

# Impact of Customer Experience on Restaurant Positioning: A Systematic Review of the Literature

Madeleine Gonzales Guerra<sup>1</sup>, Jenry Alex Hidalgo Lama<sup>2</sup>, Jesús Chuchón Vilca<sup>3</sup>, Eddy Martin Gonzalez Guerra<sup>4</sup>, Susana Amelia Ayala Villar<sup>5</sup>

<sup>1</sup>*Master in Marketing and International Business, PhD student in Administration – Universidad Privada Antenor Orrego – UPAO, Trujillo-Peru, mgonzalesgu@gmail.com*

<sup>2</sup>*PhD in Business Administration and Management, Professor at the Universidad Privada Antenor Orrego- UPAO, Trujillo – Peru*

<sup>3</sup>*Master of Philosophy, PhD student in Education, Affiliation: Universidad Católica Los Ángeles de Chimbote*

<sup>4</sup>*PhD in Administration, Specialist in Planning and Programming of the Special Development Project of the Valley of the Apurimac, Ene and Mantaro Rivers, Ayacucho-Peru*

<sup>5</sup>*Master's Degree in Psychology, Affiliation: Universidad Católica Los Ángeles de Chimbote*

Restaurants are essential for the economy, cultural development and social cohesion. In this context, market positioning is essential due to intense competition, the need for brand visibility and good reputation, to adapt to market trends and to attract customers. Customer experience stands out as a key element for positioning. Objectives: To analyze the influence of customer experience on restaurant positioning. Methodology: A systematic review of the literature was carried out using data from Scopus, Scielo and WOS. Results: Customer experience, quality of service and quality of performance, complementary dimensions, influence the positioning of restaurants in the market.

**Keywords:** Customer experience, Positioning, Restaurants.

## 1. Introduction

The restaurant industry has evolved significantly after the pandemic, so the customer experience has become a crucial aspect for the sustainability of these establishments. Peruvian gastronomy is a world

reference, with the best restaurants focused on sensory experiences, because these are attributes for the positioning of the brand, contemplating the senses in the consumer's behavior. (Apaza-Panca et al., 2023). According to the INEI, (2024) "restaurant activity grew 5.32% in March 2024, showing an upward trend since December 2023".

Gastronomic restaurant offer systems design their offers to elicit emotional, behavioral, and cognitive reactions that provide pleasurable experiences. Not only do they limit themselves to preparing the food, but they also include the venue, the décor, the staff, and the Chef involvement to create memorable dining experiences (Gomes et al., 2013). For example, Starbucks in its innovation "includes the customer experience, which is why it has introduced various initiatives to improve the experience in its stores, from the personalization of service to the implementation of digital technologies. (Tech, 2024)." Likewise, Gartner (2020) points out, if customers receive value during a service interaction, there is an 82% probability of repurchase or renewal when the opportunity to change arises, 86% of Likelihood of increasing portfolio participation and 97% of Likelihood of sharing positive recommendations.

On the other hand, with the increase in competition and consumers, companies have found it difficult to attract more customers, so they are adapting and seeking the support of technological means. Social networks with all their tools have made it possible to increase the number of their customers, improve their competitive position and, as a result, cement relationships with their customers (Deshwal, 2018).

The positioning of the brand in the market is of vital importance, not only to attract and retain customers, but also to ensure sustainability in a competitive market. This is revealed in Kotler (2013) concept of positioning: it consists of placing the market offer in the minds of the target consumers. Positioning is subject to a life cycle; It is not a static concept in time. It is formed from direct (controllable) and indirect (uncontrollable) variables. (Chacon, 2019). "The positioning is achieved through two ways, communication and presence in various media and permanence and tradition in the area of local business" (Martinez, et al., 2023).

The customer experience in restaurants is an essential variable that influences customer satisfaction, loyalty, and company success. However, in the studies carried out, there is a lack of consensus on the different aspects of the customer experience that affect the positioning of restaurants. Therefore, the customer experience is addressed with the key dimensions such as service quality and customer satisfaction and positioning, with the environment and atmosphere, perceived value, and communication and promotion.

