Demographic characteristics, such as; age, gender, educational status, monthly income, occupation of individuals in a surveyed community affect their awareness about environmental issues, and, as a result, their tendency to turn to eco-friendly products. In general, brands whose target audience will respond positively to ethical packaging and whose products will adapt to environmentally friendly packaging, prefer a more environment- friendly brand policy. The processes of brands to adopt a more environmentally friendly policy could be listed as; market research results, customer recommendations, traditional or social media.

As Getir is a service brand, the comments that could be made about brand's packaging will be limited. Getir uses packages only for carriage from the warehouses to one's door, which are bags. Getir has three types of bags; cloth bag, laminated cloth bag and recyclable plastic bags. As announced at the website, considering the environmentally friendly activities and sponsorships (Getir, 2022), and the image of the brand, it could be deduced that the tote bag and recyclable plastic bags are used to protect and improve the eco- friendly image of the brand.



Figure 4. Getir's Bags (Source: Netpak Ambalaj, 2019)

c. Distributions

Distributions are one of the brand element that indirectly add value to the brand. In addition to making the brand accessible, distributions also affect the brand's equity level in a market through perceived prestige. According to Keller (1993), customer's equity level for the brand depends on various variables, including distributions.

“a brand is said to have positive (negative) customer based brand equity if consumers react more (less) favorably to the product, price, promotion, or distribution of the brand than they do to the same marketing mix element when it is attributed to a fictitiously named or unnamed version of the product or service” (Keller, 1993, p.8).

Rust et al. (1999) claimed that, brand distributions directly impact consumer's evaluations to the brand in terms of service quality.

The relationship between customer and brand distributions could be considered as complex, because; on the one hand, the customer may define the brand as 'valuable' according to the distribution sources, on the other hand, the customer must find the brand valuable, or at least be curious about the brand, in order to access the distributions. According to Starr and Rubinson (1978), consumers will be willing to reach brand's distributions after they position brand with a good image at their minds.

Most of the online grocery brands follow a similar distribution process (See; Figure 5.). Products in different categories come to cross-docking terminals from different manufacturers. Subsequently, they are distributed to local distribution centers, from

where they are delivered to the end user through a logistics operation. Although detailed and precise information on distributions from Getir cannot be obtained, it is thought that this model, which was published in 2001 and can be adapted to the distribution of all kinds of online grocery brands. The large and small warehouses of Getir, which can be found at certain points in the cities, might support this argument.

When the online grocery distribution is examined from the customer's point of view, many factors come into play that determine the quality of the brand distribution. As the case is about grocery products, the most important quality parameter that can be evaluated in distribution is the length of expiration date and freshness of the products delivered to the customer from local distribution centers. In order to create a high quality impression about brand distributions, warehouses should pay attention to product quality and this brand standard should be applied in every corner of the country.

A detailed distribution model of the brand could not be reached, as a one- to-one meeting with Getir managers could not be achieved. Getir has company-owned warehouses (Kavuk, 2021) and its own couriers (Barış and Yılmaz, 2021) to meet with customers' needs within minutes

Distribution processes of Getir, like other online groceries; when the technology running in the background is ignored, it progresses based on location, as seen by the customer. The customer opens Getir application, application considers the parameters such as; minimum delivery cost, available products and delivery time, decides the best option, and brings the products from the closest warehouse to the customer. Getir's promise of 'delivery within a maximum of ten minutes' can cause an imbalance between the technology running in the background and distribution due to the traffic, weather conditions, lack of courier, and special days in the city where it is active, which puts pressure on the brand's distribution network (Kavuk,2021). An estimated model about the brand's distribution process was shown (See; Figure 5.).

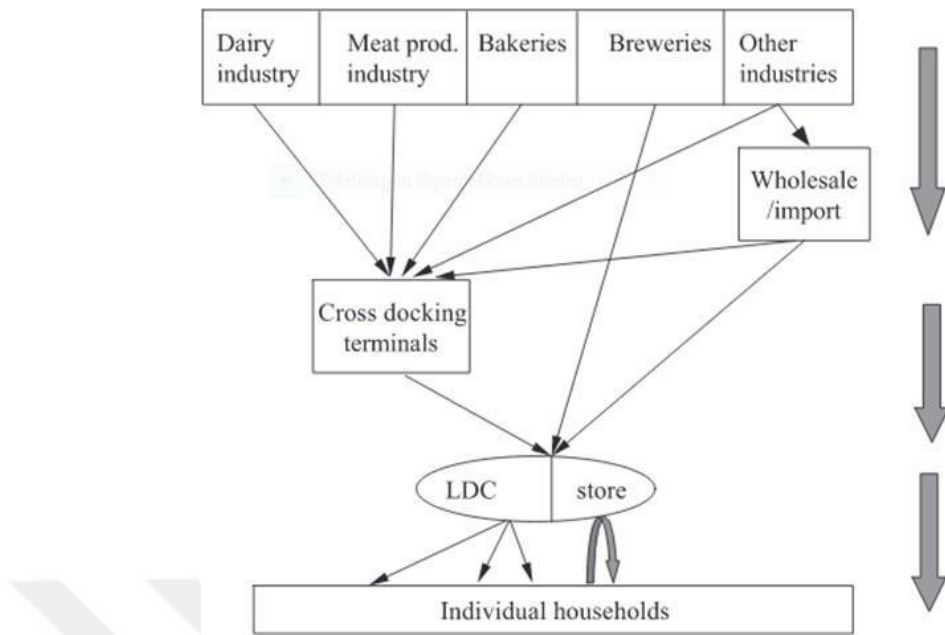


Figure 5. Online Groceries Distributions (Source: Yryo, 2001, p.757)

d. Pricing

The pricing concept, the pricing processes of brands, and studies investigating the link between pricing and CBBE have been reviewed in the previous parts of this research literature. According to Ellickson and Misra (2008), grocery brands mainly have three pricing strategies, which will be explained below.

Everyday Low Price (EDLP): Ellickson and Misra (2008, p.813) defined everyday low price as:

“Little reliance on promotional pricing strategies such as temporary price cuts. Prices are consistently low across the board, throughout all packaged food departments”.

Promotional (Hi-Lo) Pricing: Ellickson and Misra (2008, p.813) defined promotional pricing as:

“Heavy use of specials, usually through manufacturer price breaks or special deals”.

Hybrid EDLP/Hi-Lo: Ellickson and Misra (2008, p.813) defined hybrid pricing as:

“Combination of EDLP and Hi-Lo pricing strategies”.

Getir uses promotional pricing strategy to increase its brand awareness, ensure customer loyalty and compete with rivals. Since one-to-one interviews could not be conducted with the managers of the brand, this information has not been gathered by official sources. Instead, it was inferred by the sources of brand's mobile application, social media posts and commercials. However, as it is often emphasized in this research, the product that Getir sells, and therefore strategically priced, is time, rather than grocery products. Based on the results of the survey, the brand's ability to sell time, which is brand's unique product, has been proven by the fact that it is preferred by customers at a rate of 73.6%, despite the transportation fee.

e. Getir on Social Media

The use of social media, which has become widespread with the introduction of smart phones into human life, has become a concept that directs the life of today's human being. The current use of the brand concept dates back to the early 1900s, and marketers have been applying constantly developing and changing marketing methods since that years (Fisk, Brown and Bitner, 1993). Along with digitalization, which affects every aspect of human life, the marketing methods followed by marketers are still evolving from traditional media tools to social media.

Social media, especially for young consumers, acts as a catalog before their purchasing. A new brand or startup that has just entered the market to compete in any sector activates its social media accounts when starting branding activities. In addition, well-established and global brands are closely involved with their social media accounts in order to expand their customer volume, continue to compete, maintain cordial communication with their existing customers and introduce new market activities to the world. In this respect, when it comes to marketing, social media has become the first branding-marketing program where marketers spend the most time and money (Kaplan, 2015).

The brand Getir, like its other competitors, has been playing an active role in social media since its establishment.

Instagram

Currently, as the 17th June 2022; Getir has 503 posts and 210.000 followers on its cooperative Instagram account, namely “@getir” (Instagram, 2022). When Instagram account of the brand was examined, it was observable that Getir has a combined account with the pictures of grocery products; mainly snacks, news about the brand, remembrance of special days and reactions about global or international news. In addition to the corporate Instagram account of the brand, there is also an Instagram account that is run by the username @getirpeople and shares the experiences of Getir employees. According to the content analysis of Instagram account of Getir (Sandalcı, 2020), the brand frequently includes emojis and the #happiness hashtag in its Instagram posts, and the main purpose of the posts is to remind customers of the brand throughout the day.

Twitter

Currently, as the 17th June 2022; Getir has 13.700 tweets and 210.000 followers its cooperative Twitter account, namely “@getir” (Twitter, 2022). When Twitter account of the brand was examined, it was observable that the brand tweets similar contents with its Instagram account, also simultaneously. Aksoy et al. (2021) stated that, in line with the information obtained from the Twitter analysis of their virtual applications, including Getir, there are photos, videos, hashtags in the sharing of all brands, a description in the shares and a link to direct them to the official website.

YouTube

Almost all commercials of Getir are broadcast simultaneously on the brand's YouTube channel and television commercials. Getir's first YouTube ad was broadcast on September, 2015 (YouTube, 2015). YouTube channel includes commercials, news about Getir on national news channels, promotion of CSR campaigns, and mini interviews. Currently, as the 17th June, 2022; Getir has 35.300 subscribers on YouTube. The content of Getir's commercials on YouTube mostly develops on the theme of food, as the user realizes that the product is finished by surprise while preparing to use it, and then immediately orders the product through Getir's mobile application and solves her problem. The brand has positioned itself as a must-have for the customer in less serious emergencies, such as; needing a fast shower, by emphasizing its strength ‘fast delivery’, in its commercials published on YouTube.

f. Celebrity Endorsements

Brands have been using a market promotion strategy called ‘celebrity endorsement’ for years. Today, celebrity endorsements have become more visible with the development of technology, the increase in the use of the internet and either small or larger social groups becoming a potential market. The endorser is “depending on public recognition and uses this recognition on behalf of a consumer good by appearing in an advertisement any person” (McCracken, 1989, p.310). Celebrities have been preferred by brands as a marketing tool since the end of the 19th century, as they have prestige, public appreciation and the quality of being a potential opinion leader (Erdogan, 1999).

Celebrity endorsements are generally preferred by brands after they determine their target audience and have a certain awareness in the society. According to Erdogan (1999), especially well-known brands, if they find the right celebrity that matches their image the most, they can seize a market opportunity to stand out from their competitors.

The use of celebrity endorsement by brands, increasing brand salience (McCracken, 1989), creating a positive brand image (Mukherjee, 2009; Malik and Sudhakar, 2014) and finally; purchasing to affect the behavior positively (Min et al., 2019).

According to the observation obtained by Getir's YouTube ads, the first celebrity endorsement was made with Turkish actors and comedians Gülse Birsal, Derya Karadaş and Bartu Küçükçağlayan on a commercial on February, 2016 (YouTube, 2016). The brand, which gave some break to celebrity endorsements, started its ongoing cooperation with actor and comedian İbrahim Büyükak with an advertising campaign published on Youtube on February 20, 2020 (YouTube, 2020b). The last famous collaboration was realized with the 'New Year's Special' themed advertising campaigns published from the second week of 2022, and Turkish singers Sertap Erener (YouTube, 2022b), Edis Görgülü (YouTube, 2022c) and Zeynep Bastık (YouTube, 2022d) took part in these commercials

g. Corporate Social Responsibility (CSR)

Corporate social responsibility (CSR) is a concept that explains organizations’ charitable activities for the benefit of other people, social communities, nature, animals, or any kind of related formation. The concept was first introduced in 1953 in

Howard R. Bowen's book 'Social Responsibilities of the Businessman' (Bowen, 1953). It was stated at United Nations Conference on Trade and Development (UNCTAD), for-profit institutions, especially multinational ones, are expected to be closely related to the needs of other social groups in increasingly globalized societies (Commission of the European Communities, 2001, p.6). At the same time, the concept of CSR is of great importance in terms of regaining the public's trust in businesses, with the emergence of scandals such as Enron, WorldCom, Parmalat, QWest in the business world, and heard by the society through media channels (Aktan and Börü, 2007).

CSR activities are not obliged to cover up the mistakes made by institutions, but they push businesses to help build a more livable society. In today's globalizing world, with the massive increase in number of commercial enterprises, the importance given to the concept of CSR is increasing day by day, in order to create a fairer perspective on trade, by both profit-oriented organizations and public opinion. As this is the case, organizations have started to follow transparency principle more, and have started to announce their CSR activities to the public according to this principle.

Getir has a tab named 'social responsibility' on its website, which illustrates CSR activities of the company from 2015 to 2022. The CSR campaigns is about social and environmental issues, as; disability, drought, animal rights, poverty. The website section includes CSR activities, charities and sponsorships supported with pictures and short explanations (Getir, 2022). The brand announces its CSR activities also from its Twitter and Instagram accounts.

h. Sponsorships

Sponsorships defined by Pelsmacker, Geuend and Van Den Berg (2005, p. 293) as:

“An investment in cash or kind in an activity, in return for access to the exploitable commercial potential associated with that activity. The company promotes its interests and brands by tying them to a specific and meaningfully related event or cause”.

Sponsorships have impacts which could easily associate with brand equity, such as; making the brand more salient, increasing its prestige, and making the sympathizers of the sponsoring subject, institution or person feel affinity with the brand. Although these positive perceptions towards the brand cannot directly create brand equity, they are a positive factor in the construction of brand equity.

Gwinner and Eaton (1999) directly associated sponsorship with the creation of a

positive brand image. Sponsorship could create a positive image about the brand's social awareness, empathy, financial power and salience. Rowley and Williams (2008) found that, even if the sponsorship efforts of brands do not directly affect the purchasing decision of the customer, they create positive effects on brand awareness, brand recall and brand judgments. Brand sponsorships are an important indicator of financial strength, which plays an important role in brand prestige. The money and time invested in sponsorship returns to the brand as differentiation from its competitors (Cornwell, Roy and Steinard, 2001). Getir sponsored Turkish sports academies and volunteer sports trainers of Turkey, with its potable water brand Kuzeyden, between 2018 and 2019. On August 17, 2021, the brand signed a sponsorship agreement with Fenerbahçe (YouTube, 2021c), one of Turkey's three biggest football teams.

4.2. Findings of Customer Based Brand Equity (CBBE)

The findings part of this research presents an up-to-date example of customer based brand equity from the online grocery sector in line with the Getir consumer data obtained from the survey.

4.2.1. Data Analysis

The data obtained through the survey was analyzed with the SPSS package program version 21.0. This continuous part of the research will present the results of the data analysis and interpretation of the findings.

a. Data Reliability

In order to measure reliability level of the dataset, Cronbach's Alpha Test applied to the dataset. As van Griethuijsen et al. (2014) stated, expected alpha values for a reliable scale should be >0.70 . In this regard, it was decided that the customer based brand equity scale is reliable ($0.911 > 0.70$).

Table 1. Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.911	.916	6

Table 2. Item Statistics

	Mean	Std. Deviation	N
SALIENCE	3.8957	.80771	303
PERFORMANCE	3.7976	.73548	303
IMAGERY	3.7104	.78747	303
JUDGEMENT	3.7195	.83292	303
FEELING	3.1037	1.05345	303
RESONANCE	2.9088	.88329	303

Table 3. Inter- Item Correlation Matrix

	SALIENCE	PERFORMANCE	IMAGERY	JUDGEMENT	FEELING	RESONANCE
SALIENCE	1.000	.758	.691	.671	.406	.305
PERFORMANCE	.758	1.000	.793	.808	.552	.459
IMAGERY	.691	.793	1.000	.853	.692	.536
JUDGEMENT	.671	.808	.853	1.000	.701	.581
FEELING	.406	.552	.692	.701	1.000	.850
RESONANCE	.305	.459	.536	.581	.850	1.000

Table 4. Item- Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
SALIANCE	17.2400	13.784	.635	.610	.910
PERFORMANCE	17.3381	13.444	.790	.753	.891
IMAGERY	17.4253	12.814	.853	.793	.882
JUDGEMENT	17.4162	12.455	.867	.799	.878
FEELING	18.0320	11.629	.766	.809	.897
RESONANCE	18.2269	13.252	.655	.732	.909

Table 5. Scale Statistics

Mean	Variance	Std. Deviation	N of Items
21.1357	18.245	4.27146	6

b. Data Distribution

In order to test the probability of normal distribution of the dataset, the Skewness and Kurtosis values were measured. Skewness and Kurtosis values of each dimension are between -1, 5 and +1, 5, which are considered to be normally distributed (Fidell and Tabachnick, 2013). The test results are demonstrated as follows.

Table 6. Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
SALIENCE	303	100.0%	0	0.0%	303	100.0%
PERFORMANCE	303	100.0%	0	0.0%	303	100.0%
IMAGERY	303	100.0%	0	0.0%	303	100.0%
JUDGEMENT	303	100.0%	0	0.0%	303	100.0%
FEELING	303	100.0%	0	0.0%	303	100.0%
RESONANCE	303	100.0%	0	0.0%	303	100.0%



Table 7. Descriptives

		Statistic	Std. Error	
SALIENCE	Mean	3.8957	.04640	
	95% Confidence Interval for Mean	Lower Bound	3.8044	
		Upper Bound	3.9870	
	5% Trimmed Mean	3.9498		
	Median	4.0000		
	Variance	.652		
	Std. Deviation	.80771		
	Minimum	1.00		
	Maximum	5.00		
	Range	4.00		
	Interquartile Range	1.00		
	Skewness	-.835	.140	
	Kurtosis	.711	.279	
	PERFORMANCE	Mean	3.7956	.04225
95% Confidence Interval for Mean		Lower Bound	3.7144	
		Upper Bound	3.8807	
5% Trimmed Mean		3.8341		
Median		3.8333		
Variance		.541		
Std. Deviation		.73548		
Minimum		1.25		
Maximum		5.00		

Table 7 Descriptives (continued).

