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Effective digital marketing strategies for
international growth
Case Restaurant Massa

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ABSTRACT

The study aimed to create a successful digital marketing strategy for the Indian restaurant Ravintola Massa in Lahti, Finland. Data was gathered using a mixed-methods approach, including customer surveys and a thorough interview with the commissioner. According to the study, the target market is mainly young professionals between the ages of 25 and 34 who appreciate genuine food, first-rate service, and reasonable prices. The results also showed that the target segment's primary behavioural characteristics include frequent dining, a deep love of Indian cuisine, and active social media use.

It was discovered that digital platforms like Facebook and Instagram were essential for increasing visibility and interacting with potential customers. The study emphasised the significance of customer loyalty programmes, strategic content production, and tailored marketing. Recommendations include improving service delivery, expanding into other Finnish cities, and increasing brand awareness on social media. To align digital strategies with business growth objectives, the marketing plan was developed using the SOSTAC framework as a guide.

Keywords: digital marketing, marketing strategy, social media platforms, consumer behaviour, restaurant.

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1 INTRODUCTION

1.1 Background and commissioner

Businesses in every industry are using digital marketing more and more in the digital age to grow their operations and reach audiences around the world. Companies can overcome obstacles like cultural differences, competitive markets, and quickly changing consumer preferences with the help of digital tools and platforms. Digital marketing is a key component of global expansion in the hospitality sector, where localised experiences and customer engagement are essential. For companies looking to enter new markets, the capacity to increase brand recognition, customise content for a range of audiences, and cultivate client loyalty is essential.

The adoption of the Internet across a variety of functional areas of enterprise activity has been significantly influenced by economic globalisation nowadays. As businesses become increasingly dependent on digital tools and systems, the need for full-time experts in electronic media has increased significantly. The growing significance of digital marketing for businesses operating in both domestic and international markets highlights the relevance of this work, and the ongoing advancement of information technology supports this trend. Interconnectedness has further fueled the creation and use of modern software communication systems, which are now essential for businesses in a globally integrated marketplace. (Becut & Craciun 2017.)

In the areas of business, the economy, and the social and cultural values that form the basis of the information society, the world is only now starting to investigate digital transformation. Traditional elements of competitive advantage are being reshaped by disruptive technologies, which is forcing a reassessment of prior-

ities and strategies in this changing environment. In today's economy, entrepreneurship is becoming more and more popular as a crucial component of production. The main objectives of entrepreneurial activity are to efficiently satisfy customer needs and maximise resource utilisation for profit generation, which promotes innovation and economic growth. (Vruntas 2019.)

In Lahti, Finland, there's a little eatery called Ravintola Massa that serves Indian food, including pizza. The website <https://ravintolamassa.fi/>. (Accessed April 16, 2025) has a staff of four, it was founded in 2018 and has established a strong online presence on Facebook, Instagram, and its website. Ravintola Massa which is well-known for its inventive cuisine, first-rate customer service, and lively cultural environment, is currently looking into ways to increase its visibility online. This study evaluates the contribution of digital marketing to growth and global expansion using Ravintola Massa as a case study. Because of its dynamic and adaptable nature, digital marketing is essential for expanding brand recognition, reaching new audiences, and fostering cross-border growth. To increase the restaurant's visibility and appeal to both domestic and foreign markets, the study examines important tactics like social media engagement, Search engine optimisation (SEO), localised content, and targeted campaigns. This study offers important insights into how small restaurants can use digital marketing to boost their competitive edge and maintain long-term growth by concentrating on Ravintola Massa.

A combination of optimisation techniques is needed for SMEs to achieve effective SEO. Extensive keyword research is essential to SEO success. When looking for goods or services, SMEs should identify the pertinent keywords and phrases that members of their target audience are likely to use. SMEs may improve their search engine visibility and draw in targeted, high-quality traffic to their websites by carefully incorporating these keywords into headings, titles, and content. Activities carried out outside of a website to improve its search engine rankings are referred to as off-page SEO. Important tactics include obtaining high-quality backlinks from trustworthy websites and using social signals, likes, shares, and

comments on social media, to show search engines that a website is relevant and credible. SMEs can increase the authority of their website and improve its visibility in search engine results by obtaining backlinks from reliable sources and developing a strong social media presence.

1.2 Development settings

Digital marketing has emerged as a vital tool for small and medium-sized businesses (SMEs) looking to boost their market presence and spur growth in the fiercely competitive restaurant sector. A small Indian restaurant called Ravintola Massa in Lahti, Finland, is a prime example of the opportunities and difficulties faced by SMEs looking to expand internationally. Since its founding in 2018, Ravintola Massa has gained a local following thanks to its delicious Indian food and attentive service. Like many SMEs, though, it has trouble successfully connecting with and interacting with potential clients in international markets.

Numerous benefits come with digital marketing, including the ability to reach a global audience, target demographics, track and assess campaign efficacy, and make real-time strategy adjustments. It is essential to contemporary marketing plans and keeps changing as new platforms and technologies are introduced. Creating successful digital marketing campaigns demands a thorough understanding of the target audience, compelling and interactive content, strategic utilisation of digital channels, and continuous refinement driven by data and insights. (Ryan and Jones, 2012).

