Social Media Marketing Plan for Kamome Restaurant

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The main purpose of this thesis is to help Kamome Restaurant to attract local customers. A social media marketing plan is created to serve this main purpose. A research is executed to help the author to find out key points in order to build a solid and suitable social media marketing plan for Kamome Restaurant. There are 3 objectives that the research needs to achieve:
- To find out what is the target audience that Kamome Restaurant should focus.
- To find out which social media networks that Kamome Restaurant should concentrate.
- To find out the social media marketing content that Kamome Restaurant can utilize to attract local customers.

The thesis has two main parts: theory review and empirical part.

The theory review consists 3 parts: Digital marketing, Social media marketing and Social media marketing in restaurant industry. The knowledge base of this part is gathered from several specialised books as well as scientific articles.

Empirical part is a social media marketing plan based on the social media marketing plan outline in theory review part. This part also includes a research about customer's social media using behaviour in restaurant industry. Quantitative research method is applied with deductive approach, supported by descriptive and correlation research. A questionnaire is designed to collect data for the research. It is conducted in two ways, paper form in the restaurant as well as surrounding area and online form through internet. The result of the collected data is analysed with a description of each variables, Chi-square test as well as Cramer's V Test are used for correlation analysis between set of variables.

As a result of this thesis, a social media marketing plan is created. The plan contains analysis in internal and external environments, defined target audience. Several adjustments and ideas are suggested about Kamome restaurant's website, social media posts' content, social media marketing campaign. In the end, measure tools are introduced to observe the performance of social media marketing plan.

Keywords: social media marketing, digital marketing, eWOM, restaurant industry, Kamome Restaurant

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1   Introduction

1.1   Background

In this twentieth first century, technology is fully developed with a swift pace. Social media belongs to this era, it is continually changing and quickly becoming an indispensable thing in society nowadays. With the rapid adaptation characteristics, Marketing have never been late in catching the speed of society's growing. Marketers have utilized social media as a digital marketing channel for years. As a result, social media marketing becomes one of the most vital channels that every business should consider in terms of using Marketing tools. Knowing this importance of social media, restaurant industry does not stay behind this trend. This bachelor's thesis will explore how well the restaurant industry is doing with social media marketing globally in general, then it will focus on analysing a case company which is Kamome Restaurant based in Helsinki, Finland in particular.

1.2   Purposes of the study

The main purpose of this thesis is to help Kamome Restaurant to attract local customers, especially in winter time. A social media marketing plan will be made in order to achieve this purpose. The study wants to analyse current social media marketing activities of Kamome Restaurant and how local people reacts with restaurant industry on social media. Base on the outcome of the research, the author points out the advantages and drawbacks of Kamome's social media marketing plan and make suggestions for future strategies.

1.3   Limitations and delimitations of the study

There are 2 limitations that this study faces. The first one is how to reach the right amount of local people within a timeframe. Current customers of Kamome restaurant are mostly tourists from Japan and Korea. Thus, running the survey targeting local customers inside the restaurants will be a challenge. This limitation can be conquered by carrying out the survey not only inside restaurants but also around the nearby neighbourhood and on internet. The important thing when operating this survey is ensuring the survey reaches the correct target customers – which are people who lives in Uusima area. This can be done by excluding tourists who comes to visit the restaurants as a default.

The second limitation is the lack of knowledge of the author herself. The author knows only several analysis tools which may not bring the best result for the research. Even though the analysis tools that the author knows may not be the finest ones, they are still suitable for this study. Therefore, the author decides to use them. These tools will be introduced in upcoming parts.

1.4   Research questions

The main research aim for this study is to serve the main purpose of the study, which can be defined as follow: To build a social media marketing plan to attract local customers for Kamome Restaurant. Beside this main research aim, the following sub-questions should be answered to support the main aim: What is the target audience for the marketing plan? Which social media networks that the restaurant should concentrate? What is the content of social media marketing that can attract new local customers?

1.5   Structure of the thesis

The thesis consists two parts. The first one talks about theorical background of the main topic. At first, it introduces key concepts, general definitions and explanations of several digital marketing tools, especially in social media marketing. In addition, an outline of a social media marketing plan will be introduced. After that, the theory review part highlights previous research works which are related to social media marketing in restaurant industry. The second part is empirical part where expresses the practical research for the case company. It contains 4 subparts: The case restaurant, objectives, research design and development plan for the case restaurant.

2   Methods

2.1   Research and development methods

Since the main purpose of this study is to figure out what Kamome Restaurant can do on social media to attract more local customers, collecting people opinions is the best option. Hence, the author chose Quantitative research method to study this thesis research objectives. It is conducted with deductive approach, supported by descriptive and correlation research. A questionnaire will be designed as a part of survey strategy to fulfil the requirements of this research. The secondary data in literature review will be a foundation to design the questionnaire. A sample of group represents local customers in Uusima area will be chosen to be delivered the questionnaire.

After the collection of data, the author will use Exploratory Data Analysis (EDA) approach to analyse and present the data. Introducing general information and main characteristics of data, usually by visual methods such graphs, EDA is a useful approach to analyse the data in the early stage (Saunders and Lewis and Thornhill 2016). In this study, different types of charts, graphs will be utilized to display a clear picture, assist to answer the research sub-questions.

Furthermore, the author has some expectations about the connection between sets of data. Pearson's Chi-Squared test, a statistical hypothesis test that allows the researcher to find out

whether two variables are dependent or not, said Saunders at el. (2016). Thus, to discover the population's characteristics, Chi-Square test will be used to test the relationships between several sets of variables. In addition to Chi-Square test, Cramer's V test can identify the strength of the association between 2 variables (Cramér's V 2019). The author chooses to use also Cramér's V to take a deeper analysis to the connection of the data as well as to assure the precision of Chi-Square test result.

When all the data analysation is done, the author will generate ideas to improve and develop social media marketing of Kamome Restaurant based on the study's results. Consensus Decision Making method is chosen at this stage. According to Wikipedia (2019), Consensus Decision Making is a process which helps a group to reach a common goal which is considered to be the best for the group. It consults everyone's opinions and finds the final solution that every group member can accept it. This method will be executed among Kamome Restaurant's employees and manager. The final solution has to be fit with Restaurant culture, budget and staff's ability.

2.2   Reliability and validity

According to Saunders at el. (2016), reliability and validity are fundamental in doing research. Reliability talks about the reproduction and consistency. It means that if a researcher repeats an earlier research design and is able to gain the same results, the research would be reliable. Validity concerns the accuracy of the research data. Is the chosen sample of the research appropriate to the research questions? Is the analysis method suitable for the gained data? And do the findings answer the questions? These questions need to be checked before a research can be seen as a valid one. (Saunders at el. 2016)

The research and questionnaire design procedures need to be done under a strict supervision to guarantee the reliability and validity of the study. According to Mitchell (1996), there are 3 approaches to assess reliability: test re-test, internal consistency and alternative form. Test re-test checks the reliability by obtaining the same answers for one questionnaire from the same respondents. The respondents need to reply twice to the questionnaire within an appropriate time-frame, under equivalent condition. Internal consistency examines the consistency of the responses for a group of questions. It is considered to be reliable when these responses have a mutual connection. Alternative form is another approach which observes the responses for the primary questions and the different version of them. If the scores between these forms are dramatically different, then it is not reliable. In this research, the author will use test re-test method in a pilot group to assess the reliability of the study.

In order to ensure the content validity, the author chooses professional books and scientific articles as the main resources for theory review as well as the foundation of the questionnaire. Several meetings will be arranged with the author's supervisor to evaluate the questions, whether they are essential or not for the questionnaire. This increases the reliable of

the questionnaires since all needed corrections can be done. Moreover, to maintain the right direction of the study, the author discussed with the restaurant manager to ensure the possibility of delivering the questionnaires.

In addition, the author follows the 4 stages - developed by Foddy (1994) - which are illustrated in following Figure 1 to assure the reliability and validity of a question.
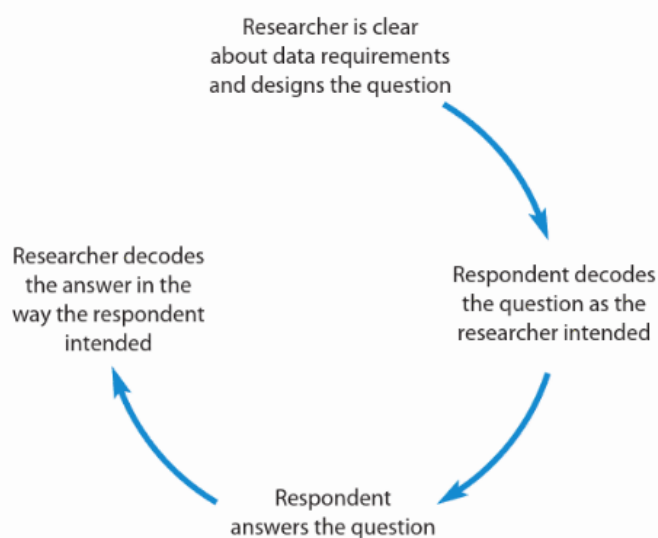

Figure 1: Stages that must occur if a question is to be valid and reliable (Saunders et al. 2016).

A pilot testing will be performed to test the reliability with the sample of 20 persons. This size of the pilot testing is chosen since Kamome Restaurant has a group of regular customers, they agree to join the testing. This pilot testing tests the level of understanding of the respondents to the questions as well as the interpretation of the author to the answers.

3   Theory Review

3.1   Digital Marketing

According to Chaffey and Ellis-Chadwick (2016), digital marketing means employing digital technologies and media to obtain marketing objectives. Marketers who perform digital marketing are the ones who manage the company presence on the Internet, by using different online communication techniques and through diverse digital platforms.

There are many online communication tools to support digital marketing activities. Digital marketers usually combine several tools, it depends on their marketing strategies to achieve company goals. Those tools can be divided into 6 following groups (Chaffey and Smith 2013):

Search engine marketing (SEM): Increase the visibility of a website in search engine when the user types relevant keyword. This brings traffic to the website, raising the number of visitors.

There are two main methods: achieve higher ranking with paid advertisements (pay-per-click) and using search engine optimization (SEO) without paying anything to enhance natural position in result listings.

Online PR: Bring up the prominence of the company by being mentioned on third party places. Target customers can visit these websites and get the first glance about the brand, products or websites. For instance, Salesforce or Hubspot can be named in a blog's article about customer relationship management.

Online partnerships: Building long-term partnerships with other websites to promote the company service. This can also be done through email communication. There are several forms of this type such as link building, affiliate marketing or comparison websites, online sponsorship and co-branding. For example, www.gsmarea.com is a comparison website about mobile phones.

Display advertising: Running online advertisements on popular websites to enhance brand awareness and optimize traffic to target site. It can be banner ads on online newspapers or video ads on Youtube, etc.

Opt-in email marketing: The process of inviting customers subscribes for e-newsletter by giving their email addresses. Or doing email marketing by putting ads in third-party e-newsletter to their customers

Social media marketing: Companies boost their brand awareness and engage customers by running advertisements and being active on several social media communities in different platforms. Online word-of-mouth messages or viral marketing can also be considered as social media marketing.
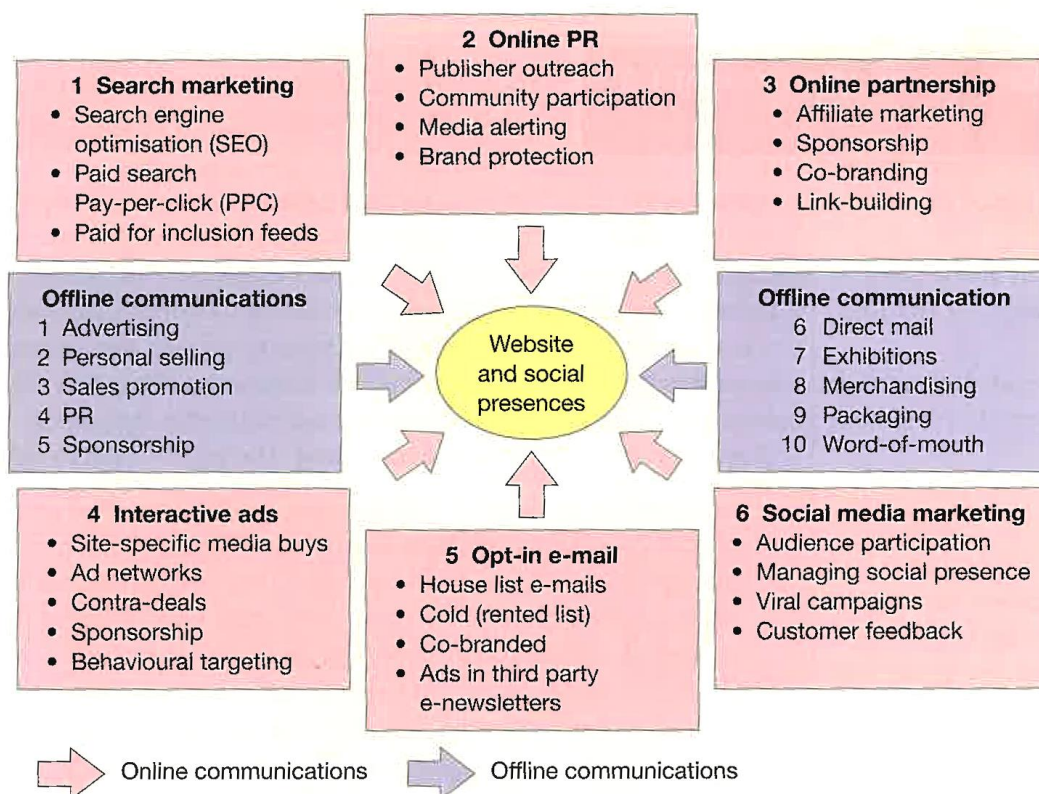
Figure 2: Six categories of e-communications tools or media channels (Chaffey and Ellis-Chadwick 2016)

Beside these online communication tools, understanding different kinds of digital marketing platforms is also vital. Chaffey and Ellis-Chadwick (2016) point out 3 types of hardware platforms that marketers should consider when they plan their digital marketing strategies:

Desktop, laptop and notebook platforms: Desktop browser-based platform which is web browser such as Internet Explorer, Google Chrome, etc. is the most usable platform in this digital era. Related to desktop, there are desktop apps which is generated by operation system developers such as Apple App Store or Microsoft Store. Email is considered as platforms by Chaffey and Ellis-Chadwick (2016) since it provides different opportunities for marketers, widely used for communication and advertisements. Feed-based and Application Programming Interfaces such as RSS feeds, Twitter and Facebook, etc. are familiar platforms for digital marketers these days. Even though streamed videos are usually showed through above platforms, video-marketing platforms represents a separate platform since there are television channels which run by streaming over the Internet.