Customer experience and brand positioning are related in the restaurant sector. When the gastronomic experience exceeds consumer expectations, it is usually linked to the brand as quality and innovation, translating into a positioning that allows attracting and retaining customers. In this sense, designing the customer experience strategically becomes a vital element in designing a brand positioning in the competitive market of the restaurant sector. Therefore, the objective of this systematic review is to synthesize the existing literature on the relationship between customer experience and restaurant positioning, establishing key factors.

This article first addresses the theoretical bases related to positioning and customer experience, second describes the methodology, third the results and discussion. Finally, the conclusions and bibliographic references are shown.

## Theoretical Framework

### 1.1. Positioning

It refers to the place that the product occupies in the consumer's mind in relation to the competition and significant positioning is constituted as a clear need to advance on a marketing plan that allows

the organization to project itself into the future (Paris, 2014). It is important when considering the customer's perception of the product, brand, or company, when determining its location based on its most notable attributes (Martinez et al., 2015).

In positioning involves the individual and the market; it involves understanding how individuals receive that information and looking for strategies to correctly choose product attributes that are different from the competition and communicate them; Such strategies can be by attributes and benefits, price and quality, by product category, by user orientation, by use or application, by combination, through the name and in relation to the Competitors. (Olivar, 2020)

To position a product or service in the consumer's mind, marketing analyzes consumer behavior with strategies, principles, and practices in order to meet their needs and desires; on the other hand, digital marketing applies commercial strategies and techniques through digital media (Shum, 2020). For example, "haute cuisine restaurants in São Paulo are positioned by attribute, by users, by product category and by class of service" (Barbosa et al., 2019). In the case of remote island destinations, are positioned as a gastronomic destination for concepts of authenticity, exoticism, sustainability and innovation (Fusté-Forné et al., 2023).

#### 1.1.1. Differentiation

Target marketing is a strategy used by various companies. It involves segmenting the market, targeting the most profitable, adapting the marketing mix. It comprises three stages: market segmentation, market orientation, and market positioning. To achieve the last stage, companies must differentiate themselves from competitors in the market, highlighting unique attributes, characteristics, and value proposition of their products. (Camilleri, 2017)

On the other hand, the constant increase in competition and market dynamics has led brands to use experiential marketing in order to increase customer engagement and establish a competitive position in the market. So, the (Yu et al., 2021) Brand management is an element that allows the product to be differentiated, facilitating the consumer at the time of purchasing a product, based on experience and credibility (Sasmita and Mohd Suki, 2015, cited by Rojas-Lamarena et al., 2022). "The brand plays an important role in product development and it is always necessary to find important factors that influence the brand for different purposes, such as gaining more market share, customer retention." (Erkollar et al., 2016)

#### 1.1.2. Segmentation

All companies need to develop strategic plans to achieve their objectives and the marketing plan is essential for the development of the company, because it allows to create the need to strengthen consumer demand to achieve a position in the market (Montesdeoca, 2019). Gorska (2020) mentions that market segmentation is important in brand positioning, because it is related to the capital of the brand.

After you have established the strengths of the organization, evaluated the possible interference of external factors and conducted market research (consumer needs and wants), two key decisions must be made: which segment it should be oriented to and the positioning that the company should create in the market. (Dolnicar et al., 2018) Segmentation groups consumers according to their needs, characteristics or purchasing behavior; Psychographic variables, lifestyle, and attitudes are appropriate for advertising. However, multi-criteria models make it possible to capture the complexity of consumer preferences and provide useful information for food marketers and retailers. (Casas et al., 2023)

#### 1.1.3. Marketing Strategy

The application of digital marketing in SMEs has made it possible to improve brand positioning and

recognition and increase sales (Hernández et al., 2020); likewise, social networks, mainly Instagram and Facebook, have had a positive impact on business sales and ceasing to take advantage of the use of digital tools will lead in the future to having limitations to interact with potential customers. Likewise, the presence of restaurants on social networks has allowed them to position themselves over time, based on the most relevant 6 variables: images, news, videos, opinions, guide and sales promotion. (Ramos et al., 2022)

Brand recognition is based on the use of digital marketing tools and limited dissemination impacts this task. Companies in the restaurant industry are particularly sensitive to this goal; then objective planning is necessary according to the needs of the company.(Vega, 2022)

Restaurants are effectively promoted with digital marketing, because people spend more time on social networks, making the restaurants to visit visible. (Moreira et al., 2022). The peculiarity of consumers is constantly changing and brands must change their strategies to achieve visibility in the market. Therefore, content marketing is a digital marketing tool that supports brands to grow, stand out and establish lasting relationships with their customers; The actual or potential customer will be left watching if the content offers valuable information (Borja, 2021).