Due to intense competition, customer preferences, the need for an online presence, and the steadily rising use of digital devices, the restaurant industry demands the use of creative and strategic marketing strategies. Although Ravintola Massa's reliance on Facebook, Instagram, and its website serves as a foundation, the restaurant aims to maximise its digital marketing to ensure worldwide exposure and brand recognition.

The goal of this thesis is to create effective digital marketing strategies that will enable Ravintola Massa to not only avoid the difficulties it faces in the current environment but also take advantage of all future opportunities and become well-known internationally. It develops several important ideas in this area, including SEO, social networks, and content marketing. To fully comprehend Ravintola Massa's current state and future development prospects, digital strategies have been implemented in conjunction with a SWOT analysis of the organisation's internal strengths and weaknesses as well as its external opportunities and threats.

This study looks at how Ravintola Massa's expansion into new cities has been affected by the use and results of digital marketing strategies like content marketing, social media marketing, and online advertising. Analysing how these tactics can raise brand awareness, draw in new clients, and aid in the restaurant's expansion in various urban markets is one of the main goals:

- Determine which modern digital marketing strategies are most successful at drawing in foreign customers in Finland.
- Examine the opportunities and practical difficulties Ravintola Massa has faced when utilising digital marketing tools in various geographical and cultural contexts.
- Analyse important digital marketing metrics to gauge how well the restaurant's plans for growth are working.
- Provide strategic suggestions to enhance Ravintola Massa's marketing initiatives, making sure they are in line with the objectives of the business and the inclinations of its target market.

The primary research question that this study will attempt to answer is: How can Ravintola Massa develop and implements successful digital marketing plans using marketing tools and strategies to grow internationally while addressing the difficulties faced by SMEs in international marketplaces?

1.3 Research methods

A mixed-methods research approach is used in this study to investigate how well digital marketing tactics support business growth and expansion into new cities. To provide a thorough grasp of the research problem, this approach combines qualitative and quantitative methods, utilising their respective strengths. Semi-structured interviews and other qualitative data collection methods are used to learn more about the attitudes, experiences, and difficulties associated with putting digital marketing strategies into practice.

The restaurant owner will participate in a semi-structured interview as part of the qualitative component. This will offer firsthand knowledge of the company's ongoing digital marketing initiatives, difficulties encountered, and growth prospects. Thematic analysis will be used to examine the responses to find recurrent themes and patterns that are pertinent to digital marketing tactics (Gills & Baillie, 2018).

The study will use information from digital marketing platforms, including website analytics, social media engagement, and online customer interactions, for the quantitative component. These metrics will assist in evaluating how well the current digital marketing initiatives are drawing in and keeping clients. Using Microsoft Excel and Spss, the gathered data will be arranged and examined, with descriptive statistical techniques being used to identify patterns in online visibility and customer engagement.

This study attempts to give a thorough grasp of how digital marketing can help Ravintola Massa expand into new cities by fusing quantitative data from digital marketing platforms with qualitative insights from the company owner. The results will guide strategic suggestions to improve customer outreach and maximise digital marketing initiatives (Diyora, 2024).

1.4 Conceptual frameworks

With an emphasis on business growth and expansion into new Finnish cities, this study creates a systematic method for analysing and improving Ravintola Massa's digital marketing strategies. The framework uses analytical tools and strategic planning models to assess market conditions, comprehend consumer behaviour, and create successful digital marketing campaigns. The plan for digital marketing is built on the SOSTAC model (Situation, Objectives, Strategy, Tactics, Action, and Control). This model was chosen because it can direct a thorough, methodical marketing plan that fits with corporate objectives and adjusts to shifting market conditions. SWOT analysis is used to determine Ravintola Massa's external opportunities and threats in addition to its internal strengths and weaknesses to assess the company's current market position and growth potential. (Ayub et al. 2013, 91-98)

In addition, a competitor analysis aids in comparing the restaurant to other industry participants, especially in the Lahti region and possible future locations. The Tactics section of the SOSTAC model incorporates the 7Ps Marketing Mix (Product, Price, Place, Promotion, People, Process, Physical Evidence) to make sure that marketing initiatives are in line with both the operational capabilities of the restaurant and customer expectations. This framework directly incorporates customer insights gathered from quantitative surveys and qualitative interviews. These observations aid in adjusting the approach to meet the demands of important target audiences, including young professionals and audiences from a variety of cultural backgrounds who are drawn to real Indian food. By supporting customer engagement, brand visibility, and long-term growth in both current and new markets, this conceptual framework guarantees that Ravintola Massa's digital marketing strategy is both structured and flexible.

2 MARKETING STRATEGY AND CONSUMERS BEHAVIOR

2.1 Marketing

A key component of marketing is creating and carrying out a marketing strategy. Several important questions in the field of marketing strategy are highlighted by recent studies on the largest obstacles faced by marketers, such as: (i) How to create organisational structures that support the development of marketing plans, enabling companies to adjust to changing client needs and corporate goals. (ii) how to select the best combination of marketing tactics to achieve results considering conflicting priorities and numerous internal and external stakeholders; and (iii) How to assist executives throughout the company in developing and implementing plans that improve customer engagement and focus. Marketing strategy is still a vital component of business education, a major topic of interest for academic researchers, and a prerequisite for comprehending firm performance in marketing theory because of its critical role in practice. It is still unclear how much of the growing body of research on strategic marketing—which includes marketing-related factors and decisions that are essential to the long-term success of brands, products, SBUs, and firms—directly addresses marketing strategy, the central idea of strategic marketing. (Morgan, Whitley et al. 2019.)

