

Social Media Marketing Strategy for Warere Hotels

Essi Varakas

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Author Essi Varakas	
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<p>Social media has become a huge part of the people to people communication, which also reaches out to the business world. Social media can be a very effective marketing channel, especially in hospitality business, where the image marketing is one of the core objects. Nowadays people don't follow the traditional way of marketing the same way as for example 10 years ago. With right actions in social media channels, the company can gain a lot of visibility, therefore it's important to plan the social media marketing carefully with a strategy. One of the huge benefits of social media marketing, especially for small hotels, is that the marketing and sharing information about the hotel and its services, can be done without spending big amount of money.</p> <p>The goal for the thesis is to create a social media marketing strategy proposal for the commissioning company, Warere Hotels. The thesis includes a theoretical part that links into the product with relevant background theory and knowledge. The core of the thesis is about different social media channels, content production, ways to make use of the mentioned channels in accommodation business. The product is the actual strategy proposal for Warere Hotels. Additional goals for the thesis are to improve Warere's social media marketing and make it more efficient and measurable.</p> <p>The thesis is so called product-oriented (=practice-based) and the final product of the thesis is social media marketing strategy for Warere Hotels which includes also a content plan calendar. With the social media marketing strategy proposal, the company is able to implement the strategy in practice and hopefully position themselves better in the competitive market.</p> <p>Sources for the thesis are books and internet based articles, related to the field of marketing strategy and social media. In order to understand the present situation of Warere Hotels social marketing, few questions were asked via email from the managing partner of Warere Hotels, Shauna Accongiagioco. The writing of the thesis has been done during the spring 2017. Strategy doesn't include instructions for how to use different social media channels, the assumption is that the user is able to use and post to different platforms.</p>	
Keywords Marketing, Strategy, Social Media, Hotels, Accommodation Business	

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1 Introduction

Social media has become a huge part of the people to people communication, which also reaches out to the business world. Social media can be a very effective marketing channel, especially in hospitality business, where the image marketing is one of the core objects. Nowadays people don't follow the traditional way of marketing the same way as for example 10 years ago. The most effective forms of marketing nowadays are online marketing and social media. It's important for the company to be "likeable" in social media channels, which means having your own pages and introduce one's product and services through social media channels (Kerpen 2011, 4).

Social media has changed marketing in accommodation business into a more customer oriented and more genuine marketing. In multiple different social media platforms, the hospitality company can share in example story based content and this way approach the consumers in a totally different and a new way. The social media has also made the companies more vulnerable, to mention the review channels as an example. The information is available for everyone, anywhere in the world. People also have more ways to search for the information, before making the purchase decision. Therefore, thorough research from the company's side needs to be done, in order to find out which are the most useful and best social media channels to be present in.

Since social media came into the picture, it has forced corporations to face the fact that only way to influence on your brand and conversations around it, is to be actively involved and work as transparently as possible in social media networks. For the companies the social media activeness has become the sign of credibility and being a forerunner, the desire to develop, ability to follow trends and anticipate the future. (Ahonen & Luoto 2015, 30-31.)

The thesis is so called product-oriented (=practice-based) and the final product of the thesis is Social Media Marketing Strategy for Warere Hotels. With the social media marketing strategy the company is able to implement the social media marketing actions in practice and hopefully position themselves better in the competitive market. The thesis includes images, tables and charts to visualize and demonstrate the examples.

This thesis is about the present social media, what are the different types of social media, how to implement it in to the accommodation industry's social media marketing strategy and how to create a good and a worthwhile strategy for the future. Even though there is endless number of different types of social media platforms, this thesis is only about using and exploiting social media in marketing. None of the other ways of social media usage

are included (i.e. recruitment, internal communications). The Warere Hotels' own webpages are also excluded from this thesis. Startegy doesn't include instructions for how to use different social media channels. It's made with the assumption that the user is able to use social media and post to different platforms.

This thesis will be useful in the accommodation business especially to small hotels and their social media strategy planning. One of the objectives for this thesis is to find a viable and helpful way to create a social media marketing strategy for a small hotel and how to implement and utilize it. This thesis will support strategic marketing planning especially in small hotels, who don't have huge marketing machineries behind them.

One important reason for making this thesis is to support small hotels in their social media marketing strategy planning and finding out the most suitable ways and the right types of social media channels for them. The thesis is commissioned by Warere Hotels in Zanzibar, Tanzania. The most important goal for this thesis is to give Warere Hotels something to rely on, on their social media marketing strategy planning and hopefully this way increase their position in the highly competitive market.

Warere Hotels are located in East Africa, Tanzania, on an island called Zanzibar. Warere Hotels includes two hotels; Warere Town House in the heart of Stone Town and Warere Beach Hotel in the pristine beach of Nungwi. Company is a family establishment and the roots go all the way back to the 80's. (Warere Hotels 2017.) Warere Town House (Image 1.) has 11 affordable en suite rooms with a great customer service and location. Warere Beach Hotel (Image 2.) is the paradise on earth, 10 bungalows and 5 rooms, all of them with amazing views facing either the blue ocean or green garden. Both hotel units have Tanzanians working in them, and more than half of the employees are local Zanzibaris. (Warere Hotels 2017). Warere Town House has 11 employees and Warere Beach Hotel has 42 employees (Accongigioco 4 April 2017). Sustainable development and social responsibility are both in a very important role. Hotels hire local people and offer them different kind of courses and trainings related to hospitality industry. Shopping from the local markets and utilizing the local craftsmen, supports the community as well. The rooms as well are eco-friendly; the waste water is being recycled and guest amenities are provided in refill bottles to reduce the amount of waste. (Warere 2017.)



Image 1. Warere Town House (Warere Hotels 2017)



Image 2. Warere Beach Hotel (Warere Hotels 2017)

This thesis starts with introduction and the second chapter will introduce you the social media and today's social media platforms. The third chapter focuses on marketing in social media, which includes content creation and different ways to do marketing in social media channels. Fourth chapter is about marketing strategy and strategy creation. The last chapter will provide you with the suggested strategy for social media marketing in Warere Hotels.

Because of the schedule, the success of the social media marketing strategy cannot be measured or analyzed in this thesis. But the most important part is to provide the social media marketing strategy for the commissioned company, and they can measure its functionality and success with their own success metrics.

2 Social media

Social media is defined by the Finnish Terminology Centre (TSK) as a form of communication that makes use of networks and information technology where the content is been produced interactively and user-oriented, and where relations between people can be created and maintained. (Sanastokeskus TSK 2010.)

Social media was born in around 2005 when for example blogging, keeping an online journal, became more common when technology provided tools which were easier to use. Social media is usually defined as a web-based services that allows people to connect, share content and communicate with each other. (Leino 2011, 15.)

When talking about social media it's also often referred as web 2.0. Before web 2.0 there was web 1.0, which meant that all the information and content was produced in terms of the information provider. This meant that the consumers were in the internet on content providers terms. Web 2.0 means that the consumers can produce content, share it and consume it whenever they have time. The term of web 2.0 was used for the first-time by Darcy DiNucci in her article and it spread to more public use by Tim O'Reilly after he held a presentation in a conference in 2004. With the term web 2.0, the purpose was to describe the changed situation, where the content is not produced only by the site owner but the consumers as well. The consumers or the readers had also given the power and right to say their opinions. (Korpi 2010, 9-10.)

Since social media came to the picture, it has forced the corporations to face the fact that the only way to influence on your brand and conversations around it, is to be actively involved and work as transparently as possible in social media networks. Adeptness to the changing needs of the target audience is also crucial. Since the marketers have understood the possibilities of social media, they have also started to emphasize the importance of listening and involving the consumers. For the companies the social media activeness has become the sign of credibility and being a forerunner, the desire to develop, ability to follow trends and anticipate the future. (Ahonen & Luoto 2015, 30-31.)

2.1 Digital marketing in adolescence

The first breakthrough of the Internet happened in 1990's when taking care of errands slowly started to move from offices and phone to web and self-service. E-commerce had its breakthrough in the millennium when the first e-commerce platform was created for simple products. (Merisavo, Vesanen, Raulas & Virtanen 2006, 25.)

Development of digitalisation and technology in marketing has made progress in three waves. As its shown in the table 1. below, the first phase was to bring information technology into marketing. Database marketing and from that, the wider CRM thinking (Customer Relationship Management) brought new tools for the marketing in the 1990's to know the customers and target the marketing. In the end of the 1990's the breakthrough of the network technology and mobile channels brought new opportunities to contact customers regardless of the time and place. (Merisavo & al. 2006, 28.)

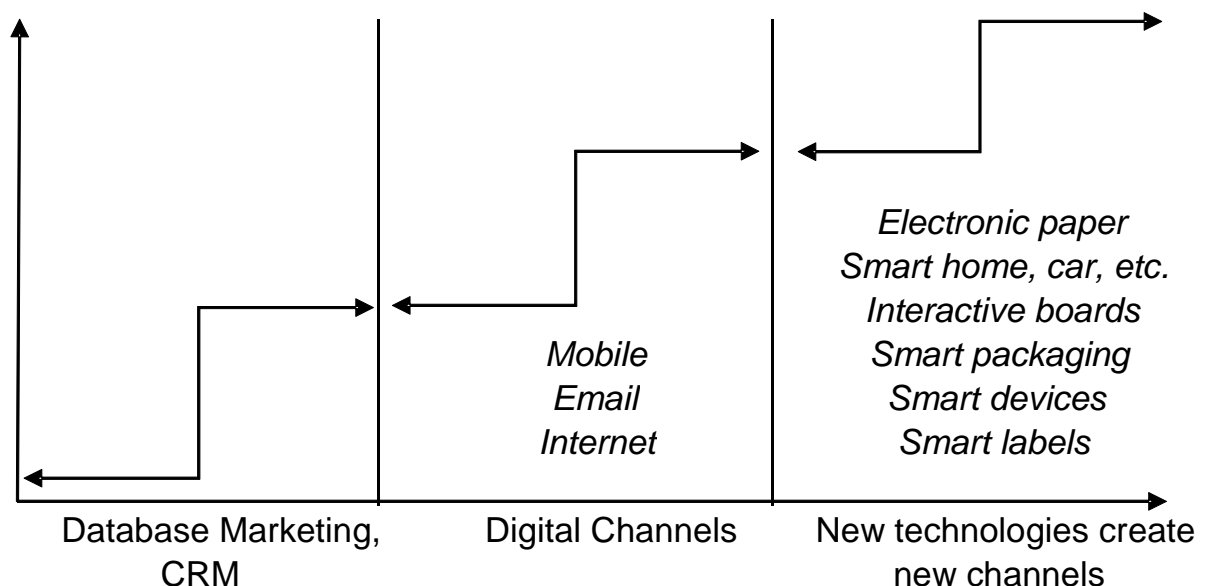


Table 1. Development of digitalisation (Merisavo & al. 2006, 28)

2.2 Types of social media

Multiple different kind of social media platforms are available, for different types of communications. The most usual types are: blogs, business networks, collaborative projects, enterprise social networks, forums, microblogs, photo sharing, products/services review, social bookmarking, social gaming, social networks, video sharing and virtual worlds. (Aichner & Jacob 2015, 257.) These different types of social media platforms are explained and described later in the following chapters.

Digital platforms have created new ways to communicate and build experiences for companies. Multichannel operating environment expects ability from the marketers to plan and produce comprehensive customer experiences. In the best-case scenario, the different channels support themselves and provide information and experiences for the consumers. (Ahonen & Luoto 2015, 109.)