## 1.2. Customer Experience

Often the companies will compete in terms of the experience offered to consumers, and social networks are very useful when it comes to designing experiences for consumers, because they have content of experiences generated by users about their human experiences. Therefore, information from social networks will help companies create experiences for consumers (Gon, 2021). Social networks will become the most important and professional means of communication to distribute restaurant content, which will allow them to achieve market positioning. Also, it is necessary to know the expectations of potential customers (Freire et al., 2019).

Zárraga et al. (2018) argue that there is a positive relationship between service quality and customer satisfaction. But customer satisfaction is understood as the assessment of the quality of the service considering two dimensions that complement each other: the effectiveness of the service and the competence of the staff. Therefore, in order to achieve customer satisfaction, it is essential to consider the evaluation of the quality of the service. They also provide a higher level of satisfaction in consumers the facilities, the atmosphere of the establishment and the taste and quality of the food, with price and speed of service being the least valued.(Carvache et al., 2017)

The physical environment of restaurants is becoming increasingly relevant to meet customers' high expectations and provide them with a memorable experience that drives loyalty and profitability. Customer experiences can be influenced by internal and external factors (environmental stimuli, human interactions, individual characteristics) and circumstantial factors, offering a variety of dining experiences with an engaging atmosphere, good food, and excellent services.(Martinez, 2021)

Overall, four attributes related to restaurant experiences stand out, such as customer service, food quality, décor and ambiance, and value for money. However, the factors to improve customer satisfaction will depend on the rating (high or low) of the restaurant. (Barrera, 2023). The attributes that would make up the dining experience in the restaurant are the quality of the product, the quality of the service and the atmosphere. (Rodriguez et al., 2019)

Strategies for customer management before the pandemic include customer experience immersion, engagement, intrigue, and listening. After the start of the pandemic, new strategies have been implemented such as gastronomic experimentation, customer tranquility, conviviality and the delivery of luxury gastronomic experiences at home. (Bonfati et al., 2023)"Customer experience has evolved from focusing on a theoretical foundation and conceptualization to developing customer experience scales and nomological networks between various constructs (e.g., behavioral intentions, perceived

value, and loyalty)." (Kim et al., 2022)

To reinforce the theory of customer experience, what Aranda indicated and the study carried out by Aktas are mentioned: Aranda (2023) mentions that the answers to the innovative proposals for The Cheesecake Factory are to focus on food and work on the concept of sustainability. He also comments, "At The Cheesecake Factory we believe that the foundation is also in giving the consumer memorable moments, as well as a delicious meal that reflects the passion and magic of our employees." Aktas (2022) says Turkish consumers highlight service, location, price, and quality in their reviews on TripAdvisor of Asian restaurants. This implies that the experience in these venues in Istanbul is positive.

## 2. Methodology

This study represents a systematic review on the impact of consumer experience on restaurant positioning. Systematic review is the basis of any research and is part of the desk research strategy, but it must be well structured to be valid as research (Páramo, 2020). An exhaustive search plan was developed and Scopus, Scielo, Web of Science (WOS) and other search engines were used, due to the limited bibliography that exists. The vast majority of the sources reviewed were in English, Spanish, Portuguese and Turkish in a smaller percentage.

Finally, the following search methodology was adopted: ("service quality" OR "quality of service" ) AND ( "customer experience" OR "dining experience"), ("customer perception" OR "consumer perception" ) AND ("customer experience" OR "satisfaction" ), "valor percibido" OR "perceived value", (("restaurant positioning" OR "market positioning" OR "brand positioning") AND (restaurant\* OR dining)), ("restaurant positioning" OR "brand positioning"), ("restaurant positioning" OR "brand positioning") NOT "fast food", restaurant customer experience, customer experience and restaurants (All Fields).