Since creating and implementing marketing strategies makes up a large portion of marketers' work, research on these activities is essential to estimating the role of marketing in academia. Developing theoretical frameworks in the field of marketing requires gaining a deeper understanding of the state of marketing strategy knowledge today. Important insights for the development of new approaches and methodologies can be obtained by carrying out methodical analyses of different research approaches and methods within a particular domain and looking at how these have changed over time. Therefore, it is advantageous to regularly review research in a field to consolidate knowledge and facilitate the gradual accumulation of insights. (Palmatier, Houston et al. 2018).

Creating and implementing successful marketing strategies is essential for businesses looking to improve their performance and relevance in the ever-changing marketing landscape. Knowing marketing strategy is crucial for both academic

and real-world applications since it not only demonstrates the importance of the field but also supports the creation of theoretical frameworks for it. Prior studies have indicated areas that need more investigation and emphasised the need for a deeper comprehension of the various theories that underpin marketing strategies. New insights can be obtained by methodically examining various research methodologies and their development. This enables the development of creative strategies that can increase the efficacy of marketing. Frequent evaluations of previous studies add to a cohesive body of knowledge that facilitates the ongoing creation and improvement of marketing plans that meet the changing demands of both consumers and companies.

Market segmentation is a crucial element in developing effective marketing strategies in the restaurant industry, where dining choices often reflect lifestyle, preferences, and personal identity. Businesses can better understand and serve particular customer needs by segmenting the market according to demographic, behavioural, psychological, and geographic factors. By identifying ideal target markets and clearly positioning their brand, businesses can increase customer satisfaction and fortify their competitive edge. (Peng et al. 2022, 6).



Figure 1: The marketing process (Peng et al. 2022).

A methodical, structured approach to creating and executing successful marketing strategies is described in the Marketing Process Diagram. Research is the first step, during which information is acquired to comprehend consumer demands, market trends, and rivalry. This fundamental stage guarantees that every decision that follows is well-informed and supported by data. The next step in the process is segmentation, which groups potential clients according to shared traits like preferences, behaviour, or demographics. This enables companies to target audience segments with their marketing campaigns. These segments are assessed during the targeting phase to determine which are the most promising and fit the objectives and products of the company. Once the target audience is selected, the Positioning step focuses on differentiating the brand from competitors by developing a unique value proposition (UVP) and crafting compelling marketing messages.

The four fundamental components of marketing product, price, place, and promotion make up the marketing mix, as was previously mentioned. A business must develop a market offering that satisfies consumer needs to fulfil its value proposition (product). To guarantee accessibility for its target audience (place), it must then choose the best distribution channels and decide on the right pricing strategy (price). Lastly, the company needs to convince prospective buyers of the product's worth by highlighting its advantages (promotion). Additionally, the marketing mix summary is depicted in the figure below.

Marketing mix- 4P's



Figure 2: The Marketing Mix's Four Ps (Amstronm et al. 2017, 58.)

2.2 Digital marketing

The way that companies interact with their audiences has been completely changed by digital marketing. According to (Chaffey & Ellis, 2016.) Organisations can now interact with their audiences more successfully than ever before thanks to the five Ds of digital marketing: digital devices, digital platforms, digital media, digital data, and digital technology. Using these 5Ds can help Ravintola Massa expand internationally and improve customer engagement. Digital platforms like

Facebook and Instagram, for example, can be used to produce eye catching content that highlights the restaurant's distinctive offerings, and digital data can reveal regional variations in customer preferences. Ravintola Massa can create a unified and successful marketing plan that optimises its reach and influence in global markets by combining these digital tactics with conventional marketing methods.

2.3 Types of digital marketing channel

Using digital media, data, and technology to accomplish marketing goals requires the use of digital marketing channels. Search engine marketing, email marketing, social media platforms, mobile apps, company websites, and partnerships with other websites are some examples of these channels. Making use of these channels can boost global expansion and improve consumer interaction. Social media sites like Facebook and Instagram, for example, can be used to highlight special offers, and email marketing can support the development of relationships with current clients. Businesses can develop a unified multichannel marketing strategy that optimises reach and impact in global markets by combining these digital channels with traditional media (Chaffey & Ellis 2016, 10).

2.3.1 Marketing on social media

Marketers must evaluate a variety of online communication tools when developing their communication strategy or planning an online marketing campaign. To support this process effectively (Chaffey & Smith, 2017). Developing engaging content, interacting with followers, and using social media analytics to improve tactics are all essential components of successful social media marketing (Kaplan & Haenlein, 2010). underline once more how crucial it is to use social media platforms to engage customers and build brands. Businesses can draw in new clients and cultivate a devoted following by producing aesthetically appealing content that showcases distinctive products and cultural experiences. Furthermore, inter-

acting with followers via messages and comments fosters closer bonds, and social media analytics offer insightful information about the tastes and actions of customers.