	Range		3.75	
	Interquartile Range		.92	
	Skewness		-.667	.140
	Kurtosis		.521	.279
	Mean		3.7104	.04524
	95% Confidence Interval for Mean	Lower Bound	3.6214	
		Upper Bound	3.7994	
	5% Trimmed Mean		3.7423	
	Median		3.7500	
	Variance		.620	
IMAGERY	Std. Deviation		.78747	
	Minimum		1.38	
	Maximum		5.00	
	Range		3.63	
	Interquartile Range		1.00	
	Skewness		-.541	.140
	Kurtosis		.047	.279
	Mean		3.7195	.04785
	95% Confidence Interval for Mean	Lower Bound	3.6253	
		Upper Bound	3.8136	
	5% Trimmed Mean		3.7545	
	Median		3.9000	
	Variance		.694	
JUDGEMENT	Std. Deviation		.83292	
	Minimum		1.40	
	Maximum		5.00	
	Range		3.60	
	Interquartile Range		1.20	
	Skewness		-.534	.140

Table 7 Descriptives (continued).

FEELING	Kurtosis		-1.63	.279
	Mean		3.1037	.06052
	Lower Bound		2.9846	



Table 7 Descriptives (continued).

95% Confidence Interval for Mean	3.2228	
5% Trimmed Mean	3.1119	
Median	3.1429	
Variance	1.110	
Std. Deviation	1.05345	
Minimum	1.00	
Maximum	5.00	
Range	4.00	
Interquartile Range	1.71	
Skewness	-.079	.140
Kurtosis	-.702	.279
Mean	2.9088	.05074
95% Confidence Interval for Mean	2.8090	
	3.0087	
5% Trimmed Mean	2.9056	
Median	2.8750	
Variance	.780	

Table 7 Descriptives (continued).

RESONANCE	Std. Deviation	.88329	
	Minimum	1.00	
	Maximum	4.88	
	Range	3.88	
	Interquartile Range	1.38	
	Skewness	.111	.140
	Kurtosis	-.889	.279

4.2.2. Descriptive Statistics

The questionnaire form was distributed to 430 respondents and 340 respondents participated to the study. Invalid data were eliminated and data analysis was carried out with the complete answers of 303 participants in total (n=303).

a. Brand Choice

Three online grocery brands, namely Getir, Banabi and Istegelsin, as well as other option for non-listed brands were presented to the users in the survey form. The test results are demonstrated as follows.

Table 8. Brand Choice

	Frequency	Percent	Valid Percent	Cumulative Percent
Getir	223	73.6	73.6	73.6
Banabi	22	7.3	7.3	80.9
Valid İsteGelsin	9	3.0	3.0	83.8
Other	49	16.2	16.2	100.0
Total	303	100.0	100.0	

b. Usage Time

In the questionnaire, the participants were presented with four options to indicate the duration of using the online grocery brands they chose, these are; 6 month- 1 year, 1-2 years, 2-3 years, and 3 years and more. When the dataset is analyzed in this regard, it has been observed that the highest usage period is between 6 months and 1 year (n=151, 49.8%)

Table 9. Brand Usage Time

	Frequency	Percent	Valid Percent	Cumulative Percent
6months- 1year	151	49.8	49.8	49.8
1-2 years	99	32.7	32.7	82.5
2-3 years	35	11.6	11.6	94.1
Valid 3 years and more	1	.3	.3	94.4
5.00	17	5.6	5.6	100.0
Total	303	100.0	100.0	

4.2.2.1. Distribution of Demographics

a. Gender

According to the data analysis, 137 of the participants were male (n=137, 45.2%) and 166 of them were female (n=166, 54.8%).

Table 10. Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid male	137	45.2	45.2	45.2
Valid female	166	54.8	54.8	100.0
Total	303	100.0	100.0	

b. Age Group

According to data analysis, the age range that uses online groceries the most is the participants between 25-34 ages (n=172, 56.8%). On the other hand, it has been observed that the age range observed as the least is 55 years old and over (n=8, 2.6%).

Table 11. Age Group

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-24	72	23.8	23.8	23.8
Valid 25-34	172	56.8	56.8	80.5
Valid 35-44	37	12.2	12.2	92.7
Valid 45-54	13	4.3	4.3	97.0
Valid 55 and more	9	3.0	3.0	100.0
Total	303	100.0	100.0	

c. Education Level

In the questionnaire, the participants were presented with four options to indicate their education level, which are; *elementary school, high school, undergraduate and graduate*. When the dataset is analyzed in this regard, it has been observed that the education level that uses online groceries the most is the participants who are undergraduate (n=153, 50.5%). On the other hand, it has been observed that the age range that uses online groceries the least high school graduates (n=33, 10.9%).

Table 12. Education Level

	Frequency	Percent	Valid Percent	Cumulative Percent
Highschool	33	10.9	10.9	10.9
Undergraduate	153	50.5	50.5	61.4
Valid Graduate	117	38.6	38.6	100.0
Total	303	100.0	100.0	

d. Working Status

In the questionnaire, the participants were presented with yes and no to indicate their working status. When the dataset is analyzed in this regard, it has been observed that 177 of respondents are working (n=177, 58.4%) and 126 of them non-working (n=126, 41.6%).

Table 13. Working Status

	Frequency	Percent	Valid Percent	Cumulative Percent
yes	177	58.4	58.4	58.4
Valid no	126	41.6	41.6	100.0
Total	303	100.0	100.0	

e. Profession

In the questionnaire, the participants were presented with five options to indicate their profession, which are; *private sector, academician, teacher, healthcare professional, self-employed, public servant, laborer, student* and *other*. When the dataset is analyzed in this regard, it has been observed that that the respondents are mostly from the *private sector* occupational group (n=90, 29.7%). Studentship come second with a little difference than the private sector (n=82, 27.1%). The occupational group with the least number of respondents was observed as *laborers* (n=3, 1%).

Table 14. Profession

	Frequency	Percent	Valid Percent	Cumulative Percent
private sector	90	29.7	29.7	29.7
Academician	25	8.3	8.3	38.0
Teacher	31	10.2	10.2	48.2
healthcare professional	19	6.3	6.3	54.5
Valid self employed	22	7.3	7.3	61.7
public servant	19	6.3	6.3	68.0
laborer	3	1.0	1.0	69.0
student	82	27.1	27.1	96.0
other	12	4.0	4.0	100.0
Total	303	100.0	100.0	

f. Household Income (Monthly)

In the questionnaire, the participants were presented with five options to indicate their monthly income range in TL currency, which are; *0-6000 TL, 6001-12000 TL, 12001-18000 TL, 18001-24000 TL, 24001 and more*. When the dataset is analyzed in this regard, it has been observed that the household income between *6001-12000 TL* has the most frequency (n=121, 39.9%). Highest income level recommended, as *24001 and*

more has the least frequency (n=13, 4.3%).

Table 15. Household Income

	Frequency	Percent	Valid Percent	Cumulative Percent
0-6000TL	88	29.0	29.0	29.0
6001-12000TL	121	39.9	39.9	69.0
12001- 18000TL	58	19.1	19.1	88.1
Valid				
18001- 24000TL	23	7.6	7.6	95.7
24001TL and more	13	4.3	4.3	100.0
Total	303	100.0	100.0	

g. Perceived Income Group

In the questionnaire, the participants were presented with five options to indicate their perceived income group, as; *lower, below middle, middle, above middle, and higher*. When the dataset is analyzed in this regard, it has been observed that respondents perceived their household income as middle the most (n=167, 55.1%). Perceived household income with the lowest frequency was higher income with 2 people (n=2, 0.7%).

Table 16. Perceived Income Group

	Frequency	Percent	Valid Percent	Cumulative Percent
lower	25	8.3	8.3	8.3
below middle	69	22.8	22.8	31.0
middle Valid	167	55.1	55.1	86.1
above middle	40	13.2	13.2	99.3
higher	2	.7	.7	100.0
Total	303	100.0	100.0	

4.2.3. Data Analysis on Getir Brand

In order to evaluate Getir customers' brand equity, respondents who selected Getir as mostly used were included in the data analysis (n=223). Findings are presented in the following section.

a. Data Reliability

In order to measure reliability level of the dataset, Cronbach's Alpha Test applied to the dataset. As van Griethuijsen et al. (2014) stated, expected alpha values for a reliable scale should be >0.70 . In this regard, it was decided that the customer based brand equity scale is reliable ($.907 > 0.70$). The results were shown hereunder.

Table 17. Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.907	.913	6

Table 18. Item Statistics

	Mean	Std. Deviation	N
SALIENCE	3.8879	.77377	223
PERFORMANCE	3.8217	.71136	223
IMAGERY	3.7584	.76007	223
JUDGEMENT	3.7507	.81539	223
FEELING	3.1435	1.03802	223
RESONANCE	2.9439	.89320	223

Table 19. Inter- Item Correlation Matrix

	SALIENCE	PERFORMANCE	IMAGERY	JUDGEMENT	FEELING	RESONANCE
SALIENCE	1.000	.720	.667	.678	.387	.311
PERFORMANCE	.720	1.000	.794	.811	.542	.476
IMAGERY	.667	.794	1.000	.873	.672	.529
JUDGEMENT	.678	.811	.873	1.000	.672	.571
FEELING	.387	.542	.672	.672	1.000	.844
RESONANCE	.311	.476	.529	.571	.844	1.000

Table 20. Item- Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
SALIENCE	17.4183	13.223	.619	.563	.907
PERFORMANCE	17.4844	12.802	.785	.732	.887
IMAGERY	17.5478	12.224	.847	.807	.877
JUDGEMENT	17.5555	11.793	.866	.818	.873
FEELING	18.1627	11.043	.751	.789	.894
RESONANCE	18.3622	12.358	.661	.724	.904

Table 21. Scale Statistics

Mean	Variance	Std. Deviation	N of Items
21.3062	17.305	4.15992	6

b. Data Distribution

Dataset which includes only Getir users also demonstrated a normal distribution, as Skewness and Kurtosis values were measured between - 1,5 and +1,5 (Fidell and Tabachnick, 2013).

Table 22. Case Processing Summary

	Case					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
SALIENCE	223	100.0%	0	0.0%	223	100.0%
PERFORMANC E	223	100.0%	0	0.0%	223	100.0%
IMAGERY	223	100.0%	0	0.0%	223	100.0%
JUDGEMENT	223	100.0%	0	0.0%	223	100.0%
FEELING	223	100.0%	0	0.0%	223	100.0%
RESONANCE	223	100.0%	0	0.0%	223	100.0%

Table 23. Descriptives

	Statistic	Std.Error
	Mean	3.8879
	95% Confidence Interval for Mean	3.7858
	5% Trimmed Mean	3.9900
	Median	3.9305
	Variance	4.0000
SALIENCE	Std. Deviation	.599
	Minimum	.77377
	Maximum	1.20
	Range	5.00
	Interquartile Range	3.80
	Skewness	1.00
	Kurtosis	-.647
	Mean	.163
	95% Confidence Interval for Mean	.324
	5% Trimmed Mean	.414
	Median	.414
	Variance	.414
PERFORMANCE	Std. Deviation	.414
	Minimum	.414
	Maximum	.414
	Range	.414
	Interquartile Range	.414
	Mean	.04764
	95% Confidence Interval for Mean	.04764
	5% Trimmed Mean	.04764
	Median	.04764
	Variance	.04764
	Std. Deviation	.04764
	Minimum	.04764
	Maximum	.04764
	Range	.04764
	Interquartile Range	.04764

Table 23 Descriptives (continued).

Skewness	-.526	.163
Kurtosis	.521	.324
Mean	3.7584	.05090



Table 23 Descriptives (continued).

	95% Confidence Interval for Mean	Lower Bound	3.6581	
IMAGERY		Upper Bound	3.8587	



Table 23 Descriptives (continued).

	5% Trimmed Mean		3.7881	
	Median		3.8750	
	Variance		.578	
	Std. Deviation		.76007	
	Minimum		1.50	
	Maximum		5.00	
	Range		3.50	
	Interquartile Range		1.00	
	Skewness		-.525	.163
	Kurtosis		.047	.324
	Mean		3.7507	.05460
	95% Confidence Interval for Mean	Lower Bound	3.6431	
		Upper Bound	3.8583	
	5% Trimmed Mean		3.7875	
	Median		3.9000	
	Variance		.665	
JUDGEMENT	Std. Deviation		.81539	
	Minimum		1.50	
	Maximum		5.00	
	Range		3.50	
	Interquartile Range		1.10	
	Skewness		-.539	.163
	Kurtosis		-.059	.324
	Mean			.06951
			3.1435	
	95% Confidence Interval for Mean	Lower Bound	3.0065	
		Upper Bound	3.2805	
	5% Trimmed Mean		3.1564	
FEELING	Median		3.1429	
	Variance		1.077	
	Std. Deviation		1.03802	

Table 23 Descriptives (continued).

	Minimum	1.00	
	Maximum	5.00	



Table 23 Descriptives (continued).

	Range		4.00	
	Interquartile Range		1.57	
	Skewness		-.108	.163
	Kurtosis		-.596	.324
	Mean		2.9439	.05981
	95% Confidence Interval for Mean	Lower Bound	2.8261	
		Upper Bound	3.0618	
	5% Trimmed Mean		2.9458	
	Median		3.0000	
	Variance		.798	
RESONANCE	Std. Deviation		.89320	
	Minimum		1.00	
	Maximum		4.88	
	Range		3.88	
	Interquartile Range		1.38	
	Skewness		.032	.163
	Kurtosis		-.876	.324

4.2.4. Descriptive Statistics of Getir Brand

In this part, demographic distribution of the Getir users (n=223) will be presented according to *usage time, gender, age group, education, working status, profession, household income and perceived income* variables.

Usage Time

It has been observed that the highest usage period of Getir brand is between 6 months and 1 year (n=117, 52.5%), whereas least period is 3 years and more (n=14, 6.3%). The results were shown hereunder.

Table 24. Getir Usage Time

	Frequency	Percent	Valid Percent	Cumulative Percent
6months-1year	117	52.5	52.5	52.5
1-2 years	69	30.9	30.9	83.4
Valid 2-3 years	23	10.3	10.3	93.7
3 years and more	14	6.3	6.3	100.0
Total	223	100.0	100.0	

4.2.4.1. Distribution of Demographics

a. Gender

It has been observed that 117 of the Getir users were female (n=117, 52.5%) and 106 of them were male (n=106, 47.5%). The results were shown hereunder.

Table 25. Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid male	106	47.5	47.5	47.5
Valid female	117	52.5	52.5	100.0
Total	223	100.0	100.0	

b. Age Group

It has been observed that most of the Getir users between 25-34 ages (n=127, 57%) whereas only 5 of them are 55 years old and more, as the least (n=5, 2.2%).

Table 26. Age Group

	Frequency	Percent	Valid Percent	Cumulative Percent
18-24	60	26.9	26.9	26.9
25-34	127	57.0	57.0	83.9
35-44	24	10.8	10.8	94.6
Valid 45-54	7	3.1	3.1	97.8
55 and more	5	2.2	2.2	100.0
Total	223	100.0	100.0	

c. Education Level

It has been observed that most of the Getir users are undergraduate (n=106, 47.5%) whereas 24 of them *high school* graduate, as the least (n=24, 10.8%). The results were shown hereunder.

Table 27. Education Level

	Frequency	Percent	Valid Percent	Cumulative Percent
High school	24	10.8	10.8	10.8
Undergraduate	106	47.5	47.5	58.3
Valid Graduate	93	41.7	41.7	100.0
Total	223	100.0	100.0	

d. Working Status

It has been observed that 134 of the Getir users are working (n=134, 60.1%) and 89 of them were non-working (n=89, 39.9%).

Table 28. Working Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	134	60.1	60.1	60.1
no	89	39.9	39.9	100.0
Total	223	100.0	100.0	

e. Profession

Professions of Getir users demonstrated as follows.

Table 29. Profession

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid private sector	63	28.3	28.3	28.3
Academician	19	8.5	8.5	36.8
Teacher	20	9.0	9.0	45.7
healthcare professional	14	6.3	6.3	52.0
self employed	18	8.1	8.1	60.1
public servant	17	7.6	7.6	67.7
laborer	3	1.3	1.3	69.1
student	63	28.3	28.3	97.3
other	6	2.7	2.7	100.0
Total	223	100.0	100.0	

f. Household Income

The monthly household income of Getir users were shown hereunder.

Table 30. Household Income

	Frequency	Percent	Valid Percent	Cumulative Percent
0-6000TL	69	30.9	30.9	30.9
6001-12000TL	89	39.9	39.9	70.9
12001-18000TL	43	19.3	19.3	90.1
Valid				
18001-24000TL	14	6.3	6.3	96.4
24001TL	8	3.6	3.6	100.0
and more				
Total	223	100.0	100.0	

g. Perceived Income Group

It has been observed that most of the Getir users perceive their income level as *middle* (n=121, 54.3%) whereas only 2 of them perceive their income level as higher (n=2, 0.9%). The results were shown hereunder.

Table 31. Perceived Income Group

	Frequency	Percent	Valid Percent	Cumulative Percent
lower	16	7.2	7.2	7.2
below middle	53	23.8	23.8	30.9
middle	121	54.3	54.3	85.2
Valid above middle	31	13.9	13.9	99.1
higher	2	.9	.9	100.0
Total	223	100.0	100.0	

4.2.5. Findings on Descriptives

In this section, the relationship between Getir users' descriptive features and customer based brand equity is measured according to each CBBE dimension.