Mobile phone and tablet platforms: This type of platforms is similar to desktop platforms but more convenient since it can be accessed easily everywhere. The main platforms are Mobile operation system and browser; and Mobile-based apps. Digital marketers need to determine whether they should deliver content through a browser or a specific app to enhance the engagement with their audience.

Other hardware platforms: Emerging platforms that digital marketers can see the potential are: Gaming platforms such as PlayStation, Nintendo or Xbox; Indoor and outdoor kiosk-type app; Interactive signage like touchscreen, Bluetooth or QR codes on signage at metro station, shopping mall and Wearables such as smart watches and smart glasses.

3.2   Social Media Marketing

3.2.1   Social Media

Social media is not a new thing in this decade but what exactly social media is, not many people understand it. People normally assume that social networks such as Facebook, Instagram, etc. are social media itself. In fact, social media is broader than social networks and narrower the terms of human communication through technologies. How to define social media is still a challenge. As reported by Obar and Wildman (2015), the definition of social media can be based on 4 following characteristics:

1) Current social media services base on Web 2.0 Internet which adds value compared to Web 1.0 since it allows users to participate, give them more power and freedom.

2) The root of social media is the content created by its users. The statuses, the tweets, the comments on a blog entry, the likes, the downvotes on Youtube and thousands of decisions that users make, fuel social media sites.

3) You cannot have a building without construction men. Social media builders are user-specific profiles which created by individuals or groups. Almost everywhere you want to provide your content, you need to have your unique account or at least your IP addresses will be collected for the record.

4) The connection between individuals and groups in social networks is supported by social media services and helps broaden theirs network. For instance, Facebook have the function called "People You May Know" to suggest users connect to each other base on their information such as locations, interests or previous interaction, etc.

With this definition, Tuten and Solomon (2015) decide to split social media into 4 major zones, include social communities, social publishing, social entertainment and social commerce. "Communities are focused on relationships. Publishing features the sharing and promotion of content. Entertainment channels are geared to fun and shared uses of social media. Commerce addresses the shopping functionality of social media applications." (Tuten and Solomon 2015, 36)
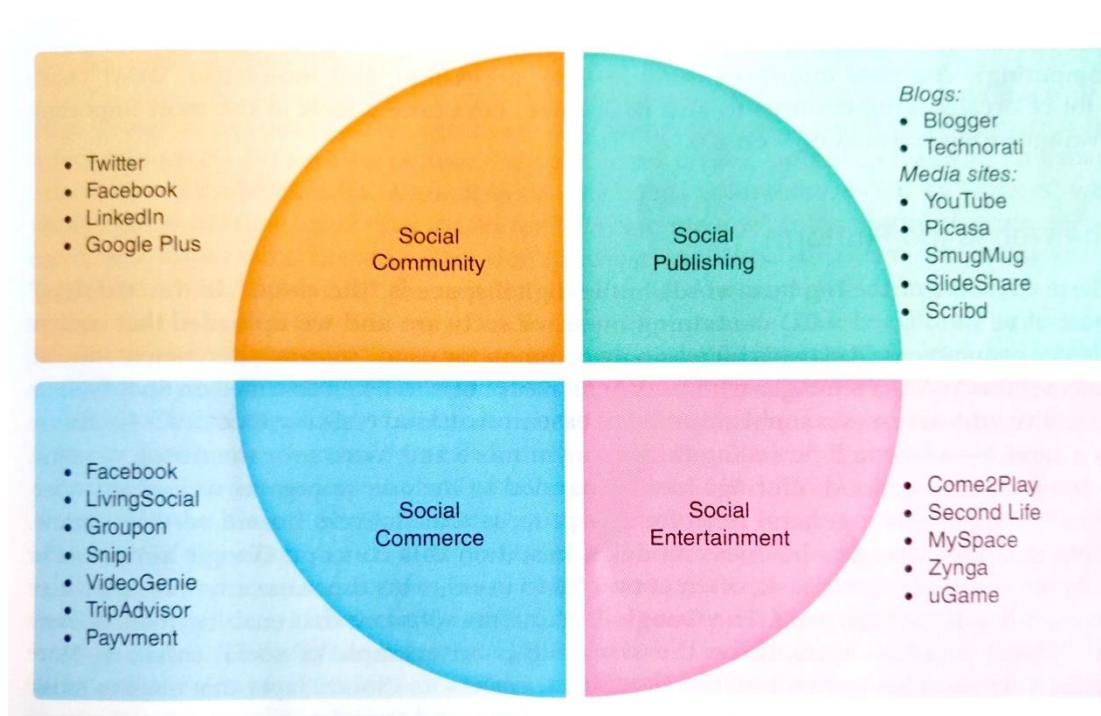
Figure 3: Social Media Zones and Exemplar Vehicles (Tuten and Solomon 2015)

3.2.2 Social Media Marketing

Social Media Marketing simply means doing Marketing activities by using social media. Compared to other tools, it is the most inexpensive one, offers Marketers various ways to interact and connect with customers in different stages of business (Tuten and Solomon 2015). Beside the original Marketing Mix with 4Ps: Product, Price, Promotion and Place, social media marketing enables the fifth one which is Participation. Word-of-mouth (WOM) marketing is well-known as the most effective marketing type because of customers involving. Nowadays, this fifth element of social media marketing allows companies promote WOM easier and more effective. It gradually changes to electronic Word-of-mouth (e-WOM).

According to Chaffey and Ellis-Chadwick (2016), e-WOM can be performed by social media marketing with following approaches:

- *Buzz marketing:* make people talk about the brand by using high-profile news or entertainment.

- *Viral marketing:* create content that have an explosive power, reaching a vast of people rapidly.

- *Community marketing:* main target are small groups of people sharing the same interests such as user groups, fan clubs or discussion forums.

- *Influencer marketing:* similar to buzz marketing, this approach works with people who has influence in certain communities, groups.

- *Conversation creation*: create attractive content which urges people to talk about it

- *Brand blogging:* generate blog entry with the purpose of sharing information, transparent interactions, discussions.

- *Referral programmes:* boost e-WOM from existing customers when give them benefits for referring their friends to company.

Social media marketing can reach a large scale of audiences in a cost-effective way and within a short time. It increases brand awareness, facilitate purchase cycle and build a stronger brand loyalty. It helps company to connect with its customers and assists customers to reach out company effortlessly. However, everything has its own risk, social media marketing is no exception. Until now, there is still argument about social media marketing's Return of Investment. "There is no guarantee that the campaign will "go viral"" (Chaffey and Ellis-Chadwick 2016, 533). If the social media marketing cannot reach its audiences as expected, clearly the investment is wasted. But how to measure the level of successful campaigns is questionable. There are indicators provided by several social network platforms to deliver information about advertising campaigns such Facebook Ads Manager. Yet, it is not enough since Marketers does not only run advertisement on social media networks. Moreover, positive viral marketing can bring popularity and reach wide range of audiences, so do negative one. As it can come across numerous types of people, Marketers cannot avoid the unpredicted backlash. For instance, in 2017, the Pepsi advertisement featuring famous model Kendall Jenner received lots of criticism in only 24 hours of releasing the ad from online users. Pepsi had to pull out the ad and made an official statement after that. Apparently, it caused huge damage to Pepsi's reputation and their investment brings back zero benefits.

3.2.3   Social Media Marketing Strategy

As a marketer, before executing a tool to achieve an objective, there is always a needed strategy or plan in advance. Akin to traditional marketing strategy, social media marketing planning enables a company to understand the markets environments, their positions among competitors and what they should do next based on this information. According to Tuten and Solomon (2015), there are 7 major steps to structure a complete social media marketing plan.

The first step is analysing market environment and identify current position. This step allows company to understand deeply the industry, competitors, customers and itself. It recognises current problems or opportunities the company has. In this step, SWOT analysis assists to investigate internal and external environment that could affect to the organization's decision.

Tuten and Solomon (2015) point out one fundamental aspect in external environment for social media marketing is the brand's competition. Organization should analyse the reaction of target audiences towards the competitive social media efforts.

Secondly, any plan means nothing without goals or objectives. Hence, define social media marketing objectives and set budgets to them are indispensable part of the plan. An objective should be specific, measurable, has time line, expect possible changes, steady and realistic. This can be done by consider carefully company resources include finance and human. Most of the time, small and medium-sized organizations use internal human resource to manage social media marketing while big ones may use external agencies to work on the ideas, contents, measurement and so on for social media marketing. There are 3 ways that companies usually approach social media marketing budgets: percentage of ad spend method, competitive parity method and objective-and-task method (Tuten and Solomon 2015). The first method assigns an overall budget to social media marketing activities. The second based on competitors' budget to begin with. The last one determines an estimated cost to achieve an objective.

Customer segmentation is the third step that a social media marketing plan should include. This step unlocks the mystery of what to do with customers. Companies can use customers' profiles which contain information such as demographic, geodemographic, characteristics, etc. to identify their target audience. Hence, they can make a step farther to reach the objectives. It defines the styles, social media activities and behaviours that an organization should act when target audiences are chosen.

Once a customer segment has been selected, the next step is finding the best social media mix to attain purposes. This stage describes the mix of vehicles that companies should utilize for their social media marketing plan. These vehicles lie among 4 zones of social media: social communities, social publishing, social entertainment and social commerce.

One of vital stages of social media marketing strategy is creating customer experience. This means the organization creates their unique message or statement which allows people to remember and identify their brand with it. Moreover, social media helps marketers generate experience with customers through interactions, engagements and social sharing. Organizations have to define a consistent social persona to interact with their target customers. This all combine together produces a customer journey, an experience that every customer should go through and remember the specifics that only the company can provide.

The next step of social media marketing plan is different than a typical tradition marketing plan. That is the never-ending campaign timeline. A normal one has a specific start and stop date for accomplish objectives. On social media, there is no complete conversation, communication keeps going in many ways. Therefore, social media marketing is like never ending campaign. Especially in terms of customer service and customer relationship management.

Many brands' aim is to maintain their presence on social media all the time. This can be accomplished by integrate with other promotions and automated postings function.

Last bust not least, execute the plan and measure the outcomes. Whenever the plan is ready, once again, to implement the plan, organizations need to remember the characteristics of social media marketing. It requires human resource which are staff time and commitment; the quality of content and how it can benefit target audiences. It takes longer time compared to traditional marketing to gain back the results. Objectives have to be focused in every step and action. Measurement of the outcomes should be there to ensure the successful of the plan. In their book, Tuten and Solomon (2015) introduce the DATA approach: define, assess, track and adjust, to measure the plan. Define the objectives, assess the cost and potential value it may gain, track the actual outcomes and find the connections of them with the campaign, adjust the operation for better results.

Table 1: A Social Media Marketing Plan Outline (Tuten and Solomon 2015)

THE SOCIAL MEDIA MARKETING PLAN OUTLINE

I Conduct a situation analysis and identify key opportunities

   1 Internal Environment

      a What activities exist in the overall marketing plan that can be leveraged for social media marketing?

      b What is the corporate culture? Is it supportive of the transparent and decentralized norms of social media?

      c What resources exist that can be directed to social media activities?

      d Is the organization already prepared internally for social media activities (in terms of policies and procedures)?

   2 External Environment

      a Who are our customers? Are they users of social media?

      b Who are our competitors? What social media activities are they using and how are social media incorporated in their marketing and promotional plans?

      c What are the key trends in the environment (social, cultural, legal and regulatory, political, economic, and technological) that may affect our decisions regarding social media marketing?

   3 SWOT Analysis

      a Based on the analysis, what are the key strengths, weaknesses, opportunities, and threats (SWOT)?