In the literature search, include terms such as "service quality", "quality of service", "customer experience", "dining experience", "consumer perception", "satisfaction", "perceived value" to refer to the customer experience. Also the terms "restaurant positioning", "market positioning", "brand positioning", "restaurant positioning" to refer to the positioning of restaurants.

The preliminary search, without limitations in terms of language, type of document or disciplines, generated 4697 records from the Scopus, Scielo and Web of Science databases from 1995 onwards. Also, 10 documents considered relevant works for research were added, from databases other than Scopus, Scielo and WOS, published as of 2018. To focus on literature, the search was refined from 2018 to 2024, which yielded 41 documents; the process is detailed in Figure 1.

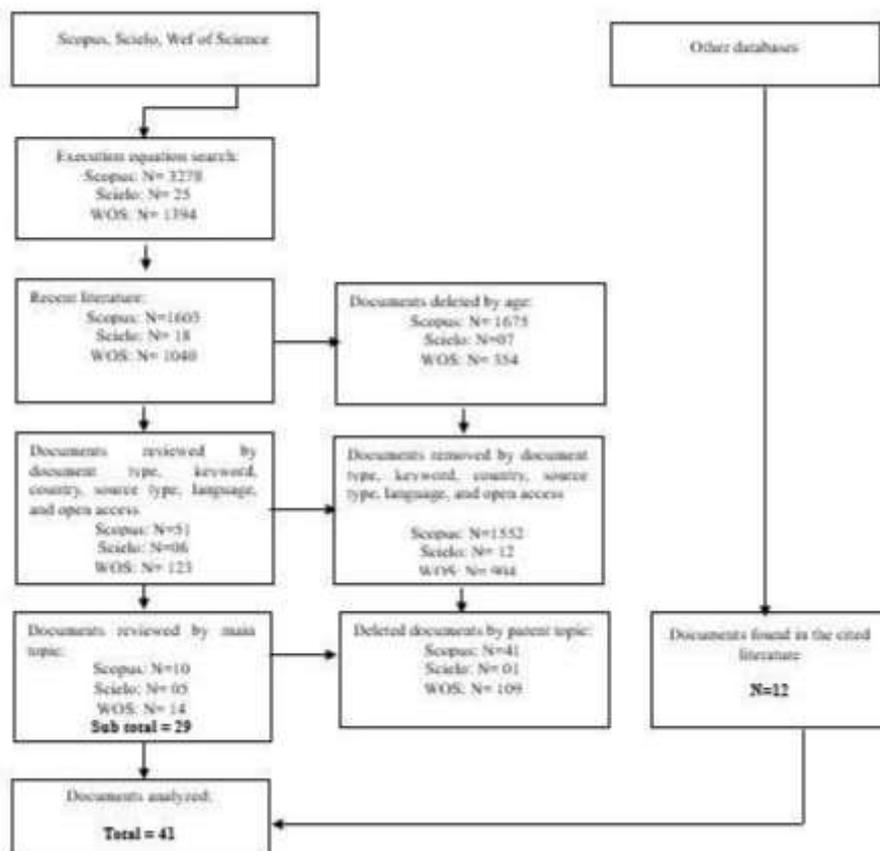


Figure 1. Search process.

Fountain. Own elaboration.

### 3. Outcome and Discussion

After analyzing the documents selected for this research and considering various perspectives on positioning, the customer experience and the positioning of restaurants with the relevant dimensions are addressed.

#### 3.1. Customer Experience

With experiences being of vital importance in restaurants and with the advancement of technology, the fusion of the gastronomic experience with video mapping provides a multisensory experience (the five senses are involved) to consumers, where the diner participates actively and creatively towards the experience (Furió et al., 2020). Therefore Heredia et al. (2021) suggest that it is necessary to transform the customer experience into a strategic area for SMEs, and investing in it is the right decision to boost their growth and sustainability.