H1: There is a significant relationship between customer's demographic characteristics and overall brand equity.

a. Usage Time and Brand Equity

There are 4 groups that indicates users' usage time of the brand, which are; *6 months-1 year, 1-2 years, 2-3 years and 3 years and more*. As Kim (2017) stated, One-Way ANOVA test is recommended when the number of independent groups is 3 or more. In this regard, One-Way ANOVA Test is applied to the dataset. According to the test results, Sig. values were calculated as 0.304 in salience; 0.225 in performance; 0.252 in imagery; 0.482 in judgment; 0.665 in feeling; and 0.519 in resonance dimension. In this regard, no significance was found between usage time and brand equity dimensions ($p > 0.05$). The test results are demonstrated as follows.

Table 32. Descriptives

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum	
					Lower Bound	Upper Bound			
SALIENCE	6months	11	3.798	.83273	.0769	3.645	3.950	1.20	5.00
	-1year	7	3			9	8	8	
	1-2 years	69	4.005	.61546	.0740	3.857	4.153	2.60	5.00
	2-3 years	23	3.904	.75286	.1569	3.578	4.229	2.00	4.80
	3 years and more	14	4.028	.96351	.2575	3.472	4.584	2.40	5.00
	Total	22	3.887	.77377	.0518	3.785	3.990	1.20	5.00
		3	9			2	8	0	
PERFORMANCE	6months	11	3.764	.78870	.0729	3.619	3.908	1.25	5.00
	-1year	7	2			1	8	7	

Table 32 Descriptives (continued).

	1-2	69	3.963	.58499	.0704	3.823	4.104	2.33	5.00
	years		8			2	2	3	
	2-3	23	3.684	.63313	.1320	3.411	3.958	1.83	4.83
	years		8			2	0	6	
	3 years	14	3.827	.67262	.1797	3.439	4.215	2.25	4.75
	and more		4			7	0	7	
	Total	22	3.821	.71136	.0476	3.727	3.915	1.25	5.00
		3	7			4	9	6	
	6months	11	3.661	.78373	.0724	3.517	3.804	1.50	5.00
	-1year	7	3			6	8	8	
	1-2	69	3.876	.72871	.0877	3.701	4.051	1.50	5.00
	years		8			3	8	9	
	2-3	23	3.826	.73153	.1525	3.509	4.142	2.38	4.75
IMAGERY	years		1			4	7	4	
	3 years	14	3.875	.72058	.1925	3.459	4.291	2.25	4.75
	and more		0			8	0	0	
	Total	22	3.758	.76007	.0509	3.658	3.858	1.50	5.00
		3	4			0	1	7	
	6months	11	3.699	.87597	.0809	3.538	3.859	1.50	5.00
	-1year	7	1			8	7	5	
	1-2	69	3.875	.74802	.0900	3.695	4.055	1.90	5.00
	years		4			5	7	1	
	2-3	23	3.643	.74274	.1548	3.322	3.964	2.30	4.90
JUDGEMENT	years		5			7	3	7	
	3 years	14	3.742	.72081	.1926	3.326	4.159	2.00	5.00
	and more		9			4	7	0	
	Total	22	3.750	.81539	.0546	3.643	3.858	1.50	5.00
		3	7			0	1	3	
	6months	11	3.122	1.04647	.0967	2.930	3.313	1.00	5.00
	-1year	7	1			5	5	7	
	1-2	69	3.256	1.10238	.1327	2.991	3.521	1.00	5.00
	years		7			1	9	5	
FEELING	2-3	23	2.987	.89205	.1860	2.601	3.373	1.43	4.71
	years		6			1	8	3	
	3 years	14	3.020	.89101	.2381	2.506	3.534	1.71	4.14
	and more		4			3	0	9	

Table 32 Descriptives (continued).

RESONANCE	Total	22	3.143	1.03802	.0695	3.006	3.280	1.00	5.00
		3	5		1	5	5		
	6months	11	3.016	.85547	.0790	2.859	3.172	1.13	4.50
	-1year	7	0		9	4	7		
	1-2	69	2.916	.95671	.1151	2.686	3.146	1.00	4.88
	years		7		7	8	5		
	2-3	23	2.766	.96185	.2005	2.350	3.182	1.13	4.38
	years		3		6	4	2		
	3 years and	14	2.767	.77500	.2071	2.320	3.215	1.63	4.25
more		9		3	4	3			
Total	22	2.943	.89320	.0598	2.826	3.061	1.00	4.88	
	3	9		1	1	8			

Table 33. Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
SALIENCE	2.122	3	219	.098
PERFORMANCE	3.080	3	219	.028
IMAGERY	.358	3	219	.784
JUDGEMENT	1.717	3	219	.164
FEELING	.511	3	219	.675
RESONANCE	1.306	3	219	.273

Table 34. ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
SALIENCE	Between Groups	2.182	3	.727	1.218	.304
	Within Groups	130.735	219	.597		
	Total	132.917	222			
PERFORMANCE	Between Groups	2.210	3	.737	1.465	.225
	Within Groups	110.128	219	.503		
	Total	112.338	222			
	Between Groups	2.366	3	.789	1.372	.252
	Within Groups	125.884	219	.575		
	Total	128.250	222			

Table 34 ANOVA (continued).

		1.649	3	.550	.825	.482
JUDGEMENT	Within Groups	145.949	219	.666		
	Total	147.597	222			
	Between Groups	1.710	3	.570	.525	.665
FEELING	Within Groups	237.494	219	1.084		
	Total	239.204	222			
	Between Groups	1.819	3	.606	.758	.519
RESONANCE	Within Groups	175.293	219	.800		
	Total	177.112	222			

4.2.5.1 Findings on Demographics

In this section, the relationship between Getir users' demographics and customer based brand equity is measured according to each CBBE dimension. Kim (2017) stated that, while T-test helps to understand the relationship between two independent groups, One-Way ANOVA test is recommended when the number of independent groups is 3 or more. In order to explore the relationship between user demographics with 2 variables and customer based brand equity, Independent T-test applied to the dataset, whereas One-Way ANOVA test is used for the demographics with 3 and more variables. The test results are demonstrated as follows

a. Gender and Brand Equity

According to the test results, Sig. (2-tailed) values were calculated as 0.849 in salience; 0.559 in performance; 0.484 in imagery; 0.931 in judgment; 0.804 in feeling; and 0.800 in resonance dimension. In this regard, no significance was found between gender and brand equity dimensions ($p > 0.05$).

Table 35. Group Statistics

	sex	N	Mean	Std. Deviation	Std. Error Mean
SALIENCE	male	106	3.8774	.88396	.08586
	female	117	3.8974	.66208	.06121
PERFORMANCE	male	106	3.7925	.77709	.07548
	female	117	3.8483	.64833	.05994
IMAGERY	male	106	3.7205	.83266	.08087
	female	117	3.7927	.68959	.06375
JUDGEMENT	male	106	3.7557	.85022	.08258
	female	117	3.7462	.78614	.07268
FEELING	male	106	3.1617	1.06176	.10313
	female	117	3.1270	1.02034	.09433
RESONANCE	male	106	2.9599	.89235	.08667
	female	117	2.9295	.89755	.08298

Table 36. Independent Samples Test

	Levene's Test for Equality of Variances		t-test for Equality of Means							
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
								Lower	Upper	
SALIENCE	Equal variances assumed	5.787	.017	-.193	221	.847	-.103008	.110398	-.1848	.1848
	Equal variances not assumed			-.190	193.50	.849	-.105008	.110344	-.1878	.1879

Table 36 Independent Samples Test (continued).

PERFORMAN CE	Equal	3.41	.066	-	221	.559	-	.095	-	.1324
	variance	2		.58			.055	.84		.244
	s assume d			5					0	3
IMAGERY	Equal			-	205.2	.563	-	.096	-	.1341
	variance			.57	89		.055	.84		.245
	s not assume d			9					6	9
JUDGEMENT	Equal	4.48	.035	-	221	.480	-	.102	-	.1288
	variance	2		.70			.072	.22		.273
	s assume d			8					0	7
FEELING	Equal			-	204.5	.484	-	.102	-	.1308
	variance			.70	45		.072	.22		.275
	s not assume d			1					6	2
JUDGEMENT	Equal	1.03	.310	.08	221	.931	.009	.109	-	.2254
	variance	7		.7			.51	.58		.206
	s assume d								5	7
FEELING	Equal			.08	214.2	.931	.009	.110	-	.2263
	variance			.6	85		.51	.01		.207
	s not assume d								3	4
FEELING	Equal	.401	.527	.24	221	.804	.034	.139	-	.3096
	variance			.9			.74	.49		.240
	s assume d								5	4
FEELING	Equal			.24	216.8	.804	.034	.139	-	.3102
	variance			.9	19		.74	.76		.240
	s not								7	1

Table 36 Independent Samples Test (continued).

	assumed								
	Equal	.037	.848	.25	221	.800	.030	.120	-.2669
	variance			3					.2066
	s								12
RESONANCE	assumed								
	Equal			.25	219.0	.800	.030	.119	-.2669
	variance			4	88				.2060
	s not								06
	assumed								



b. Age Group

According to the test results, Sig. values were calculated as .918 in salience; .679 in performance; .507 in imagery; .698 in judgment; .995 in feeling; and .685 in resonance dimension. In this regard, no significance was found between age group and brand equity dimensions ($p>0.05$).

Table 37. Descriptives

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum	
					Lower Bound	Upper Bound			
SALIENCE	18-24	60	3.8833	.79600	.10276	3.6777	4.0890	1.20	5.00
	25-34	127	3.8976	.76878	.06822	3.7626	4.0326	1.40	5.00
	35-44	24	3.8250	.88919	.18150	3.4495	4.2005	1.80	5.00
	45-54	7	3.7714	.52190	.19726	3.2888	4.2541	3.20	4.60
	55 and more	5	4.1600	.40988	.18330	3.6511	4.6689	3.80	4.80
	Total	223	3.8879	.77377	.05182	3.7858	3.9900	1.20	5.00
PERFORMANCE	18-24	60	3.7847	.74319	.09595	3.5927	3.9767	2.00	5.00
	25-34	127	3.8714	.68306	.06061	3.7514	3.9913	1.83	5.00
	35-44	24	3.6493	.86880	.17734	3.2824	4.0162	1.25	5.00
	45-54	7	3.7619	.32783	.12391	3.4587	4.0651	3.08	4.08

Table 37 Descriptives (continued).

55 and more	5	3.9167	.66667	.29814	3.0889	4.7444	2.83	4.50
Total	223	3.8217	.71136	.04764	3.7279	3.9156	1.25	5.00
18- 24	60	3.6646	.79408	.10251	3.4595	3.8697	1.88	5.00
25- 34	127	3.8209	.72522	.06435	3.6935	3.9482	1.50	5.00
35- 44	24	3.5938	.90383	.18449	3.2121	3.9754	1.50	5.00
IMAGERY								
45- 54	7	3.8571	.41097	.15533	3.4771	4.2372	3.00	4.25
55 and more	5	3.9500	.87321	.39051	2.8658	5.0342	2.63	4.88

Table 37 Descriptives (continued).

JUDGEMENT	Total	223	3.7584	.760 07	.05090	3.65 81	3.858 7	1.50	5.00
	18- 24	60	3.7517	.880 77	.11371	3.52 41	3.979 2	1.50	5.00
	25- 34	127	3.8008	.756 82	.06716	3.66 79	3.933 7	1.60	5.00
	35- 44	24	3.5625	.987 67	.20161	3.14 54	3.979 6	1.50	5.00
	45- 54	7	3.6143	.441 32	.16680	3.20 61	4.022 4	2.70	4.00
	55 and more	5	3.5600	1.06 911	.47812	2.23 25	4.887 5	2.00	4.40
FEELING	Total	223	3.7507	.815 39	.05460	3.64 31	3.858 3	1.50	5.00
	18- 24	60	3.1405	1.08 398	.13994	2.86 05	3.420 5	1.00	5.00
	25- 34	127	3.1305	1.02 243	.09073	2.95 09	3.310 0	1.00	5.00
	35- 44	24	3.2024	1.18 622	.24214	2.70 15	3.703 3	1.00	5.00
	45- 54	7	3.1020	.441 97	.16705	2.69 33	3.510 8	2.43	3.57
	55 and more	5	3.2857	1.04 978	.46948	1.98 22	4.589 2	2.00	4.71
RESONANCE	Total	223	3.1435	1.03 802	.06951	3.00 65	3.280 5	1.00	5.00
	18- 24	60	3.0042	.854 01	.11025	2.78 36	3.224 8	1.00	4.50
	25- 34	127	2.8809	.926 60	.08222	2.71 82	3.043 6	1.13	4.88
	35- 44	24	2.9844	.934 19	.19069	2.58 99	3.378 8	1.50	4.50
	45- 54	7	3.3036	.488 71	.18472	2.85 16	3.755 6	2.63	3.75
	55 and more	5	3.1250	.800 39	.35795	2.13 12	4.118 8	2.25	4.25
	Total	223	2.9439	.893 20	.05981	2.82 61	3.061 8	1.00	4.88

Table 38. Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
SALIENCE	.994	4	218	.412
PERFORMANCE	1.395	4	218	.237
IMAGERY	1.482	4	218	.209
JUDGEMENT	2.555	4	218	.040
FEELING	1.719	4	218	.147
RESONANCE	1.179	4	218	.321

Table 39. ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.573	4	.143	.236	.918
Within Groups	132.344	218	.607		
Total	132.917	222			
Between Groups	1.179	4	.295	.578	.679
PERFORMANCE					
Within Groups	111.159	218	.510		
Total	112.338	222			
Between Groups	1.926	4	.482	.831	.507
IMAGERY					
Within Groups	126.324	218	.579		
Total	128.250	222			
Between Groups	1.481	4	.370	.552	.698
JUDGEMENT					
Within Groups	146.117	218	.670		
Total	147.597	222			
Between Groups	.218	4	.055	.050	.995
FEELING					
Within Groups	238.986	218	1.096		

Table 39 ANOVA (continued).

RESONANCE	Total	239.204	222		
	Between Groups	1.831	4	.458	.569
	Within Groups	175.281	218	.804	
	Total	177.112	222		

c. Education Level

According to the test results, Sig. values were calculated as 0.217 in salience; 0.851 in performance; 0.879 in imagery; 0.867 in judgment; 0.828 in feeling; and 0.860 in resonance dimension. In this regard, no significance was found between education level and brand equity dimensions ($p > 0.05$).

Table 40. Descriptives

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Highschool	24	3.6833	.77777	.15876	3.3549	4.0118	2.00	5.00
Undergraduate	106	3.8566	.79893	.07760	3.7027	4.0105	1.20	5.00
SALIENCE								
Graduate	93	3.9763	.73830	.07656	3.8243	4.1284	1.80	5.00
Total	223	3.8879	.77377	.05182	3.7858	3.9900	1.20	5.00
Highschool	24	3.7535	.76986	.15715	3.4284	4.0786	1.83	4.92
Undergraduate	106	3.8168	.70537	.06851	3.6810	3.9527	2.00	5.00

Table 40 Descriptives (continued).

PERFORMANCE								
Graduate	93	3.8450	.70941	.07356	3.6989	3.9911	1.25	5.00
Total	223	3.8217	.71136	.04764	3.7279	3.9156	1.25	5.00



Table 40 Descriptives (continued).

Undergraduate	106	3.74	.7239	.07031	3.6059	3.8847	1.88	5.00
		53	4					
Graduate	93	3.78	.8116	.08417	3.6191	3.9535	1.50	5.00
		63	8					
Total	223	3.75	.7600	.05090	3.6581	3.8587	1.50	5.00
		84	7					
Highschool	24	3.66	.9499	.19390	3.2656	4.0678	1.90	5.00
		67	0					
Undergraduate	106	3.76	.7935	.07708	3.6104	3.9160	1.50	5.00
		32	8					
JUDGEMENT								
Graduate	93	3.75	.8111	.08411	3.5910	3.9251	1.50	5.00
		81	1					
Total	223	3.75	.8153	.05460	3.6431	3.8583	1.50	5.00
		07	9					
Highschool	24	3.18	.9730	.19861	2.7737	3.5954	1.71	5.00
		45	0					
Undergraduate	106	3.09	1.044	.10145	2.8972	3.2995	1.00	5.00
		84	47					
FEELING								
Graduate	93	3.18	1.055	.10944	2.9670	3.4017	1.00	5.00
		43	38					
Total	223	3.14	1.038	.06951	3.0065	3.2805	1.00	5.00
		35	02					
Highschool	24	3.00	.8221	.16782	2.6580	3.3524	1.88	4.50
		52	5					
Undergraduate	106	2.91	.9209	.08945	2.7342	3.0889	1.00	4.88
		16	8					
RESONANCE								
Graduate	93	2.96	.8862	.09190	2.7825	3.1476	1.13	4.50
		51	6					
Total	223	2.94	.8932	.05981	2.8261	3.0618	1.00	4.88
		39	0					

Table 41. Test of Homogeneity of Variances

	Levene Statistics	df1	df2	Sig.
SALIENCE	.158	2	220	.854
PERFORMANCE	.054	2	220	.948
IMAGERY	1.129	2	220	.325
JUDGEMENT	1.170	2	220	.312
FEELING	.145	2	220	.865
RESONANCE	.188	2	220	.829

Table 42. ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
SALIENCE	Between Groups	1.836	2	.918	1.540	.217
	Within Groups	131.082	220	.596		
	Total	132.917	222			
PERFORMANCE	Between Groups	.165	2	.082	.161	.851
	Within Groups	112.173	220	.510		
	Total	112.338	222			
IMAGERY	Between Groups	.151	2	.075	.129	.879
	Within Groups	128.099	220	.582		
	Total	128.250	222			
JUDGEMENT	Between Groups	.191	2	.096	.143	.867
	Within Groups	147.406	220	.670		
	Total	147.597	222			
FEELING	Between Groups	.411	2	.206	.189	.828
	Within Groups	238.793	220	1.085		
	Total	239.204	222			
RESONANCE	Between Groups	.243	2	.121	.151	.860
	Within Groups	176.869	220	.804		

Table 42 ANOVA (continued).