II State objectives

   1 What does the organization expect to accomplish through social media marketing (promotional objectives, service objectives, retail objectives, research objectives)?

III Gather insight into target audience

   1 Which segments should we select to target with social media activities?

   2 What are the relevant demographic, psychographic, and behavioral characteristics of the segments useful in planning a social media marketing strategy?

   3 What are the media habits, and especially the social media habits of the segments?

IV Select social media zones and vehicles

Which mix of the four zones of social media will be best to accomplish our objectives within the resources available?

   1 Social community zone strategies

      a What approach to social networking and relationship building should we use? How will we represent the brand in social networks (as a corporate entity, as a collection of corporate leadership, as a brand character)? What content will we share in this space?

THE SOCIAL MEDIA MARKETING PLAN OUTLINE

2   Social publishing zone strategies

a   What content do we have to share with audiences? Can we develop a sufficient amount of fresh, valuable content to attract audiences to consume content online?

b   What form should our blog take?

c   Which media sharing sites should we use to publish content? How should we build links between our social media sites, owned media sites, and affiliates to optimize our sites for search engines?

3   Social entertainment zone strategies

a   What role should social entertainment play in our social media plan? Are there opportunities to develop a customized social game or to promote the brand as a product placement in other social games? Is there an opportunity to utilize social entertainment sites such as MySpace as an entertainment venue?

4.   Social commerce zone strategies

a   How can we develop opportunities for customer reviews and ratings that add value to our prospective customers?

b   Should we develop retail spaces within social media sites? If we socially enhance our own e-retailing spaces, what applications should be used?

c   How can we utilize social commerce applications like group deals to increase conversions?

V   Create an experience strategy encompassing selected zones

1   How can we develop social media activities that support and/or extend our existing promotional strategies?

2   What message do we want to share using social media?

3   How can we encourage engagement with the brand in social spaces?

4   How can we encourage those who engage with the brand socially to act as opinion leaders and share the experience with others?

5   In what ways can we align the zones used as well as other promotional tools to support each other? Can we incorporate social reminders in advertising messages, in store displays, and other venues?

VI   Establish an activation plan

1   How do we make the plan happen?

2   Who is responsible for each aspect of implementing the plan?

3   What is the timing of the elements in the plan?

4   What budget do we need to accomplish the objectives?

5   How do we ensure that the plan is consistent with the organization's overall marketing plan and promotional plan?

VII   Manage and measure

1   How do we measure the actual performance of the plan?

The upcoming social media marketing plan in empirical part of this study will follow Tuten and Solomon's social media marketing plan outline. However, SWOT Analysis will not be included in since they are not compatible to the case company.

3.3   Social Media Marketing in Restaurant industry

In recent years, it is normal that new customers rely on other customer's comments through restaurants social media page to decide whether or not they will visit that restaurant. In their

research paper, Edalat and Morris (n.d.) state that 85% respondents use social media to search for restaurants. After doing research about the connection between genders and levels of expertise with reading online reviews, Kim and Mattila and Baloglu (2011) conclude that regardless what kind of their background, people still consider online reviews are important. People believe in these reviews since they see it as the truth from someone who is as normal as them. Similarly, they also want to contribute their reviews, spread out the good and eliminate the bad. Thus, the power of e-WOM in social media marketing cannot be underestimated. A bunch of good rating on restaurant social media page can bring a large proportion of new customers to the restaurant. Additional, improving restaurants physical services can push up e-WOM as they have strong relationship (Jeong and Jang 2011). Indeed, an investigation is launched by Pantelidis (2010) to see how the online reviews work in 300 restaurants in London. The results show that the comments from customers about restaurants always relate with food, service, ambience.

In numerous reports about using social media in restaurant industry, almost all of the restaurants from big chains to small and medium size ones see that doing social media marketing in the present time is inevitable. Needles and Thompson's study (2013) shows that more than 75% of independent restaurants utilize social media to do marketing while nearly 59% of chain restaurant do so. All of the participants of a study at New Delhi, India by Deshwal and Kothari and Agarwal (2017) use social media to promote their restaurants and engage with their customers. However, Deshwal et al. (2017) found that chains do a better job in apply social media marketing whereas independent restaurants are still lack of skills to fully use social media marketing, they rely more in traditional marketing.

When utilize social media marketing, restaurant managers choose social media networks to begin with. According to Statista (2019), Facebook is the most popular social network with the highest active users in the present. Nowadays, almost all of companies' websites in different industries have Facebook icon to link to their Facebook pages. Twitter and TripAdvisor are the upcoming social networks to be used after Facebook in restaurant industry.
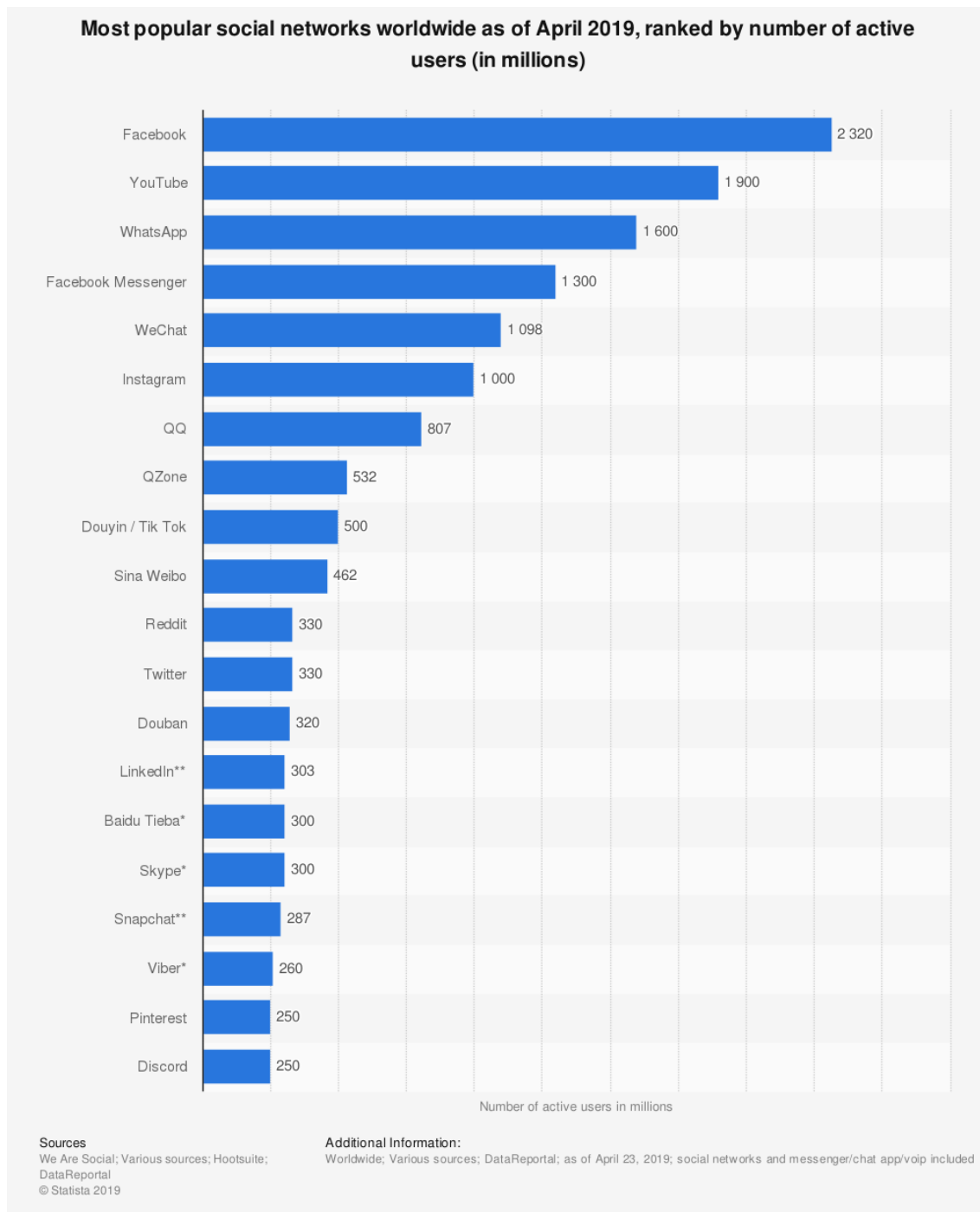
Most popular social networks worldwide as of April 2019, ranked by number of active users (in millions)

Network	Active users (millions)
Facebook	2 320
YouTube	1 900
WhatsApp	1 600
Facebook Messenger	1 300
WeChat	1 098
Instagram	1 000
QQ	807
QZone	532
Douyin / Tik Tok	500
Sina Weibo	462
Reddit	330
Twitter	330
Douban	320
LinkedIn**	303
Baidu Tieba*	300
Skype*	300
Snapchat**	287
Viber*	260
Pinterest	250
Discord	250

Number of active users in millions

Sources
We Are Social; Various sources; Hootsuite; DataReportal
© Statista 2019

Additional Information:
Worldwide; Various sources; DataReportal; as of April 23, 2019; social networks and messenger/chat app/voip included

Figure 4: Most famous social network sites worldwide as of April 2019, ranked by number of active users (in millions) (Statista 2019)

While Facebook is the main network for restaurants to use in social media marketing globally, in China, this popular network is banned. Therefore, restaurant managers in China have been utilizing other social networks which are well-known there. Restauranteurs in China connect with customers, collect resources and boost "their presence on Dianping, Baidu and Meituan, and to utilize WeChat" (Ghiselli and Ma 2015).

On one hand, both findings of Deshwal et al. (2017) and Ghiselli and Ma (2015) suggest that independent restaurants need to improve their social media marketing. Needles and Thompson (2013) found out that in United States of America, even though stand-alone restaurants see the fundamental part of social media marketing, they do not have a solid social media strategy and measurement. These restaurants have many goals for just 1 marketing campaign. Their target audience basically is everyone – from new customers to existing ones. Restaurant managers should re-evaluate their social media campaign, tailor social media marketing strategy to fit restaurants' specific goals and target customers (Needles and Thompson 2013).

On the other hand, big chains are doing great job with social media marketing. Big names such as Starbucks, Burger King, McDonald's, Subway, etc. have their Facebook pages with more than 10 million fans. They are really active on social media networks, usually update news, statuses and interact with their customers. With large resources and bigger scale around the world, big chains usually have their own Marketing team to do research and generate successful social media marketing plans. Kwok and Yu (2012, 92) found that big chains "are acquiring better skills and tactics in managing social media tools over time". For instance, in 2017, one picture of Burger King's Instagram account suddenly became a hot topic since a boyfriend caught cheating in that picture's comments section. After it went viral on Internet, some users did research with those accounts involve to that situation, they recognized these accounts are fake ones. They doubted that Burger King is the one behind this happening. Until now, Burger King has not given any official statement about that. However, no matter what happened, the incident brought Burger King name goes up during that time.

In terms of social media communication content, in their research paper with twelve restaurants brands which have the most Facebook fans, Kwok and Yu (2012) find that photo and status are the most attractive type of message. They suggest that restaurants should focus on status and photo posting, rather than videos and hyperlinks. It seems like social media users are living in fast pace and do not like to take time on videos or click on link. Moreover, Facebook users tend to react to conversational messages more than sales and marketing messages. Their analysis found out that most people ignore to the message with words directly related to selling, such as "win", "check", and "vote". Therefore, restaurant marketers need to think about create conversational messages without involve with selling or promoting to engage with their audience (Kwok and Yu 2012).

4   Empirical part

4.1   The case restaurant

4.1.1   Internal environment

Kamome Restaurant is a Japanese – Nordic mixture cuisine restaurant. It is located in Punavuori, design district of Helsinki area. Originally, its name is Kahvila Suomi, a Finnish coffee

shop. The place was chosen to be filmed in a Japanese – Finnish movie named "Kamome Sho-kudou" in 2006. Since then, it gains popularity among Japanese community. In 2015, Mr. Hideki Ogawa took over the place from retired owners of Kahvila Suomi, he changed its name to "Kamome". Until now, Kamome Restaurant has been become a famous place in Helsinki for Asian tourists, especially Japanese. Therefore, Kamome restaurant's hectic time is summer time, when the vacation of Japanese people begins. However, the problem of Kamome Restaurant is the winter time. Even it is popular for tourists, it is not appealing in local people's eyes. The restaurant becomes quiet when the vacation time of tourists is over. This issue is the most concerned one for the restaurant manager as well as the owner. They are trying to connect and attract more local customers, but no plan has been deployed successfully.

The owner and the restaurant manager realise the potential opportunity of social media to improve this situation. Yet, they do not have a clear strategy to use it. The author decided to approach them with this thesis topic and received a yes to run the project. A glance of Kamome Restaurant's current presence on social media networks are shown below to let the audiences know a clear position of Kamome in present.