Social media channels can roughly be divided in to three different types of channels: short text communication channels (i.e. Facebook, Twitter, LinkedIn), long text communication channels (i.e. blogs, Slideshare) and image communication channels (i.e. Pinterest, Instagram). In image communication channels the image is in the main role and the text has the supporting role. Regardless of the previous, in short text communication channels and image communication channels there is something same: the updates are shorter and those are made more often. In the commonly spoken language, the updates are called as posts. (Siniaalto 2014, 36-37.)

Aichner and Jacob (2015, 257.) present different types of social media channels and their importance on corporate functions in table 2 below. Importance of different types are presented on the following corporate functions: Research and Development (R&D), Marketing, Customer Service, Sales, Human Resources (HR) and organisation.

Type of social media	Corporate function					
	R&D	Marketing	Customer service	Sales	HR	Organisation
Blogs	☐	◐	◐			
Business networks					●	◐
Collaborative projects	●					
Enterprise social networks	◐				◐	●
Forums	◐	◐	●			
Microblogs		◐	◐		◐	
Photo sharing		◐				
Products/services review	◐	◐		●		
Social bookmarking		◐				
Social gaming		◐				
Social networks	◐	●	◐		◐	◐
Video sharing		●	◐			
Virtual worlds	◐	◐		◐		

Importance: (empty) none or almost none; ◐ low; ◑ medium; ◒ high; ● very high

Table 2. Measuring the Degree of Corporate Social Media Use (Aichner & Jacob 2015.)

As one can see from the table above, when it comes to marketing in corporate, most important types of social medias are social networks and video sharing, as well as

microblogs and virtual worlds. Somewhat important are photo sharing platforms, products/services review channels, social bookmarking and social gaming sites. In the next chapters the different types of social media are introduced briefly.

Blog is a website or an individual webpage where one writer or several writers can create journal-like content with or without images. (Merisavo & al. 2006, 185.) Well known and most used blog platform is Blogger, which has been in use since 1999 and which is nowadays under the search engine company Google's ownership. Blogosphere is an umbrella term which is used from all the blogs.

Business networks can be used as creating professional networks for individuals and as well for companies. LinkedIn is known as a social networking site which is focused on professional career networking. (Aichner & Jacob 2015, 259.)

Collaborative projects are for users who have a common interest and/or knowledge either for planning, developing, improving or analysing different types of projects. Wikipedia is a good example of a collaborative project where the users share their knowledge and makes it available for public with no charge. (Aichner & Jacob 2015, 259-260.)

Enterprise social network is a closed network which is open only for the certain group's or company's employees. It's very much like public social networks with same features, but the main aim is to share knowledge and increase the efficiency within the company. Yammer and Socialcast platforms are examples of an enterprise social networks. (Aichner & Jacob 2015, 259-260.)

Forums are discussion sites in the internet where the users can communicate with each other. Unlike chats, communication is not happening in real time. One can share their opinions, thoughts, ask or answer questions or write about experiences. Internet is filled with different kind of forums but as an example let's mention Gaia Online and IGN Boards. (Aichner & Jacob 2015, 259-260.)

In microblog one will write with one or two sentences what is happening right now. Posts are usually exclamation like, which sometimes are attached with a link. Hashtags (#) are used in microblog posts if one wants to categorize the conversation and follow that subject. As an example, Twitter is a microblog platform. (Korpi 2010, 23).

On a photo sharing platforms one can publish photos straight from a mobile device or transfer from the computer. From the photo sharing platforms one can link their images to other social platforms. Photos published on the photo sharing platforms will also show on Google's image search. (Korpi 2010, 23.) Popular photo sharing sites are in example Instagram, Pinterest, Tumblr and Flickr (Lock, 2013).

In product/services review sites the consumer may write and/or read reviews about a certain product or service. As an addition, these sites also usually sell the products and/or services. Amazon and TripAdvisor are a good examples of a product/service review sites. (Aichner & Jacob 2015, 259-260; TripAdvisor 2017.)

Social bookmarking is a site where different kind of interesting pages and sites are gathered together, and which are accessible from any device that is connected to the internet. Social bookmarking pages are example Digg and StumbleUpon. (Korpi 2010, 25-26.)

Social gaming sites are in example online sites that offer playing with cards or multiplayer games. World of Warcraft is a good an example of a social gaming platform which requires a social interaction between the players. (Aichner & Jacob 2015, 259-260.)

Social networks are networking sites which are meant to boost community forming and interaction within the members of the community. In social networks the main theme is to network with friends or people who are interested in a certain subject. Facebook is one of the biggest social network sites. (Juslén 2009, 117-119.)

Video sharing platforms are almost identical to photo sharing platforms. In video sharing platforms, it's about live motion pictures. It's also possible to link the videos to one's own website or to linked profiles. (Korpi 2010, 24.) The most used channel for video sharing is YouTube, also Vimeo can be used as a sharing platform for videos (Kortesuo 2010, 51).

Virtual worlds are a form of social media that have been taken up a notch. In virtual worlds, the user is exploring the three-dimensional world as an avatar character. Example of a virtual world platform is the Second Life site. Second Life can be used just as a role play site and entertainment channel, but also seminars related to studies or work can be held in there. (Kortesuo 2010, 54.)

Siniaalto (2014, 46) provides the social media prism (Image 3.) made by Ethority that shows how many different types of social medias there are available and which platform goes under which type. There can be seen some additions and also some more breakdown to Aichner's and Jacob's (2015) listing, but since the whole social media pallet as such is not relevant for the thesis, those are not discussed or considered in this thesis.

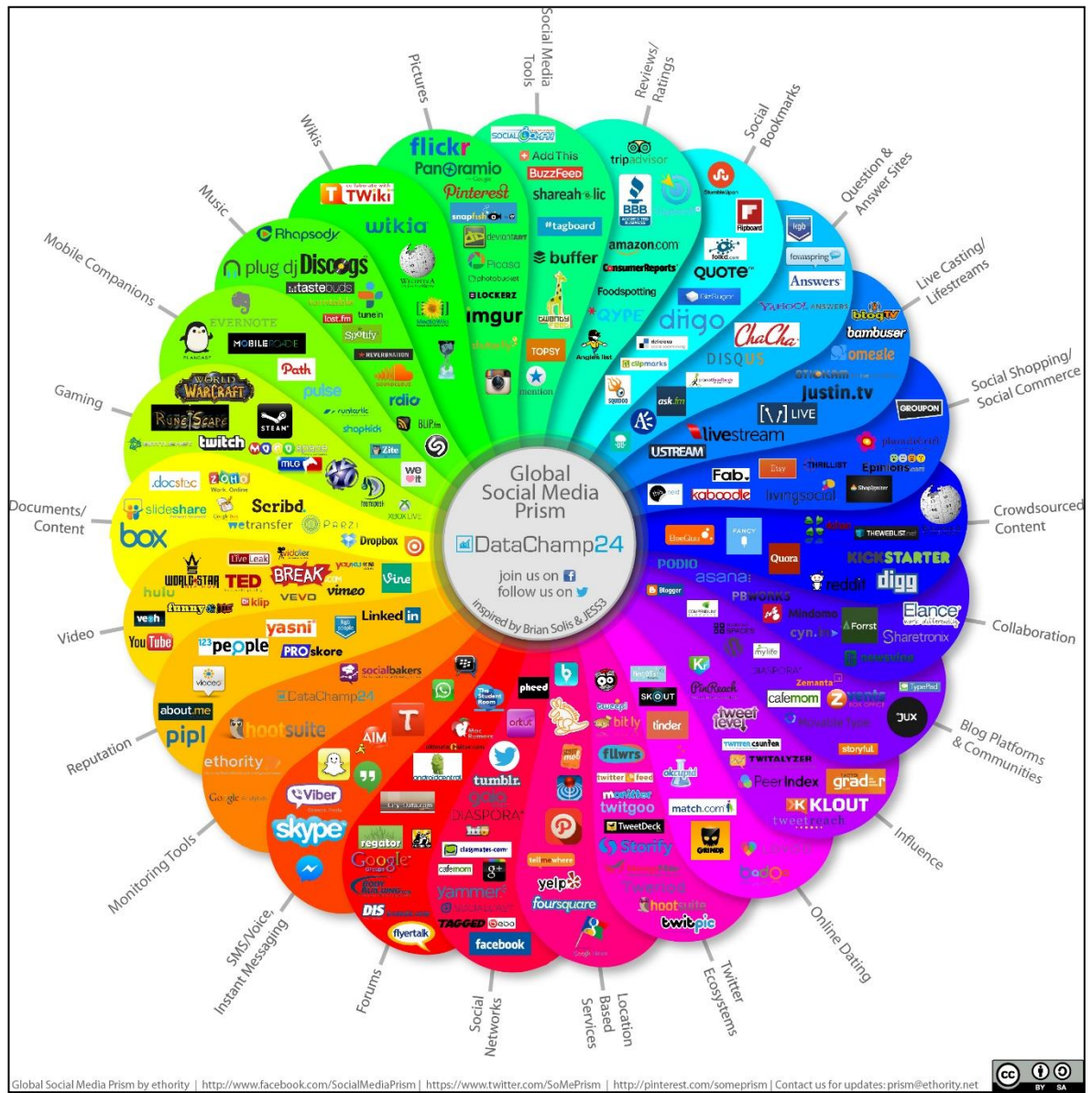


Image 3. Social Media Prisma (Siniaalto 2014, <http://ethority.net/social-media-prism/>)

2.3 Changes in social media

In the future, the marketing concept will be more horizontal than vertical. Consumers are trusting more to one another, than to companies. Social media and its growth has a big reflection to this. More and more consumers rely on the word-of-mouth, rather than companies' advertisements to consumers. From the past 60 years, the marketing concepts has mainly been vertical and the new customer's trust is more horizontal. (Kotler, Kartajaya & Setiawan, 2010, 29-30.) As Kotler, Kartajaya and Setiawan (2010, 30) writes in their book, from the consumers' 70 percent believes on the customer opinions and reviews posted online. Trend stream/Lightspeed made a research that shows that consumers trust more strangers than experts in their social networks. (Kotler & al. 2010, 30) Kotler & al. (2010, 32-33) writes, that for success, companies should comprehend that consumers increasingly appreciate cocreation, communitization and characters which are presented on the table (3.) below and explained afterwards.

The Disciplines of Marketing	Today's Marketing Concept	Future Marketing Concept
Product Management	The 4 P's (Product, Price, Place, Promotion)	Cocreation
Customer Management	STP (Segmentation, Targeting, Positioning)	Communitization
Brand Management	Brand Building	Character building

Table 3. The Future of Marketing (Kotler & al. 2010, 32)

C.K. Prahalad created the term Cocreation and it describes the new approaches to innovation. In the book *The New Age of Innovation*, Prahalad and Krishnan observed new and different ways of product development through companies', consumers', suppliers' and channel partners' collaboration. The three-key process' of cocreation are, first; platform, which is a basic product that can be modified later. Second is to let the individual consumers to customize the platform to match their own needs and identities. Third is to collect customer feedback and modify the platform by the needs of the customer network. This is a common practice in example in software development. (Kotler & al. 2010, 32-33)

Communitization is closely related to the tribalism concept in marketing. Kotler & al. (2010, 33) writes that according to Seth Godin: "consumers want to be connect to one another in communities." In the web consumers communicate with one another where the typical social media communities are born and bonds are created among the other

members of the network. Communities exist to serve the members and not only the business'. Kotler & al. (2010, 32) states that "companies should be aware of this and participate serving the members of the communities."

Character building is crucial for companies, since when consumers look and review the brand, they can immediately tell if the brand is fake or real. Kotler & al. (2010, 32) writes that companies should always try to be real in the advertising or otherwise they will lose their credibility. In the horizontal world of customers, losing the credibility can mean losing the whole network of potential customers.