Total	177.112	222			
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d. Working Status

According to the test results, Sig. (2- tailed) values calculates as 0.064 in performance; 0.100 in judgment; 0.325 in feelings, and 0.716 in resonance. In this regard, no significance was found between working status and brand equity for these dimensions ($p > .05$). On the other hand, Sig. (2-tailed) values were calculated as .028 in salience and .017 in imagery. In this regard, it is found that there is a significant relationship between users' working status and brand equity in salience and imagery dimensions ($p < .05$).

Table 43. Group Statistics

	working	N	Mean	Std. Deviation	Std. Error Mean
SALIENCE	yes	134	3.9806	.78859	.06812
	no	89	3.7483	.73332	.07773
PERFORMANCE	yes	134	3.8937	.70758	.06113
	no	89	3.7135	.70721	.07496
IMAGERY	yes	134	3.8573	.72291	.06245
	no	89	3.6096	.79389	.08415
JUDGEMENT	yes	134	3.8239	.80787	.06979
	no	89	3.6404	.81877	.08679
FEELING	yes	134	3.1994	1.05997	.09157
	no	89	3.0594	1.00412	.10644
RESONANCE	yes	134	2.9618	.88736	.07666
	no	89	2.9171	.90629	.09607

Table 44. Independent Samples Test

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
SALIENCE	.235	.628	2.2	221	.028	.23228	.10489	.0255	.4389
			15					.7	.9
SALIENCE			2.2	197.86	.026	.23228	.10336	.0284	.4361
			47	3				.6	1
PERFORMANCE	.000	.993	1.8	221	.064	.18017	.09674	-	.3708
			63					.0104	.27
PERFORMANCE			1.8	188.71	.064	.18017	.09673	-	.3709
			63	9				.0106	.38
IMAGERY	1.94	.165	2.4	221	.017	.24773	.10283	.0450	.4503
			09					.8	.7
IMAGERY			2.3	176.24	.019	.24773	.10479	.0409	.4545
			64	7				.2	.4

Table 44 Independent Samples Test (continued).

Equal variances assumed	.618	.433	1.6	221	.100	.18343	.11107	-	.4023
JUDGEMENT			52					.0354 5	2



Table 44 Independent Samples Test (continued).

			1.647	186.894	.101	.18343	.11137	-	.40313
Equal variances not assumed								.03627	
Equal variances assumed	.498	.481	.986	221	.325	.13997	.14195	-	.41972
FEELING									
Equal variances not assumed			.997	195.579	.320	.13997	.14040	-	.41687
Equal variances assumed	.000	.994	.365	221	.716	.04462	.12238	-	.28580
RESONANCE									
Equal variances not assumed			.363	185.879	.717	.04462	.12290	-	.28708

e. Profession

According to the test results, Sig. values were calculated as 0.446 in salience; 0.299 in performance; 0.217 in imagery; 0.744 in judgment; 0.058 in feeling; and 0.172 in resonance dimension. In this regard, no significance was found between profession and brand equity dimensions ($p > 0.05$).

Table 45. Descriptives

N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
				Lower Bound	Upper Bound		

Table 45 Descriptives (continued).

SALIENCE	private sector	63	3.91 11	.863 43	.10878	3.6937	4.128 6	1.40	5.00
	Academician	19	4.06 32	.871 91	.20003	3.6429	4.483 4	2.40	5.00
	Teacher	20	4.22 00	.601 40	.13448	3.9385	4.501 5	3.00	5.00
	healthcare professional	14	3.72 86	.673 03	.17987	3.3400	4.117 2	2.60	5.00
	self employed	18	3.92 22	.480 88	.11334	3.6831	4.161 4	3.20	5.00
	public servant	17	3.68 24	.990 10	.24013	3.1733	4.191 4	1.20	5.00
	laborer	3	3.53 33	.461 88	.26667	2.3860	4.680 7	3.00	3.80
	student	63	3.81 90	.732 40	.09227	3.6346	4.003 5	2.00	5.00
	other	6	3.73 33	.665 33	.27162	3.0351	4.431 6	3.20	4.80
	Total	223	3.88 79	.773 77	.05182	3.7858	3.990 0	1.20	5.00
PERFORMANC E	private sector	63	3.86 77	.781 68	.0984 8	3.6709	4.064 6	1.25	5.00
	Academician	19	4.06 14	.693 24	.15904	3.7273	4.395 5	3.00	5.00
	Teacher	20	4.05 42	.479 30	.10718	3.8298	4.278 5	3.00	4.75
	healthcare professional	14	3.73 21	.854 96	.22850	3.2385	4.225 8	1.83	5.00
	self employed	18	3.75 93	.519 15	.12236	3.5011	4.017 4	2.33	4.58
	public servant	17	3.49 02	.820 15	.19891	3.0685	3.911 9	2.08	5.00
	laborer	3	3.55 56	.209 72	.12108	3.0346	4.076 5	3.33	3.75
	student	63	3.76 19	.709 46	.08938	3.5832	3.940 6	1.83	5.00

Table 45 Descriptives (continued).

other	6	3.90	.304	.12438	3.5830	4.222	3.67	4.50
	28		67			5		



Table 45 Descriptives (continued).

Total	223	3.8217	.71136	.04764	3.7279	3.9156	1.25	5.00
private sector	63	3.8472	.79611	.10030	3.6467	4.0477	1.50	5.00
Academician	19	4.0263	.73902	.16954	3.6701	4.3825	3.00	5.00
Teacher	20	3.9125	.51154	.11438	3.6731	4.1519	2.38	4.63
healthcare professional	14	3.7232	.71417	.19087	3.3109	4.1356	2.63	5.00
self employed	18	3.5833	.74631	.17591	3.2122	3.9545	1.88	4.63
public servant	17	3.6397	.83489	.20249	3.2104	4.0690	1.88	5.00
laborer	3	3.3333	.64145	.37034	1.7399	4.9268	2.63	3.88
student	63	3.6091	.79168	.09974	3.4097	3.8085	1.50	5.00
other	6	4.1875	.45242	.18470	3.7127	4.6623	3.63	4.88
Total	223	3.7584	.76007	.05090	3.6581	3.8587	1.50	5.00
private sector	63	3.8175	.84730	.10675	3.6041	4.0308	1.50	5.00
Academician	19	3.9474	.88967	.20411	3.5186	4.3762	1.90	5.00
Teacher	20	3.8300	.69668	.15578	3.5039	4.1561	2.00	5.00
healthcare professional	14	3.6143	.68259	.18243	3.2202	4.0084	2.40	5.00

Table 45 Descriptives (continued).

JUDGEMENT	self employed	18	3.6278	.75053	.17690	3.2545	4.0010	1.90	4.80
	public servant	17	3.5235	.97502	.23648	3.0222	4.0248	1.50	4.90
	laborer	3	3.3333	.76376	.44096	1.4360	5.2306	2.50	4.00
	student	63	3.7238	.83988	.10581	3.5123	3.9353	1.60	5.00
	other	6	3.9833	.29269	.11949	3.6762	4.2905	3.50	4.40



Table 45 Descriptives (continued).

	Total	223	3.7507	.81539	.05460	3.6431	3.8583	1.50	5.00
	private sector	63	3.3152	1.02444	.12907	3.0572	3.5732	1.00	5.00
	Academician	19	3.3985	.88138	.20220	2.9737	3.8233	2.14	5.00
	Teacher	20	2.9500	1.07033	.23933	2.4491	3.4509	1.14	4.57
	healthcare professional	14	2.9388	1.02820	.27480	2.3451	3.5324	1.29	5.00
	self employed	18	2.4048	1.40164	.33037	1.7077	3.1018	1.00	4.86
	public servant	17	3.2437	1.02116	.24767	2.7187	3.7687	1.00	5.00
	laborer	3	3.3333	.71903	.41513	1.5472	5.1195	2.57	4.00
	student	63	3.1293	.94855	.11951	2.8904	3.3681	1.00	5.00
	other	6	3.6429	.58379	.23833	3.0302	4.2555	3.14	4.71
	Total	223	3.1435	1.03802	.06951	3.0065	3.2805	1.00	5.00
	private sector	63	3.0198	.88023	.11090	2.7982	3.2415	1.50	4.50
	Academician	19	2.9211	.82728	.18979	2.5223	3.3198	1.63	4.50
	Teacher	20	2.7563	.90455	.20226	2.3329	3.1796	1.25	4.25
	healthcare professional	14	2.8304	.94132	.25158	2.2869	3.3739	1.50	4.50
	self-employed	18	2.4375	1.06520	.25107	1.9078	2.9672	1.00	4.38
	public servant	17	3.0662	.82694	.20056	2.6410	3.4913	2.13	4.50
	laborer	3	3.5417	.19094	.11024	3.0673	4.0160	3.38	3.75

Table 45 Descriptives (continued).

student	63	2.99 01	.88653	.11169	2.766 8	3.2133	1.13	4.88
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Table 45 Descriptives (continued).

other	6	3.5000	.54199	.22127	2.9312	4.0688	2.63	4.25
Total	223	2.9439	.89320	.05981	2.8261	3.0618	1.00	4.88

Table 46. Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
SALIENCE	1.318	8	214	.236
PERFORMANCE	1.988	8	214	.049
IMAGERY	1.068	8	214	.387
JUDGEMENT	1.203	8	214	.298
FEELING	2.052	8	214	.042
RESONANCE	1.375	8	214	.209

Table 47. ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.737	8	.592	.989	.446
Within Groups	128.180	214	.599		
Total	132.917	222			
Between Groups	4.834	8	.604	1.203	.299
Within Groups	107.504	214	.502		
Total	112.338	222			
Between Groups	6.195	8	.774	1.358	.217

Table 47 ANOVA (continued).

	IMAGERY					
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Table 47 ANOVA (continued).

	Within Groups	122.055	214	.570		
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Table 47 ANOVA (continued).

Total		128.250	222			
Between Groups		3.444	8	.431	.639	.744
JUDGEMENT						
	Within Groups	144.153	214	.674		
Total		147.597	222			
Between Groups		16.039	8	2.005	1.923	.058
FEELING						
	Within Groups	223.165	214	1.043		
Total		239.204	222			
Between Groups		9.190	8	1.149	1.464	.172
RESONANCE						
	Within Groups	167.922	214	.785		
Total		177.112	222			

f. Household Income

According to the test results, Sig. values were calculated as 0.564 in salience; 0.832 in performance; 0.496 in imagery; 0.678 in judgment; .910 in feeling; and 0.799 in resonance dimension. In this regard, no significance was found between household income and brand equity dimensions ($p > 0.05$).

Table 48. Descriptives

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	Minimum	Maximum

Table 48 Descriptives (continued).

					Lower	Upper		
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Table 48 Descriptives (continued).

SALIENCE	0-6000TL	69	3.7913	.75649	.09107	3.6096	3.9730	2.00	5.00
	6001-12000TL	89	3.9079	.79318	.08408	3.7408	4.0750	1.20	5.00
	12001-18000TL	43	3.9256	.77216	.11775	3.6879	4.1632	2.00	5.00
	18001-24000TL	14	4.1571	.90189	.24104	3.6364	4.6779	1.80	5.00
	24001TL and more	8	3.8250	.42003	.14850	3.4738	4.1762	3.20	4.40
	Total	223	3.8879	.77377	.05182	3.7858	3.9900	1.20	5.00
	PERFORMANCE	0-6000TL	69	3.8152	.69749	.08397	3.6477	3.9828	2.00
6001-12000TL		89	3.7968	.67079	.07110	3.6555	3.9381	2.08	5.00
12001-18000TL		43	3.8585	.77548	.11826	3.6199	4.0972	1.83	5.00
18001-24000TL		14	3.9940	.90610	.24216	3.4709	4.5172	1.25	5.00
24001TL and more		8	3.6563	.65228	.23062	3.1109	4.2016	2.92	5.00
Total		223	3.8217	.71136	.04764	3.7279	3.9156	1.25	5.00
IMAGERY		0-6000TL	69	3.7047	.78998	.09510	3.5149	3.8945	1.88
	6001-12000TL	89	3.7697	.74069	.07851	3.6136	3.9257	1.50	5.00
	12001-18000TL	43	3.7326	.69038	.10528	3.5201	3.9450	2.38	5.00

Table 48 Descriptives (continued).

18001-	14	4.0982	.91091	.2434 5	3.5723	4.624 2	1.50	5.00
24000TL								
24001TL and more	8	3.6406	.82494	.2916 6	2.9510	4.330 3	2.38	5.00
Total	223	3.7584	.76007	.0509 0	3.6581	3.858 7	1.50	5.00
0-	69	3.7406	.84215	.1013 8	3.5383	3.942 9	1.90	5.00
6000TL								
6001-	89	3.7483	.77798	.0824 7	3.5844	3.912 2	1.50	5.00
12000TL								
12001-	43	3.7186	.82122	.1252 4	3.4659	3.971 3	1.90	5.00
18000TL JUDGEMENT								
18001-	14	4.0357	.91870	.2455 3	3.5053	4.566 2	1.50	5.00
24000TL								
24001TL and more	8	3.5375	.86675	.3064 4	2.8129	4.262 1	2.30	5.00
Total	223	3.7507	.81539	.0546 0	3.6431	3.858 3	1.50	5.00
0-	69	3.1159	1.1484 3	.1382 5	2.8401	3.391 8	1.00	5.00
6000TL								
6001-	89	3.1509	1.0604 1	.1124 0	2.9275	3.374 3	1.00	5.00
12000TL								
12001-	43	3.1296	.81161	.1237 7	2.8798	3.379 3	1.57	5.00
18000TL FEELING								
18001-	14	3.3776	1.0249 7	.2739 4	2.7857	3.969 4	1.00	5.00
24000TL								
24001TL and more	8	2.9643	1.0792 2	.3815 6	2.0620	3.866 5	1.43	4.14
Total	223	3.1435	1.0380 2	.0695 1	3.0065	3.280 5	1.00	5.00

Table 48 Descriptives (continued).

0- 6000TL	69	3.0072	.9682	.1165	2.7747	3.239	1.00	4.88
			2	6		8		
6001- 12000TL	89	2.8624	.8719	.0924	2.6787	3.046	1.38	4.50
			6	3		0		
12001- 18000TL	43	3.0174	.8511	.1297	2.7555	3.279	1.50	4.50
			1	9		4		
RESONANCE								
18001- 24000TL	14	3.0089	.7681	.2053	2.5654	3.452	1.75	4.50
			5	0		4		
24001TL and more	8	2.7969	1.002	.3542	1.9591	3.634	1.13	3.88
			09	9		6		
Total	223	2.9439	.8932	.0598	2.8261	3.061	1.00	4.88
			0	1		8		

Table 49. Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
SALIENCE	.727	4	218	.574
PERFORMANCE	.269	4	218	.898
IMAGERY	.397	4	218	.811
JUDGEMENT	.134	4	218	.970
FEELING	1.689	4	218	.154
RESONANCE	.816	4	218	.516

Table 50. ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.787	4	.447	.743	.564
SALIENCE					
Within Groups	131.130	218	.602		
Total	132.917	222			
Between Groups	.751	4	.188	.367	.832
PERFORMANCE					
Within Groups	111.587	218	.512		
Total	112.338	222			
Between Groups	1.967	4	.492	.849	.496
IMAGERY					
Within Groups	126.283	218	.579		
Total	128.250	222			
Between Groups	1.553	4	.388	.579	.678
JUDGEMENT					
Within Groups	146.045	218	.670		
Total	147.597	222			
Between Groups	1.089	4	.272	.249	.910
Within Groups	238.115	218	1.092		
Total	239.204	222			
Between Groups	1.333	4	.333	.413	.799
RESONANCE					

Table 50 ANOVA (continued).

Within Groups	175.779	218	.806		
Total	177.112	222			



g. Perceived Income Group

According to the test results, Sig. values calculated as 0.050 in imagery; 0.668 in feeling; 0.717 in resonance. In this regard, no significance was found between working status and brand equity for these dimensions ($p>0.05$). On the other hand, Sig. values were calculated as 0.001 in salience, 0.009 in performance and 0.47 in judgment. In this regard, it is found that there is a significant relationship between users' perceived income group and brand equity in salience, performance and judgment dimensions ($p<0.05$).

Table 51. Descriptives

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum	
					Lower Bound	Upper Bound			
SALIENCE	lower	16	3.6000	.73030	.18257	3.2109	3.9891	2.00	5.00
	below middle	53	3.6151	.87429	.12009	3.3741	3.8561	1.20	5.00
	middle	121	3.9868	.73563	.06668	3.8544	4.1192	1.80	5.00
	above middle	31	4.1806	.54737	.09831	3.9799	4.3814	2.80	5.00
	higher	2	2.9000	.42426	.30000	-.9119	6.7119	2.60	3.20
	Total	223	3.8879	.77377	.05182	3.7858	3.9900	1.20	5.00
	PERFORMANCE	lower	16	3.6146	.75270	.18817	3.2135	4.0157	2.00

Table 51 Descriptives (continued).

	belowmi	53	3.649	.74899	.1028	3.4429	3.8558	1.83	4.92
	ddle		4		8				
	middle	121	3.825	.68676	.0624	3.7021	3.9494	1.25	5.00
			8		3				
	abovemi	31	4.198	.61527	.1105	3.9732	4.4246	2.92	5.00
	ddle		9		1				
	higher	2	3.958	.05893	.0416	3.4289	4.4878	3.92	4.00
			3		7				
	Total	223	3.821	.71136	.0476	3.7279	3.9156	1.25	5.00
			7		4				
	lower	16	3.492	.87019	.2175	3.0285	3.9559	2.00	5.00
			2		5				
	belowmi	53	3.620	.77984	.1071	3.4053	3.8352	1.50	4.75
	ddle		3		2				
	middle	121	3.768	.72970	.0663	3.6373	3.8999	1.50	5.00
			6		4				
IMAGERY	abovemi	31	4.064	.72878	.1308	3.7972	4.3318	2.38	5.00
	ddle		5		9				
	higher	2	4.187	.08839	.0625	3.3934	4.9816	4.13	4.25
			5		0				
	Total	223	3.758	.76007	.0509	3.6581	3.8587	1.50	5.00
			4		0				
	lower	16	3.487	.76234	.1905	3.0813	3.8937	2.00	5.00
			5		9				
	belowmi	53	3.603	.84784	.1164	3.3701	3.8375	1.50	5.00
	ddle		8		6				
JUDGEMEN	middle	121	3.755	.81106	.0737	3.6094	3.9014	1.50	5.00
T			4		3				
	abovemi	31	4.112	.73518	.1320	3.8432	4.3826	2.30	5.00
	ddle		9		4				
	higher	2	3.850	.07071	.0500	3.2147	4.4853	3.80	3.90
			0		0				

Table 51 Descriptives (continued).