Until 12th August 2019, the information of Kamome's social networks are as followings. On Facebook, Kamome has 1177 page likes and 1250 people follows the page. There are 40 people rated and reviewed the page with the average point at 4.7/5. The latest review is in June 2019, which is quite outdated information since there is no new review in recent 2 months. On Instagram, Kamome has 1048 followers with the average amount of likes for each post at around 100. On TripAdvisor, Kamome ranked 289 among 1348 restaurants which are present on this platform. The ratings Kamome got from this website is 3.5/5 with 76 reviews. The last review is 2 weeks ago. Most of the review come from Japanese. Kamome do not have Twitter account. In Finland, there is one website named eat.fi which is the page for people to search for restaurants in Finland. Kamome also present on this platform, however there is no review for Kamome on this site, the current rating is copied from Facebook which is 4.7/5. Beside eat.fi, Yelp also a place where people can go there and search for restaurants in particular area. Kamome only got 2 reviews with the rating at 2.5/5, which is considered low, compared to other restaurants on this platform.

4.1.2   External environments

Beside internal environment, the social media marketing plan for Kamome is also affected by outsiders, which include customers, competitors and external environments.

Current customers that Kamome have mostly are Asian tourists. The popularity of Kamome among these people brings lots of benefit to the restaurant. Yet, there is an emerging problem for Kamome since many tourists see the restaurant as a tourist attraction more than a restaurant. There are some customers just come, take pictures of the restaurant then go without making any purchase. These customers can help Kamome to spread out its images on social media, but they may become an obstacle, taking the spots of real customers without

giving true revenue to Kamome. In addition, potential customers of Kamome are local people who are living in the neighbourhood. However, Kamome is failed to attract these people to the restaurant.

Talking about the competitors, Kamome has direct and indirect competitors in food industry of Helsinki area. About direct competitors, there are 2 famous names of ramen restaurants: Fat Ramen and Momo Toko. Fat Ramen is one of the oldest ramen restaurants in Finland. It is famous with its house-made noodles for the ramen. Momo Toko is the biggest ramen chain in Helsinki area, it has many branches in popular areas. The upcoming table is a short summary of the author's observation through different social media channels between Kamome, Fat Ramen and Momo Toko. The information is updated on 12th August 2019.

Table 2: Presences of Kamome and direct competitors on social media channels

	Kamome	Fat Ramen	Momo Toko
Branch	1	1	5
Facebook	1177 page likes	3734 page likes	3740 page likes
Instagram	1048 followers	2065 followers	1013 followers
Twitter	Do not have account	27 followers	Do not have account
TripAdvisor	Rating 3.5/5 (76 reviews)	Rating 4/5 (78 reviews)	Rating 4/5 (178 reviews)
Eat.fi	No review	No review	Rating 3.5/5
Yelp	Rating 2.5/5	Rating 3.5/5	Rating 5/5

As a glance, we can see that Kamome has the lowest figures compared to its competitors. Take a look at Fat Ramen, the author realises that they do not only update their regular social media posts but also use social media to spread out their other marketing campaigns, such joining Flow Festival – one of the biggest music festivals in Helsinki – attract a lot of young customers. More than that, they also join Wolt – a delivery application for restaurants – which help them to enhance their presence in popular tools. Different than Fat Ramen, Momo Toko is a ramen chain which has better resource and do a better job on social media channels. They update their social media channels at least 2 times per week. More than that, they created social media campaigns which ask for customer's participation to get a discount. By these activities, their name is spread out by using the core of social media marketing: eWOM. Akin to Fat Ramen, Momo Toko also join Wolt and Foodora, biggest food delivery applications. The author can see Momo Toko's main target is local people since the main language they use is Finnish.

Beside these 2 direct competitors, Kamome Restaurant have other indirect competitors, which are different Asian cuisine restaurants in Helsinki, especially sushi restaurants. In the neighbourhood of Kamome, there are several restaurants, which are sushi restaurant, Finnish cuisine restaurant and quick bite cafes, etc. These are the competitors that Kamome have to consider when building the strategy since they share the portions of the market of Punavuori area in particular.

There are few key trends in the external environment that effect to Kamome Restaurant. In recent years, the eating habits of Finland society has gradually changed. Around 6 percent of Finland population is giving up meat in their daily meals, the number of vegetarians and vegans are steadily increasing (Wood 2017). Many restaurants in Helsinki introduce new menus to fit with customers' needs (Oilinki and Karjalainen, n.d). Kamome Restaurant also has several options for vegetarian, they can utilize social media marketing to promote this special menu, get up-to-date action with the trend.

Environment issues are always important in the world. Climate change impacts all of the supply chain and food production (Niemi n.d). According to Epicor (n.d), people starts to care about getting zero-waste, especially in food industry. Following this trend, many places has banned materials which are unfriendly with the environment such as plastic straws, disposal single-use cups, etc. Kamome has take-away service for customers, they use paper box which is produced with recycled materials. Moreover, they also use paper bags to carry take-away food instead of plastic bags. This is a nice moral gesture from Kamome regarding environmental issues. This should be mentioned on their social media networks. However, since souvenirs of Kamome mostly made from wooden materials, it may affect to Kamome's reputation if Kamome promote them these days. Careful decision needed to be made regarding this factor.

4.2   Objectives

After discussing with restaurant manager, the author figures out 3 main objectives for the social media marketing plan:

- To attract more local customers (at least 10 local customers per day) with the regular sharing posts on social networks by the end of March 2020.

- To increase brand awareness in local community (gain more likes from Helsinki region on social networks by 30%) by the end of March 2020.

- To increase sales by 30% compared to last year's winter season by attracting local customers by the end of March 2020.

By support these 3 main objectives, one research objective is defined: To find out what is the main customer segment that Kamome should focus and what kind of behaviours they have.

4.3 Research design

4.3.1 Survey

Since the study wants to get knowledge about the local people's behaviours when using social media, the main target group is people who lives in Uusima area with ability to go out eating. The author will eliminate the error answers which are from non-local respondents. The sample size is chosen when the author considers the validity of the study. The author is afraid that there is a bias in responses if the sample size is too small (Šimundić 2013). Moreover, it is hard for Kamome Restaurants to reach out a large number of people in a short period of time since they do not have many local customers. Normally, Kamome Restaurant has average around 25 to 30 local customers per week. The author plans to run the survey in 1 month. Therefore, after considering the possibilities, the author chooses the number of acceptable answers should be at least 100 answers.

The restaurant manager currently does not have certain target regarding age, gender or occupation so the author decides to take simple random sampling technique to collect the data. The survey will be conducted in two ways, inside the restaurant's premises along with surrounding areas by paper questionnaires and on internet with online form. The questionnaire has 2 languages: English and Finnish. Finnish language version helps extending the opportunity to reach out local customers.

The questionnaire contains 3 main parts: General information, Content, Feedback and Customer service.

The collected data will be processed into computer by the author, using SPSS (Statistical Package for the Social Sciences) program to analyse the results. Test re-test approach for a pilot testing with 20 persons was used to assess reliability of questionnaire. The result of the pilot testing helps the author to adjust and design the questionnaires to appropriate with target audiences.

The author uses descriptive analysis to analyse each variable of the data. To describe the analysis results, author will use graphs and charts for each question. Chi-Square test will be executed to test some relationships as a method for correlation analysis. Associate with Chi-Square test, the Cramer's V correlation test will check the strengths of the relationships.

4.3.2 Data Analysis

The pilot test is run from 1st September 2019 to 15th September 2019, with 20 persons who are regular customers of Kamome Restaurant. The questionnaire is delivered and completed twice by respondents with 7 days to 10 days interval between 2 tests. After the pilot test,

only 1 out of 20 have slightly different responses. Therefore, the author concludes the questionnaires is reliable and ready to run the real survey.

The real survey is conducted from 23rd September 2019 to 15th October 2019. The list of questions is in Appendix 1 (English) and Appendix 2 (Finnish). There are 108 participants. Among these answers, there are 7 respondents who live outside Uusima area and outside Finland. Therefore, the author decided to eliminate them. The amount of acceptable responses is 101, which meets the requirement of the research design. The results are analysed as follow.

4.3.2.1   Description of the collected data
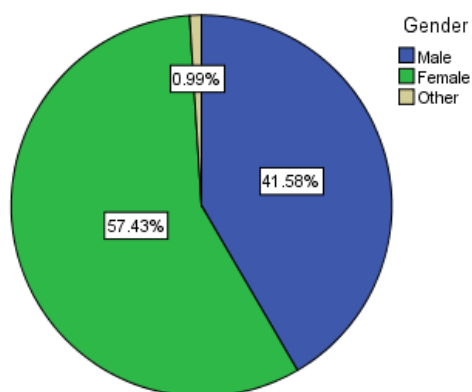
Figure 5: Gender of survey's respondent

The graph shows that more than half (57,43%) of the respondents are Female while Male has 41,58% and only 1 person answered as Other. The gap between two main genders is small, showing that Kamome Restaurant does not have specific component to attract any certain gender.
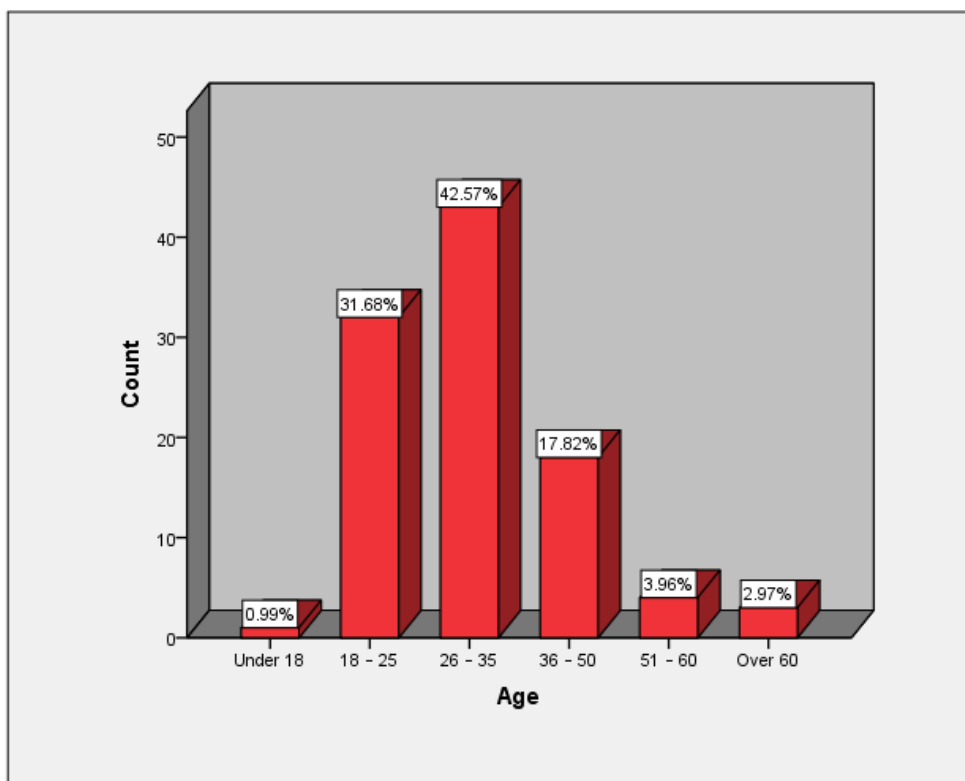
Figure 6: Age of survey's respondent

The bar chart illustrates the respondents' ages. Group of customers between the age of 26 – 35 years old ranks the first with 42,57%. Following as the second place is the group 18 – 25 years old with 31,68%. The group of 36 – 50 years old has 17,82%, stays at the third place. This shows the majority of customers come to Kamome Restaurant are the people has the age between 18 – 35 years old, these groups can become potential customers. On another hand, the group of Under 18 and Over 50 years old together represents lower 10% of the participants. Kamome Restaurant may not need to count them as the target group for their future plans.
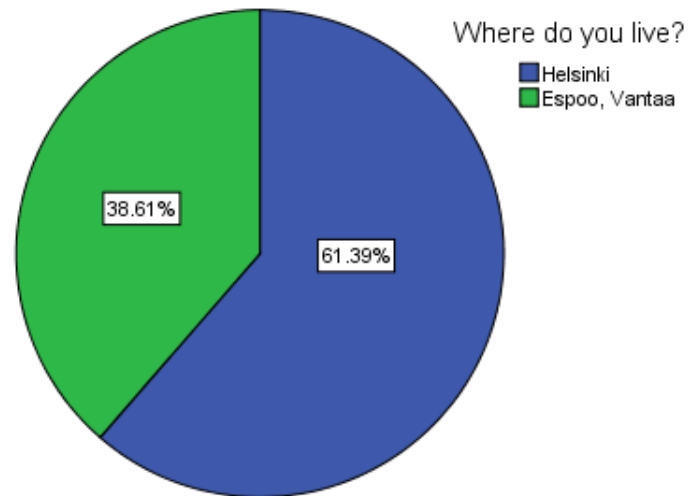
Figure 7: Living location of respondents
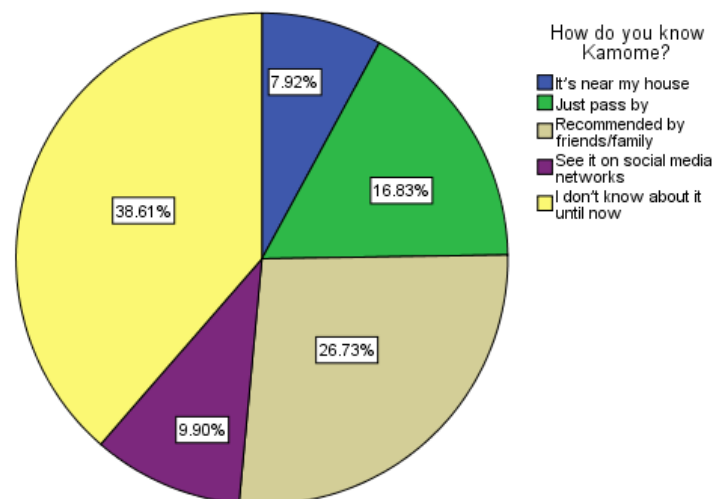
Figure 8: How the respondents know Kamome

Figure 7 illustrates the portion of areas where respondents live in Uusima area. 62,39% of them live in Helsinki area. This is not a surprise result since the survey was conducted mostly inside restaurant's premise and surrounding area. In the second pie chart, nearly 4 to 10 people who answers the survey does not know Kamome Restaurant until they join the survey. Through this number, it can be seen that Kamome Restaurant is not popular for people who lives in Uusima area. In addition, Kamome Restaurant need to improve their presence on social media networks because there is only 9.9% of respondents know Kamome through this channel (Firgure 8). However, Kamome Restaurant is doing good in their local neighbourhood since it can catch eyes of nearby customers (7,92 %) and attract people who comes across it (16,83%). More than that, over one fourth said that they know Kamome by recommendation.