3 Social media marketing in accommodation business

Social media can be used in several different ways in business'. It can be used for marketing, sales, human resources (i.e. recruiting), research and development, customer service and for organizations internal uses (i.e. intranet, wikis, employee communication and internal social media groups). (Leino 2011, 11; Aichner & Jacob 2015, 257.) This thesis is only about using and exploiting social media in marketing. None of the other ways of social media usage are included. The Warere Hotels' own webpages are also excluded from this thesis.

Marketing in social media means any communications that is either direct or indirect. The goal is to gain knowledge, increase awareness and remind the customers about the company. Social media channels are the tools where the marketing communication is being executed. According to Gunelius, every time the participation in social media is based on the content production, it's done by the right way. (Gunelius 2011, 10.)

The content publishing is one of the most important functions in social media and by publishing content, the company gains visibility online. Social media brings the consumers and companies closer to each other. The traditional marketing channels like television, radio and print ads are one-way communications from the company to the consumers. With the help of social media, the company has the ability to communicate with the customer and the conversation is one of the key-points in social media marketing. The company needs to create genuine relationships with the customers and network at the same time. (Juslén 2011, 207-209, 289.)

There are different ways for marketing in social media, but it can roughly be divided in two: content creation and paid advertisement. The content creation is divided to two; company generated content and user generated content. When planning the social media marketing strategy, the company should decide whether to use content marketing or paid advertisement, or possibly both. (Siniaalto 2014, 34.)

3.1 Content creation strategy

The content strategy is always build to execute the business strategy online. The purpose of the content strategy is to deploy the business strategy to online and help the company reach the target market group and resource of the content production. Therefore, the content strategy is based on two levels: to understand company's customers and their needs and it's also based on company's business goals, whether it's increasing the market share or revenue. By combining the company's goals and audience interests, the content strategy can execute company's online needs and bring more value for the customers. This is the way to produce and create interesting communication, which

supports the company's business strategy and engages and reaches their customers. (Hakola & Hiila 2012, 85).

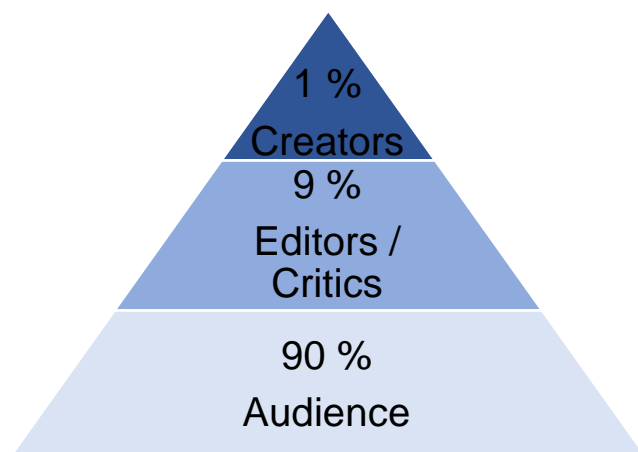
There are plenty of experts in digital business, but the companies themselves do not necessarily have the full picture of how different network functions and how appearance in different platforms support company's business. That's why content strategy helps the company to make audience-orientated and continuous content which supports the company's business strategy. Content strategy is a way of approach, that takes the company's online business and actions to more strategic level and gives a perspective and practical directions to produce content and communicate in the new era. Content strategy gives the overall view from the following matters:

- What is the goal for online communications?
- How it is implemented?
- Which are the themes that the reached target segments are interested in?
- How to address to the target audience in an interesting way?
- How to develop the message in the future?

(Hakola & Hiila 2012, 66.)

In content creation, a good rule is 90-9-1 (figure 1.) This means that one from 100 users start the interaction and feeds the conversation. Nine subscribers, followers and/or fans are relatively involved in commenting and sharing the post, video or link. The rest 90 just consumes the media. It's important for the company to recognize which kind of content and posts activates this 1 percent of the users, and interact and network with them.

Figure 1. 90-9-1 rule to social media (Leino 2011)



The aim of the content is to bring extra value for the consumers. The extra value can be divided to 2 different main categories: knowledge based and emotional. Knowledge based extra value is produced when useful information is shared with the target market group. In the simplest way, this means sharing what we sell and where and when. All these present the information that helps the customer to make their decision on purchase. Emotional

extra value is based on the feeling that the content can convey. In the simplest way, this means sharing motivational and positive pictures. (Azedani 71-72, 2015.)

Outsourcing the content production is a possibility and usually this causes costs. Whether one should do it or not, depends on the resources and goals. If one wants to be “as themselves” in social media, usually outsourcing is not the right way to do it. There are social media channels, like video sharing platforms and publishing platforms, where one doesn’t need to be present all the time and that way it’s not so time-consuming. But in example Twitter and Facebook are environments, where the constant attendance is crucial. In these environments, the outsourcing of the content production may be challenging, since they are perceived as more personal when it comes to attendance. (Korpi 2010, 76-77.)

3.1.1 Content Marketing

Social media is the perfect channel for content marketing, which in matter of fact is more like indirect marketing rather than direct marketing. Main message of the content marketing is not: *“We are the cheapest or best or the highest quality product”* like in price marketing, but more like: *“Read our texts or watch our videos and decide yourself!”*. Content marketer knows that their product is so high-quality that the content will speak for itself. They don’t need to convince the consumer since they will be convinced by themselves. Main aim for the content marketing is to help the consumer. As an addition, it needs to be kept in mind that content marketing is not a fast campaign, it’s long-term task that takes time. (Kortesuo 2014, 94-95.)

Best Western Hotels has posted an image on their Australia and New Zealand Facebook page (image 4.), which encourages and inspires the followers with a beautiful image from one of the chain’s hotels in Germany.



Image 4. Best Western Plus Berghotel Rehlegg (Facebook 2016)

3.1.2 Company Created Content

Jokinen writes in her article in the Finnish Service Union's PAM Magazine (2017, 11.) that nowadays in companies the employee generated content might be the best marketing the company does. The so-called *employee advocacy* is the new trend in the social media content creation. It basically means that employees create content for the company's social media pages voluntarily or with a small compensation, which makes this very affordable way to advertise. As mentioned earlier according to Kotler & al., the consumers appreciate a company which is trying to be real in advertising, the employee advocacy supports this theory. The employee advocate brings more authenticity and consumers trust towards the company increases. According to Azedani (2015, 54.), when hiring new staff for the company, it is worthwhile to consider people who are interested in social media and maybe also interested on creating content for the company's social media channels.

The content of a social media ad is based on the purchasing process, which is roughly divided to following questions and stages: What, Why, How, and Who. In the What -stage the customer doesn't recognize their need yet, they are only dreaming about something and finding inspirations and ideas. In the Why -stage the customer already has ideas and

they're now searching for justifications for the ideas. In the How -stage the customer searches for practical information. In the Who -stage they gather down a list of the possible service providers and in this stage the services provider comes to the picture. It is a smart way to provide content for all the phases that the customer is going through in their purchasing process. For example the following content could be:

- Providing ideas and inspiration through pictures and stories in social media networks and image and video sharing platforms.
- Offer reasons to select the product for example in a blog through other customers' experiences.
- Raise the confidence towards the product through customer service and product/service review channels.
- Gather the reservations or purchases through working and non-device-depending online channel. (Siniaalto 2014, 34-35.)

3.1.3 User Generated Content

User generated content, also known as UGC, needs to be considered valuable regardless if it's positive or negative. Positive user generated content encourages and attracts the customers, and may easily lead to positive results. While negative user generated content, reviews as an example, may not be the most wanted from the company point of view, but they provide useful and valuable information for the company how to improve the service delivery system. Customers see that the content posted by other users to social media is credible. This was based on a study which found that almost 80 % of the survey respondent said that user generated content in social media sites was considered as reliable. (Kotler, Bowen, Makens & Baloglu 2017, 483.)

A good way to encourage the users to create content is to organize a competition or a raffle. For example, the company can ask the users to upload an image to social media with their product on the image (Azedani 2015, 73.) Other user generated contents in social media as an example are reviews, wikis and blog posts.

Content created by the users might not be what the company wants it to be or it might give out a wrong impression of the company values. This is because the company and the customer might not always have the same vision about the desired content. As an example, when a user tags their images on Instagram with a hashtag, those images will be seen in the company's list/archive of images, and this makes customers images a part of the company brand. (Bloomberg L.P. 2010.)

Content production made by the users is also known as web 2.0. In the web 2.0. the

content is not only produced by the site owner but the consumers as well. The consumers or the readers have this way the power and right to say their opinions. (Korpi 2010, 9-10.)

According to some researches, people review products and services online from multiple different reasons. The most common reason is that they want to help other people, and this way also help them not to make the mistakes that they've possibly made. One reason is also revenge, if the service recovery is not so good, the customers have realized that they have the power to let "everyone" know about this. (Kotler & al. 2017, 484.)

3.2 Paid advertisement

From many of the social media channels and all over the world-wide web, it is possible to buy advertising displays, which is called paid display marketing. The popular channels to buy display marketing are in example Google and Facebook. For example, in Google the display ads will appear within the search results and that's why it's important to select the right keywords for the search engines. In Facebook, the ads don't show up because of the search words, but cause of the users' profile settings and status. The most important thing in the paid display marketing is that the headline of the ad is truly appealing and interesting, since the space is usually very small. It's useful and clever to set a price limit for channels that one is using for marketing. For example, in Google and Facebook it is possible to set a price limit so that the marketing budget won't exceed. One will pay only for the clicks that direct the consumers to their page and when the wanted budget has been used, the ad won't show up anymore. (Kortesuo 2014, 107.)

As mentioned earlier by Azedani (2015, 41) from all the social media channels, Facebook's paid advertisement has been made the easiest to start from. Other social media websites have the possibility for ad creation as well, but because of the easy usage of Facebook and its high number of active users, it's shown as an example below.

Anyone who has a Facebook account can create an ad. It has been made very simple as seen in the examples below. Firstly, the Facebook ad generator asks from the ad creator what is the marketing objective (image 5) As Azedani (2015, 116) writes, one should have goals for the social media using in order to figure out the right ways to measure. Without goals, there is no idea where to go and what to do in social media.

What's your marketing objective?		
Awareness	Consideration	Conversion
Brand awareness	Traffic	Conversions
Local awareness	Engagement	Product catalog sales
Reach	App installs	Store visits
	Video views	
	Lead generation	

Image 5. Screenshot of Facebook's ad generator, Marketing objective (Facebook 2017)

After defining the goals for the marketing ad, the next phase is to choose the audience. In the audience creation on Facebook's ad generator (image 6.) one can choose the users' location, age range, gender, used languages and target based on users' interests. In this example the wanted target audience is from Europe, all genders in the age range between 25 – 45 and is interested in at least one of the following: Africa, Travel, Zanzibar, Beaches, Tourism and Vacations. With these criteria, the Facebook gives an estimate of 103 million users. The more criteria have been specified, the more likely it is to gain traffic from the users that are genuinely interested in the service or product.

The screenshot shows the Facebook ad generator's audience creation interface. At the top, there are filters for Age (25 - 45), Gender (All, Men, Women), and Languages (Enter a language...). Below this is the 'Detailed Targeting' section, which is set to 'INCLUDE people who match at least ONE of the following'. The interests listed are: Africa, Travel, Zanzibar, Beaches, Tourism, and Vacations. On the right side, there is a 'Audience Size' section with a gauge showing 'Your audience selection is fairly broad.' and a 'Total Size: 103,000,000 people'. Below that is the 'Estimated Daily Results' section, showing 'Reach' as '9,200 - 24,000 (of 89,000,000)'. A note at the bottom right states: 'The accuracy of estimates is based on factors like past campaign data, the budget you entered and market data. Numbers are provided to give you an idea of performance for your budget, but are only estimates and don't guarantee results. Were these estimates helpful?'.