	Total	223	3.7507	.81539	.05460	3.6431	3.8583	1.50	5.00
	lower	16	2.8661	1.06964	.26741	2.2961	3.4360	1.00	5.00
	belowmi ddle	53	3.0620	1.15227	.15828	2.7444	3.3796	1.00	5.00
	middle	121	3.1736	.98599	.08964	2.9961	3.3510	1.00	5.00
FEELING	abovemi ddle	31	3.2857	1.05302	.18913	2.8995	3.6720	1.43	5.00
	higher	2	3.5000	.70711	.50000	-2.8531	9.8531	3.00	4.00
	Total	223	3.1435	1.03802	.06951	3.0065	3.2805	1.00	5.00
	lower	16	2.6641	.82629	.20657	2.2238	3.1044	1.50	4.38
	belowmi ddle	53	2.9292	.95591	.13130	2.6658	3.1927	1.00	4.88
	middle	121	2.9793	.87252	.07932	2.8223	3.1364	1.13	4.50
RESONANC E	abovemi ddle	31	2.9516	.91269	.16392	2.6168	3.2864	1.13	4.50
	higher	2	3.3125	1.14905	.81250	-7.0113	13.6363	2.50	4.13
	Total	223	2.9439	.89320	.05981	2.8261	3.0618	1.00	4.88

Table 52. Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
SALIENCE	2.016	4	218	.093
PERFORMANCE	.979	4	218	.420
IMAGERY	1.298	4	218	.272
JUDGEMENT	1.016	4	218	.400
FEELING	1.048	4	218	.383
RESONANCE	.613	4	218	.654

Table 53. ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
	Between Groups	11.062	4	2.766	4.948	.001
	Within Groups	121.855	218	.559		
	Total	132.917	222			
	Between Groups	6.711	4	1.678	3.463	.009
	Within Groups	105.627	218	.485		
	Total	112.338	222			
	Between Groups	5.431	4	1.358	2.410	.050
IMAGERY	Within Groups	122.819	218	.563		
	Total	128.250	222			
	Between Groups	6.342	4	1.585	2.447	.047
JUDGEMENT	Within Groups	141.256	218	.648		
	Total	147.597	222			
	Between Groups	2.574	4	.643	.593	.668

Table 53 ANOVA (continued).

FEELING									
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Table 53 ANOVA (continued).

	Within Groups	236.630	218	1.085	
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Table 53 ANOVA (continued).

	Total	239.204	222			
	Between Groups	1.690	4	.422	.525	.717
RESONANCE	Within Groups	175.422	218	.805		
	Total	177.112	222			

In order to find out which perceived income group creates the significance, Post-hoc Test applied to the dataset. Post-hoc tests are used to find the sources of significant differences after the ANOVA test (Hilton and Armstrong, 2006; Chen et al., 2018). It was observed that, middle, below middle and above middle perceived income groups creates the significance ($p < 0.05$).

- *Salience*

According to the test results, the average of the perceived middle income group is higher than the perceived below middle income group, which creates a significance ($p < 0.05$). In addition, the average of the perceived above middle income group is higher than the perceived below middle income group, which creates a significance ($p < 0.05$).

Table 54. Multiple Comparisons

Hochberg

Dependent Variable	(I) incomegroup	(J) incomegroup	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
SALIENCE	lower	belowmiddle	-.01509	.21327	1.000	-.6180	.5878
		middle	-.38678	.19888	.417	-.9490	.1754
		abovemiddle	-.58065	.23015	.116	-1.2312	.0699

Table 54 Multiple Comparisons (continued).

		higher	.70000	.5607	.906	-	2.285
				3		.8851	1
		lower	.01509	.2132	1.00	-	.6180
				7	0	.5878	
		middle	-.37168*	.1231	.028	-	-
	belowmiddl			5		.7198	.0236
	e	abovemiddl	-.56555*	.1690	.010	-	-
		e		5		1.043	.0877
						4	
		higher	.71509	.5385	.868	-	2.237
				5		.8073	5
		lower	.38678	.1988	.417	-	.9490
				8		.1754	
	middle	belowmiddl	.37168*	.1231	.028	.0236	.7198
		e		5			
		abovemiddl	-.19387	.1505	.888	-	.2316
		e		0		.6193	
		higher	1.08678	.5330	.350	-	2.593
				1		.4200	5
		lower	.58065	.2301	.116	-	1.231
				5		.0699	2
	abovemiddl	belowmiddl	.56555*	.1690	.010	.0877	1.043
	e	e		5			4
		middle	.19387	.1505	.888	-	.6193
				0		.2316	
		higher	1.28065	.5454	.180	-	2.822
				5		.2613	6
		lower	-.70000	.5607	.906	-	.8851
				3		2.285	
						1	
		belowmiddl	-.71509	.5385	.868	-	.8073
		e		5		2.237	
	higher					5	
		middle	-1.08678	.5330	.350	-	.4200
				1		2.593	
						5	
		abovemiddl	-1.28065	.5454	.180	-	.2613
		e		5		2.822	
						6	
PERFORMANC	lower	belowmiddl	-.03479	.1985	1.00	-	.5265
E		e		6	0	.5961	

Table 54 Multiple Comparisons (continued).

	middle	-.21117	.1851	.945	-	.3123
			7		.7346	
	abovemiddle	-.58434	.2142	.067	-	.0214
			7		1.190	
					1	
	higher	-.34375	.5220	.999	-	1.132
			6		1.819	1
					6	
	lower	.03479	.1985	1.00	-	.5961
			6	0	.5265	
	middle	-.17639	.1146	.733	-	.1477
			6		.5005	
belowmiddle	abovemiddle	-.54955*	.1573	.006	-	-
e			9		.9945	.1046
	higher	-.30896	.5014	1.00	-	1.108
			0	0	1.726	4
					4	
	lower	.21117	.1851	.945	-	.7346
			7		.3123	
	belowmiddle	.17639	.1146	.733	-	.5005
			6		.1477	
middle	abovemiddle	-.37317	.1401	.080	-	.0229
			2		.7693	
	higher	-.13258	.4962	1.00	-	1.270
			5	0	1.535	3
					4	
	lower	.58434	.2142	.067	-	1.190
			7		.0214	1
	belowmiddle	.54955*	.1573	.006	.1046	.9945
			9			
abovemiddle	middle	.37317	.1401	.080	-	.7693
e			2		.0229	
	higher	.24059	.5078	1.00	-	1.676
			3	0	1.195	2
					0	
	lower	.34375	.5220	.999	-	1.819
			6		1.132	6
					1	
higher	belowmiddle	.30896	.5014	1.00	-	1.726
			0	0	1.108	4
	e				4	

Table 54 Multiple Comparisons (continued).

		.13258	.4962	1.00	-	1.535
	middle		5	0	1.270	4
					3	
	abovemiddle	-.24059	.5078	1.00	-	1.195
			3	0	1.676	0
					2	
	belowmiddle	-.12810	.2141	1.00	-	.4772
			1	0	.7334	
	middle	-.27641	.1996	.836	-	.2880
			7		.8408	
lower	abovemiddle	-.57233	.2310	.131	-	.0808
			5		1.225	
					5	
	higher	-.69531	.5629	.912	-	.8961
			5		2.286	
					7	
	lower	.12810	.2141	1.00	-	.7334
			1	0	.4772	
	middle	-.14831	.1236	.926	-	.2012
			4		.4978	
belowmiddle	abovemiddle	-.44423	.1697	.090	-	.0355
e			2		.9240	
	higher	-.56722	.5406	.968	-	.9612
			7		2.095	
					6	
IMAGERY	lower	.27641	.1996	.836	-	.8408
			7		.2880	
	belowmiddle	.14831	.1236	.926	-	.4978
			4		.2012	
middle	abovemiddle	-.29592	.1511	.407	-	.1312
			0		.7231	
	higher	-.41890	.5351	.996	-	1.093
			2		1.931	8
					6	
	lower	.57233	.2310	.131	-	1.225
			5		.0808	5
	belowmiddle	.44423	.1697	.090	-	.9240
			2		.0355	
abovemiddle	middle	.29592	.1511	.407	-	.7231
e			0		.1312	
	higher	-.12298	.5476	1.00	-	1.425
			0	0	1.671	0
					0	

Table 54 Multiple Comparisons (continued).

			.69531	.5629	.912	-	2.286
	lower			5		.8961	7
	belowmiddl		.56722	.5406	.968	-	2.095
	e			7		.9612	6
	higher		.41890	.5351	.996	-	1.931
	middle			2		1.093	6
						8	
	abovemiddl		.12298	.5476	1.00	-	1.671
	e			0	0	1.425	0
						0	
	belowmiddl		-.11627	.2296	1.00	-	.5328
	e			2	0	.7654	
	middle		-.26787	.2141	.905	-	.3375
				3		.8732	
	lower		-.62540	.2477	.116	-	.0751
	abovemiddl			9		1.325	
	e					9	
	higher		-.36250	.6037	1.00	-	1.344
				2	0	2.069	1
						1	
	lower		.11627	.2296	1.00	-	.7654
				2	0	.5328	
	middle		-.15160	.1325	.944	-	.2232
				9		.5264	
	belowmiddl		-.50913	.1820	.055	-	.0054
	e			1		1.023	
JUDGEMENT						6	
	higher		-.24623	.5798	1.00	-	1.392
				3	0	1.885	9
						3	
	lower		.26787	.2141	.905	-	.8732
				3		.3375	
	belowmiddl		.15160	.1325	.944	-	.5264
	e			9		.2232	
	middle		-.35753	.1620	.248	-	.1005
	e			4		.8156	
	higher		-.09463	.5738	1.00	-	1.527
				8	0	1.716	7
						9	
	lower		.62540	.2477	.116	-	1.325
	abovemiddl			9		.0751	9
	e		.50913	.1820	.055	-	1.023
	belowmiddl			1		.0054	6
	e						

Table 54 Multiple Comparisons (continued).

			.35753	.1620	.248	-	.8156
		middle		4		.1005	
			.26290	.5872	1.00	-	1.923
		higher		7	0	1.397	0
						2	
			.36250	.6037	1.00	-	2.069
		lower		2	0	1.344	1
						1	
			.24623	.5798	1.00	-	1.885
		belowmiddl		3	0	1.392	3
		e				9	
	higher		.09463	.5738	1.00	-	1.716
		middle		8	0	1.527	9
						7	
			-.26290	.5872	1.00	-	1.397
		abovemiddl		7	0	1.923	2
		e				0	
			-.19592	.2971	.999	-	.6442
		belowmiddl		9		1.036	
		e				0	
			-.30748	.2771	.954	-	.4760
		middle		5		1.090	
						9	
	lower		-.41964	.3207	.878	-	.4870
		abovemiddl		1		1.326	
		e				3	
			-.63393	.7813	.995	-	1.575
		higher		9		2.842	0
						8	
	FEELING		.19592	.2971	.999	-	1.036
		lower		9		.6442	0
			-.11156	.1716	.999	-	.3736
		middle		1		.5967	
	belowmiddl						
	e	abovemiddl	-.22372	.2355	.984	-	.4422
		e		7		.8897	
			-.43801	.7504	1.00	-	1.683
		higher		7	0	2.559	5
						5	
			.30748	.2771	.954	-	1.090
		lower		5		.4760	9
	middle						
		belowmiddl	.11156	.1716	.999	-	.5967
		e		1		.3736	

Table 54 Multiple Comparisons (continued).

		abovemiddle	-.11216	.2097	1.00	-	.4807
		e		3	0	.7050	
		higher	-.32645	.7427	1.00	-	1.773
				7	0	2.426	3
		lower	.41964	.3207	.878	-	1.326
				1		.4870	3
		belowmiddle	.22372	.2355	.984	-	.8897
		e		7		.4422	
	abovemiddle	middle	.11216	.2097	1.00	-	.7050
	e			3	0	.4807	
		higher	-.21429	.7600	1.00	-	1.934
				9	0	2.363	4
		lower	.63393	.7813	.995	-	2.842
				9		1.575	8
		belowmiddle	.43801	.7504	1.00	-	2.559
		e		7	0	1.683	5
	higher	middle	.32645	.7427	1.00	-	2.426
				7	0	1.773	2
		abovemiddle	.21429	.7600	1.00	-	2.363
		e		9	0	1.934	0
		belowmiddle	-.26518	.2558	.971	-	.4582
		e		8		.9885	
		middle	-.31528	.2386	.871	-	.3593
				3		.9898	
	lower	abovemiddle	-.28755	.2761	.970	-	.4930
		e		4		1.068	
		higher	-.64844	.6727	.982	-	1.253
				8		2.550	4
		lower	.26518	.2558	.971	-	.9885
				8		.4582	
	belowmiddle	middle	-.05009	.1477	1.00	-	.3676
	e			6	0	.4678	
		abovemiddle	-.02237	.2028	1.00	-	.5510
		e		3	0	.5957	

RESONANCE

Table 54 Multiple Comparisons (continued).

		-.38325	.6461	1.00	-	1.443
	higher		6	0	2.209	4
					9	
	lower	.31528	.2386	.871	-	.9898
			3		.3593	
	belowmiddl	.05009	.1477	1.00	-	.4678
	e		6	0	.3676	
middle	abovemiddl	.02773	.1805	1.00	-	.5382
	e		8	0	.4827	
	higher	-.33316	.6395	1.00	-	1.474
			3	0	2.141	7
					0	
	lower	.28755	.2761	.970	-	1.068
			4		.4930	2
	belowmiddl	.02237	.2028	1.00	-	.5957
	e		3	0	.5510	
abovemiddl	middle	-.02773	.1805	1.00	-	.4827
e			8	0	.5382	
	higher	-.36089	.6544	1.00	-	1.489
			5	0	2.210	2
					9	
	lower	.64844	.6727	.982	-	2.550
			8		1.253	3
					4	
	belowmiddl	.38325	.6461	1.00	-	2.209
	e		6	0	1.443	9
					4	
higher	middle	.33316	.6395	1.00	-	2.141
			3	0	1.474	0
					7	
	abovemiddl	.36089	.6544	1.00	-	2.210
	e		5	0	1.489	9
					2	

*. The mean difference is significant at the 0.05 level.

Table 55. Saliience

Hochberg^{a,b}

income group	N	Subset for alpha = 0.05	
		1	2
higher	2	2.9000	
lower	16	3.6000	3.6000
below middle	53	3.6151	3.6151
middle	121		3.9868
above middle	31		4.1806
Sig.		.437	.719

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 8.040.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

- **Performance**

According to the test results, the average of the perceived above middle income group is higher than the perceived below middle income group, which creates a significance ($p < 0.05$). In addition, the average of the perceived above middle income group is higher than the perceived below middle income group, which creates a significance ($p < 0.05$).

Table 56. Performance

Hochberg^{a,b}

incomegroup	N	Subset for alpha = 0.05
		1
lower	16	3.6146
belowmiddle	53	3.6494
middle	121	3.8258
higher	2	3.9583
abovemiddle	31	4.1989
Sig.		.621

Means for groups in homogeneous subsets are displayed.

A. Uses Harmonic Mean Sample Size = 8.040.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

- **Judgment**

According to the test results, in judgment dimension, an equation observed, as ($p=0.05$). When compared with significance ratios of other dimensions, it was observed that the resulting difference was close to zero. In this regard, this part was interpreted as no significance observed.

Table 57. Judgment

Hochberg^{a,b}

incomegroup	N	Subset for alpha = 0.05	
		1	
lower		16	3.4875
belowmiddle		53	3.6038
middle		121	3.7554
higher		2	3.8500
abovemiddle		31	4.1129
Sig.			.719

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 8.040.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

- *Imagery, Feeling and Resonance*

According to test results, no significance is observed for imagery, feeling and resonance dimensions ($p > 0.05$).

Table 58. Imagery

Hochberg^{a,b}

incomegroup	N	Subset for alpha = 0.05	
		1	
lower	16		3.4922
belowmiddle	53		3.6203
middle	121		3.7686
abovemiddle	31		4.0645
higher	2		4.1875
Sig.			.483

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 8.040.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed

Table 59. Feeling

Hochberg^{a,b}

incomegroup	N	Subset for alpha = 0.05	
		1	
lower	16	2.8661	
belowmiddle	53	3.0620	
middle	121	3.1736	
abovemiddle	31	3.2857	
higher	2	3.5000	
Sig.		.918	

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 8.040.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Table 60. Resonance

Hochberg^{a,b}

incomegroup	N	Subset for alpha = 0.05	
		1	
lower	16	2.6641	
belowmiddle	53	2.9292	
abovemiddle	31	2.9516	

Table 60 Resonance (continued).

	121	2.9793
higher	2	3.3125
Sig.		.795

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 8.040.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

4.2.6. Findings on CBBE Dimensions

In the light of Pearson Correlation Test results, it was inferred that, there is a significant positive relationship between all six dimensions of customer based brand equity and total customer based brand equity. Using Pearson Correlation Test, when the degree of impact of each dimension on brand equity is measured, the dimensions are ranked from highest to lowest as; judgment (0.911), imagery (0.895), feeling (0.850), performance (0.846), resonance (0.773) and salience (0.727). The test results are demonstrated as follows.