This fact proves that Kamome has good achievement and can utilize this big advantage for their marketing plan, especially in eWOM.
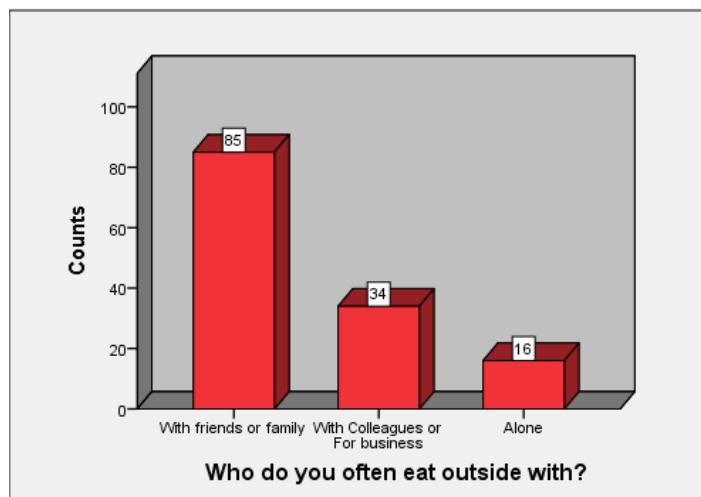
Figure 9: How the respondents eat outside
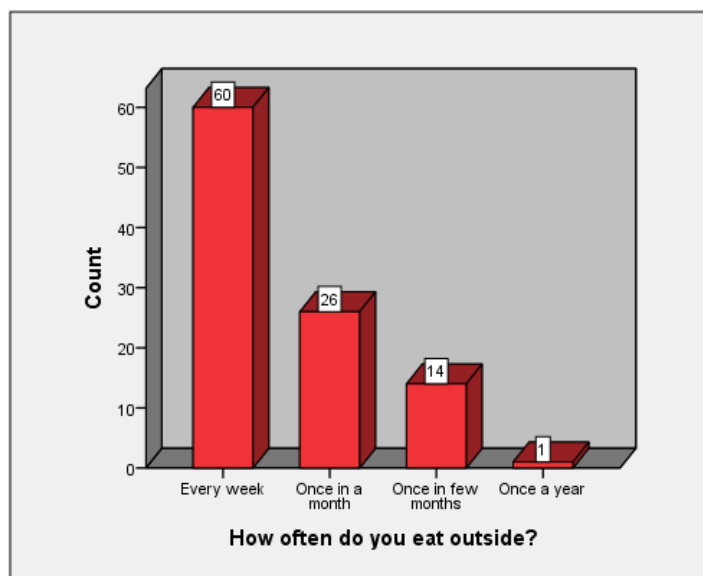
Figure 10: How often respondents eat outside

According to two bar charts above, most of the customers eat outside every week (60/101 replies) and they usually do it with their friends or family (85/101 answers). This is easy to understand since people between the age of 18 and 35 account for the biggest portion of the survey, this group tends to join in social activities more than other group ages. Besides, about 3 to 10 respondents eat with their colleagues or for business. They can be potential customers since the premise of Kamome Restaurant is large enough to host group reservation with 30 people. Moreover, Kamome Restaurant has experience in serving big group of customers from Japanese travel agents.

At what time do you often eat outside?
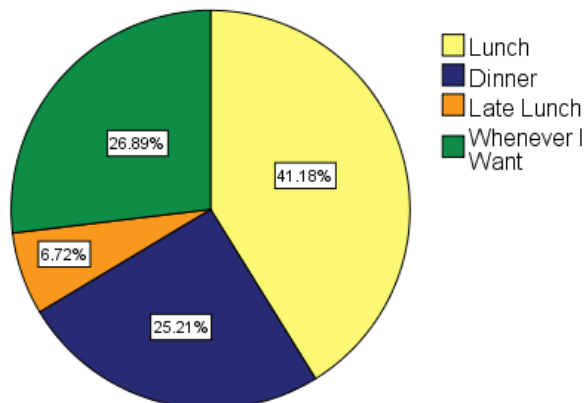
Figure 9: The time survey's respondents often eat outside

There are 41,18% of participants chose lunch as the time they often eat outside whereas only 25,21% answered that they go for dinner. Over 25% said that they can go to eat whenever they want. Base on this result, Kamome Restaurant should focus on promote their lunch service hours for customers who often go eat outside with colleagues from above question.
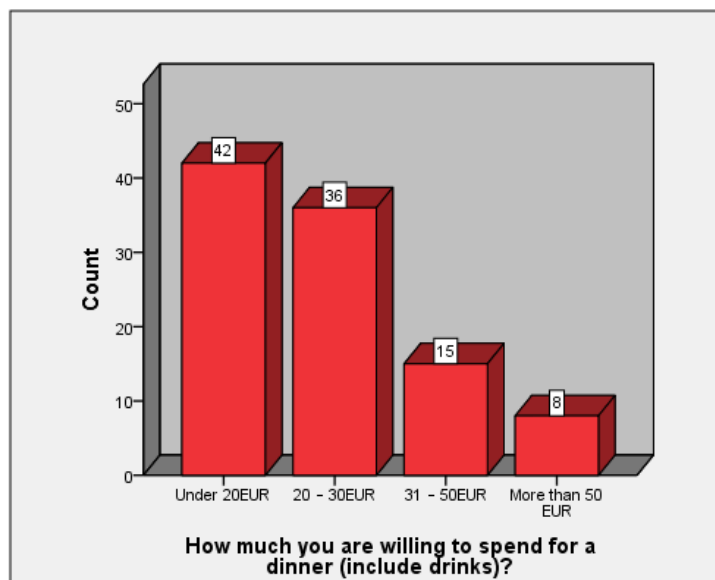

Figure 10: Amount of money that survey's respondent willing to spend for dinner

This question helps Kamome Restaurant to determine whether they should mention about their prices in their social media posts or not. The huge amount of people (42/101) said that they are willing to pay under 20EUR for dinner (include drinks) and 36/101 wants to spend 20 – 30EUR. Kamome Restaurant's price range is semi-high price; hence, they should reconsider of talking about the prices in their activities on social media channels.
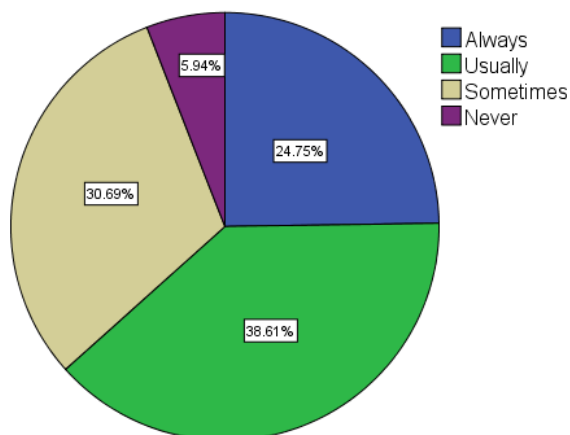
Do you use internet to search for new restaurants?

Figure 11 Habits of using internet to find new restaurants

In this modern era, people base on internet to search for anything, include discovering new restaurants. Indeed, in my survey, there is only 5,94% persons said that they have never used internet to find where to eat. In the contrast, nearly one fourth replied that they always use internet to search for new restaurants. 38,61% and 30,69% represent for people who use it usually and sometimes, respectively.
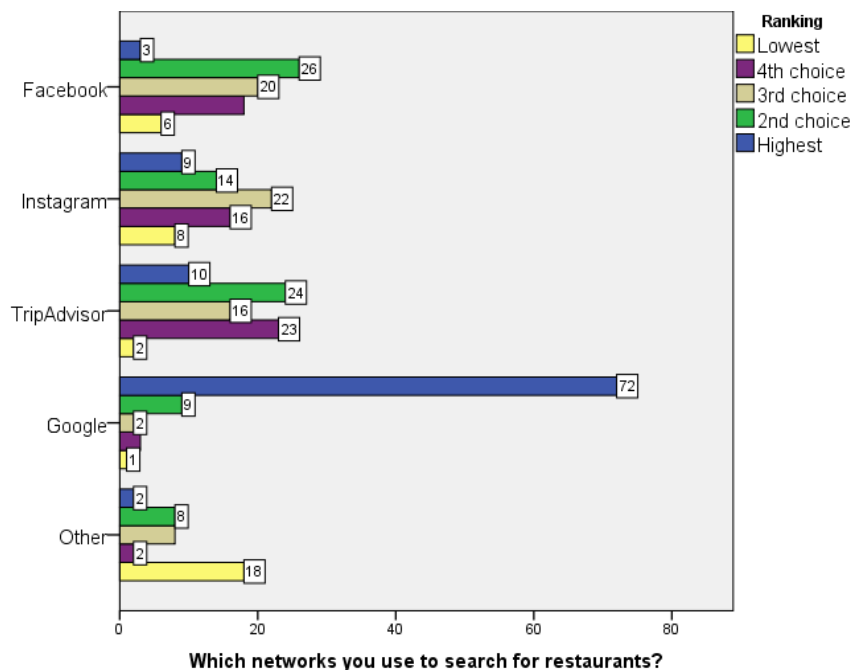
Figure 12: Networks that respondents use to search for restaurants

While answering yes to the question above, respondents were asked to rank the networks they use to search for restaurants. Surprisingly, even though we are in the outbreak time of social media networks, over two third of answers still use Google as the first channel they use to explore new restaurants. Moreover, Facebook and Instagram are 2 networks that are ruling social media world, but in terms of searching for new restaurants, people tend to believe TripAdvisor on top of these 2 networks. Currently, Kamome Restaurant's main social media channels are Facebook and Instagram. They need to change their focus on increase Kamome name on Google Search and TripAdvisor since their audiences are active over these channels. In addition, there are answers express other channels that they use to search for restaurants, which are eat.fi, Yelp, Google Maps, Raflaamo. Kamome Restaurant does not need to focus on these channels but they should take them into account to maintain good reputation on these ones.
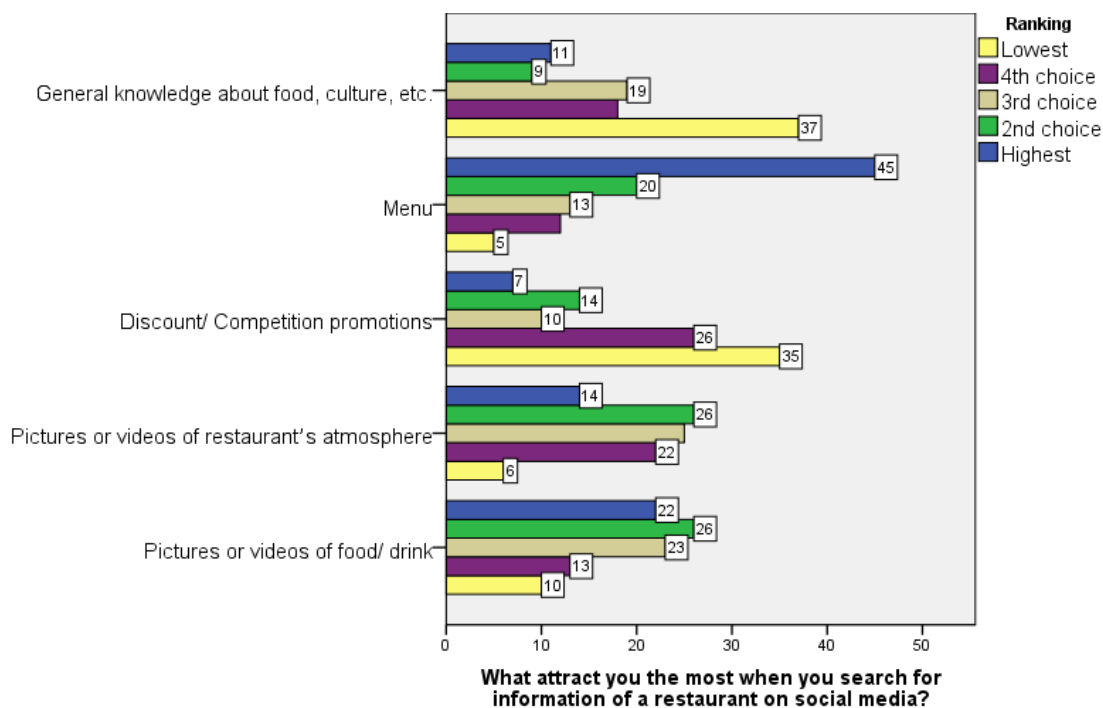