On the other hand, Barboza, et al. (2022) point out that there is a relationship between experiential marketing and brand value in the gastronomic sector. It involves consumers evaluating a brand based on the benefits they get from the experience. Therefore, a direct relationship is established between

the quality of the experience lived and the value of the brand. This is supported by the study by Alves et al (2021). who highlight that the research findings support the theory that experiential marketing practices, designed to generate memorable experiences during the customer's interaction with the product or brand, along with the quality of service, contribute to customer satisfaction by generating experiential value.

In addition, Şahinoğlu et al., (2023) They mention that there is a significant relationship between the restaurant experience (interactions and moments that customers visit), customer satisfaction, and behavioral intentions (tendencies of customers to form attitudes and actions toward the restaurant in the future). Consequently, a restaurant that offers a memorable experience has the possibility of positioning itself in the market.

Quality of service.

The factors that make up customer service are grouped into the following dimensions: tangible, reliability, empathy, and responsiveness. Among these, the competence of the staff, the appearance of the clothing and the cleanliness of the service personnel stand out as generators of greater satisfaction in customers. (Becerra et al., 2022). Thus, the quality of service is linked to customer satisfaction; This relationship guarantees the customer experience, leading to a recurring purchase behavior. 4 factors of service quality related to the process, people, physical environment and performance, respectively, were identified; specifying that these factors will vary according to the restaurant segment.(Vasani et al., 2024)

On the other hand, customer satisfaction is based on user perception in purchases per order included in restaurants, using the SERVPERF model (measurement of perceptions in five dimensions: reliability, responsiveness, safety, empathy and tangibility), and through correlation analysis, the influence of the dimensions: reliability, safety, empathy as well as the intrinsic relationship with the quality of service is determined. (Ramírez et al., 2023).

Likewise, the quality of food and service respectively have a significant impact on customer preference in fine dining restaurants, and the physical environment serves as a complement to the culinary experience, which is not the case in other restaurant segments. (Ibraheem et al., 2022)

### 3.1.1. Customer satisfaction

Consumer satisfaction is of vital importance to suppliers because it affects the profitability of the company, so they must examine the following variables as predictors of customer satisfaction: design and physical appearance, the price of the product and the responsiveness of the restaurant workforce (Adriatico et al., 2022). Likewise, Yee et al. (2022) indicate that, in the high-touch, transitory and high-uncertainty services in which restaurants are located, there are three constructs that together determine the customer experience: customer orientation, management commitment to quality service and quality, and leader-member exchange relationship.

On the other hand, within the framework of the tourism industry, customer satisfaction has been the main factor in improving competitiveness; It can be considered as a concept in consumer behavior and as a precedent parameter of market positioning (Monroy, 2022). Also Choi et al.(2021), mention that the DINSERV model (derived from the SERVQUAL model) with its dimensions (reliability, guarantee, responsiveness, tangibles and empathy) has an impact on customer satisfaction and loyalty, applied to the canteens of the university campus, where the guarantee dimension occupies the first place and the tangibles last. This implies that customers who are highly satisfied tend to return to the business and become more loyal.

Finally, the factors that influence customer satisfaction in new restaurants focus on intrinsic and extrinsic motivations. Among these, extrinsic motivations related to the search for variety have the

greatest impact on their satisfaction, which in turn influences their decision to visit the restaurant again and recommendation through word of mouth. On the other hand, attachment to the restaurant varies according to the segment to which it belongs. This connection that customers establish with the restaurant helps owners design effective positioning and promotion strategies. (Lee et al., 2020)

#### 3.1.1.1. Expectations vs. perceptions

Chen et al. (2020) mention that, in addition to the factors identified as environmental authenticity and food authenticity, there are factors that influence consumers' perception of the restaurant: it includes historical and cultural value, brand value, and nostalgia. Authenticity influences the value perceived by consumers and leads to higher purchases. Likewise, the Linguistic landscapes in restaurant signs in the physical environment could play a relevant role in the link between authenticity and the state of the restaurant, as well as in the intentions of visit. (Son et al., 2022)

On the other hand, the taste of the food, the capacity of the staff, and the background music are important factors in the perception of quality and customer satisfaction. (Lopez et al., 2022) Thus, information about the expectations and the need for a New experience in flavor, variety and flexible schedules will contribute to the positioning of the restaurant in the field of typical foods. (Freire et al., 2019). However Raghavendra et al., (2019) They point out that the way customers perceive the physical environment and the quality of service can significantly influence their satisfaction. This, in turn, can lead them to decide to return to the establishment on future occasions.