Table 61. Descriptive Statistics

	Mean	Std. Deviation	N
SALIENCE	3.8879	.77377	223
PERFORMANCE	3.8217	.71136	223
IMAGERY	3.7584	.76007	223
JUDGEMENT	3.7507	.81539	223
FEELING	3.1435	1.03802	223
RESONANCE	2.9439	.89320	223
BRAND_EQUITY	3.5510	.69332	223

Table 62. Correlations

		SALIENCE	PERFORMANCE	IMAGERY	JUDGEMENT	FEELING	RESONANCE	BRAND LOYALTY
SALIENCE	Pearson Correlation	1	.720**	.667**	.678**	.387**	.311**	.727**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	223	223	223	223	223	223	223
PERFORMANCE	Pearson Correlation	.720**	1	.794**	.811**	.542**	.476**	.846**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	223	223	223	223	223	223	223
IMAGERY	Pearson Correlation	.667**	.794**	1	.873**	.672**	.529**	.895**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	223	223	223	223	223	223	223
JUDGEMENT	Pearson Correlation	.678**	.811**	.873**	1	.672**	.571**	.911**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	223	223	223	223	223	223	223
FEELING	Pearson Correlation	.387**	.542**	.672**	.672**	1	.844**	.850**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000

Table 62 Correlations (continued).

RESONANCE	N	223	223	223	223	223	223	223
	Pearson Correlation	.311**	.476**	.529**	.571**	.844**	1	.773**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	223	223	223	223	223	223	223



Table 62 Correlations (continued).

	Pearson Correlation	.727**	.846**	.895**	.911**	.850**	.773**	1
BRAND_EQUITY	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	223	223	223	223	223	223	223

** . Correlation is significant at the 0.01 level (2-tailed).

Customer based brand equity has been explained by different researchers in the literature with different dimension names and rankings (Aaker, 1991; Rangaswamy, Burke and Olivia, 1993; Yoo and Donthu, 2001; Voss, Spangenberg and Grohmann, 2003; Netemeyer et al., 2004; Wang and Finn, 2013). According to the experimental studies on certain CBBE models, it was found that different dimensions in each model were positively correlated with each other (Washburn and Plank, 2002; Pappu, Quester and Cooksey, 2005; Hunter and Lindberg, 2007; Buil, de Chernatony and Martinez, 2008, Taleghani and Almasi, 2011; Tasci, 2018; Tu, 2019), as in this study.

According literature, judgment, as a dimension, has the greatest impact on total CBBE, because it is customers' final decisions about a brand (Srinivasan and Hanssens, 2018), and also indicates a superiority among rivals, when a positive purchasing decision is considered (Netemeyer et al., 2004). These studies indicated that positive buying behavior has the final word, regardless of the processes customers experience through the creation of a lasting CBBE. On the other hand, this research handled CBBE as an inseparable six-dimensional whole, and in the end, it was argued that as a result of the whole process, customers made positive judgments about the brand and coded the brand as valuable in their minds, regardless of whether the purchasing behavior resulted in favor of the brand or not. The low difference between the judgment with the highest correlation value and the imagery ranked as the second highest value (.016) and the third highest value (.061) is proof that these dimensions affect the brand equity level of the customer as a whole.

In the literature, salience dimension emerges by definitions (Aaker, 1991; Ehrenberg, Barnard and Scriven, 1997; Romaniuk and Sharp, 2004) and its associations with familiarity (Harlam et al., 1995; Vieceli and Shaw, 2010), rather than experimental researches. In Aaker's (1991) CBBE model, which is explained in detail in the literature review, brand salience is put forward with the dimension called brand awareness and its importance is especially emphasized, as it is the first step of brand equity.

In this research, as it was explained in the hypothesis test, brand salience has a positive effect on total customer based brand equity, but this effect is less than other dimensions. Brands, with their various components, exist in the mind of the customer, as well as at the subconscious level, such as; associations (Krishnan, 1996), familiarity (Türkel et al., 2016), recognition (Percy and Rossiter, 1992), and emotions (Keller; 1993, Mooradian, 1996). Although these subconscious dimensions depend on the individual's personal processes, they are supported by concrete brand elements, such as; slogans (Uzuoğlu, 2001), logo (Henderson and Cote, 1998) and brand name (Alashban et al., 2002). In a globalizing world where it is not possible to live without encountering brand elements, customers sooner or later meet brands at an unconscious level. In the literature, brand salience has been accepted as the building block of Keller's six-dimensional brand equity model (Vieceli and Shaw, 2010; Smith, 2011; Yousaf, Amin and Gupta, 2017) and has taken place in the first step of the model (Keller, 2003b). This research detailed the questions about salience and presented it to the respondents as the first dimension. However, the findings revealed that it is the dimension that Getir users associate brand equity with the least. When the literature was returned to find the reason for this remarkable finding, no similar research results were found. In this regard, it is recommended to investigate the low salience level of customers in future studies.

In order to investigate each dimension's significance level with total brand equity, Simple Regression Analysis was applied to dataset. This following part of the findings and discussion section will evaluate each CBBE hypothesis in this regard.

H2: There is a significant relationship between brand salience and overall brand equity.

Other factors could create the customer based brand equity, even if salience is eliminated from the dataset ($\Sigma = .000$). Brand salience constitutes 52% of total customer based brand equity. The research model designed by the reference of Keller's

six-dimensional customer based brand equity explains customers' brand equity level in a statistically significant way. The test results are demonstrated as follows.

Table 63. Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	SALIENCE_M ^b		Enter

a. Dependent Variable: BRAND_EQUITY

b. All requested variables entered.

Table 64. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.727 ^a	.529	.527	.47706

a. Predictors: (Constant), SALIENCE_M

Table 65. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	56.418	1	56.418	247.905	.000^b
	Residual	50.296	221	.228		
	Total	106.714	222			

a. Dependent Variable: BRAND_EQUITY

Table 66. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.018	.164		6.207	.000
1 SALIENCE	.652	.041	.727	15.745	.000

According literature, brand salience is a concept developed by Keller (1993) and it evokes as a similar concept with brand awareness. In most CBBE models, except Keller's model (2003), brand salience referred as brand awareness, and is the first step of CBBE process (Aaker, 1991; Yoo and Donthu, 2001; Wang and Finn, 2013). The reason for this ranking is that in order for customers to evaluate brand as valuable, they must first become aware of that brand through any brand element, association or brand's communication efforts.

In the literature, brand salience has been tested by other researchers (Romaniuk and Sharp, 2003; Remaud and Lockskin, 2009; Jraisat et al., 2015; Menon, 2019) only on Keller's model (2003), because although awareness has a similar meaning, the concept was originally developed by Keller. The findings of these studies suggested that there is a positive relationship between brand salience and customer based brand equity.

Some sub-dimensions, especially familiarity, are effective in the positive effect of brand salience on brand equity. First, human beings tend to look positively on familiar objects and situations, in line with their evolutionary need for security. When it comes to brands, if brand salience is achieved through a sense of familiarity, this will turn into a positive buying behavior (Moran, 1990) and ultimately brand equity in the customer (Romaniuk and Sharp, 2004; Vieceli and Shaw, 2010) over time. Secondly, another sub-dimension is explained as the uniqueness of the brand among its competitors (Ehrenberg, Barnard and Scriven, 1997; Vieceli and Shaw, 2010). Today, almost every area of human life encounters a marketing activity, and this activity is carried out by brands. As a result of this, brand competition is also on the line and a brand can stand out from its competitors and be unique for the customer, by means of brand salience. The brand's journey from being unobtrusive to unique in its salience dimension can result in the creation of a brand equity on customer.

Within the light of the literature, this study also refers that there is a positive relationship between brand salience and overall customer based brand equity. Customers experience a halo effect through brand salience. The positive effect of this effect plays an important role in the construction of brand equity in the direction of salience.

H3: There is a significant relationship between brand imagery and overall brand equity.

Other factors could create the customer based brand equity, even if imagery is eliminated from the dataset ($\Sigma = .000$). Brand imagery constitutes 80% of total customer based brand equity. The research model designed by the reference of Keller's six-dimensional customer based brand equity explains customers' brand equity level in a statistically significant way. The test results are demonstrated as follows.

Table 67. Variables Entered/ Removed^a

Model	Variables Entered	Variables Removed	Method
1	IMAGERY_M ^b		.Enter

a. Dependent Variable: BRAND_EQUITY

b. All requested variables entered.

Table 68. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.895 ^a	.801	.800	.31013

a. Predictors: (Constant), IMAGERY

Table 69. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	85.458	1	85.458	888.537	.000 ^b
	Residual	21.256	221	.096		
	Total	106.714	222			

a. Dependent Variable: BRAND_EQUITY

b. Predictors: (Constant), IMAGERY_M

Table 70. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.483	.105		4.601	.000
1 IMAGERY	.816	.027	.895	29.808	.000

a. Dependent Variable: BRAND_EQUITY

According literature, brand imagery is the art of visualizing the brand in the eyes of the customer in various ways. Although this definition brings to mind visual elements, the brand imagery is usually achieved through associations. Keller (2012) argued that the most important factor in the creation of the brand imagery was the revival of the brand's marketing activities in the minds of the customers. In the literature, brand imagery, as a dimension is only included in Keller's (2003) model, but it is explained within the brand associations dimension in other CBBE models (Aaker, 1991; Yoo and Donthu; 2001; Voss, Spangenberg and Grohmann, 2003). Brand salience, as a dimension, was tested in Keller's six- dimensional model of CBBE (Bootemley and Doyle, 1996; Bauer, Sauer and Scmitt, 2005; Yousaf, Amin and Gupta; 2017), although it has never been tested for its effect on CBBE as single. Imagery is explored as a whole with brand associations. The positive effects of brand associations on brand equity have investigated through different researches (Erdem et al., 1999; van Osselaer and Alba, 2000; Buil, de Chernatony and Martinez, 2008). In the results of the researches, it has been found that brand associations have a positive effect on brand equity, regardless of whether they are positive or negative.

In the literature, in earlier years, before the concept of digitalization had such an impact on every aspect of life, brand imagery was examined through certain concepts, such as; awareness (Aitken et al., 1987), brand associations (Schenk and Holman, 1980; Farquhar, 1989; Henderson and Cote, 1998). However, after the worldwide rise of digitalization, the scope of brand imagery was completely transformed into visuality, unlike the starting point (Angle et al., 2017; Hartmann et al., 2021).

Within the light of the literature, this study also refers that there is a positive relationship between brand imagery and overall customer based brand equity. Brand

imagery dimension could be strengthened in terms of supporting brand equity through a controversial advertising campaign, associations created through brand elements, or reminders provided by marketing efforts.

H4: There is a significant relationship between brand performance and overall brand equity.

Other factors could create the customer based brand equity, even if performance is eliminated from the dataset ($\Sigma = .000$). Brand performance constitutes 71% of total customer based brand equity. The research model designed by the reference of Keller's six-dimensional customer based brand equity explains customers' brand equity level in a statistically significant way. The test results are demonstrated as follows.

Table 71. Variables Entered/ Removed^a

Model	Variables Entered	Variables Removed	Method
1	PERFORMANCE_M ^b		.Enter

a. Dependent Variable: BRAND_EQUITY

Table 72. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.846 ^a	.716	.715	.37009

a. Predictors: (Constant), PERFORMANCE

Table 73. ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	76.445	1	76.445	558.143	.000^b
Residual	30.269	221	.137		
Total	106.714	222			

a. Dependent Variable: BRAND_EQUITY

b. Predictors: (Constant), PERFORMANCE

Table 74. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.398	.136		2.935	.004
PERFORMANCE	.825	.035	.846	23.625	.000

a. Dependent Variable: BRAND_EQUITY

According literature, brand performance measures the extent at which a brand's products or services meet customer needs according to certain parameters. Brand performance focuses on product and service features in its conventional meaning (Mason, 1984; Roth, 1995; Chaudhuri and Holbrook, 2001). However, performance on CBBE dimensions examines how the customer attributes significant features the product, rather what product or service supplies (Pitcher, 1985; Keller, 2012). Among the six dimensions of Keller's model (2003) in the literature, brand performance was the dimension in which its relationship with CBBE was most tested (Bootemley and Doyle, 1996; Baldauf et al., 2009; Vera, 2015; Yousaf, Amin and Gupta; 2017; Casidy, Wymer and O'Cass, 2018). The reason why brand performance is the most researched is that a sensible price / performance ratio has a direct positive effect on purchasing behavior, although customer loyalty is excluded from this issue (Aaker, 1991). As a conclusion of the researches, a significant relationship was observed between perceived brand performance and CBBE.

In the literature, performance metrics classified with some characteristics that a product or service must have, such as; basic features (Chaudhuri and Holbrook, 2001; Keller, 2012), distinctive features (Asberg, 2010; Keller, 2012), product reliability, durability and serviceability (Park, Milberg and Lawson, 1991; Keller, 2012). By reviewing these features, the customer qualifies the product as worth the money or not. On the other hand, the aspect of product performance that depends solely on customer perception is that the customer considers the brand as “high quality” or “value for money” and makes the purchase, ignoring the possible negative aspects of the product's performance. For example, the price of the product, which is considered one of the most important factors in purchasing, can lead to positive buying behavior regardless of the price / performance ratio, if the brand in question has become a lovemark for the customer, and vice versa (Kato, 2021).

Within the light of the literature, this study also refers that there is a positive relationship between brand performance and overall customer based brand equity. Brands keep their price / performance ratios high in order to increase their sales volumes while maintaining their prestige. However, according to the findings, customers' perceptions of performance can be radically altered through other dimensions of CBBE.

H5: There is a significant relationship between brand feelings and overall brand equity.

Other factors could create the customer based brand equity, even if feelings is eliminated from the dataset ($\Sigma = .000$). Brand performance constitutes 72% of total customer based brand equity. The research model designed by the reference of Keller’s six-dimensional customer based brand equity explains customers’ brand equity level in a statistically significant way. The test results are demonstrated as follows.

Table 75. Variables Entered/ Removed^a

Model	Variables Entered	Variables Removed	Method
1	FEELING_M ^b		.Enter

a. Dependent Variable: BRAND_EQUITY

b.All requested variables entered.

Table 76. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.850 ^a	.722	.721	.36627

a. Predictors: (Constant), FEELING

Table 77. ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	77.066	1	77.066	574.463	.000 ^b
Residual	29.648	221	.134		
Total	106.714	222			

a. Dependent Variable: BRAND_EQUITY

b. Predictors: (Constant), FEELING

Table 78. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.767	.078		22.541	.000
FEELING	.568	.024	.850	23.968	.000

a. Dependent Variable: BRAND_EQUITY

According literature, although brand feelings has been the subject of other CBBE models implicitly, through concepts such as; brand awareness, associations and loyalty (Aaker, 1991; Yoo and Donthu, 2001; Voss, Spangenberg and Grohmann, 2003), is included as a separate dimension only in Keller's (2003) CBBE model. In the CBBE models given, these three concepts are the dimensions of brand equity and it is argued

that the brand's emergence is the emotion aroused, whereas in Keller's model, as highlighted in this research literature, brand feelings are the building blocks of brand equity. Brand feelings has been studied by various researchers within the scope of customer brand equity (Hansen et al., 2007; Hagtvedt and Patrick, 2009; Sincic Coric and Jelic, 2015; Yoshida et al., 2015; Sandhe, 2016; Boronczyk and Breuer, 2020). The studies concluded that, there is a positive relationship between brand feelings and brand equity.

The ability of brands to activate many feelings in different customer groups under different conditions constitute the building blocks of today's brand communication strategies and also advertisement campaigns. Despite the diversity of these emotions, certain emotions that are considered significant have been classified in the literature. Some brand emotions exemplified as; warmth, fun, excitement, security, social approval, self- respect (Keller, 2012), self- actualization (Hoeffler and Keller, 2002), or negative ones, as; anger, dislike, embarrassment, worry, sadness, and discontent (Romani, Grappi and Dalli, 2012).

The reason for the positive effect of creating emotion as a brand on the customer is human nature. Since the first years of evolution, human beings have been living in order to reach conditions in which they feel advantageous in any way. In today's consumer societies, customers could choose a brand just to feel something (Aaker, 1996). Although positive brand feelings are more tended to impact purchasing behavior positively (Lassar, Mittal and Sharma, 1995; Keller, 2012), however, surprisingly, negative feelings can also lead to positive buying behavior in some cases (Brown, Homer and Inman, 1998; Ruth, 2001). Brand feelings are mostly associated with logo among the brand elements, and it is emphasized that the feelings that are desired to be created in the customer are emphasized in the logo color selections (Fraser and Banks, 2004).

Within the light of the literature, this study also refers that there is a positive relationship between brand feelings and overall customer based brand equity. While the feelings that a brand will create in the customer can be complex and risky, if the right communication strategy is applied, brand feelings serve as an emotional bridge between the customer and the brand. Strong bonds developed through brand feelings lead to brand loyalty, unlike impulse buying behavior.

H6: There is a significant relationship between brand judgments and overall brand equity.

Other factors could create the customer based brand equity, even if judgment is eliminated from the dataset ($\Sigma = .000$). Brand judgments constitutes 82% of total customer based brand equity. The research model designed by the reference of Keller's six-dimensional customer based brand equity explains customers' brand equity level in a statistically significant way. The test results are demonstrated as follows.

Table 79. Variables Entered/ Removed^a

Model	Variables Entered	Variables Removed	Method
1	JUDGMENT_M ^b		Enter

a. Dependent Variable: BRAND_EQUITY

b. All requested variables entered.