Businesses that want to take full advantage of social media must establish specific objectives and assess the financial returns on their investment. Through viral content and recommendations, social media can help some businesses attract new clients. For others, it can help build stronger bonds with current clients, encouraging repeat business and loyalty. By influencing customer behaviour through endorsements, reviews, and ratings, platforms also increase conversion rates. Real-time engagement and reaching niche audiences require keeping up with trends like influencer marketing, live streaming, and ephemeral content (like Instagram Stories). Businesses can increase their impact, encourage engagement, and maintain their competitiveness in the digital market by adjusting to these dynamics.

2.3.2 Website marketing

When a website satisfies the needs of its target audience and the objectives of a business, it becomes an effective marketing tool. When these components come together, the website can produce significant outcomes (Ryan & Jones 2009, 41). Regardless of the size or style of the business, the process of developing a website usually follows a set of steps. The process starts with careful planning, which includes determining the objectives of the website, determining the target market, researching the competition, and figuring out how users will find and use the site (Ryan & Jones 2009, 42).

A design phase comes next, during which the site architecture, colour schemes, visual identity, and content arrangement are created to guarantee a flawless user experience. After the design is complete, the development stage adds content, builds links, and arranges the navigation to turn these components into a useful platform. Testing is done prior to launch to make sure all features work as intended and that the user experience is error-free and seamless. Launching the website for public use is the last step in the deployment process. Advanced tools

like AI-driven chatbots, dynamic content, and progressive web applications (PWAs) are being used more and more in website marketing in the current digital landscape. These tools are all intended to improve user engagement. With the increasing use of smart assistants, voice search optimisation has also become more important. Additionally, by using data analytics, companies can track user behaviour and make ongoing improvements to the website to boost performance and ROI.

2.3.3 Content marketing

As a vital tool in digital marketing strategies, content marketing has emerged as a key element of an effective online marketing campaign. One of the most important elements of a successful digital marketing strategy is content marketing. To engage a specific audience and encourage customer actions that result in business expansion, it entails producing, disseminating, and overseeing valuable content. In contrast to traditional advertising, content marketing emphasises the provision of informative, relevant, and helpful content to foster long-term customer relationships, increase brand reputation, and foster trust.

The term "content marketing" has no single, widely recognised definition. Nonetheless, according to the Content Marketing Institute, it is the business and marketing process of producing and disseminating worthwhile and pertinent content to draw in, acquire, and interact with a precisely identified target audience—with the aim of generating profitable consumer action. (Content Marketing Institute, 2015). (Kotler et al. 2017,125) state that there are eight steps involved in successful content marketing:

Goal Setting. Clearly defining objectives that are in line with the overarching business goals, whether they are brand-related (awareness and advocacy) or sales-driven (lead generation, cross-selling).

Audience mapping. To effectively personalise content, target customer personas are defined based on demographics, interests, and needs.

Content ideation and planning. Creating audience-resonant content concepts that are genuine, relevant, and represent brand values.

Content creation. Creating interesting and high-quality content, such as social media updates, videos, blog entries, and infographics. In this step, originality and consistency are crucial.

Content distribution. To increase the reach of content, use owned, earned, and paid media channels. Social media and business websites are examples of owned media, whereas shares, recommendations, and influencer interaction are examples of earned media.

Content amplification. Increasing the visibility of content via influencer partnerships, social media interaction, and search engine optimisation (SEO).

Content evaluation. Using analytics, engagement rates, and user feedback to gauge the efficacy of content. Content success is measured by metrics like views, shares, likes, and comments.

Content improvement. To maximise upcoming marketing initiatives, content is refined and repurposed based on performance insights. Maintaining relevance requires updating targeting tactics, messaging, and formats.

2.3.4 Email marketing

A key element of digital marketing is emailing marketing, which blends creative communication with marketing knowledge. It enables companies to use a digital platform to interact with customers in a personalised way. Several essential components are frequently found in successful email marketing solutions, such as easy-to-use tools that let companies create and modify email templates without the need for technical know-how. They also use tracking tools to examine recipient engagement, including metrics on emails that were ignored, opened, or

prompted user interaction, and testing tools to determine whether messages will make it past the main spam filters (Ryan & Jones 2009, 133-134).

When paired with CRM systems, email marketing enables companies to send relevant, personalised messages to the right customers, boosting engagement and conversions. Emails that are segmented effectively match the interests and past purchases of the recipient. Businesses should promote sign-ups through websites, transactions, and other interactions to develop a robust email list.

It is essential to make sure that privacy laws and ethical standards are followed when using rented email lists. Additionally, every marketing email must include an easy-to-follow unsubscribe link (Ryan & Jones 2009, 137).

2.3.5 Search engine marketing

A crucial digital marketing strategy for eateries is search engine marketing (SEM), which helps them draw in high-intent clients who are actively looking for places to eat. Search Engine Optimisation (SEO) and Pay-Per-Click (PPC) advertising are the two primary tactics that make up SEM (Chaffey & Ellis-Chadwick. 2016, 484-485). SEO optimises a restaurant's Google listings, keywords, website metadata, and customer reviews to increase organic visibility. For instance, showing up in search results for "best Indian restaurants in Lahti" can greatly boost foot traffic. Because the services are location-specific, local SEO is especially important for restaurants, especially when done through tools like Google Maps.

On the other hand, PPC advertising enables eateries to rank highly in search results by placing bids on pertinent keywords like "Indian buffet near me" or "week-end lunch offers." This works particularly well for targeting potential customers during busy mealtimes or promoting time-sensitive offers. Restaurants can greatly improve their online discoverability and increase walk-ins and reservations by implementing a balanced SEM strategy that combines PPC for short-term promotions and SEO for long-term visibility.