#### 3.1.2. Moments of truth

Memorable dining experiences influence consumers' future decisions by encouraging repeat restaurant visits as people seek memorable experiences to share with family and friends (Cao et al., 2019). Memorable experiences are those that generate a positive response and stimulate the five senses. (Liu, 2022)

Likewise, Barinoto (2019) identifies key moments in the customer experience, from entry to final payment and indicates that the quality of service is good when the restaurant is not at its maximum capacity and that the staff serves efficiently and quickly. The main phrases given by the customer were "it was good", "I liked the service" and "I am comfortable". These phrases denote conformity with the service received. On the other hand, current studies on the connection between scents, smells, and marks are internal and cannot confirm their effectiveness. However, the sense of smell is an important factor in human decision-making. Marketing strategy is changing and consumers are increasingly identifying and coding brand-related scents, increasing brand awareness and positioning. (Grisales, 2019)

Del Toro (2019) points out that, to guarantee the quality of the service, interpersonal relationships are relevant; This is corroborated by what was expressed by a customer: "The food is not the only important thing about this restaurant, I am also pleased with the treatment I have received." He also believes that customer satisfaction depends on the management of these relationships. This is evidenced by what another customer says: "We are not interested in the price to pay for the food, but in the way we are treated during the stay in the restaurant."

#### 3.2. Restaurant Positioning

Service brand positioning is different from product brand positioning, so transformative value positioning for service brands is critical to differentiate and create lasting value. To achieve this, a holistic, long-term approach is required, focusing on customer needs, brand experience, and co-creation of value. Therefore, to build a strong and positive transformative value positioning, they propose an organizational framework based on organizational DNA, the implementation of consistent actions (communications, behavior, employee behavior, and service landscapes), and the stimulation

of customer engagement. (Leroi et al., 2022)

On the other hand, Koch et al. (2019), indicate that corporate brand positioning (CPB) is an ongoing process (it requires revisions and adjustments over time), it is multilevel (it involves different levels of the organization) and something more than a marketing activity at the corporate level (it encompasses the organizational culture, values and mission of the company). Likewise "For companies that want to stay competitive in this market and with the desired positioning, it is essential to know the eating habits, tastes and preferences of consumers" (Barbosa et al., 2019). Also Li et al. (2023), recommend using the shape of the logo as a strategic element in brand positioning.

Finally, in order to establish positioning strategies, it is necessary to identify the company's target audience. It suggests "some promotional actions aimed at the target audience, training employees for better service, disseminating the company's differentials and making a plan of goals and rewards, for a greater appreciation of internal human capital". (Pavei et al., 2018)

### 3.2.1. Environment and atmosphere

Al Kilani et al. (2021), mention that consumers have an attachment to places that provide reliable experiences; This occurs in consumer environments such as restaurants. They are always looking for places of consumption that align with their real or ideal image of themselves, which is why authenticity is relevant in gastronomic experiences, considering the dimensions of continuity (preservation of their identity), credibility (loyal to their customers), integrity (ethics) and symbolism (supporting customers to be sincere to themselves) and, by conceptualizing the restaurant atmosphere, they must take into account social, design and environmental factors.

However, to achieve the sustainability of the company, it is necessary to evaluate three perspectives:

1) Corporate, refers to the inclusion of sustainability in the company's documents, considered as a long-term process because there is a link with positioning. 2) Product, refers to linking other characteristics that generate benefits for the consumer and the balance of the product range. 3) Store, related to the impact on the consumer shopping experience and the role in the planning and design of the store environment (Elg et al., 2022). On the other hand To position the restaurant in the market, there are other factors such as price, place (comfortable environment), brand and quality; the brand and quality being as attributes of the product (Purnamasari et al., 2022).