Figure 13: Ranking of survey's respondents about social media content of a restaurant

Regarding to the content that customers get attractive for a restaurant, most people ranked Menu at their first choice (45/101), which is understandable. Unexpectedly, respondents do not care much about the discount or promotion activities, it has been ranked low in the survey, 35/101 persons chose it as the lowest thing attracts them and only 7 chose it at the first place. Pictures or videos of food and beverages along with restaurant's atmosphere are equally chosen at the second place with 26 counts for both. People slightly care about the food and beverages more than restaurant's atmosphere photos with 22 over 14 points. General knowledge about food or culture surprisingly has better result than discount or promotion activities, with 11 persons ranked it at first place. Kamome Restaurant may utilize their

knowledge about different food and culture from Japan as materials to produce quality content for their social media marketing plan.
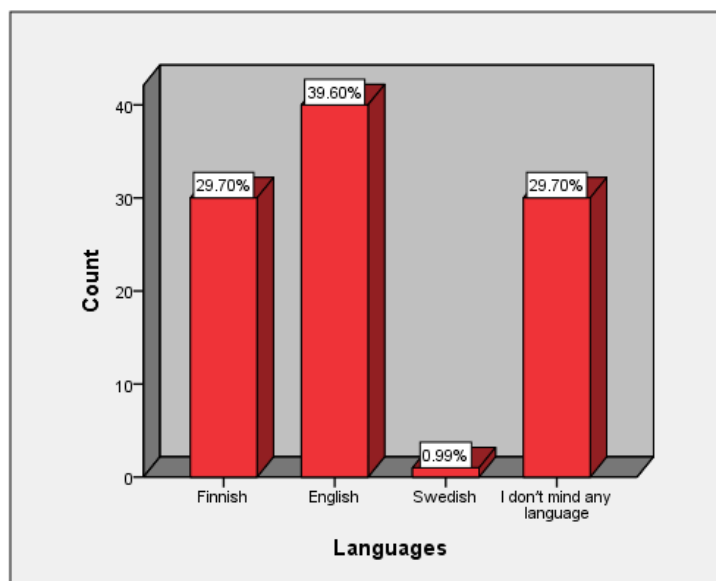

Figure 14: Languages that survey's respondents prefer

Since the survey concentrate to explore local people's preference over social media activities, the author wants to know about their language preference. The result is remarkably different than what author expected. Only 29,70% persons insist to read Finnish while the same amount of people do not mind about the languages at all. 39.60% of answers said that they prefer English on top of the choices. Kamome Restaurant can let out their weakness concerning languages after discovering this information.
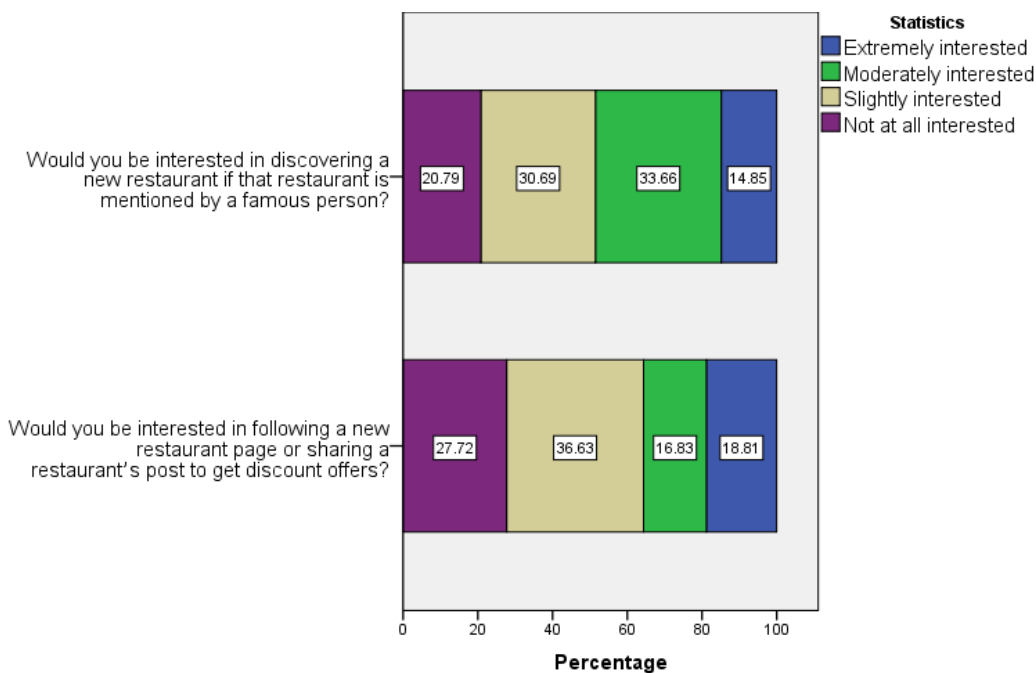

Figure 15: Interesting level of following and discovering new restaurants

The above questions ask for respondent's reaction on social media activities. While being asked about whether people will discover new restaurant if that restaurant is mentioned by a famous person, 14,85% of answers said Extremely interested and 33,66% answered Moderately interested. These results gave insights for Kamome Restaurant of which content they should use. They may consider cooperate with well-known persons and utilize the popularity of the movies "Kamome Shokudo". In contrast, most respondents are not willing to following a new restaurant page or sharing a restaurant's posts to get discount offers, 27,72% of participants would not be interested at all and 36,63% said they would be slightly interested. Kamome should think over what occasion and its period of time, which is suitable for promotion and discount offers. In this case, overusing them will be a bad choice for the reason that not many people concern about discount offers.
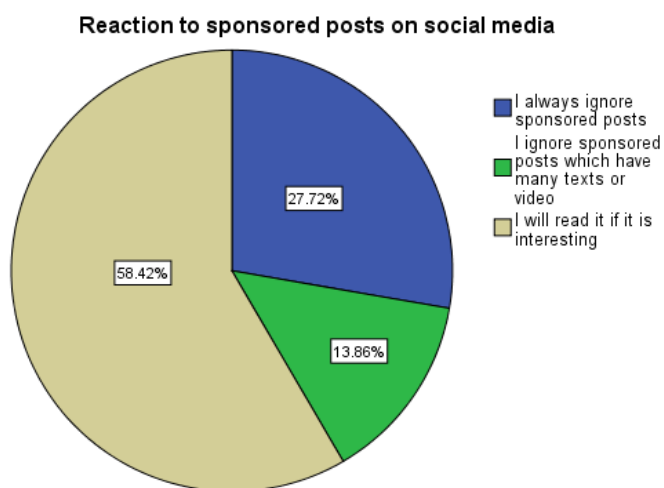
Reaction to sponsored posts on social media

Figure 16: Reaction of survey's respondent to sponsored posts on social media

Sponsored posts are useful tool on social media marketing since it helps restaurants to spread out farther places and reach over new customers. This graph clarifies the habits of respondents towards them. The majority of people (58,42%) said that they will read sponsored posts if it is interesting while over one fourth said they completely ignore them. Nearly 15% express that they will not read sponsored posts which have many texts or video. Thanks to this outcome, Kamome restaurant may think of using sponsored posts by creating interesting content which is not video or have so many texts. Ideally, it could be pictures of food or beverage with content of promotions in special occasions.

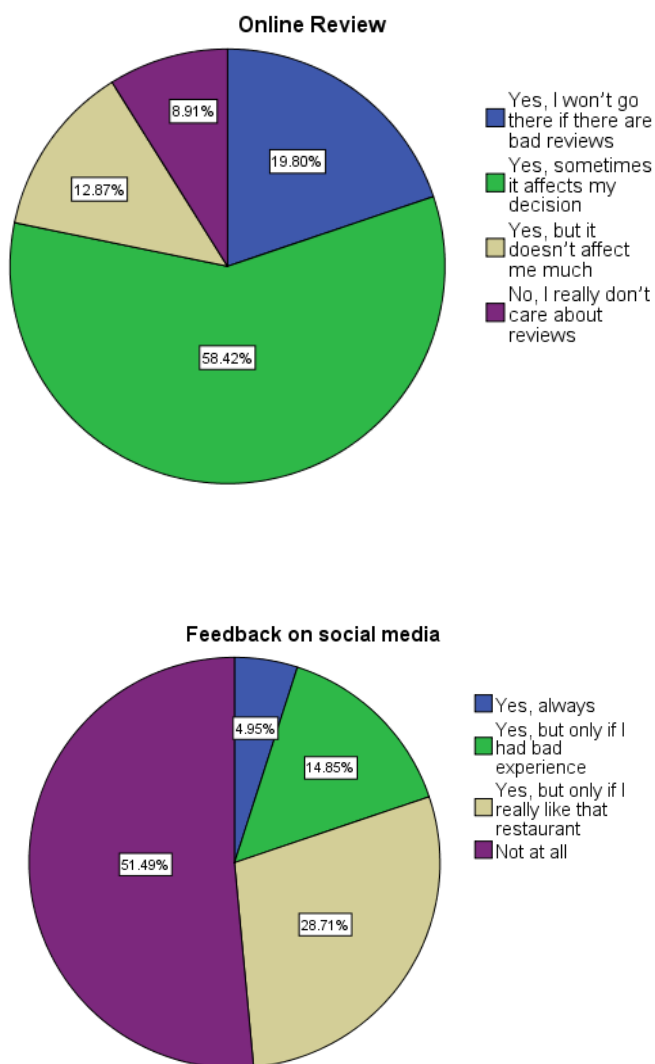**Online Review**

Feedback on social media

Figure 17: Reactions of survey's respondents with online feedback

While discovering about customer's habits of reading review and giving feedback online, the author found an interesting fact. Even though most people are not willing give feedback for a restaurant (51,49%), their decision to go to a restaurant are still affected by online review with 19,90% said they will not go there if there is bad review and 58,42% admit online review affects their decision. This result shows opportunity as well as threat for Kamome Restaurant. Kamome is having good reputation among its customers, 28,71% respondents said they will give feedback if they like the restaurant. With a good strategy, Kamome Restaurant can employ this advantage to bring up their ranking among social media networks by asking for feed-

back from customers. Since bad reviews can affect to customer's decision, Kamome Restaurant have to remember to maintain their services as good as always and react fast with bad reviews to keep good view in customer's eyes.
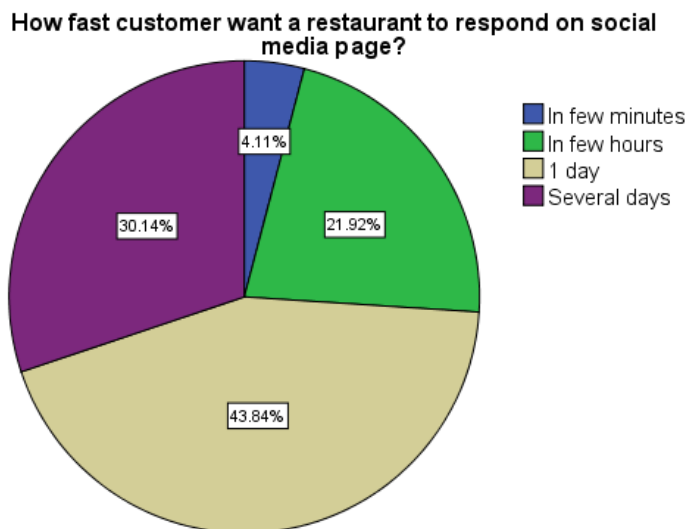

Figure 18: Patience level of survey's respondents

Social media page can be a channel for restaurant to communicate with their customers. While checking the response rate that customers can tolerate, the majority of them (43,84%) chose 1 day should be the latest time for a restaurant to answer their customers. More than that, even there is a large portion (30,14%) of customers said that it is alright that restaurants reply to them after several days. Kamome Restaurant should keep in mind this result so they can react to customers on time when needed.

4.3.2.2 Correlation and relationship of the collected data

After the univariate analysis, the author sees that there are some possible relationships between variables need to be tested. The author uses Chi-Square tests to test 3 relationships. The first one is relationship between customer age and language preferences. The second relationship is between Gender and The influence's level of influencers in discovering new restaurants. The last one is the relationship between Age and The variable of eating outside with colleagues or for business.

4.3.2.2.1 Relationship between Age and Language preferences

Null hypothesis (H_0): There is no significant relationship between customer age and language preferences

Alternative hypothesis (H_1): There is significant relationship between customer age and language preferences

Since the second assumption of Chi-Square test need to be met and there is small amount of respondents in some age groups, the author decided to re-code the Age groups from 6 groups to 4 groups. Moreover, there is only 1 person chose Swedish as the preferred language, the author decided to filter out this answer before testing the relationship.