Table 80. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.911 ^a	.829	.828	.28733

a. Predictors: (Constant), JUDGEMENT_M

Table 81. ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	88.468	1	88.468	1071.572	.000^b
1 Residual	18.246	221	.083		
Total	106.714	222			

a. Dependent Variable: BRAND_EQUITY

b. Predictors: (Constant), JUDGEMENT_M

Table 82. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.647	.091		7.131	.000
1 JUDGEMENT	.774	.024	.911	32.735	.000

a. Dependent Variable: BRAND_EQUITY

According literature, brand judgments are customer's final statements about the brand. While brand judgments were first addressed as an independent dimension in Keller's model (2003), other CBBE models discussed brand judgment under the dimensions of brand loyalty (Aaker, 1991; Yoo and Donthu, 2001), and perceived brand value for the cost (Netemeyer et al., 2004). Except for Keller's six-dimensional model, in the aforementioned dimensions, the brand judgment appeared as "buying decision". The main reason for this approach is that brand judgment qualifies as a customer's "yes" or "no" answer to the brand, rather than as an independent dimension. Returning to Keller's model, the relationship between brand judgments and brand equity has been examined by other researchers (Park and Srinivasan, 1994; Hsieh, 2004; Reimann et al., 2011; Valette-Florence, Guizani and Merunka, 2011; Kim, Park and Kim, 2014), and its positive relationship with brand equity has been demonstrated.

One of the remarkable findings in the literature on brand judgments is that the quality

of judgment does not have a significant impact on brand equity. It has been argued that the customer should have a judgment about the brand, a high level of brand awareness is required (Aaker, 1991; Keller, 1993). A high level of brand awareness is likely to turn into a purchasing decision sooner or later. Similarly to the customer psychology on brand feelings, negative brand judgments can trigger a positive buying behavior (Barone, Miniard and Romeo, 2002). In this study, respondents were expected to evaluate only positive brand judgments, and it was found that brand judgments were the dimension that most affected CBBE. However, the effect of negative judgments on the customer's brand equity levels could not be measured.

The sub-dimensions that play a role in the formation of brand judgments are listed as; quality, credibility, consideration and superiority (Keller, 2012). These sub-dimensions are explained on the basis of judgments that can be generally associated with brand awareness, brand loyalty and brand performance dimensions (Erdem and Swait, 2004; Saleem et al., 2015; Srinivasan and Hanssens, 2018). The concepts with which the sub- dimensions are related, match the dimensions in which brand judgment has been described in other CBBE models, which is mentioned above.

Within the light of the literature, this study also refers that there is a positive relationship between brand judgments and overall customer based brand equity.

H7: There is a significant relationship between brand resonance and overall brand equity.

Other factors could create the customer based brand equity, even if resonance is eliminated from the dataset ($\Sigma = .000$). Brand resonance constitutes 59% of total customer based brand equity. The research model designed by the reference of Keller's six-dimensional customer based brand equity explains customers' brand equity level in a statistically significant way. The test results are demonstrated as follows.

Table 83. Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	RESONANCE		. Enter

a. Dependent Variable: BRAND_EQUITY

b. All requested variables entered.

Table 84. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.773 ^a	.598	.596	.44077

a. Predictors: (Constant), RESONANCE_M

Table 85. ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	63.779	1	63.779	328.297	.000 ^b
1 Residual	42.935	221	.194		
Total	106.714	222			

a. Dependent Variable: BRAND_EQUITY

b. Predictors(Constant) :RESONANCE

Table 86. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.784	.102		17.516	.000
1 RESONANCE	.600	.033	.773	18.119	.000

a. Dependent Variable: BRAND_EQUITY

According literature, brand resonance is the demonstration of customer's brand loyalty through brand orientations other than purchasing. Brand resonance is considered as an independent dimension only in Keller's (2003) model. Similar to brand judgments, the concept considered under the dimensions of brand loyalty (Aaker, 1991; Yoo and Donthu, 2001) and brand associations (Netemeyer et al., 2004) in other CBBE models. The positive relationship of brand resonance with total brand equity has been demonstrated by other researchers (Jung et al., 2014; Cheng et al., 2019; Raut, Brito and Pawar, 2020, Husain, Paul and Koles, 2022).

Brand resonance is the most important evidence in measuring brand loyalty, which is the concept that is most important to marketers, because in this dimension, the customer makes the brand a part of his life voluntarily, without expecting a product or service from the brand, in line with the deep feelings he has developed for the brand. When the sub- dimensions of brand resonance (behavioral loyalty, attitudinal attachment, sense of community, active engagement) developed by Keller (2012), examined, it can be found that a customer who has experienced the brand resonance dimension may be willing to spend extra effort and time for the brand. Although this unconditional commitment is psychologically beneficial to the individual (Bornhorst et al., 2010), achieving brand resonance is considered by many researchers to be the ultimate success of the brand (Aaker, 1996; Muniz and O'guinn, 2001; Jung et al., 2014; Moura et al., 2019).

Within the light of the literature, this study also refers that there is a positive relationship between brand resonance and overall customer based brand equity. Despite findings in the literature that brand resonance is the most conclusive proof of the customer's loyalty, thus brand equity, it has been observed in this research that brand resonance has less of an impact on the brand compared to other dimensions.

This research aimed to evaluate the communication efforts of the growing online grocery brands during the COVID-19 pandemic, and how they are perceived by consumers. For the research, Getir brand was chosen as an example, which has increased its popularity especially during the COVID-19 pandemic, just like other online grocery brands. In this regard, referred to the literature, a comprehensive brand audit report for Getir was conducted, in order to gather detailed information about the brand, and also to evaluate CBBE from deeper perspective.

Secondly, a survey conducted for this research. The survey designed by the inspiration of Keller's Customer Based Brand Equity Model (1993; 2003), which could be considerate as a frequently used one by many researchers, at different regions of the world (Bootemley and Doyle, 1996; Barret, Lye, and Venkateswarlu, 1999; Bauer, Sauer and Scmitt, 2005; Kuhn, Alpert and Pope, 2008; Younas, 2017; Yousaf, Amin and Gupta; 2017). Although there are many customer based brand equity approaches developed (Aaker, 1991; Rangaswamy, Burke and Olivia, 1993; Yoo and Donthu, 2001; Voss, Spangenberg and Grohmann, 2003; Netemeyer et al., 2004; Wang and Finn, 2013) and also tested by different researchers (Washburn and Plank, 2002; Pappu, Quester and Cooksey, 2005; Hunter and Lindberg, 2007; Buil, de Chernatony and Martinez, 2008, Taleghani and Almasi, 2011; Tasci, 2018; Tu, 2019), distinguishing feature of this model is that it argues that a solid and lasting brand equity will be created by arousing emotion in customers.

The analysis of the survey results was carried out in two stages. The first stage aimed to explore if there is a significant relationship between Getir users perceived brand equity, according to different demographic characteristic groups, as; age, gender, education level, working status, profession, household income and perceived income level. In the light of the survey results, it was found that perception of brand equity differs according to users' working status and perceived income group. On the other hand, other demographic characteristics of the users, as; age, gender, education level, profession, and household income has no significant impact on brand equity.

The second stage carried out by analyzing significance level of each brand equity dimension, as; salience, imagery, performance, feelings, judgments, and resonance on total brand equity. In the light of the survey results, it was concluded that each dimension has a significant impact on total brand equity.

4.2.7. Findings Summary

This section includes the summarization of the research findings in relation to the research hypothesis (See; Table 87.).

Table 87. Hypotheses Summary

HYPOTHESES	Results
H1 a. There is a significant relationship between usage time of the brand and brand equity.	<i>Rejected</i>
H1 b. There is a significant relationship between customers' gender and brand equity.	<i>Rejected</i>
H1 c. There is a significant relationship between customers' age and overall brand equity.	<i>Rejected</i>
H1 d. There is a significant relationship between customers' education level and overall brand equity.	<i>Rejected</i>

Table 87. Hypotheses Summary (continued).

H1 e. There is a significant relationship between customers' working status and overall brand equity.	<i>Accepted</i>
H1 f. There is a significant relationship between customers' profession and overall brand equity.	<i>Rejected</i>
H1 g. There is a significant relationship between customers' household income and overall brand equity.	<i>Rejected</i>
H1 h. There is a significant relationship between customers' perceived income group and overall brand equity.	<i>Accepted</i>
H2. There is a significant relationship between brand salience and overall brand equity.	<i>Accepted</i>
H3. There is a significant relationship between brand imagery and overall brand equity.	<i>Accepted</i>
H4. There is a significant relationship between brand performance and overall brand equity.	<i>Accepted</i>
H5. There is a significant relationship between brand feelings and overall brand equity.	<i>Accepted</i>
H6 There is a significant relationship between brand judgments and overall brand equity.	<i>Accepted</i>
H7 There is a significant relationship between brand resonance and overall brand equity.	<i>Accepted</i>

CHAPTER 5: CONCLUSION

COVID-19 pandemic has caused many changes in the economic, social and cultural areas of human life, and one of the issues that marketing examines these changes has been consumption habits. During and after this life changing period, the demand for online grocery brands has increased both around the world (World Economic Forum, 2020) and in Turkey (Deloitte, 2020). In some countries, governments have given support to online grocery brands during and after the pandemic period (Rummo, Bragg and Stella, 2020). In this regard, within the reference of the literature (Adıgüzel, 2020; Haber Türk, 2020; Önder, 2020; Aksoy et al., 2021), it has been deduced that Turkish consumers' awareness of online grocery brands has increased in this critical period.

Although the main factors behind the increase in popularity of online groceries during the pandemic period are lockdown, other restrictions, and the increased communication efforts of those brands, two important concepts paved the way for this change. These concepts are globalization and digitalization. Globalization and digitalization have transformed and enlarged each other since the beginning of the 1990s, when both concepts began to be discussed frequently (Dash and Chakraborty, 2021). With the effect of digitalization, globalizing societies were able to reach a wide variety of products with minimal time and effort. Social media, which is one of the most researched outputs of digitalization in recent years, has caused societies that are already eager to consume, to be influenced by each other or by people, such as; influencers (Lim et al., 2017) to increase their consumption amount and ultimately to change their purchasing habits. One of the changing purchasing behaviors has been a transition from traditional shopping to shopping via e-commerce platforms.

Today, online shopping is preferred by consumers for various reasons. Removal of logistics barriers, time saving, affordable products and product variety are some of these reasons (Ariguzo, Mallach and White, 2006). Online shopping, which is already common among nations, has become mandatory for some users during the pandemic period. Although the economic balances deteriorated all over the world during the pandemic period, the brands who specialized in digitalization before turned this health crisis into an opportunity and increased their profit margins (Nanda, Xu and Zhang, 2021). The situation is slightly different for online groceries. Most of Turkey's and the world's leading online groceries brands were established before the pandemic.

However, during the pandemic period, they have become known to many segments of the public due to curfews and the risk of contamination. Still, it should not be overlooked that an effective communication strategy underlies the success of online grocery brands that are successful during the pandemic period.

Since the earliest times when brands emerged as a concept, they have engaged in several marketing activities to communicate with customers. These activities, which are gathered under the title of "brand communication" in the literature, include important subheadings in terms of marketing, such as; brand elements (Farhana, 2012), branding process (Kavak and Karabacakoglu, 2007), brand equity (Leuthesser, 1988). As the first concept, brand elements enable brands to communicate with consumer, usually through association and repetition, through components that make the brand unique, such as; brand name, slogan, logo and jingle. Branding process, as the second one, aims to save the brand from being a product or service stack, and to make the brand a part of the customer's life by establishing an emotional bond. Last of all, brand equity, is the concept that its evaluation by customer through an example brand is the main purpose of this research, is one of the most important and comprehensive concepts in terms of marketing, which is used to measure how all brand communication strategies are perceived by customers and to what extent a value is created for the brand in the customer.

Brands have followed various marketing strategies in order to create a steadfast equity. These strategies differed according to the perspectives of the marketers towards brand equity, and their approaches were divided into two as financial (Simon and Sullivan, 1990; Farquhar, Han and Ijiri, 1991) and customer based (Aaker, 1991; Keller, 1993). In the literature, although significant studies were conducted from both approaches (Barwise et al., 1990; Kamakura and Russel, 1993; Faircloth, Capella and Alford, 2001; Lesmana, Widodo and Sunardi, 2020), especially in the last twenty years, emphasis has been placed on customer based brand equity. The main reason for this is that the world has become a single market with the effect of globalization, and the transparency about product or service feedbacks has increased with digitalization, and the factors affecting the purchasing processes of customers have changed. At this point, the understanding of "brand belongs to the customer" (Batey, 2008) dominated and changed approaches towards brand equity.

In order for a brand to measure its equity in the eyes of customers, first of all it must

define its mission, vision, products or services provided, brand elements, similarities and differences with its competitors, marketing strategies, and so on. The concept of brand audit considers these outputs of the brand as a whole, and evaluates them according to universal standards (Baumgart, Kaluza, and Lohrisch, 2016). In the literature, when different explanations (Swait et al., 1993; Moisescu, 2007) and models (Yoo and Donthu, 2001; Keller, 2003b) of brand equity are examined, it was observed that, it has been tried to conceptualize or measure customer perception towards the brand in different brand equity dimensions. In addition, tangible reflections of these attitudes, such as; purchasing behavior, active engagement, behavioral loyalty conceptualized or measured. Different dimensions that brand equity is tried to be defined or measured are built with brand information gathered from outputs of the brand, such as; products, brand elements, market image, price / performance ratio, associations it creates, and superiority over competitors. These outputs should be created in accordance with the standards within the scope of brand audit. In order to make a useful brand equity definition or measurement, brands must first know and define themselves, and then transmit the information about themselves to the market in the most advantageous way, with precise and understandable methods. Brand audit works bilateral in terms of its contribution to CBBE, both in terms of getting to know the brands themselves and determining how these definitions are perceived by customers.

By working in cooperation, brand audit and customer based brand equity aimed to both increase the perceptual and commercial value of the brand and create a win-win situation by aiming for customers to get maximum efficiency from the brand in a fair way. The starting point of this research was also examining this cooperation, to provide a comprehensive perspective on how the brand outputs and activities reported through brand audit are perceived by the customer, and ultimately, to what extent a brand equity is created. Getir, which is one of Turkey's online grocery brands and rapidly expanding to the world, was chosen as the sample brand of the research. In this context, for the brand audit part, it was aimed to have an interview with the brand managers in order to reach the most accurate and reliable sources, but due to the negative answer of the brand to this demand, interview could not be conducted. Brand audit findings about the brand were obtained through the literature and external observation.

In the literature, regarding studies about Getir brand (Aksoy et al., 2021; Barış and Yılmaz, 2021; Kavuk et al., 2021; Köksalan, 2021; Altınbilek- Yalçınkaya, 2021; Çelik-Varol, 2021) are unique and precious in their fields. However, none of these studies offer comprehensive information about Getir brand, such as a brand audit. Second, they do not provide any measurements in order to evaluate customer's equity-based perceptions of the brand. In this regard, the originality of the research was proved by the fact that no similar studies found in the literature.

Keller's six-dimensional model was used by other researchers in the field in order to measure customer based equity (Bootemley and Doyle, 1996; Barret, Lye, and Venkateswarlu, 1999; Bauer, Sauer and Scmitt, 2005; Kuhn, Alpert and Pope, 2008; Younas, 2017; Yousaf, Amin and Gupta; 2017), however, there is no research that evaluates Keller's model with a quantitative approach, such as surveying. This research might be a unique example that proves the validity of Keller's model in measuring customer based brand equity with surveying technique, with its high reliability value, obtained by data analysis. The research also might enlighten future studies about evaluating and using Keller's model, and also developing new models inspired by Keller (2003).

The first part of the research findings is presented as Getir's brand audit. The two most important findings from brand audit are that Getir aims to be a strong technology brand other than online grocery, and what it sells is speed rather than supermarket products. The brand positions itself as an online grocery brand that provides the fastest delivery to customers who prefers to meet their grocery needs quickly and effortlessly, by using smartphones. The brand elements that make the brand noticeable in the market and support communication efforts are designed to evoke the perception of originality, vitality, happiness and most importantly quickness in the consumer. In the brand's social media channels, it is aimed to engrave these associations in the minds of consumers through repetitions. At the same time, the brand emphasized its socially sensitive aspect with its environmentally friendly packaging and CSR activities, and aimed to increase the prestige of the brand with its sponsorships.

The second part of the research findings includes brand equity perceptions of Getir customers. The brand equity findings first examined the relationship between the demographic characteristics of Getir users and their perceptions of brand equity. In the light of the findings, it was concluded that only the working status and perceived

income group had a significant effect on the perception of brand equity from the demographics of Getir users.

The brand equity perception of the working group of Getir users was observed to be higher in brand salience and brand imagery dimensions than the non-working group. As emphasized in the brand audit, which covers the first part of the research findings, it has been concluded that the Getir brand has determined its target market as consumers between the ages of 25-34 who want to minimize the effort and time spent on supermarket shopping. The brand draws a dynamic, fast, wise and active image in the market by means of its brand elements, and conducts its marketing activities accordingly. For example, the commercials of the brand are usually broadcast in the evening when the working hours are over and the users are on the TV. At the same time, a large part of social media sharing takes place at the same time. In this regard, the brand has provided more brand awareness of the working group (brand salience) and, with the effect of marketing efforts, they have experienced more brand associations, especially visuals (brand imagery).

Perceived household income, which is the second demographic characteristic that creates significance in the findings, affected the dimensions of salience and performance. At this point, it is remarkable that the current income of the household does not create significance, but the perception of income makes a difference. This finding could be correlated with customers' assumptions about the brand, and the perception of the brand as expensive or cheap as it is linked to revenue. According to the findings, as Getir users' perceived income group increases, their brand equity level in the salience and imagery dimensions also increase. In this regard, it was concluded that Getir users in the below middle, middle and above middle perceived income groups, which create significance, have less brand awareness because they perceive the brand as overpriced. They showed less interaction with the communication efforts carried out by the brand to increase salience. Nazım Salur stated in his interview (Youtube, 2021a) that 'consumers perceive Getir as expensive regardless of the delivery fee', which supports this inference.