Image 6. Screenshot of Facebook's ad generator, Audience creation (Facebook 2017)

After specifying the wanted target audience, Facebook offers different types of ads to choose from (image 7).

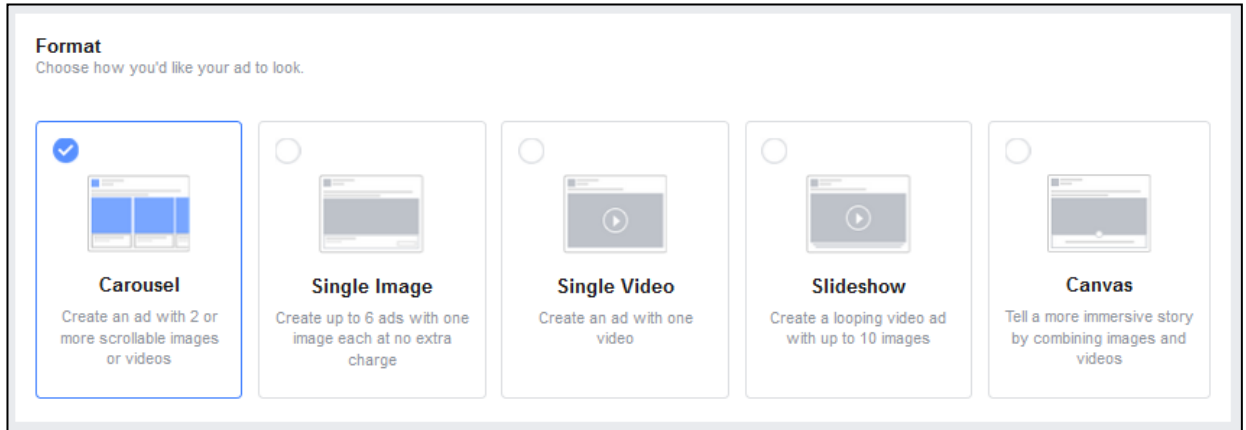


Image 7. Screenshot of Facebook's ad generator, Different types of ad formats (Facebook 2017)

Display marketing has different forms, and most likely the most traditional form is the banner ad. Banner ad means a graphic image or animated application that is used for advertising. Related to banner ads are also text link ads, pop-ups, which comes to the webpage on top of the page (floating ad), expanding ads, corner ads, pop-unders and so called intermediate / tab ads. Some of the display ads might be annoying to the consumers; since they might cover part or all of the website and the consumer might not know immediately how to get rid of the ad. (Karjaluoto 2010, 139.)

Hilton Hotels & Resorts advertise themselves on travel company Expedia's main webpage. Expedia's website can also be considered as social media site, because of the possibility to review the hotel properties, which brings in the social communication. Hilton has ads on the right side of the main page next to the search engine (image 8) and in the end of the page (image 9) This might help the customer to make their decision when searching accommodation from Expedia's pages.

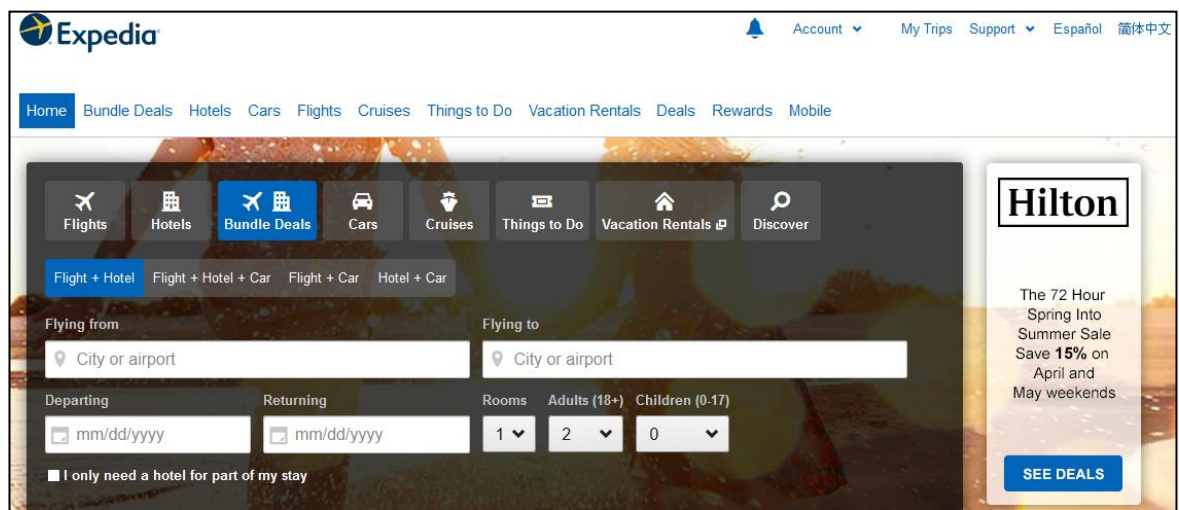


Image 8. Screenshot of Hilton’s paid display ad on Expedia.com page (Expedia, Inc. 2017)



Image 9. Screenshot of Hilton’s paid banner ad on Expedia.com page (Expedia, Inc. 2017)

3.3 Other marketing tactics

Basically, for commodity products, the best way is to do price and offer marketing, as for service and premium products the best way to do marketing is content and story based marketing. Traditional straight forward price and offer marketing is faster to execute than long-term content marketing. On the other hand, content marketing, which was mentioned earlier, is most likely to be cheaper, since usually the company already possesses the content. (Kortesuo 2014, 91-92.) In the following subchapters, there are listed and explained the different types and ways of marketing in social media. None of the methods are exclusive, and they can be used to support one another.

3.3.1 Price and offer marketing

Marketing, where the core is cheap price of the product, is called price marketing. In this case the product is not competing with quality or being ecological, let alone competing with delivery times. Basically, the cheap product is usually easily comparable and the competitors have similar products in the market. Usually a product that is cheap and being

advertised by the price is not tailor made or complex. For decades, price marketing has been popular amongst clothing and food products. When the time passes more and more products and services can be advertised by price, in example eyeglasses and flights can be advertised through price. Best way to do the price marketing in social media is via social networks (i.e. Facebook), blogs, video and image sharing platforms. When doing marketing via price marketing, the risk is that someone with cheaper prices will come to the market. It is crucial to take care that the product is truly cheap, but also good networks and margin-discipline may enable the market leader position. (Kortesuo 2014, 92-93.)

As an example, from hotel industry, Ibis Budget Hotel Daan Mogot in Jakarta, Indonesia, uses price and offer marketing when advertising their accommodation on their Facebook page (image 10.).



Image 10. Screenshot of Ibis Budget Daan Mogot Facebook post (Ibis Budget Daan Mogot 21 February 2017)

3.3.2 Entertainment marketing

Entertainment marketing is a type of marketing where entertainment is used as a tool to advertise the product, as an example a YouTube video. Often the product is only in a small part of the entertainment marketing and the main subject is a story or funny character or a celebrity. Entertainment marketing is basically a subdivision of the content marketing where the core is entertainment. Entertainment marketing is perfect for products that are related to leisure time or entertainment, for example restaurants, console games and amusement parks can benefit on this type of marketing. (Kortesuo 2014, 96.)

Best Western Hotels & Resorts has uploaded many videos on their Facebook page (image 11) to inspire the followers and advertise their resorts and hotels at the same time.

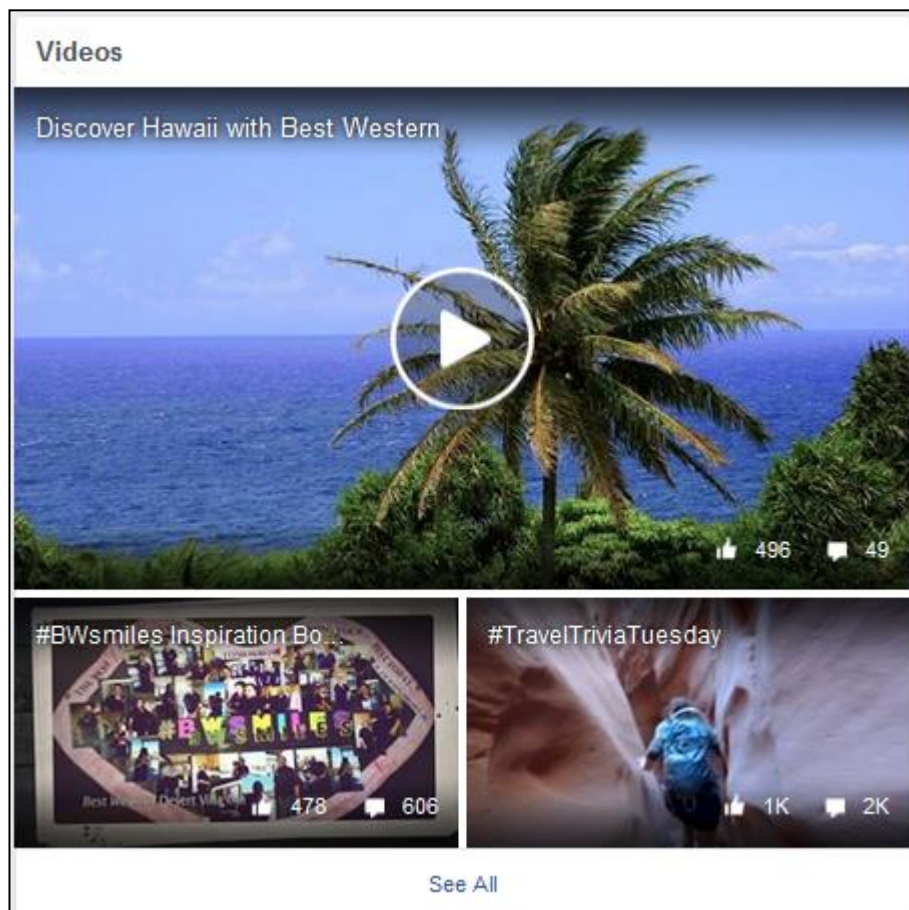


Image 11. Screenshot of Best Western Hotels & Resorts' videos in Facebook (Best Western Hotels Australia & Asia 30 November 2016)

3.3.3 Story marketing

In story marketing, the purpose is to give the consumer a memory and/or create emotions. The studies show that people remember stories really well, that's why it's believed that story telling is more efficient than individual sale or a product demonstration. Good stories are the ones that are real and for example tell the consumers how the business has been established, how the most successful product came to existence or why has the company started the business in question. (Kortesuo 2014, 96, 99.)

Jumeirah Hotels & Resorts uses story marketing in their blog (image 12). Blog post tells about a destination and provides the customer with useful information, and at the same time promotes Jumeirah's properties. This brings extra value for customers in a form of a story.



Image 12. Screenshot from Jumeirah Hotels & Resorts' blog, 5 ways to enjoy spring in London. (Jumeirah International LLC 2017)

3.3.4 Campaign marketing

Campaign marketing is a way of marketing that has a certain duration and a certain goal and the results are also being measured. It's like the price and offer marketing, but in campaign marketing the cheap price is not necessary. The main message of the campaign marketing can be for example "Taste the new flavour!" or "Participate to the raffle!". Campaign marketing is also most suitable for tangible goods and simple services. (Kortesuo 2014, 99-100.)