3 COLLECTING AND ANALYSING DATA PROCEDURES

3.1 Case: Ravintola Massa

In 2024, two owners opened the Indian restaurant Ravintola Massa, a new venture aiming to establish itself in the competitive city centre dining market. The founders want to draw in a wide range of clients and establish a distinctive brand identity because they are passionate about introducing real Indian flavours to the neighbourhood. Due to its recent entry into the market, Ravintola Massa has difficulty becoming well-known, drawing in loyal customers, and setting itself apart from all its competitors. Ravintola Massa's marketing strategy is one of its main priorities. To interact with potential customers, the restaurant makes active use of digital marketing tools like social media sites like Facebook and Instagram. Online advertising campaigns and Google Maps listings aid in raising brand recognition and boosting foot traffic. To attract both new and returning customers, Ravintola Massa is also investigating promotional tactics like discounts and exclusive deals.

Strategies for pricing and products are essential to the restaurant's expansion. With a menu that balances traditional flavours with regional tastes, Ravintola Massa serves authentic Indian cuisine. The pricing strategy is designed to maintain competitiveness while guaranteeing premium ingredients and preparation. Recognising the increasing demand for convenient dining options, the restaurant also uses food delivery services to reach a wider audience than just dine-in patrons. Ravintola Massa is dedicated to long-term success despite the difficulties that come with being a newcomer to the field. The restaurant wants to become the go-to place for Indian food in the heart of Lahti by regularly evaluating client feedback, improving its tactics, and adjusting to market trends. The founders intend to bring Ravintola Massa to more cities throughout Finland.

3.2 Data collection and research process

Regarding data collection and analysis, the author used a mixed-methods approach to examine survey and interview data. The commissioner of Ravintola

Massa, who oversees managing the restaurant's operations, marketing plans, and online presence, was interviewed using a set of twenty-four open ended questions. The purpose of the interview was to learn more about the restaurant's objectives, difficulties, and ongoing digital marketing initiatives. To gather information on follower growth, engagement rates, and other performance indicators, the author also obtained permission to access the restaurant's social media accounts.

The commissioner was interviewed on February 26, 2025, with questions about the restaurant's marketing strategies, challenges, competitors, and performance metrics. This gave an extensive understanding of the restaurant's existing situation, as well as its advantages, disadvantages, and opportunities for development. Together with observations and data from social media, the interview responses provided a thorough summary of the restaurant's goals, strategies, customers, and business partners. Along with highlighting effective marketing techniques that needs to be continued or modified, this data assisted in determining the restaurant's advantages, disadvantages, and difficulties. Details of the interview questions are provided in Appendix B.

The quantitative information was gathered from March 3 to March 7, 2025. had twenty-four questions and was centred on Lahti and the consumers of the restaurant, especially those who had eaten at Ravintola Massa or were familiar with its menu. Consumer segmentation, including age, gender, and employment status, was covered in the survey's first section. The ensuing sections asked about eating habits, what influences restaurant preferences, and how well digital marketing platforms work. Enquiries also investigated how customers found new eateries, interacted with social media posts and what kind of promotions and loyalty plans they liked. The last section collected ideas for enhancing the dining experience and evaluated customer satisfaction.

Google Forms was used to distribute the survey online, with the goal of gathering answers from 50–100 participants throughout Finland. To assess the success of

current marketing strategies and pinpoint areas for development, the survey's data generated insightful information about consumer perceptions, preferences, and behaviour. The results of the survey also assisted in identifying the digital channels that worked best and ought to be given priority in upcoming plans. The interview starter questions can be found in Appendix A.

To integrate the collected data into a thorough marketing strategy, the author used the SOSTAC framework. To assess the restaurant's current position, strengths, weaknesses, opportunities, and threats, SWOT and competitor analyses were incorporated into the SOSTAC framework's situation analysis phase. The Tactics portion of the digital marketing strategy also included the 7P marketing mix, which was employed as an analytical tool. A thorough plan was created to prioritise important digital marketing elements and target the intended audience based on the objectives and data gathered. The strategy was shaped and made to be in line with consumer preferences and market trends due in large part to the insights gathered from the survey and interview.

3.3 Analysis process

To develop a thorough understanding of the subject, the information gathered using both quantitative and qualitative research techniques was carefully analysed. Microsoft Excel was used to analyse the quantitative data obtained from an online survey. Important statistical functions like mean, frequency, and standard deviation were used to summarise results and spot trends. To investigate correlations between variables, including age groups and preferred social media platforms for restaurant discovery, a crosstab analysis was also carried out. A thematic analysis was conducted on the qualitative data obtained from the commissioner's interview to pinpoint important themes, recurrent trends, and insightful information (Clark & Braun, 2017). This approach was selected because it allowed for a more thorough comprehension of the commissioner's viewpoints regarding the goals, difficulties, and digital marketing tactics of the restaurant.

The next stage is to combine the findings using various techniques after evaluating the two datasets independently. One method is a side-by-side comparison, in which important insights are highlighted by presenting quantitative data and qualitative themes in discussions or summary tables. Another approach is joint display, which entails producing visual representations, like graphs and charts, that integrate both quantitative and qualitative data to provide a more comprehensive understanding. Finally, narrative integration combines qualitative insights and statistical findings to create an organised and significant analysis. A comprehensive interpretation of the data is produced with the aid of these integration strategies.