The significance created by the perception income group in the dimension of brand performance comes from the fact that customers do not experience the brand repeatedly, therefore they have less say about brand performance. Similar to the inference in the brand salience dimension, it can be concluded that since the

significance is related to the perceived income of the users, the brand is perceived as expensive, so it is not possible to experience brand performance by choosing other alternatives, instead of Getir.

Getir customers positively correlated with brand equity with each of the brand salience, imagery, performance, feelings, judgments, and resonance dimensions based on Keller's six-dimensional customer-based brand equity pyramid (Keller, 2003). The highest relationship was observed in the dimension of judgment, and the lowest in salience.

In conclusion, COVID-19 pandemic caused ground breaking changes on daily life, and this changes directly impact buying behavior of consumers. Meeting the indispensable needs of the customers in the comfort of their homes, online grocery brands have turned this health crisis into an opportunity and increased their brand awareness with various brand communication strategies. The construction of brand communication activities was provided by various brand elements and communication strategies that, could be gathered under the concept of brand audit, and the evaluation of these communication efforts by the customer was provided by the concept of customer based brand equity. The results of the research on the sample brand might reveal an in-depth and up-to-date perspective to the concept of customer based brand equity.

Limitations of the Research

The biggest limitation of the research is that the brand audit was performed based on the existing literature and external observations, since brand managers did not accept to have an interview with the researcher. Therefore, it was not possible to obtain any information directly from the company.

Secondly, a limited number of participants were reached within the scope of this thesis. For a brand that operates in eighty one provinces of Turkey, a larger research is needed to present a broader understanding regarding CBBE.

Last of all, although the survey method provides advantages such as reaching a large number of users in a limited time and collecting answers, the data obtained is limited, since it does not include unique comments of the respondents. Choosing qualitative methods could provide the researcher with a more multidimensional perspective and detailed customer data, especially in the research of a subject such as customer based brand equity, which is completely dependent on the customer's last word.

Recommendations

As it was explained and evaluated in the findings and discussion section of the research, Getir users are currently working are more likely to perceive the brand as valuable, in the salience and imagery dimensions as those who are not working. In this regard, the brand may carry out communication strategies to increase brand awareness in order to protect the evaluation of the users who are working. At the same time, by increasing the brand associations, the brand could also be positioned more in the daily life of the customer.

Another of the demographic findings of the research, the perceived income group of Getir users affects the rate of finding the brand valuable in the dimensions of salience and performance. Although the difference here is only observed between the below-middle-middle and above- middle income groups, it may make a difference for other income groups in the future as well. On the salience dimension, as the users' perceived income group increased to a higher income level, the perceived value of the brand increased. In this regard, it can be suggested that the brand should reduce the perception of expensiveness with various communication strategies, in order to grab the attention of a larger group. Last of all, similar to salience, the higher the perceived income group, the higher the perception of performance. Here, again, the brand's

perception of being expensive stands out. The brand could work on reducing the perception of expensiveness, in order to increase its perceived performance and be fully experienced by more users.

According to the brand audit results of the research, it is found that brand's two most important positioning elements are "speed" and "technology". Getir is the only brand in Turkey that promises on demand delivery in ten minutes and it fulfills this promise to a large extent, however, there are problems in fast delivery, which is a superior element of the brand, due to reasons such as high demand, weather conditions, traffic jams due to special days, especially in the big cities of Turkey. Köksalan (2021), in her content analysis, which she took Getir as an example brand, she analyzed the customer complaints about the brand on the website şikayetvar.com and determined that the biggest problem was speed. Similarly, Kavuk et al. (2021) attributed the failure of Getir in fast delivery to the synchronization problem between couriers and warehouses and developed a logistics model for the brand in this regard. Inferences or suggestions in this research could be taken into account, and increasing the number of couriers, warehouses and vehicles, especially in big cities, may protect the brand's fast delivery image in the long term.

The founder of Getir, Nazım Salur, often emphasized in his interviews that Getir is not an online grocery brand, but a technology brand. By identifying with itself an important concept that determines the future of human beings such as technology, brand has developed a future-oriented vision that will bring success in the long run. Getir's nationwide success, its subsequent opening to the world, and the investments it has received from Silicon Valley investors are the first steps of this success. However, the brand is still an online grocery brand in the eyes of the majority of the public, and only those who research the brand closely can see this technology-oriented perspective. It might be beneficial for the brand to increase its advertisements and other communication strategies emphasizing its technology-oriented perspective, and to increase the advertisements of subsidiary brands such as Getir Araç, Getir İş, Getir Taksi, which also emphasize the strength of their technological infrastructure.

Recommendations for Further Researches

In this research, since the example brand was chosen as Getir, from a consumer perspective, brand equity was limited to a single online grocery brand. For further researches, a comparative analysis could be conducted by collecting data with the same sample number from users of competing brands, in order to interpret inter-brand competition from an up-to-date perspective.

As it was stated in the methodology section, this research used quantitative method, supported by secondary data for this study. The brand audit conducted through investigating official web sources is limited to a superficial dimension since one-on-one interviews with the brand could not be achieved. In order to obtain deeper and more detailed results, a similar study can be carried out after the approval of the interview with the brand. In this context, a deeper, comprehensive and original perspective can be obtained by enriching the research with qualitative studies.

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APPENDICES

Appendix A – Survey Form

Dear participant,

This master thesis is conducted at Izmir University of Economics Graduate Institute Marketing Communication and Public Relations Master's Program, under the consultancy of Assoc. Prof. Zeynep Aksoy. It is aimed to evaluate the communication activities of e- supermarket brands from the perspective of consumers during the COVID- 19 pandemic process.

The information obtained from this questionnaire will be used in the research part of my master's thesis. The information obtained will not be evaluated on an individual basis, but as a mass, and will not be used anywhere other than the thesis work and academic article. The information you provide will be kept confidential on a personal basis and will not be shared with any person/institution.

For the validity of the research, please read each question carefully and answer each question. Thank you for supporting my work by participating in this research.

Şevin Özyoldaş

Izmir University of Economics Graduate Institute

Marketing Communication and Public Relations Master's Program

PART I

1-Do you shop via online grocery brands?

- Yes
- No

2- Which of the following online grocery brand do you use the most? (Choose one brand. Answer the following questions by considering this brand).

- Banabi
- Getir
- İstegelsin
- Other

3-How long have you been using the online grocery brand mentioned above?

- 6 months – 1 year
- 1 year – 2 years
- 2 years – 3 years
- 3 years and more

PART II: In this part of the questionnaire, you are requested to indicate your evaluations regarding the online grocery brand you are using. Answer the questionnaire considering the online grocery brand that you use the most. When you think about the brand, please indicate the degree of relevance of the following statements to you. There is no right or wrong answer. Please mark the option closest to you between 1 and 5 (1: Strongly Disagree, 2: Disagree, 3: Neutral , 4: Agree,5: Strongly Agree).

BRAND EQUITY	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Brand Salience					
1. I know about brand X.					
2. Brand X has a high awareness at the society.					
3. When the brand X is mentioned, the brand's logo, slogan and colors easily come to mind.					
4. I am aware of the communication efforts of X brand during COVID-19 pandemic.					
5. I can easily find products belonging to various categories in brand X.					
6. I am aware of the campaigns of brand X.					
Brand Performance					
7. The products of brand X in the categories of fresh food (dairy products, meat, fruit, vegetables, etc.) are always fresh.					
8. The products of brand X have long expiry dates					

9. Brand X delivers the products in the fastest way.					
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10. The products of brand X are reliable.					
11. Brand X provides delivery even very early or very late in the day.					
12. Brand X has a good design of packaging.					
13. When I have a problem with thebrand, I can easily reach the authorities.					
14. X brand's customer service representatives focused on solving the problem.					
15. The prices of brand X are quite affordable compared to its competitors.					
16. Brand X meets my expectations from an online grocery brand better than its competitors					
17. The price/performance ratio of brand X is quite high.					
Brand Imagery					
18. Brand X reminds me of innovation.					
19. Brand X reminds me of technology.					
20. Brand X reminds me of dynamism.					
21. Brand X reminds me of consumption culture.					
22. Brand X reminds me of comfort.					

23. Brand X reminds me of quality service.					
Brand Judgments					
24. I feel close to other people using brand X.					
25. I can easily reach brand X in					



different districts I visit.					
26. I am satisfied with the product quality of brand X.					
27. I am satisfied with the service quality of the brand X.					
28. Brand X e-supermarket best meets my needs.					
29. Brand X always makes innovations that will catch my attention.					
30. Brand X is a reputable brand.					
31. Brand X is a unique brand.					
32. Brand X gives me advantages that its competitors cannot provide.					
33. I am satisfied with brand X in general.					
34. I identify myself with brand X.					
35. I recommend brand X to my close circle.					
Brand Feelings					
36. Using brand X makes me feel dynamic.					
37. Using brand X makes me happy.					
38. Using brand X makes me feel like someone who keeps up with the digital age.					

39. Using brand X excites me.					
40. Using brand X makes me feel safe.					
41. Using brand X increases my social prestige.					



42. Using brand X raises my self-esteem.					
Brand Resonance					
43. I describe myself as a loyal consumer to brand X.					
44. I use brand X for most of my online grocery shopping.					
45. If I can't reach brand X in my location, I shop from other brands.					
46. I really like brand X.					
47. I feel that I identify with the people who use brand X.					
48. I like talking to other people about brand X.					
49. I'm always interested in knowing more about brand X.					
50. I like following brand X on social media.					

PART III

Select the option that suits you best from the following questions about your personal information.

1-Specify your gender.

- Male
- Female

2-Specify your age.

- 18-24
- 25-34
- 35-44
- 45-54
- 55 and more

3- Specify your educational status.

- Primary School
- High School
- Bachelor's Degree
- Master's Degree

4- Are you currently working?

- Yes
- No

5-Specify your occupation.

- Public Sector
- Academician
- Teacher
- Health Professional
- Independent Business
- Public Servant

- Laborer
- Student
- Other

6- Specify your monthly household income.

- 0-6000 TL
- 6001- 12000 TL
- 12001-18000 TL
- 18001-24000 TL
- 24001 TL and more.

7- What income group do you think your household belongs to?

- Low
- Below middle
- Middle
- Above middle
- Higher

Appendix B – Anket Formu

Değerli Katılımcı,

İzmir Ekonomi Üniversitesi Lisansüstü Enstitüsü Pazarlama İletişimi ve Halkla İlişkiler Yüksek Lisans Programında Dr. Öğr. Üyesi Zeynep Aksoy'un danışmanlığında yürütülen yüksek lisans tez çalışmam kapsamında, Covid-19 Pandemi sürecinde e-süpermarket markalarının iletişim çalışmalarının tüketicilerin bakış açısıyla değerlendirilmesi amaçlanmaktadır.

Bu anket formundan elde edilen bilgiler yüksek lisans tezimin araştırma kısmında kullanılacaktır. Elde edilen bilgiler kişi bazında değil, yığın olarak değerlendirilecek, tez çalışması ve akademik makale dışında hiçbir yerde kullanılmayacaktır. Verdiğiniz bilgiler kişisel bazda gizli kalacak ve hiçbir kişi/kurum ile paylaşılmayacaktır.

Araştırmanın geçerliği için lütfen her soruyu dikkatlice okuyunuz ve her soruyu cevaplayınız. Bu araştırmaya katılarak çalışmama destek verdiğiniz için teşekkür ederim.

Şevin Özyoldaş

İzmir Ekonomi Üniversitesi Lisansüstü Enstitüsü

Pazarlama İletişimi ve Halkla İlişkiler Yüksek Lisans Programı

BÖLÜM I

1-E- Süpermarket uygulamaları (sanal market) aracılığıyla alışveriş yapıyor musunuz?

- Evet
- Hayır

2- Aşağıdaki e-süpermarket uygulamalarından en çok hangisini kullanıyorsunuz? (Bir adet uygulamayı seçiniz. Bundan sonraki soruları bu e-süpermarket uygulamasını düşünerek cevaplayınız).

- Banabi
- Getir
- İstegelsin
- Diğer

3- Yukarıda belirttiğiniz online supermarket markasını ne kadar süredir kullanıyorsunuz?

- 6 ay- 1 yıl
- 1 yıl- 2 yıl
- 2 yıl- 3 yıl
- 3 yıl ve üzeri

BÖLÜM II: Anketin bu bölümünde kullanmakta olduğunuz e- süpermarket uygulamasına ilişkin değerlendirmelerinizi belirtmeniz istenmektedir. Anketi en çok kullandığınız e- süpermarket uygulamasını düşünerek cevaplayınız. En çok kullandığınız e-süpermarket uygulamasını düşündüğünüzde, aşağıdaki ifadelerin size uygunluk derecesini belirtiniz. Doğru ya da yanlış cevap yoktur. Size en yakın gelen seçeneği 1 ile 5 arasında işaretleyiniz. 5 (1: Hiçbir Zaman, 2: Nadiren, 3: Bazen, 4: Sıklıkla, 5: Her Zaman).

MARKA DEĞERİ	Hiçbir Zaman	Nadiren	Bazen	Sıklıkla	Her Zaman
Marka Farkındalığı					
1. X markası hakkında bilgi sahibiyim					
2. X markasının toplumda bilinirliği yüksektir.					
3. X markası denildiğinde, markanın logosu, sloganı, renkleri aklımda kolaylıkla canlanır.					
4. X markasının Covid-19 pandemi sürecinde gerçekleştirdiği iletişim çalışmalarından haberdarım.					
5. Aradığım çeşitli kategorilere ait ürünleri X markasında kolaylıkla bulabilirim.					
6. X markasının yaptığı kampanyalardan haberdarım.					
Marka Performansı					
7. X markasının taze gıda (süt ürünleri, et, meyve, sebze vb.) kategorilerindeki ürünleri daima tazedir.					

8. X markasının ürünlerinin son tüketim tarihleri uzundur.					
9. X markası, ürünleri en hızlı şekilde teslim eder.					

10. X markasının ürünleri güvenilirdir.					
11. X markası günün çok erken ya da çok geç saatlerinde bile teslimat sağlar.					
12. X markasının paketlenmesi özenlidir.					
13. X markasıyla ilgili bir sorun yaşadığımda kolaylıkla yetkililere ulaşabilirim.					
14. X markasının müşteri hizmetleri yetkilileri sorunu çözmeye odaklıdır.					
15. X markasının fiyatları rakiplerine kıyasla oldukça uygundur.					
16. X markası e-süpermarket alışverişi beklentilerimi rakiplerinden daha iyi şekilde karşılar					
17. X markasının fiyat/performans oranı oldukça yüksektir.					

Marka Çağrışımları					
18. X markası bana yeniliği çağrıştırıyor.					
19. X markası bana teknolojiyi çağrıştırıyor.					
20. X markası bana dinamizmi çağrıştırıyor.					
21. X markası bana popüler tüketimi çağrıştırıyor.					
22. X markası bana konforu çağrıştırıyor.					

23. X markası bana kaliteli hizmeti çağrıştırıyor.					
Marka Yargıları					
24. Kendimi X markasını kullanan diğer insanlara yakın hissedirim.					
25. X markasına bulunduğum farklı semtlerde kolaylıkla ulaşabilirim.					
26. X markasının ürün kalitesinden memnunum.					
27. X markasının hizmet kalitesinden memnunum.					
28. X markası e-supermarket ihtiyaçlarımı en iyi şekilde karşılar.					
29. X markası her zaman dikkatimi çekecek yenilikler yapar.					

30. X markası saygın bir markadır.					
31. X markası özgün bir markadır.					
32. X markası bana rakiplerinin sağlayamadığı avantajlar sağlar					
33. X markasından genel anlamda memnunum.					
34. X markasını kendimle özdeşleştiririm.					
35. X markasını yakın çevreme öneririm.					
Marka Hissiyatları					
36. X markasını kullanmak bana kendimi dinamik hissettirir.					
37. X markasını kullanmak beni neşelendirir.					
38. X markasını kullanmak bana					

dijital çağa ayak uyduran biri gibi hissettirir.					
39. X markasını kullanmak beni heyecanlandırır.					
40. X markasını kullanmak bana kendimi güvende hissettirir.					
41. X markasını kullanmak sosyal statümü yükseltir.					

42. X markasını kullanmak öz saygımı yükseltir.					
Marka Rezonansı					
43. Kendimi X markasına sadık bir tüketici olarak tanımlarım.					
44. Çoğu süpermarket alışverişimde X markasını kullanırım.					
45. Bulduğum konumda X markasına ulaşamazsam, rakip markalardan alışveriş yaparım.					
46. X markasını gerçekten seviyorum.					
47. X markasını kullanan insanlar ile özdeşleştiğimi hissediyorum.					
48. Diğer insanlarla X markası hakkında konuşmayı seviyorum.					
49. X markası hakkında daha fazla bilgi sahibi olmakla her zaman ilgileniyorum.					
50. X markasını sosyal medyada takip etmeyi seviyorum.					

BÖLÜM III

Aşağıdaki kişisel bilgilerinizle ilgili sorulardan size en uygun olan seçeneği işaretleyiniz.

1- Cinsiyetinizi belirtiniz.

- Erkek
- Kadın

2- Yaş aralığınızı belirtiniz.

- 18-24
- 25-34
- 35-44
- 45-54
- 55 ve üstü

3- Eğitim durumunuzu belirtiniz.

- İlköğretim
- Lise
- Üniversite
- Lisansüstü

4- Şu anda çalışıyor musunuz?

- Evet
- Hayır

5- Mesleğinizi belirtiniz.

- Özel sektör çalışanı
- Akademisyen
- Öğretmen
- Sağlık personeli
- Serbest meslek (Avukat, muhasebeci, vb.)
- Devlet memuru

- Laborant
- İşçi
- Diğer

6- Hanenizin aylık gelirini belirtiniz.

- 0-6000 TL
- 6001- 12000 TL
- 12001-18000 TL
- 18001-24000 TL
- 24001 TL ve üstü

7- Sizce haneniz hangi gelir grubunda yer alıyor?

- Alt
- Ortanın altı
- Orta
- Üst orta
- Üst