### 3.2.2. Perceived value

There are moderating effects on the value perceived by the customer from multiple relational contexts such as non-profit/for-profit, public/private, contractual/non-contractual, online/offline, business-to-business/consumer-to-consumer and goods/services. Depending on this, the quality, trust, image, risk and expectation and the hedonic and utilitarian emotions perceived by the customer vary. Likewise (Blut et al., 2023) Nostalgia has a direct impact on customers' perceived value and has an indirect impact on their loyalty intentions, partially mediated by perceptual value. (Chen, et al., 2020)

On the other hand, employees' intent to recommend a dish in full-service restaurants is influenced by the quality of the food, perceived value, and quality of personal interaction, however, the quality of the physical environment is not significant. (Reich et al., 2022)

Ramos, et al. (2022) state that the correct use of the 4 Cs (customer, cost, convenience and communication) reflects that the company cares about consumers, analyzing prices, distribution channels and maintaining adequate communication. For the restaurant sector, it is a tool that goes hand in hand with the internet, allowing you to know the consumer and contribute to the positioning of the brand in the market.

3.2.3. Communication and promotion

The strategies in digital marketing, they are relevant, to make restaurants known, due to the trend of increasing the use of the Internet. Consumers look for information about restaurants in search engines, social networks, the internet and Facebook. Based on this information, consumers are motivated to go to a certain restaurant. (Reyes et al., 2018)

According to Carpio et al. (2019), internet positioning, through the presence of social networks and search engines such as Tripadvisor (online platform), allows diners to evaluate the food, the atmosphere, the price and the quality of the service while they are in the restaurant. In marketing communications, using language that evokes elegance and exclusivity can better capture customers' attention and generate more positive feelings towards the brand, which could result in increased interest and preference for it. (Sung et al., 2023)

On the other hand, there are potential consumers in the market who demand a set of products, some seeking to satisfy unique tastes, while others simply seek to satisfy basic needs. To satisfy consumers sensitive to product attributes, the company will need to design advertising with informative content about product attributes (Soberman et al., 2022). Likewise, the application of the *gehok tular* or "mouth" in restaurants, is a strategy that impacts brand positioning. The speed in the increase of restaurant consumers is generated by the application of the strategies *gehok tular*, electronic word of mouth and the positioning of the brand. (Ayuningtyas et al., 2019)

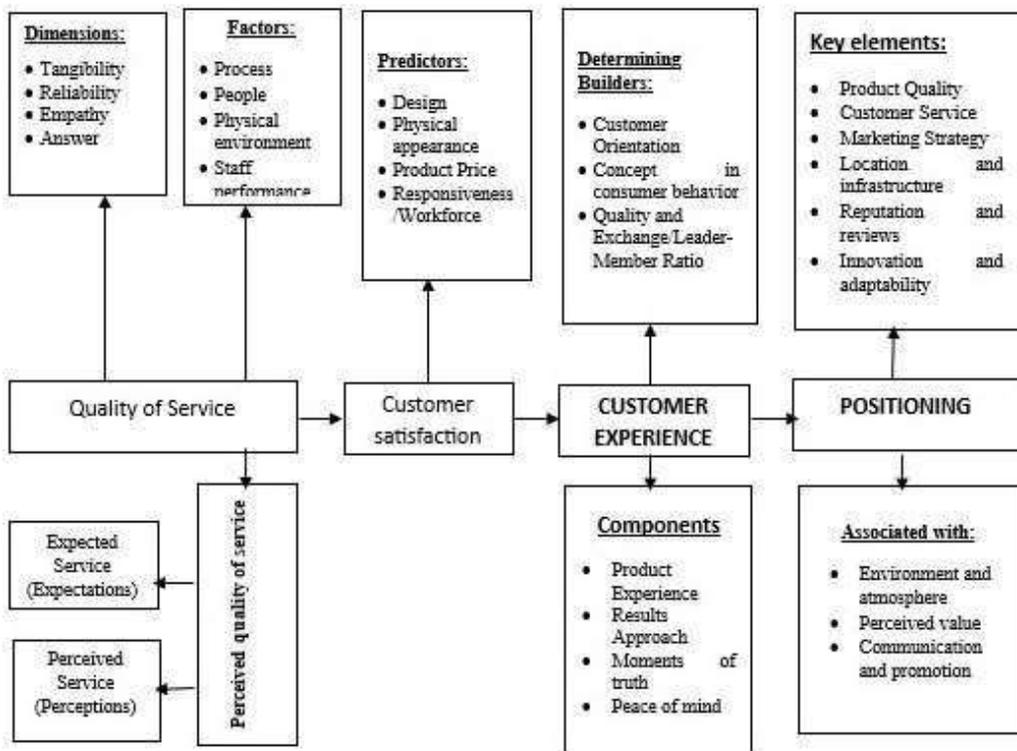


Figure 2. Customer experience and restaurant positioning.