3.4 Analysis and findings

This chapter presents and examines the information gathered using both qualitative and quantitative techniques to comprehend customer preferences, behaviour, and the state of digital marketing at Ravintola Massa. Finding significant insights that guide the creation of an efficient plan for the restaurant's digital growth is the goal. A semi-structured interview with the restaurant manager, who also serves as the thesis commissioner, and a customer survey with 30 respondents were the two main sources of data.

The results' credibility was enhanced, and triangulation of findings was made possible using a mixed-method approach. The customer survey provided consumer attitudes towards digital platforms, dining habits, and expectations from restaurant marketing, while the interview gave managers insights into current marketing practices and business challenges. This combination of customer feedback and managerial viewpoint provides a thorough understanding of the restaurant's market positioning and strategic development opportunities (Saunders et al. 2019). The analysis is organised into thematic categories that correspond with the goals of the study and include customer demographics, brand awareness, digital engagement trends, content preferences, and areas that require improvement. This structure makes it possible to compare management's internal views with external input from both current and potential clients.

Survey's findings

To guarantee a representative and varied sample, the online survey looked for to gather 50–100 responses. Nevertheless, 30 valid responses in all were obtained and incorporated into the final analysis. Even though fewer responses were received than anticipated, the data nevertheless offers insightful information for the research. The dataset is relevant for understanding customer behaviour and digital engagement related to Ravintola Massa because all responses were from people who were familiar with the restaurant and its offerings, so no strict exclusion criteria were used.

Reply demographic

As seen in figure 3, the majority of the 30 survey participants (63.3%) were between the ages of 25 and 30, demonstrating the high level of participation from young adults in the research. The age group of 18–24 made up 13.3%, followed by the 35–44 age group with 16.7%.

How old are you?
30 responses

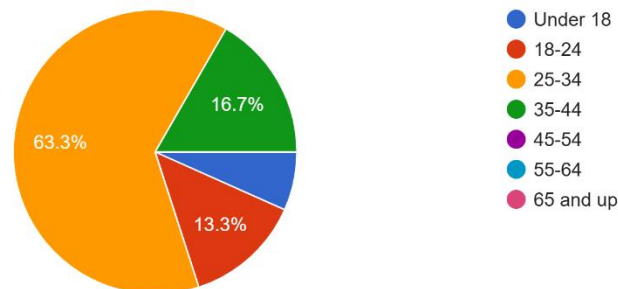


Figure 3: age group respondent

Which gender are you?

30 responses

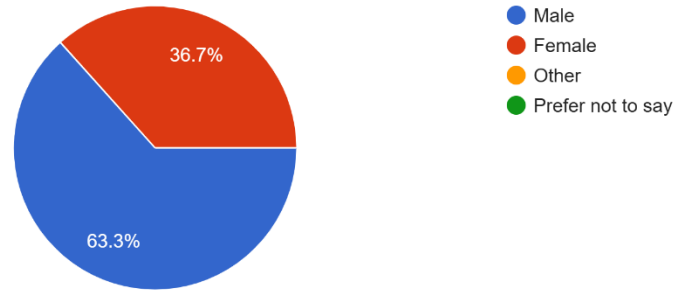


Figure 4: gender category of the respondent`s

What is your work status?

30 responses

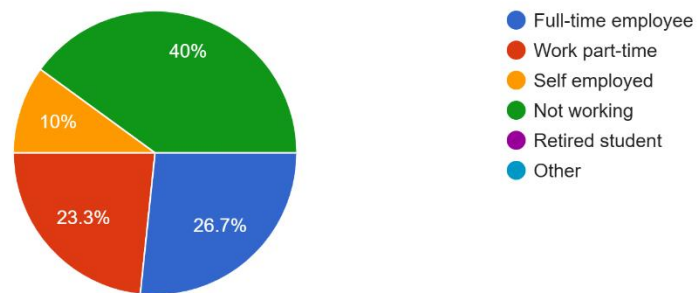


Figure 5: Employment status of the respondent`s

Figure 5 shows that most respondents (26.7%) were full-time employee, with 40% identifying as unemployed. Only about 10% of them were self-employed or belonged to other occupational groups. 23.3% is working part-time. Depending on their industry and level of experience, full-time employees in Finland usually make between €2,500 and €3,500 a month before taxes. Conversely, students frequently work part-time jobs or depend on financial aid, which lowers their income levels and causes them to spend differently.

In terms of educational background, as illustrated in Figure 6, 43.3% of the participants held or were pursuing a bachelor's degree, and 23.3% had finished secondary school. Furthermore, 20% reported having earned a master's degree, while the remaining are additional credentials. According to this distribution, the majority of respondents are either recent graduates or currently employed in the education sector, which provides insightful information for adjusting digital marketing tactics to appeal to a younger, more knowledgeable audience.