As an example, from the hospitality industry, the Jumeirah Hotels & Resorts advertises their Easter Dine & Stay Package for Jumeirah Frankfurt Hotel on their website (image 13.)



Image 13. Screenshot of Easter Dine & Stay Package ad for Jumeirah Frankfurt (Jumeirah International LLC 2017)

3.4 Choosing the right channels for marketing

When the company has a solid plan for marketing communication, the next step is to figure out which channels are the best channels to market the company for the consumers. Best way to approach this question is to do a customer-oriented research to figure out which channels the potential consumers use. (Azedani 2015, 40.)

In the chart below (chart 1) can be seen the most famous social network sites worldwide as of January 2017. Facebook has the market leader position with 1.87 billion active users. The social networks in the leading positions are usually available in multiple different languages, which makes gaining the users easier. It also helps the users to

connect with other people regardless of their language or geographical location. Around 2 billion people are using social media channels. And this number is anticipated to grow as mobile device usage and the amount of social media apps in mobile increases. (Statista 2017.)

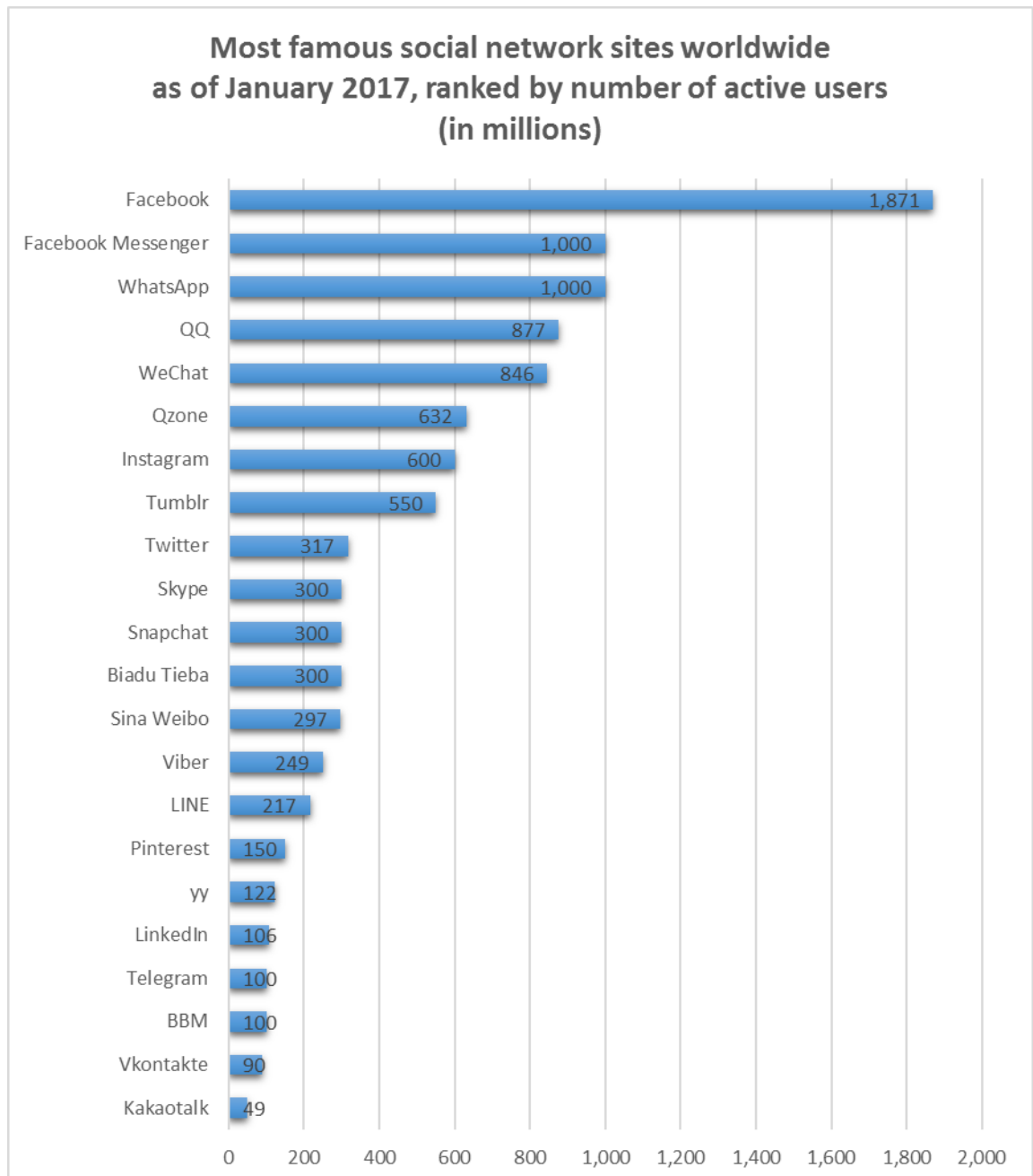


Chart 1. Most famous social network sites worldwide as of January 2017, ranked by number of active users (in millions) (Statista 2017)

Facebook has the most registered users within the social media channels. It's a versatile platform to share different types of content, text, image, link and video sharing has been

made very easy. From all the social media channels, Facebook's paid advertisement has been made the easiest to start from. (Azedani 2015, 41.)

Instagram is a photo sharing platform owned by Facebook. One can consider Instagram as the right channel to share content if the target customers are under 40 years old and the company has classy and stylish pictures to share. Instagram also has a paid advertising option as well, which is available on Facebook's Power Editor -tool. The downside of Instagram is that the content sharing is only limited to image and short video sharing, it can only be used on a mobile device and link sharing is not possible when sharing content. (Azedani 2015, 41-42.)

Google has few different services which are worthwhile of getting to know better. It's highly recommended to create an account to Google My Business, where the company's contact details and business hours can be added. This way the business is also shown in Google search when the possible customers search the company by its name. Google My Business also helps the customers to find the company's location in Google Maps. (Azedani 2015, 44-45.)

4 Social media marketing strategy in accommodation business

Finnish Terminology Centre (TSK) defines a strategy as long-term vision and plan, which aims at achieving and maintaining the desired competitive advantage and a higher than average income in the future in a changing environment. (Sanastokeskus TSK 2010; Schindehutte & Morris, 2009).

According to Juslén (2009, 92 & 143) the aims of marketing are finding, gaining and keeping customers and developing customer relationships. Marketing can be only efficient when it's based on a well-developed overall strategy.

Successful social media strategy requires that the company has clear objectives, setting up the indicators for success measurement and continuous development of operations. Successful social media activity is not just a free-floating block, but a part of company's culture and other business. Getting everything out from the social media services and channels means that the company needs to be familiar with all the different channels and have enough resources. Through social media the company can share their story in a new way and modify the image, not only as a company, but also as an employer. (Ahonen & Luoto 2015, 67.)

According to Grönroos (2003, 123) the common goals for marketing strategy can be presented in following ways:

- 1) Gain the customer interest for the company's offerings and buy from the company, not the competitor.
- 2) Make the gained customers so satisfied on the purchased products and services, so that they engage to the company and won't buy products from the competitors.
- 3) Support the customers process' in a continuous and creative way. That they keep on purchasing the products and services from the company and spread a positive message about the company and its offerings.
- 4) Try to select the customers and customer groups so that the three first goals can be achieved in a profitable way from the company perspective.

When the marketing strategy is being formulated, the following subjects should be defined: content of the marketing strategy, target setting, meters for measuring, marketing and sales organization, marketing operational process' and support systems.

Andy Beohar (28 June 2016), the Vice president at a digital marketing agency named SevenAtoms in San Francisco, writes in Hospitality Net™ about six different types social media strategy parts in hospitality business which he refers as "a path to success". He writes about social media being the platform of today for customers to reach out for

company's service department. Customers have concerns and questions and the social media is the fastest way to get in touch. Beohar advises that in case the public conversation with the customer goes south, it's better to take it to private messages or offline. He encourages to be present in multiple different social media platforms. He recommends Instagram as a place to highlight captivating photos, keep customers up to date in Twitter on events and share time-limited content in Snapchat. Snapchat is an ideal platform for hospitality companies that hold events and tours regularly. He brings up the point that different social media platforms need different types of strategies to engage the audience in efficient way and developing the content to get results. That's why it's important to find the platforms in social media, where the target audience exists. Beohar advises in his text to crowdsource some of the content, to give the users an opportunity to share their content and this way give the company valuable content to use. Setting up hashtags for customers to use when they share their images or other content will give the customers an opportunity to be featured in the company page and the future customers will get a peak what to expect. Contest hosting will give customers a compelling reason to share their images and other content. This is also an effective way to get people actively engaged. In the article, he writes about adding helpful information also outside from your own company. If in example the hotel's social media page provides information on places to see and things to do, it will bring more value for the customers and "get the most out of their travel experience". Beohar encourages the hospitality company to build excitement through social media sites to make the company tool more exciting and as a place to have great time. As an effective way to share content he mentions videos, which easily can transport the potential customers to another location and give them the ultimate sight what your company can offer. Even though social media is mainly meant for content sharing, Beohar writes that the biggest value in social media marketing comes from listening. Reacting and providing a helpful solution in example to complaints shows the customers how much you care. It's also good to react on good things as well. In example if customer is celebrating, give them little something special for the celebration and share it on your social media channels to let other customers know. (Beohar, A. 28 June 2016.)

Social media marketing plan or strategy doesn't need to have certain formal presence. Although it's good to include the following points with the wanted accuracy:

- Goals
 - Target groups
 - Selected channels and their roles as a whole
 - Time schedule for building the entirety
 - Content plan:
 - o Year clock for marketing
 - o Content types and frequency (number of posts per channel)
 - o Short term content plan
 - Resources
 - Budget
 - Metrics to measure the success' within different channels.
- (Siniaalto 2014, 54-55.)

When figuring out the resources for social media profile updates, it's better to have one person in charge of the whole operation. This person should already be an active social media user or at least have the enthusiasm towards it. One also needs to make sure that the person in charge has enough time to update all the channels that the company has. It's good to reserve six hours per week for social media marketing. As an addition to the profile updating, the tasks include communicating with the customers in social media. That's why it's important that the person in charge knows the business and its products well. When updating the social media profiles, one should define how the different channels have been prioritized. Prioritizing is important especially when the company has limited resources. This comes into a question when the time is limited and the person in charge is busy with other tasks. (Azedani 2015, 52-53.)

The main reason for businesses to use social media is usually to gain more customers and increase sales. The success metrics in social media are good to choose based on the reasons why the company uses social media channels. (Azedani 2015, 116.)

To figure out the right ways to measure, one should have goals for using the social media. Without goals, there's no idea where to go and what to do in social media. According to Azedani (2015, 116), one of the main reasons for companies' social media activities is to increase sales, Siniaalto (2014, 26) writes that even though the increased sales are usually the main objectives, the total sum is not the main point. She encourages to think differently: "What needs to happen, before the work can be seen in the sales?" To set the goals, she favors the so-called SMART -schema:

S = Specific

M = Measurable

A = Attainable

R = Relevant

T = Time-bound

(Siniaalto 2014, 26.)

When it comes to the goals in online business, many things can be measured with numbers, quantitatively; clicks, followers and page visits to mention as examples. The easiest way to define the quantitative goals is that they are calculated from the business point of view. When it comes to qualitative goals, it's more difficult to set the goals. Usually the qualitative objects should be based on quantitative goals as well. Qualitative objects could be for example awareness among the consumers, image building and improving the customer service through social media channels. Qualitative and quantitative goals, both have very similar features, the important thing to remember is that if something can be measured by numbers, that should be done. In measuring the qualitative objectives, it's usually done with separate market researches or long-term monitoring, where company needs to trust on intuition and feedback given by the customers. (Siniaalto 2014, 26-28.)