Source: Own elaboration

The quality of the service is a complex variable whose dimensions allow its evaluation. On the other hand, factors represent elements that affect their behavior. The perceived quality of the service is a subjective evaluation made by the consumer about the service received. In this sense, quality of service leads to customer satisfaction, and this, in turn, influences the customer experience. Memorable customer experiences are critical to the positioning of restaurants in the market. To achieve an adequate positioning of a product or service, it is necessary to consider a set of factors that depend on the specific segment of each restaurant. However, the graph was prepared with a general focus on restaurants; therefore, both the key elements and the elements associated with this theme are mentioned.

#### **4. Conclusions**

Consumer opinion is a key factor in the positioning of restaurants in the market, highlighting the relevance of understanding their expectations and perceptions. Consumer expectations in the restaurant industry are built from past experiences, recommendations, advertising, and other sources of information, illustrating the need to manage communication and customer experience.

The quality of the consumer's experience affects their perception of the product and therefore the positioning of the brand. Aspects such as service, physical environment, and staff performance are essential to achieving customer satisfaction. Memorable experiences determine your future decisions, ensuring repeat restaurant visits.

Consumers tend to develop an attachment to places that provide reliable experiences, which are in line with their real or ideal image of themselves; This implies that perceived value is closely related to the identity of each individual's personnel and the emotions it generates. The perceived value of consumers is influenced by various contexts, depending on which the quality, trust, image, risk, expectations, hedonic and utilitarian emotions perceived by the consumer of the restaurant varies.

Customer experience is fundamentally linked to the quality of service and the satisfaction it generates. A high-quality service tends to increase customer satisfaction, which refers to the consumer's perception of the fulfillment of their needs and expectations during their visit to the restaurant. The level of satisfaction can be determined by the difference between expectations and perceptions.

So, companies must manage their customers' expectations and perceptions, especially at key moments, to optimize their offering and cultivate long-lasting relationships. A positive experience increases customer satisfaction and can lead to loyalty and word-of-mouth recommendations, which is crucial in a competitive market. Therefore, companies must identify and optimize moments of truth to ensure a positive experience.

Finally, the positioning of a restaurant is closely linked to the atmosphere and atmosphere it offers, the value perceived by customers and the communication strategies used to promote it. A comprehensive approach that considers these elements can result in a memorable experience for customers, which is essential for the long-term success of the business. Likewise, positioning must be seen as a continuous and long-term process, focused on the needs of the customer, which requires a holistic approach that integrates all aspects of the customer experience, this being a key element in the positioning of restaurants.

#### **Theoretical and practical contribution**

From a conceptual point of view, this study offers a detailed understanding of the dimensions of customer experience that influence restaurant positioning, highlighting that these dimensions are interdependent. Starting from the premise that consumer needs are changing and positioning is not

static, the customer experience must be managed to improve positioning. From a practical point of view, the study of the dimensions of customer experience and positioning should be considered in the strategic plan of restaurants, and positioning should be included in the company's guidelines, focusing on market needs and market trends.

#### Limitations

It should be noted that in all types of research there are limitations of all kinds, and in this work the following limitations have been presented: Articles in the English language, with common variables and subjective results, with analysis of a single dimension of positioning; few publications on the subject, research on different realities possible to be replicated and closed access articles.

#### Future research

It is proposed to deepen the dimensions of the customer experience in restaurants of the same category, sensory marketing topics related to the positioning of restaurants are suggested because they appeal to the five senses, studies related to the management of the customer experience, impact of technology on the customer experience.

#### Conflict of interest

The authors maintain that they have no conflicts of interest.

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