Table 3: Crosstab table of Age and Languages variables

| | | | Languages | | | |
			Finnish	English	I don't mind any language, I can use Translation function	Total
Age Recode	Under 25	Count	10	15	8	33
		Expected Count	9.9	13.2	9.9	33.0
	26 - 35	Count	8	22	13	43
		Expected Count	12.9	17.2	12.9	43.0
	36 - 50	Count	7	3	7	17
		Expected Count	5.1	6.8	5.1	17.0
	Over 50	Count	5	0	2	7
		Expected Count	2.1	2.8	2.1	7.0
Total		Count	30	40	30	100
		Expected Count	30.0	40.0	30.0	100.0

After running the Chi-Square test through SPSS program, the results are at follow:

Table 4: The results of Chi-Square test of Age and Languages

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.161[a]	6	.028
Likelihood Ratio	16.449	6	.012
Linear-by-Linear Association	.001	1	.970
N of Valid Cases	100		

a. 3 cells (25.0%) have expected count less than 5. The minimum expected count is 2.10.

With this result [x^2 = 14,161, df = 6, p = 0,028 < 0,05], the p value is smaller than standard alpha value, the result is significant, so the author rejects the null hypothesis and accept the

alternative hypothesis, which means customer age and languages preference is dependent to each other.

The Cramer's V value of the test is 0,266 at p = 0,028, showed that the associate between age and language preferences is weak, but positive. To take a deeper interpretation, the author examined the crosstab table above, it can be seen that people who is from the age over 36 is slightly prefer Finnish while the youngers prefer English or don't mind about the languages at all. While define the age of target customers, Kamome Restaurant should consider carefully about the language they use for each group.

4.3.2.2.2 Relationship between Gender and The influence's level of influencers in discovering new restaurants

Null hypothesis (H_0): There is no significant relationship between gender and the influence's level of influencers in discovering new restaurants

Alternative hypothesis (H_1): There is significant relationship between gender and the influence's level of influencers in discovering new restaurants

There is only 1 person chose Other in Gender, the author decided to filter out this answer to meet the requirement of second assumption of Chi-Square test.

Table 5: Crosstab table between Gender and Interests level

			Interests level				
			Extremely interested	Moderately interested	Slightly interested	Not at all interested	Total
Gender	Male	Count	4	13	13	12	42
		Expected Count	6.3	14.3	12.6	8.8	42.0
	Female	Count	11	21	17	9	58
		Expected Count	8.7	19.7	17.4	12.2	58.0
Total		Count	15	34	30	21	100
		Expected Count	15.0	34.0	30.0	21.0	100.0

After running the Chi-Square test through SPSS program, the results are at follow:

Table 6: The results of Chi-Square test of Gender and Interests level

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.644[a]	3	.303
Likelihood Ratio	3.691	3	.297
Linear-by-Linear Association	3.457	1	.063
N of Valid Cases	100		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 6.30.

With this result [x^2 = 3,644, df = 3, p = 0,303 > 0,05], the p value is bigger than standard alpha value, the result is not at all significant, so the author accepts the null hypothesis and rejects the alternative hypothesis, which means gender is independent with the influence's level of influencers in discovering new restaurants.

The Cramer's V value of the test is 0,191 at p = 0,303, showed that the associate between gender and the influence's level of influencers in discovering new restaurants is remarkably weak. Therefore, the author again concludes there is no relationship between these 2 variables.

4.3.2.2.3 Relationship between Age and The variable of eating outside with colleagues or for business.

Null hypothesis (H$_0$): There is no significant relationship between Age and the variable of eating outside with colleagues or for business.

Alternative hypothesis (H$_1$): There is significant relationship between Age and the variable of eating outside with colleagues or for business.

Again, for this relationship, the author decided to re-code the Age groups from 6 groups to 4 groups answer to meet the requirement of second assumption of Chi-Square test.

Table 7: Crosstab table between Age and The variable of eating outside with colleagues or for business.

| | | | Eat out with colleagues Or for business | | |
			Not selected	Selected	Total
Age Recode	Under 25	Count	29	4	33
		Expected Count	21.9	11.1	33.0
	26 - 35	Count	27	16	43
		Expected Count	28.5	14.5	43.0
	36 - 50	Count	7	11	18
		Expected Count	11.9	6.1	18.0
	Over 50	Count	4	3	7
		Expected Count	4.6	2.4	7.0
Total		Count	67	34	101
		Expected Count	67.0	34.0	101.0

After running the Chi-Square test through SPSS program, the results are at follow:

Table 8: The results of Chi-Square test of Age and The variable of eating outside with colleagues or for business.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.437[a]	3	.004
Likelihood Ratio	14.274	3	.003
Linear-by-Linear Association	9.984	1	.002
N of Valid Cases	101		

a. 2 cells (25.0%) have expected count less than 5. The minimum expected count is 2.36.

With this result [$x2 = 13,437$, df = 3, p = 0,004 < 0,05], the p value is smaller than standard alpha value, the result is significant, so the author rejects the null hypothesis and accepts the alternative hypothesis, which means there is an association between Age and the variable of eating outside with colleagues or for business.

The Cramer's V value of the test is 0,365 at p = 0,004, showed that this dependence is moderate strong. To examine the relationship further, the author checked the crosstab of the table, it is easy to see that the respondents whose age over 36 have the higher portion of eating outside with colleagues or for business compared to the youngsters. This result can help Kamome to determine the content of their social media posts when they decide to target the audience who is over 36 years old.

4.4   Social media marketing plan

4.4.1   Target audience

The author decides to use the mix of Geographic Segmentation, Demographic Segmentation and Psychographic Segmentation to define target audience. Regarding to Tuten and Solomon (2015, 79-81), we can separate markets by region, country, city, population density or climate in Geographic Segmentation, by demographic values such as age, income, gender, religion, etc. in Demographic Segmentation, by people's lifestyle, attitudes or opinions in Psy-

chographic Segmentation. Based on above analysis and after performing the Consensus Decision Making method, there are 2 customer profiles that Kamome Restaurant can target to, which are set as below:

Group 1: Individual

Age: 18 – 35

Gender: no need to specify

Income range: 2000EUR – 3000EUR/month

Location: Helsinki. Punavuori and Eira areas, in particular.

Lifestyles: Eat outside at least once a week, with friends, family and colleagues.

Personality: Interest in discovering new dishes, especially in Japanese cuisine.

Attitudes: Relaxing, chilling, enjoying quiet atmosphere.

Social media habits: Generally using Facebook and Instagram, mostly effected by WOM or eWOM.

Group 2: Small size company

Age: 25 – 50.

Gender: no need to specify

Income range: 2000EUR – 3000EUR/month

Location: Helsinki

Ethnic background: Finnish and Japanese.

Lifestyles: Eat outside with colleagues, especially lunch. Usually have business meetings with foreigners, group of 5 – 10 persons.

Attitudes: Not serious but formal dining with business partners, to introducing Finnish or Japanese cuisine.

Social media habits: do not normally use social media networks, usually looking for information on Google or reviews on specific websites such as TripAdvisor, Yelp, etc. Effected by WOM.

4.4.2 Social media mix

Based on the social media habits of the target audience, the author chose a social media mix between 2 zones: social publishing and social communities. In social publishing zone, the author planned to re-design Kamome's website as well as create a blog on it to create more traffic to website, enhance Kamome's website ranking on Google Search Engine. In social communities, the media vehicles include Facebook and Instagram. These ones are chosen since the Target Group 1 is active on these networks and Kamome already has their presence on them.

4.4.3   Experience strategy and establish activation plans

Regarding the content, current Kamome Restaurant's website does not have a defined identity. There is no menu information on the website. The website has not been not updated for at least 1 year. They are using pictures of their previous menu which is not offered anymore by the restaurant. Kamome recently is gaining popularity as the best ramen restaurant in Helsinki and they are aiming to become one. However, their website does not give any information which is related to ramen at all. Moreover, talking about technical side of the website, there are many "dead ends" on the website, there is no navigation for users, require them to take time to move between pages of the website.
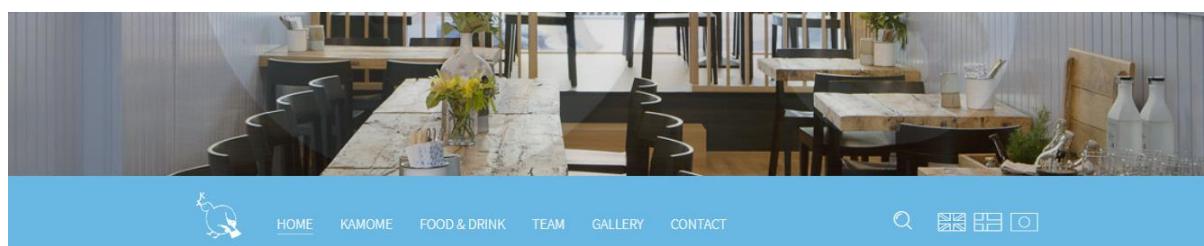
Image 1: Screenshot of current Kamome website's frontpage

Since the website is outdate, the author suggests that Kamome should re-design their website. Website is the place where represents the true essence of the restaurant, the author recommends Kamome to define its own identity and a customer journey on their website. The position statement of the restaurant can be "A restaurant where Finnish and Japanese cuisine meets". Compare to the competitors which are only ramen restaurants, this identity is unique and fit with Kamome's image from the beginning. Beside this identity, a slogan to embellish the brand is needed, the author suggests it can be "Kamome – an expected pleasure of Finnish and Japanese culture mixture". In addition to create customer journey, the website should have the flow of content following the rules: Promise, Benefits, Evidence and Activation (Lipasti and Sharma 2019). The slogan and the tittle of the website can be the promise, catch attention of the audience. Kamome can continue to provide the benefits by define more details after the promise, for example, "we provide the most authentic ramen that you can ever find in Helsinki area". Next, showing Evidence by publishing reviews or comments of customers on Kamome's current social media networks or in "Memory Book" which Kamome

store comments of on-site customers. The last stage of the journey is Activation, at this stage, Kamome can create a navigation for customer to discover the menu.

To enhance the appearance of Kamome's website on Google Search Engine, the content of the website should be amended. The information related to Kamome such as Team and History of Kamome should be combined together in one place. As mention above as well as the results of the survey, menu information is a must on Kamome website. The gallery which represents pictures of food, beverages and atmosphere of Kamome should be updated to current ones. These pictures should have descriptions and be named with related keywords. Proposed keywords will be listed in Appendix 2. Aside from organizing the website, the author plans to create a blog which introduces general knowledge about Finnish and Japanese cuisine and culture. This blog can become the main part of attract users to website and convert into materials for social media posts. Since the survey shows that it is not an important thing to discover by customers, the author recommends creating these articles once a month.

Kamome currently does not have Social Media Manager. There are some customers sent messages to Kamome through Facebook and Instagram but no one answer them. Even though Kamome tries to update the pages with posting, it does not happen regularly. The pictures that Kamome has used for those social media posts are unattractive and unprofessional.

Here are the suggestions of the author about using Facebook and Instagram as the media vehicles in "social communities" zone. Kamome needs to appoint 1 person as Social Media Manager. The result of the survey points out that people usually loose i1nterests and patience after 1 day without receiving reply from restaurant. The Social Media Manager needs to visit Facebook and Instagram page at least once a day to monitor messages, comments from customers. While posting new posts, Kamome should chose a voice to represent itself. Based on target audience, this voice should be friendly, casual and a bit of humour. Generally, for both Facebook and Instagram, Social Media Manager has to use better quality pictures of food and drinks or restaurant's premises. This can be done by using photo editor apps such as VSCO, Adobe Photoshop, Snapseed, etc. If the Social Media Manager does not have skills to create these contents, Kamome should consider hiring a professional photographer to do the job and to have materials for later on.

Since eWOM is the most effective tool to use for spreading out the name of Kamome on social media, there is 1 campaign that Kamome can utilize. Base on the survey's answers, mostly respondents said they do not care about following a page for the discount information as well as sponsored posts on their News Feed, the campaign will be focused and run at the restaurant's premise. Kamome can offer 10% discount for customers who checked-in Kamome publicly on their social media account. This campaign should be run in 2 months during November and December. Usually, there is not many Japanese tourists come to the restaurant this time, the chance this campaign will be executed by local people will be higher. This also avoid the campaign get to wrong target audience. For Instagram, Kamome can consider collaborating

with 1 influencer who is active in food industry. On account of the fact that vast survey's participants said they are interested to a restaurant if it is mentioned by famous person, by cooperate with the influencer, Kamome name can get more attention.

Social media marketing is a never ending journey. Social Media Manager should update the pages regularly. At least 2 posts a week will keep a high appearance of the pages on customers' News Feed. With the effect of external environment as well as strengths and weaknesses of Kamome along with survey's result, the following contents are suggested by the author for regularly posts.

- A post with a link to website's menu page should be pinned on the top of the page.
- Posts about one kind of food with its picture.
- Posts about one kind of drink (without alcohol drinks) with its picture.
- Posts about restaurant's facility and architecture (both inside and outside) with its picture.
- Posts about Vegan food should be posted at least once a month.
- Posts about committed using no plastic, protect environment (no plastic straw, no plastic bag).
- Posts about Kamome's souvenirs which comes from recycled materials.
- Posts about group reservation, for business meetings, aiming group 2, considerably using Finnish for this type.
- Posts with a link to website's blog about general knowledge of food, drinks and culture.
- Posts about history of Kamome, the movie "Kamome Shoukudo".
- Posts about the team of Kamome, introducing the members.