In the below, table 3, long-term metrics are presented, which are usually the metrics for one year actions. When defining the goals, one should also remember that only “increase in sale” is not a goal, but also the numbers should be determined.

GOAL	POSSIBLE METRICS
Coverage	Number of likes, followers, shares,
Awareness	Number of likes, followers, recommendations
Image improvement	Engagement (i.e. Facebook reactions per post, recommendations, comments (quality and quantity)
The growth in demand	Page visits via social media channels, contacts, newsletter subscriptions
The growth in sales	Sales directly from social media channels. Nb! All the sales don't come straight from social media channels, but being present has an influence which gains trust and afterwards the customer purchases the service or product.
Service improvement	Feedback gained from social media channels, negative versus positive, recommendations
Customer satisfaction improvement	The quality of the feedback gained from social media channels, repeated purchases/contact

Table 3. Long term metrics (Siniaalto 2014, 29.)

The table is not perfect because the goals and metrics are different to specific industries, and are usually based on which kind of presence company has online when the metrics are determined (Siniaalto 2014, 29).

The short-term metrics can and should be based on the long-term metrics but for a shorter time, i.e. quarter or month. In practice the company follows the appointed metrics and reacts if some metric goes to the wrong direction. The reaction can be made by changing the content quality or quantity, with ad campaign or adjusting the budget. (Siniaalto 2014, 30.)

5 Suggested social media marketing strategy for Warere Hotels

When creating a social media strategy, it's important to identify the company's current situation and what are the basis and existing resources. Only after this the new strategy creation can be started. To get the picture of the current situation of the social media and online marketing in Warere Hotels, Warere Hotels' Managing Partner Shauna Accongiagioco was asked few questions (appendix 1.) via email.

5.1 The current situation in social media marketing in Warere Hotels

Currently Warere Hotels doesn't have a marketing strategy or any kind of marketing plan and the resources for marketing are small. From the social media sites, the company currently uses Facebook, Instagram, TripAdvisor and Booking.com and as an addition, Warere Town House uses also Hostelworld and Hostelbookers. These channels are used for distribution, marketing and to increase awareness and share information among the customers. As an addition to online marketing, their own website and Google Maps are used for distribution, marketing and sharing information. When increasing awareness, and sharing information about the Warere Hotels, Accongiagioco (4 April 2017) mentions that as an addition to online channels, the company benefits a lot from the word of mouth. Accongiagioco is the only person responsible for the Warere Hotels' online marketing and content production, hence posts to social media are done only around once a month. Even though posts to social media are done quite rarely, she takes the effort to reply to all customer reviews, feedbacks and messages in Facebook, TripAdvisor and Booking.com. (Accongiagioco 4 April 2017.)

The online marketing for Warere Beach Hotel and Warere Town House are mainly done separately, since according to Accongiagioco (4 April 2017), it doesn't make much sense to market together, especially online, since the markets for the two hotels are very different. Currently the main content type that's been shared in social media channels, are images. The success of the online marketing is not being measured, but Accongiagioco (4 April 2017) sees that they have hit their targets in terms of occupancy that had been laid out in their business plan. Warere Hotels doesn't use any paid advertising in social media channels or any other online channels. The current budget for the marketing per year is around \$2000-\$3000, which includes both hotels, fairs and all the other marketing actions. (Accongiagioco 4 April 2017.)

Since the two hotels have different markets, they also have different desired main target customers. For the Beach Hotel, target customers are from the age range of 30 to 50, Europeans, Ukrainians and expats from the Middle East. As for the Town House, the

target customers are from the age range of 20 to 50, more varied nationalities and people travelling with lower budget. (Accongiagioco 4 April 2017.)

For future, online marketing actions, Warere Hotels are considering joining the Groupon in Europe and are currently talking to TripAdvisor about a new business listing, which would allow them to post special offers etc. According to Accongiagioco's (4 April 2017) previous experiences, the new TripAdvisor business listing might have some viability issues, since it didn't work well when tried before in the Town House. In her view, it didn't work well because people traveling in Africa are very hesitant to book directly with a hotel and to give out their card numbers, so most would just book on Booking.com or Hostelworld. Also, the price of the service, \$1700 per year, would take more than half of the Warere Hotels' marketing budget. (Accongiagioco 4 April 2017.)

5.2 The suggested social media marketing strategy for Warere Hotels

The suggested strategy is made to a PowerPoint format (appendix 3.), for the commissioning company Warere Hotels to implement it in use. The PowerPoint format is easy to present to the employees and to use as a tool when training new employees. Updating and adding things to the strategy is also easy. The following chapters include explanations and reasoning for different parts of the strategy.

Goals

Since usually the main reason for businesses to use social media channels, according to Azedani (116, 2015.), is to gain more customers and increase sales. These are also the main goals for Warere Hotels social media marketing strategy. For the hotels, the increased number of customers will automatically mean increase in revenue. Adding the concrete number for the wanted growth, to the strategy, should be done by the commissioning company itself. This way the qualitative metrics are stated clearly and it will make measuring the success clearer. Even though increasing revenue is the main goal, the total sum is not the main point; increasing awareness among the customers is also important. In order to reach the final goal of gaining more revenue, qualitative metrics, such as increasing awareness and credibility, and creating stronger brand image of the hotels, can be kept as middle phase goals.

Target customers

The hotels' have different target customers since they represent different types of hotels for different customer segments. For Warere Town House the wanted target customers are from the age range of 20-50, from varied nationalities and traveling with a budget. For Warere Beach Hotels the wanted target customers are from the age range of 30-50, mostly Europeans, Ukrainians and expats from the Middle Eastern countries.

Selected social media channels

The resources for Warere Hotels social media marketing and content creation are quite limited, hence the strategy doesn't involve large variety of social media channels. The social media marketing needs be made efficiently and with as little effort as possible, since only one person is in charge. Maybe when the time goes by, there might be a chance to engage more resources to social media marketing, but for now the strategy is made for one person to execute. The selected social media channels for marketing are

- a) Instagram
- b) Facebook
- c) TripAdvisor.

The role of the online travel agencies (OTA's) is also included to the strategy briefly. Instagram's role is to share images and short videos of the hotels, and as an addition interesting details from the destination, in order to create and evoke feelings among the followers. Facebook's role is to share images, short videos and short texts in order to share information and to increase awareness. Since Instagram is owned and operated by Facebook, the post sharing between these two platforms has been made easy. Due to this, these two channels are ideal when considering the existing resources for social media marketing. TripAdvisor is an online review channel where hotel guests can write reviews and feedback about their experiences in the hotels. Because the communication and customer's service recovery is essential in customer service, replying to customers' review gives a positive and engaged image of the company. According to Statista (2017), Facebook has the most active users in the world from the social media channels, it's the perfect channel for any business. And since Instagram is the number 7 on the list, after direct message platforms, it is also an ideal platform to reach customers.

Content plan

The present frequency in posting to social media is done quite rarely, around once a month. According to Azedani (2015, 83), publishing content regularly, can be the biggest challenge in social media for small companies. Especially if there is a lack of resources, social media updates are often forgotten. He recommends creating a content plan calendar, which is an efficient and practical tool. The company should plan their calendar based on at least two posts per week. (Azedani 2015, 83.) In the Warere social media strategy the posts are made to Facebook and Instagram twice a week on both. One individual post to each; Facebook and Instagram and one mutual post to both.

To reviews on TripAdvisor and OTA's are replied to as soon as possible, especially on the negative ones. The longer it takes for the business to answer, the more negative image it will give. (Koodiviidakko Oy 2017.) If someone gives a very negative feedback or anything critical happens in the Warere's social media channels, it would be good to have a plan how to communicate in crisis. The plan for crisis communication should include who is allowed to reply and react, and what is the best way to do that. Plan b is good to include, in case the person in charge of the crisis communications is not available

When it comes to the content types, as mentioned earlier Instagram is used for image and short video sharing and Facebook for images, videos and short texts. TripAdvisor and OTA channels used by the company are used only to communicate with the customers and response to their feedbacks. Siukonsaari (1997, 106) lists three key points that should be included in a crisis communication plan: What are the company's communication policies? Who oversees the crisis communications or who are responsible for it? And what kind of readiness is for crisis is maintained? (Siukonsaari 1997.)

When using Instagram and Facebook for image or video sharing, branded hashtags (#) should be included to increase the brand recognition. As written in a blog (Blogikonsultti 8 April 2016), hashtags will help the company to categorize their posts and to strengthen their brand. In the Warere Hotels social media marketing strategy the suggested hashtags to be used for each post are #warere and #myzanzibar. As an addition, the content creator can add several other hashtags related either to the hotel or the subject of the image/video, such as #hotel, #zanzibar, #nungwi, #stonetown, #vacation, #beach, #hotellife, #instatravel and #traveling.

Luxury Tavel and lifestyle blog LaJollaMom lists in their Best Travel Hashtags post (5 July 2013) the following popular hashtags for different situations; To describe what is around: #sky, #clouds, #beach, #food, #nature, #sunset and #night. To describe the moment: #love, #pretty, #funny, #amazing, #awesome, #yum, #cute and #luxury. The general hashtags regarding traveling: #travel, #instatravel, #travelgram, #tourist, #tourism,

#vacation, #traveling and #trip. Some of the “basic” hashtags popular in Instagram: *#instagood, #instamood, #instadaily, #bestoftheday, #iphoneonly and #nofilter.*

Since the Warere Hotel’s resources for marketing are small, a paid software called Hootsuite (www.hootsuite.com) could be taken into consideration. This is a software that provides a view where the content can be modified at the same time to several different social media channels. This saves time and decreases the amount of errors in the published posts. The software also allows one to preset the post publishing, which is a good choice for general content. (Siniaalto 2014, 93.) Through Hootsuite it’s also possible to have analytics and measure success and ROI (return on investment). Even though it usually needs to be paid to use the software, there is also a free plan for companies that don’t need so much. The free plan allows the user to manage up to 3 social media profiles, it provides basic analytics and content schedule tool, these as an example. (Hootsuite 2017.)

Content plan is a calendar, which has the content intended to be published. The tool is meant to make it easier for the content creator to plan the publishing dates and to follow the plan. For a small company the content plan should include what is going to be posted, when and to which channels. The content plan doesn’t have to include the images or videos to be posted, since posting to social media can be very spontaneous. (Azedani 2015, 83.) Warere’s short term content plan calendar (appendix 2.) is made for the last 7 weeks of the year 2017, for the period of 13.11.-31.12.2017. The calendar is made as an example, and the commissioning company can extend it and implement it to their everyday social media marketing. Even though the calendar is made to certain days and times, it doesn’t exclude publishing posts that become relevant when the time goes by.

There are basically two different ways for marketing in social media: content creation and paid advertisement. The content creation is divided to two; company generated content and user-generated content. Since the budget for marketing in Warere Hotels is small, thus the paid advertisement has been left out for now. In Instagram, user generated content is reposted once a week on Warere’s Instagram page, to engage the customers and benefit on their content.

Since different sources tell different opinions on which is the best time to publish a post in Facebook and/or Instagram, the best time can only be found by testing. By testing and posting on different times, one can find what is the perfect time to get most likes and comments on posts.

Hopefully in the future, when the resources for social media marketing in Warere Hotels are better and paid ads are added to their marketing activities, it should be taken into consideration to do some split / A/B testing (image 14) in Facebook. This would help the company to make more efficient ad campaigns. (Facebook 2017.)