What is the highest educational level you have attained?
30 responses

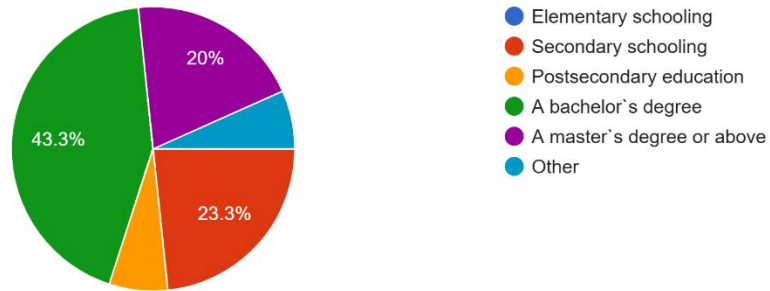


Figure 6: Educational background of respondent

How frequently do you eat out?
30 responses

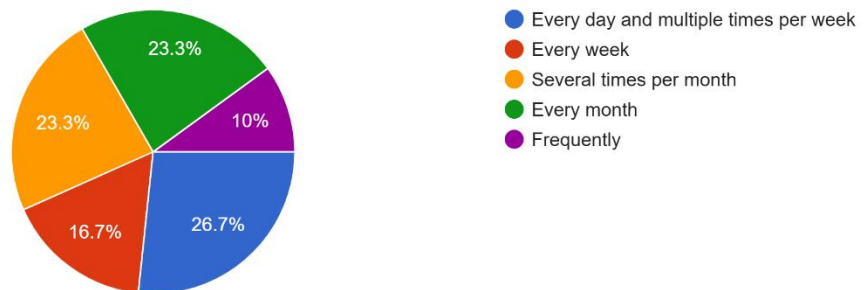


Figure 7: Dining frequency of respondent

The eating habits or preferences of the respondents

Most respondents were asked, "How often do you dine out at restaurants?" to gain insight into their eating habits. Clear insights into dining habits and restaurant selection criteria are revealed by the survey data. With respect to frequency, figure 7 shows that 26.7% of respondents eat out every day and 16.7% do so once a week, meaning that more than 43% are frequent customers. 23.3% of people eat out once a month, and another 23.3% do so multiple times a month. Food quality is the top priority (93.3%) when selecting restaurants, followed by cost (73.3%) and cleanliness standards (63.3%), according to figure 8. Convenience of location is important to 50% of respondents, whereas ambiance affects 46.7%. It's interesting to note that internet reviews (16.7%) and exclusive offers (33.3%) have comparatively little influence on decisions.

Approximately 42% of native Finns occasionally eat Indian food, while 68% of immigrant populations do the same. These findings are consistent with trends in Finnish dining culture, where Indian food exhibits varying popularity. This contradiction reflects the survey participants' unanimity in favouring Indian food while retaining realistic worries about the cost and quality of the food. While traditional food preferences are still very strong across cultures, the data consistently demonstrates that everyday dining decisions balance cultural preferences with pragmatic considerations like quality, cost, and convenience.

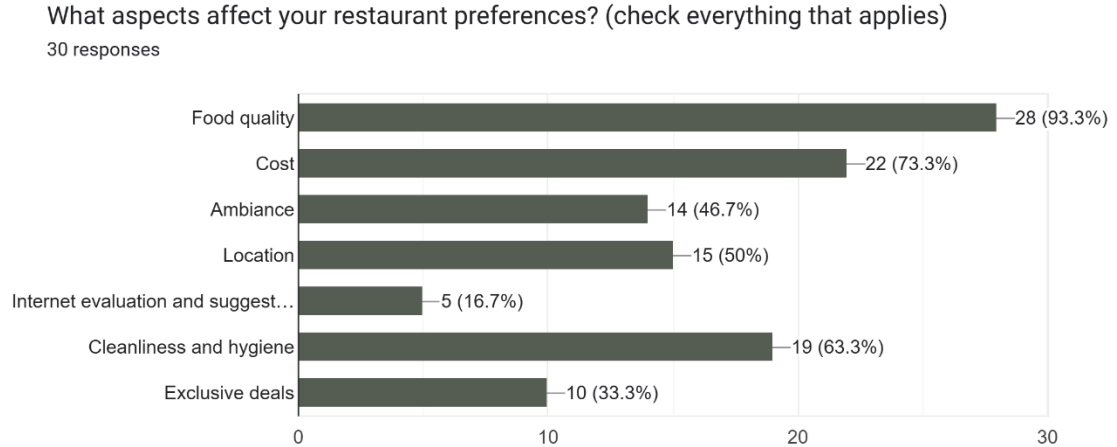


Figure 8: Factors affecting the choice of restaurant

Furthermore, the results of the survey show how customers find new eateries and what factors affect their decisions Figure 10. 50% (15/30) of respondents said they use food delivery apps, making them the most popular channel. At 46.7% (14/30), Google Maps and search come in second, and peer recommendations account for 40% (12/30). Online reviews and food blogs have an impact of 33.3% (10/30), while social media plays a significant but slightly smaller role at 83.3% (25/30). Conventional approaches such as friends and family (3.3%) and other sources (3.3%) have little impact. Moreover, vegetarian options are highly valued by respondents, who gave them an average importance rating of 3.64/5 (SD = 0.93), demonstrating a steady demand for plant-based menu options.