Beside these regular posts, Kamome can combine them with the social media marketing campaigns. All these posts can be posted in English since the survey's result points out that Finnish is not really required by the audience. However, Kamome still need to consider of employ Finnish language in the future to reach out to other customers who require only Finnish, enhance the awareness for the brand.

4.4.4 Measurement

To monitor and measure the social media marketing activities, Social Media Manager can utilize in-app statistics which named "Insights" for both Facebook and Instagram. For the website performance, Kamome can use Google Analytics which is a free analysis tool for Digital Marketing to get information for website statistic. The statistics should be checked in the end of every campaign to measure the result of the campaign. Moreover, it also should be checked every 2 weeks to get up-to-date information, for on-time reaction, accurate adjustments for the social media marketing strategy.

5   Conclusion

Social media marketing is a strong marketing tool for businesses in this century. However, how to utilize it as an affective instrument is still a big question, specially for small and medium size companies such Kamome Restaurant. Kamome Restaurant needs to have a solid social media marketing plan to achieve their marketing as well as business targets.

During the research, the author faced several problems. One of the problems is also the first limitation of this study. The author had underestimated the true situation of Kamome Restaurant. It took longer time than the author expected to collect the right amount of answers for the questionnaire. Another the problem is the sample size of the collected answers. It appears that minimum of 100 answers as a requirement of the research is not adequate. Some groups of variables do not have enough representative for the author to run the correlation analysis. To conquer this problem, the author has recoded the groups of choices and run the test.

Nevertheless, the outcome of this study has successfully completed its main purpose as well as answered the main research aim and its following sub-questions. To summarize, a social media marketing plan is built based on a theory outline along with the results of collected and analysed data from the research. 3 research sub-questions are answered as follow:

-    What is the target audience for the marketing plan?
After the findings, there are 2 groups of target audience that Kamome Restaurant should focus. Their characteristics are defined in the report.

-    Which social media networks that the restaurant should concentrate?
A social media mix has been chosen. It insists the importance of using Google (by enhancing the presence of Kamome's website), Facebook and Instagram as the main social media networks for Kamome Restaurant.

-    What is the content of social media marketing that can attract new local customers?
Social media marketing has to create a non-stop journey between the company and the customers. The author has suggested adjustments need to be made for Kamome's website. Several social media campaigns are introduced within the timeframe to attract new customers. Besides, the author has created the content of never-ending social media regular posts for Kamome Restaurant.

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Figures

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Images

Appendices

Appendix 1: The questionnaire (English version)

Hi everyone, I am Thao Le, a Business degree student in Laurea University of Applied Sciences.

Thank you for agreeing to participate in this survey about social media habits of customers in restaurant industry for Kamome restaurant. There are no right or wrong answers. The researcher is interested in your behaviors and opinions. It takes approximately 5 minutes to complete this survey.

All the collected data will be treated confidently. The results of this survey will be used as materials for my thesis. The final thesis will be published on www.theseus.fi when it is done. If you have any question regarding this survey, please kindly contact me at 1800487@laurea.fi.

Thank you and let's start!

1. **Gender**
   ☐ Male
   ☐ Female
   ☐ Other

2. **Age**
   ☐ Under 18
   ☐ 18 – 25
   ☐ 26 – 35
   ☐ 36 – 50
   ☐ 51 – 60
   ☐ Over 60

3. **Where do you live?**
   ☐ Helsinki
   ☐ Espoo, Vantaa
   ☐ Outside Uusima area
   ☐ Outside Finland

4. **How do you know about Kamome Restaurant?**
   ☐ It's near my house
   ☐ Just pass by
   ☐ Recommended by friends/family
   ☐ See it on social media networks
   ☐ I don't know about it until now

5. **How often do you eat outside?**
   ☐ Every week
   ☐ Once in a month
   ☐ Once in few months
   ☐ Once a year
   ☐ Never

6. **When you eat outside, you often do it with?**
   ☐ With friends/family
   ☐ With colleagues/ For business
   ☐ Alone

7. **At what time do you often eat outside?**
   ☐ Lunch
   ☐ Dinner
   ☐ Late Lunch
   ☐ Whenever I want

8. **How much you are willing to spend for a dinner (include drinks) in a restaurant (for one person)?**
   ☐ Under 20EUR
   ☐ 20 – 30EUR
   ☐ 31 – 50EUR
   ☐ More than 50 EUR

9. **Do you use internet to search for new restaurants?**
   ☐ Always
   ☐ Usually
   ☐ Sometimes
   ☐ Never

10. **If yes, which networks you use to search? (Please rank following options, 1 is the highest priority you use and 5 is the lowest)**
    [...] Facebook
    [...] Instagram
    [...] TripAdvisor
    [...] Google
    [...] Other (please state:
    ………………………………………………………………………………………………..

11. **Which languages do you prefer to read on restaurant social media posts?**
    ☐ Finnish
    ☐ English
    ☐ Swedish
    ☐ I don't mind any language, I can use Translation function

12. **What attract you the most when you search for information of a restaurant on social media? (Please rank following options, 1 is the highest and 5 is the lowest)**
    [...] Pictures or videos of food/ drink
    [...] Pictures or videos of restaurant's atmosphere
    [...] Discount/ Competition promotions
    [...] Menu
    [...] General knowledge about food, culture, etc.

13. **Would you be interested in following a new restaurant page or sharing a restaurant's post to get discount offers?**
    ☐ Extremely interested
    ☐ Moderately interested
    ☐ Slightly interested
    ☐ Not at all interested

14. Would you be interested in discovering a new restaurant if that restaurant is mentioned by a famous person?
☐ Extremely interested
☐ Moderately interested
☐ Slightly interested
☐ Not at all interested

15. Would you ignore sponsored posts for a restaurant on your News Feed?
☐ I always ignore sponsored posts
☐ I ignore sponsored posts which have many texts or video
☐ I will read it if it is interesting
☐ I read everything on my News Feed

16. Do you read online review before choosing a restaurant to visit?
☐ Yes, I won't go there if there are bad reviews
☐ Yes, sometimes it affects my decision
☐ Yes, but it doesn't affect me much
☐ No, I really don't care about reviews

17. Do you usually give feedback to a restaurant on social media channels?
☐ Yes, always
☐ Yes, but only if I had bad experience
☐ Yes, but only if I really like that restaurant
☐ Not at all

18. If yes, how fast will you lose patience for waiting respond from a restaurant's page?
☐ In few minutes
☐ In few hours
☐ 1 day
☐ Several days

This is the end of the questionnaire. Thank you for answering, have a good day!

Appendix 2: The questionnaire (Finnish version)

Hei kaikki! Olen Thao Le, ja opiskelen liiketaloutta Laurea-ammattikorkeakoulussa.
Kiitos kun osallistut tähän tutkimukseen, joka käsittelee asiakkaiden sosiaalisen median käyttötottumuksia ravintoloissa asioimisen suhteen. Tutkimuksen tuloksia hyödynnetään Ravintola Kamomen toiminnassa. Oikeita tai vääriä vastauksia ei ole. Olen kiinnostunut käyttäytymisestäsi ja mielipiteistäsi. Tutkimukseen vastaaminen kestää noin 5 minuuttia.
Kaikkea kerättyä tietoa käsitellään luottamuksellisesti. Käytän tutkimuksen tuloksia materiaalina opinnäytetyössäni. Lopullinen opinnäytetyö tullaan julkaisemaan osoitteessa www.theseus.fi sen ollessa valmis.
Mikäli sinulla on kysymyksiä tutkimuksesta, voit ottaa yhteyttä osoitteeseen 1800487@laurea.fi.
Kiitos ja aloitetaan!

1. **Sukupuoli**
   ☐ Mies
   ☐ Nainen
   ☐ Muu

2. **Ikä**
   ☐ Alle 18
   ☐ 18 – 25
   ☐ 26 – 35
   ☐ 36 – 50
   ☐ 51 – 60
   ☐ Yli 60

3. **Asuinpaikka**
   ☐ Helsinki
   ☐ Espoo, Vantaa
   ☐ Uudenmaan ulkopuolella
   ☐ Suomen ulkopuolella

4. **Mistä Ravintola Kamome on sinulle tuttu?**
   ☐ Se on kotini lähellä
   ☐ Olen kulkenut sen ohi
   ☐ Ystävät/perhe ovat suositelleet sitä
   ☐ Olen nähnyt sen sosiaalisessa mediassa
   ☐ En ollut kuullut siitä ennen tätä

5. **Kuinka usein käyt ulkona syömässä?**
   ☐ Joka viikko
   ☐ Kerran kuussa
   ☐ Kerran muutamassa kuukaudessa
   ☐ Kerran vuodessa
   ☐ En koskaan

6. **Kenen kanssa käyt ulkona syömässä?**
   ☐ Ystävien/perheen
   ☐ Työtoverien/työn takia
   ☐ Yksin

7. **Mihin aikaan syöt usein ulkona?**
   ☐ Lounasaikaan
   ☐ Päivällisaikaan
   ☐ Käyn myöhäisellä lounaalla
   ☐ Aina kun haluan

8. **Kuinka paljon olet valmis käyttämään rahaa henkeä kohden käydessäsi ravinto-lassa (laske mukaan juomat)?**
   ☐ Alle 20 euroa
   ☐ 20 – 30 euroa
   ☐ 31 – 50 euroa
   ☐ Yli 50 euroa

9. **Käytätkö internetiä uusien ravintoloiden etsimiseen?**
   ☐ Aina
   ☐ Yleensä
   ☐ Joskus
   ☐ En koskaan

10. **Jos vastasit kyllä, mitä seuraavista käytät? (Laita alla olevat vaihtoehdot tärkeysjärjestykseen, numero 1 on eniten käyttämäsi ja 5 on vähiten tärkeä)**
    [...] Facebook
    [...] Instagram
    [...] TripAdvisor
    [...] Google
    [...] Muu (Mikä?): ……………………………………………………………………………………..

11. **Millä kielillä mieluiten luet ravintoloiden julkaisuja sosiaalisessa mediassa?**
    ☐ Suomi
    ☐ Englanti
    ☐ Ruotsi
    ☐ Kielellä ei ole väliä, käytän automaattisia käännöstyökaluja

12. **Mikä vetää sinua eniten puoleensa etsiessäsi tietoa ravintolasta sosiaalisessa mediassa? (Laita alla olevat vaihtoehdot tärkeysjärjestykseen, 1 on tärkein ja 5 on vähiten tärkeä)**
    [...] Kuvat ja videot ruuasta/juomista
    [...] Kuvat ja videot ravintolan tunnelmasta
    [...] Alennukset/kilpailut
    [...] Ruokalista
    [...] Yleinen tieto ruuasta, kulttuurista, jne.

13. **Olisitko kiinnostunut seuraamaan ravintolan sivua tai jakamaan ravintolan jul-kaisuja saadaksesi alennuksia?**
    ☐ Erittäin kiinnostunut
    ☐ Melko kiinnostunut
    ☐ Hieman kiinnostunut
    ☐ En lainkaan kiinnostunut

14. Olisitko valmis kokeilemaan uutta ravintolaa, mikäli kuuluisa henkilö mainitsisi sen?
☐ Erittäin kiinnostunut
☐ Melko kiinnostunut
☐ Hieman kiinnostunut
☐ En lainkaan kiinnostunut

15. Jätätkö sponsoroidut julkaisut uutissyötteessäsi huomiotta?
☐ Jätän ne aina huomiotta
☐ Jätän ne huomiotta, mikäli ne sisältävät paljon tekstiä tai videoita
☐ Luen ne, mikäli ne ovat kiinnostavia
☐ Luen kaiken uutissyötteessäni

16. Luetko netissä arvosteluja ennen kuin valitset ravintolan?
☐ Kyllä, en mene ravintolaan, mikäli arvostelut ovat huonoja
☐ Kyllä, joskus se vaikuttaa valintaani
☐ Kyllä, mutta niillä ei ole juuri vaikutusta
☐ Ei, en välitä arvosteluista

17. Annatko yleensä ravintoloille palautetta sosiaalisessa mediassa?
☐ Kyllä, aina
☐ Kyllä, mutta vain jos kokemukseni oli huono
☐ Kyllä, mutta vain jos todella pidin ravintolasta
☐ En lainkaan

18. Jos vastasit kyllä, kuinka kauan voit odottaa ravintolan vastausta menettämättä kärsivällisyyttäsi?
☐ Muutaman minuutin
☐ Muutaman tunnin
☐ Päivän
☐ Muutamia päiviä

Kysely loppuu tähän. Kiitos vastauksista ja mukavaa päivänjatkoa!

Appendix 3: Keywords for Search Engine Optimization

Ramen restaurants

Best ramen restaurants in Helsinki

Japanese restaurants

Nordic food restaurants

Finnish restaurants

Best meatballs

Matcha shops in Helsinki

Japanilainen ravintola Helsinki

Ramen ravintola Helsinki

Suomalainen ruoka Helsinki

Lihapullat ravintola

Lounas ramen