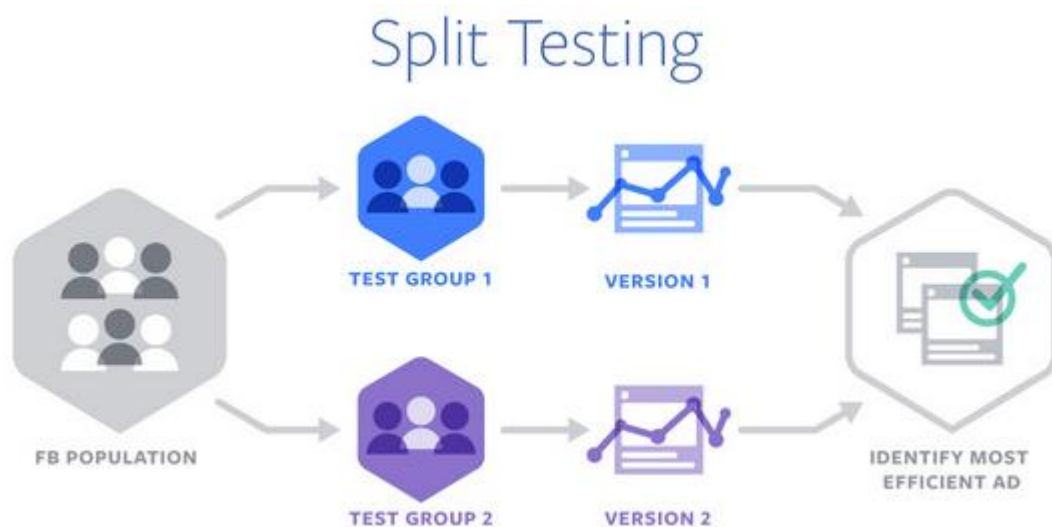


Image 14. Screenshot of What is Split Testing? (Facebook 2017)

Resources

Resources for the marketing are small and one person oversees the online social media marketing and content creation. When the business grows, it needs to be taken into consideration that both hotels, Warere Town House and Warere Beach Hotel, should have their own social media marketers. But for now, the social media marketing strategy is made for one person to execute. As mentioned earlier by Azedani (2015, 52-53.), it's good to reserve six hours per week for social media marketing. As an addition to the profile updating, the tasks include communicating with the customers in social media. That's why it's important that the person in charge knows the business and its products well. When updating the social media profiles, one should define how the different channels have been prioritized. Prioritizing is important especially when the company has limited resources. This comes into a question when the time is limited and the person in charge is busy with other tasks. Because Warere only has three social network sites (Facebook and Instagram) and review channels as addition, prioritizing is easy. In order to provide the best service recovery, negative reviews and feedback should always be answered first. If the time is limited, it is possible to make one mutual post, which can be shared in Facebook and Instagram simultaneously.

Facebook provides a perfect solution when the time is limited; one can schedule the post on Facebook (image 15), and Facebook automatically posts on a time wanted. (Facebook 2017.) This is practical and easy to use especially when the content has been planned in advance for a longer period of time. Only thing is, that the presetting for posts need to be done before the time has ended from the resources.

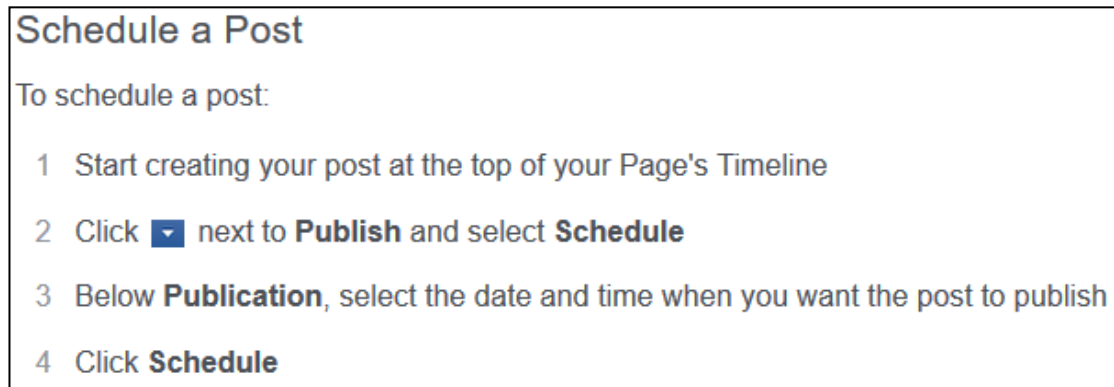


Image 15. Screenshot from Facebook of “How do I schedule a post and manage scheduled posts for my Page?” (Facebook 2017)

For the future Warere Hotels could consider implementing employee advocacy in use. When writing the thesis, the employees competency on social media or content creation is not known, so it's left out from the strategy.

Budget

Budget for marketing is around \$2000 - \$3000 per year. This includes all the marketing done in the hotels; online and offline marketing, social media marketing and fairs. Because of the low annual budget, all the paid advertising in the social media platforms are excluded from the strategy. If in the future Warere Hotels is willing to spend more on marketing, investing in paid ads on social media channels can and should be reconsidered. But for now, the strategy contains only company created posts; images, short videos and short texts for the Warere's social media pages. As an addition, the user-generated content is being used, i.e. in Instagram by sharing customers' posts.

Metrics to measure success' within different channels

As Siniaalto (2014, 26-28) mentions, when it comes to the goals in online business, many of them can be measured quantitatively and qualitatively. Examples of quantitative metrics; clicks, followers and page visits. Examples of qualitative meters; awareness among the consumers, image building and improving the customer service through social media channels. Most social media platforms provide metrics for quantitative measuring and i.e. TripAdvisor's and OTA's reviews can be considered as qualitative metrics.

Facebook and Instagram platforms provide several different metrics and insights, and these are used for measuring the success of posts and i.e. followers' demographics (Facebook 2017; Instagram 2017.) Also, the basic metrics such as number of followers, number of likes and comments, and number of shared posts, are important. TripAdvisor provides metrics such as performance indicators, traffic reports, demographics and click activity, just to mention a few. One of the most important success metrics from the consumer point of view are the ratings, reviews and the market positioning. (TripAdvisor LLC 2017.) As seen on the image 16, Warere Beach Hotel gets 4,5 "stars" with 120 reviews and is ranked at number 9 of 17 hotels in market area Nungwi. Warere Town House (image 17) scores also 4,5 "stars" with 392 reviews and places itself as the number 14 of 33 hotels in Stone Town. Both hotels have won the TripAdvisor's 2017 Travelers' Choice™ award.

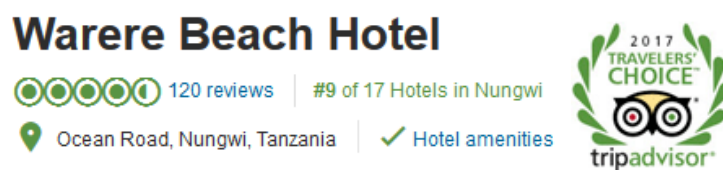


Image 16. Screenshot of Warere Beach Hotel's ranking on TripAdvisor (TripAdvisor LLC 2017)

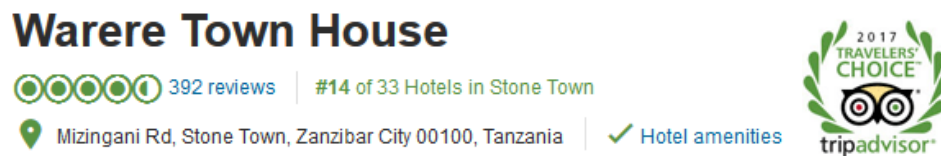


Image 17. Screenshot of Warere Town House's ranking on TripAdvisor (TripAdvisor LLC 2017)

6 Conclusion

The subject for the thesis was very interesting and from my opinion also relevant. My strength in writing the thesis was that I'm interested in marketing and marketing especially in social media channels and online. I think that in the future, more social networks and platforms are created and the marketing for hospitality business' will be mostly done in social media channels. Also from my opinion the future brings more live videos and broadcasts in different channels. Social media channels like Snapchat and Periscope will probably gain more market share. The presence in different social media channels will also be easier in the future from my point of view. Snap Inc., which owns Snapchat, has already invented sunglasses, Spectacles, which one can use to Snap by pressing a button and post snaps immediately to their own channels (Snap Inc. 2017).

Theory part of thesis includes the information used and implemented in the strategy part. Azedani writes very comprehensively about social media strategy and actions in his Quick guide to social media -publication (Pikaopas Someen, 2015). Siniaalto has some great ideas about strategy and social media presence in her book, Success recipes for social media. (Sosiaalisen median menestysreseptit, 2014).

One of my challenges within the thesis was to keep the thesis within the limited subject and not go overboard. This was very difficult since when studying and searching on the subject, so many new ideas came to mind, which could've been included. Other challenge was the schedule, final mandatory studies and thesis writing doesn't go well hand in hand.

It was also very challenging to create a strategy for a company, when I couldn't be present in the working environment. Hence the competitor analysis has been left out from the strategy, cause creating it as a remote work, would have not been very efficient and / or reliable. A customer survey could've been executed to find out present customers', and maybe also the potential customers', preferences and opinions about Warere Hotels social media channels. This would be great adding when developing the strategy further. Also, when developing the strategy further, one should consider what to do when in example Facebook is not the biggest and the best social media to be present in. Ukrainians being one of the target customers, it could also be practical to find out which are the best channels to reach out for this certain target group and through this to also make some strategic language decisions regarding the content and posts.

The strategy for Warere Hotels has awakened some questions and challenges; how to create an efficient strategy when the resources of the company are really small? And there is no room for improvement of the resources, money- and timewise, at least for now. Therefore, the strategy includes only what is possible to execute now and as an addition some recommendations for the future has been made. Since the resources are small, the employee advocacy could be a working format for Warere Hotels to create content and update social media profiles. To avoid spelling or other mistakes, the content plan calendar can help and guide employees, when first filled and updated accordingly. Also for example employees could film short videos every now and then about their everyday life and post those to Warere Hotels social media sites after asking for a permission from the person in charge of the content.

The product of the thesis is the Social Media Marketing Strategy which includes the Content Plan Calendar. The calendar gives Warere a tool to plan their content more efficiently. In the future, it is on Warere's responsibility to update the calendar. This thesis will help Warere Hotels to improve and then maintain their social media marketing. The content plan calendar helps to publish post more regularly and with a plan.

Because of the schedule, the success of the social media marketing strategy cannot be measured or analyzed in this thesis. But the most important part is to provide the social media marketing strategy for the commissioned company, and they can measure its functionality and success with their own success metrics.

The interview is one of the basic forms of information acquisition. When needed to know people's opinions, collect information or gain knowledge about believes, the best way is to talk to one another. Focused interview is called semi-structured interview. In focused interview the interview is targeted to certain themes, which are discussed about. (Hirsjärvi & Hurme 2001, 9, 11, 47-48.) Therefore, when collecting feedback about the suggested social media marketing strategy for Warere Hotels, the style is loosely based on focused interview technics. Since the distance to commissioning company, and its personnel, is long, Warere Hotels managing partner Shayna Accongiagioco was interviewed over a phone call on Wednesday 10th of May 2017. Feedback from the suggested social media marketing strategy was mainly positive. She gave comments like; *"Really, truly helpful. Suits our needs. Overall well written and clear."* She was not sure about the suggested six hours spend on social media per week, but nevertheless will now focus on implementing the strategy in use. She also expressed her concern about her current knowledge of social media, but also told that she will be willing to learn. Resources were the biggest issue already when creating the strategy and she also recognized it. She was hoping that she would have more reliable people in Tanzania to help her out. Accongiagioco was

thinking, that maybe the future new manager for the Warere Beach Hotel will be able to help her with implementing the strategy in use. (Accongiagioco, S. 10 May 2017.)

From my opinion, travel agencies role in accommodation business has diminished and purchase decisions are made more based on the customer reviews and feedback on social media channels and based on company's social media presence and image. Social media marketing strategy can be a competitive advantage when planned and implemented correctly, and when metrics are used efficiently to measure strategy's success.

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Appendices

Appendix 1. Questions for Warere Hotels' Managing Partner Shauna Accongiagioco, and her answers

1. Does Warere Hotels currently have a (written) strategy for marketing?
 - No, we do not have a written marketing strategy.

2. Does Warere Hotels have any kind of (content) plan for marketing? And/or any of the following?
 - a) Year clock for marketing?
 - b) Content types and frequency (number of posts per channel)?
 - c) Short term content plan?
 - No, we don't have a content plan for marketing.

3. How many employees are working
 - a) In Warere Town House?
 - 11 employees.
 - b) In Warere Beach Hotel?
 - 42 employees.

3. Who is responsible for the online marketing?
 - Me (Warere Hotels' Managing Partner Shauna Accongiagioco).

4. Who is responsible for the content creation for the online marketing?
 - Me (Warere Hotels' Managing Partner Shauna Accongiagioco).

5. When doing marketing online, does the actions include both hotels (Town House & Beach Hotel) or is the online marketing done for each hotel individually?
 - Each hotel is looked at individually as the markets are very different. Especially for online marketing it doesn't make much sense to market together.

7. Which online channels does Warere Hotels use
 - a) For distribution (incl. OTA's)?
 - For the Beach Hotel: Booking.com and TripAdvisor as well as own website. We are looking at joining Groupon in Europe.
 - For the Town House: Booking.com, TripAdvisor, Hostelworld and Hostelbookers.

b) For marketing?

- Facebook and occasionally Instagram. TripAdvisor in the sense that we answer reviews. We are currently talking to TripAdvisor about a new business listing where we can post special offers etc. but in my experience, it didn't work very well with Town House because people are very hesitant to book directly with a hotel in Africa and to give out their card numbers, so most would just book on Booking.com and HostelWorld.

c) To increase awareness and share information among the consumers?

- Facebook, Google Maps, own website and TripAdvisor. A lot of word of mouth.

8. Does Warere Hotels use paid advertising in any of the online channels, including social media channels? If yes, in which channels?

- No, we do not have any paid advertising. Again, we are looking at listing on TripAdvisor, but \$1700 per year it is expensive.

9. Which social media platforms does Warere Hotels use now (network platforms, review channels, blogs, etc.)?

- Mostly Facebook and answering reviews on TripAdvisor and on Booking.com.

10. What is the most used/shared content type in the social media marketing channels (image, video or text)?

- Images, don't do videos.

11. Are any of the social media channels used to communicate with the customers? i.e.

Does Warere Hotels answer to customer feedback in TripAdvisor, or direct messages in Facebook?

- Yes, I answer all reviews on TripAdvisor and on Booking.com. I also answer all messages on Facebook.

12. What are the resources for the present online marketing? How many hours approx. per week is spend on the marketing / social media updates?

- I post maybe once a month or so.

12. Who are the wanted main target customers for Warere Hotels? Age range, nationalities, preferences? Does the target group differ between the two hotels?

- For the Beach Hotel: Age range between 30-50 mostly and nationalities mostly Europeans, Ukrainians, expats in the Middle East.
- For the Town House: Age range between 20-50, more varied nationalities. Customers travel with lower budget so very different market.

13. What is the present marketing budget? If there isn't a certain budget, how much Warere Hotels would be willing to spend on marketing in a month or a year?

- \$2000-\$3000 per year for total marketing, including fairs etc.

14. How the success of online marketing is being measured?

- We do not measure online marketing success per se, but I would say that we have more than hit our targets in terms of occupancy that had been laid out in our business plan.

Appendix 2. Warere Hotels Content Plan Calendar



CONTENT PLAN CALENDAR

Text to be posted (black)

Link to the post (red)

Idea for the image (green)

Info	Week 46	Week 47	Week 48	Week 49	Week 50	Week 51	Week 52
Dates	13.11.-19.11.2017	20.11.-26.11.2017	27.11.-3.12.2017	4.12.-10.12.2017	11.12.-17.12.2017	18.12.-24.12.2017	25.12.-31.12.2017
Weekdays							
Monday	<p>Link to 'About us' -page on Town House site: http://www.warere.com/ownhouse/about/ Information about sustainability Image of the staff</p>				<p>Link to 'Activities' -page: http://warere.com/beach/activities/ Related image Share information about the available activities @Beach Hotel</p>	<p>Share link on Warere's Instagram page: https://www.instagram.com/warerehotelszanzibar/ Screenshot of the actual Instagram page Follow us on Instagram! #warere #myzanzibar</p>	<p>(Christmas Day) (Full Moon Party @Kendwa) Link: http://www.kendwarocks.com/kendwa-rocks-full-moon-party.html # Related image Share information about the event</p>
Time	16:00				16:00	16:00	16:00
Channels	Facebook				Facebook	Facebook	Facebook
Tuesday		<p>Link to 'About us' -page on Beach Hotel site: http://warere.com/beach/about/ Information about sustainability Image of the staff</p>		<p>Link to 'Festivals' -page: http://www.warere.com/ownhouse/festivals/ Related image Encourage people to book for next year</p>			<p>(Boxing Day)</p>
Time		16:00		16:00			
Channels		Facebook		Facebook			
Wednesday	<p>Repost a customers image ADD TEXT: "Thank you for visiting / thank you for your kind words / etc." #warere #myzanzibar</p>	<p>Repost a customers image ADD TEXT: "Thank you for visiting / thank you for your kind words / etc." #warere #myzanzibar</p>	<p>Repost a customers image ADD TEXT: "Thank you for visiting / thank you for your kind words / etc." #warere #myzanzibar</p>	<p>Repost a customers image ADD TEXT: "Thank you for visiting / thank you for your kind words / etc." #warere #myzanzibar</p>	<p>Repost a customers image ADD TEXT: "Thank you for visiting / thank you for your kind words / etc." #warere #myzanzibar</p>	<p>Repost a customers image ADD TEXT: "Thank you for visiting / thank you for your kind words / etc." #warere #myzanzibar</p>	<p>Repost a customers image ADD TEXT: "Thank you for visiting / thank you for your kind words / etc." #warere #myzanzibar</p>
Time	16:00	16:00	16:00	16:00	16:00	16:00	16:00
Channels	Instagram	Instagram	Instagram	Instagram	Instagram	Instagram	Instagram
Thursday					<p>Image of the Beach Hotel / surroundings Call to action: Book now! #warere #myzanzibar</p>		
Time					16:00		
Channels					Instagram & Facebook		
Friday			<p>(Warere Beach 2 years) (Swahili Fashion Week) Image of the Beach Hotel Happy 2nd Birthday!! #warere #myzanzibar</p>	<p>Image of the Town House / surroundings Call to action: Book now! #warere #myzanzibar</p>			
Time			16:00	16:00			
Channels			Instagram & Facebook	Instagram & Facebook			
Saturday		<p>Image of the Beach Hotel / surroundings Call to action: Book now! #warere #myzanzibar</p>	<p>(Swahili Fashion Week) (Full Moon Party @Kendwa) Link to: http://www.swahilifashionweek.com/ Share image related to Swahili fashion Encourage customers to discover the Swahili Fashion</p>			<p>Happy Holidays #warere #myzanzibar with themed image</p>	
Time		16:00	16:00			16:00	
Channels		Instagram & Facebook	Facebook			Instagram & Facebook	
Sunday	<p>Image of the Town House / surroundings Call to action: Book now! #warere #myzanzibar</p>		<p>(Swahili Fashion Week)</p>			<p>(Christmas Eve)</p>	<p>(New Year's Eve) (Full Moon Party @Kendwa) Happy New Year #warere #myzanzibar with themed image</p>
Time	16:00						16:00
Channels	Instagram & Facebook						Instagram & Facebook



SOCIAL MEDIA MARKETING STRATEGY FOR WARERE HOTELS

Bachelor's Thesis 2017
Degree Programme in Hotel and Restaurant Management
Essi Varakas

CONTENT

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GENERAL

- Be actively involved and work as transparently as possible in social media networks.
- Emphasize on the importance of listening and involving the consumers.
- Bring extra value for the consumers. The extra value can be divided to 2 different main categories: knowledge based and emotional. Knowledge based in the simplest way means sharing what we sell and where and when. Emotional extra value is based on the feeling that the content can convey. In the simplest way, this means sharing motivational and positive pictures.
- Social media is the platform of today for customers to reach out for company's service department.



GOALS FOR THE STRATEGY

Main goals:

- Increase revenue in the hotels, (percentages or Dollars)
- Gain more customers, (amount)

Middle phase goals to achieve the main goals:

- Increase awareness
- Share information
- Create professional and credible image of the hotels
- Create stronger brand image
- Guide customers to Warere's websites



TARGET CUSTOMERS, WARERE TOWN HOUSE

- Age range 20-50
- Varied nationalities
- Traveling with budget



TARGET CUSTOMERS, WARERE BEACH HOTEL

- Age range 30-50
- Europeans
- Ukrainians
- Expats from the Middle Eastern countries



SELECTED SOCIAL MEDIA CHANNELS

Facebook

- Share images, short videos and short texts
- Share information and increase awareness
- Interesting details about the destination
- Create and evoke feelings among the followers

Instagram

- Share images and short videos
- Share information and increase awareness
- Interesting details about the destination
- Create and evoke feelings among the followers

TripAdvisor

- Reply to guests' reviews and feedback

OTA's

- Reply to guests' reviews and feedback



CONTENT PLAN

- Content plan calendar example for the period of 13.11.-31.12.2017 as an attachment.
- The tool is meant to make it easier for the content creator to plan the publishing dates, plan the content and follow the plan.
- Calendar includes ideas for the posts, images, texts and links. Special days are taken into account.
- Extend the calendar to meet the company's requirements.

To consider in the future:

- Paid softwares to control multiple social media channels in one platform
- Paid advertising when the marketing budget is bigger



CONTENT PLAN

Facebook

- One individual post per week
- One mutual post with Instagram per week
- Post images, short videos and short texts
- Share information and increase awareness
- Interesting details about the destination
- Create and evoke feelings among the followers
- Answer to comments and questions



CONTENT PLAN

Instagram

- One individual post per week
- One mutual post with Facebook per week
- #warere #myzanzibar (+additional ones)
- Post images and short videos
- Repost customers images
- Share information and increase awareness
- Interesting details about the destination
- Create and evoke feelings among the followers
- Answer to comments and questions



CONTENT PLAN



TripAdvisor & OTA's

- Answer to reviews and feedbacks as soon as possible, especially the negative reviews and feedbacks

RESOURCES



- 1 person
- Reserved time for social media marketing: around 6 hours per week
- Involve employees by asking for ideas for posts

To consider in the future:

- Employee advocacy
- Both hotels, Warere Town House and Warere Beach Hotel, should have their own social media marketers

BUDGET



- \$2000 - \$3000 per year
- This includes all the marketing done in the hotels; online and offline marketing, social media marketing and fairs.

METRICS



Facebook

- Metrics & insights provided by Facebook

Instagram

- Metrics & insights provided by Instagram

TripAdvisor

- Metrics & insights provided by TripAdvisor
- Ratings, reviews and market position

OTA's

- Ratings, reviews and market position

Additionally other paid softwares for more precise success metrics