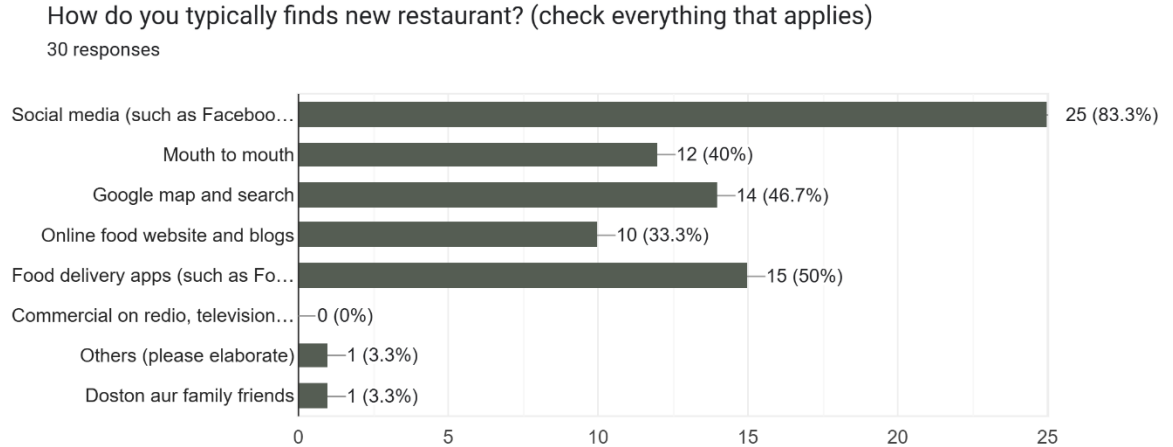


Figure 9: How the responders find new restaurants.

The competitive environment for restaurants in Lahti

Respondents were asked to name the top three eateries they believe to be the most well-liked to gain an understanding of the local competitive environment in Lahti. The responses were evenly distributed, revealing a wide range of preferences, as seen in Figure 10. With 10.5% of the mentions, Ravintola Massa came out on top, indicating a moderate degree of consumer preference and brand awareness. 5.3% of the responses were from other eateries, such as McDonald's, Bistro Popot, El Toro, and Burger King. It's interesting to note that a number of respondents chose answers like "Don't know" or "Haven't been," which together accounted for a sizeable percentage and suggested a possible lack of knowledge or experience with nearby dining options.

According to this result, Ravintola Massa has a noticeable place in the minds of some customers, but the market is still fragmented and lacks a clear favourite. This presents a chance for the restaurant to boost its visibility and fortify its competitive advantage through focused digital marketing.

Which three Lahti restaurants are the most popular to you?

19 responses

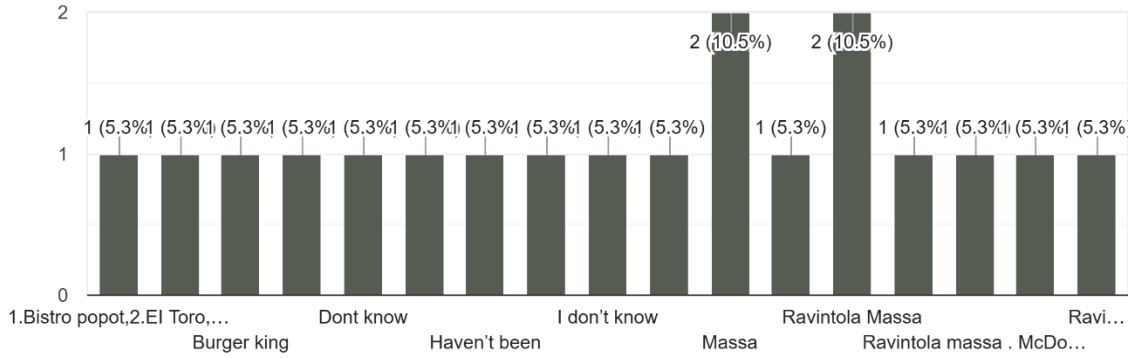


Figure 10: Restaurants that respondents eat at the most

What aspects of these restaurants appeal to you the most? (Check everything that applies.)

30 responses

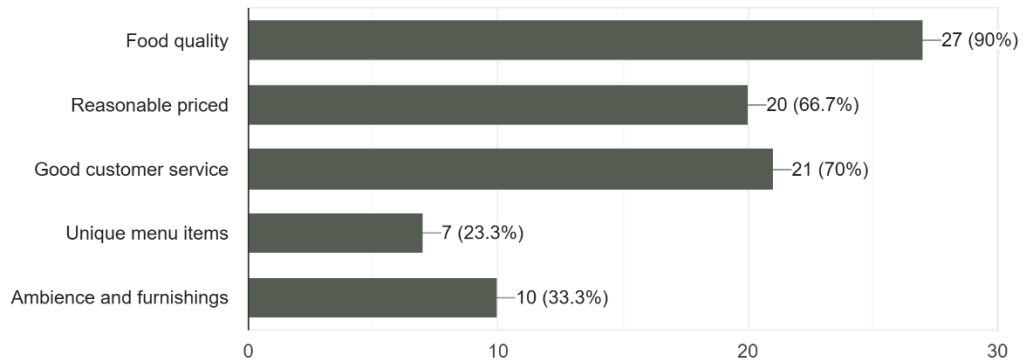


Figure 11: Factors influencing respondents' restaurant preferences

To improve your dining experience, what changes would you like to see made at Ravintola Massa?
30 responses

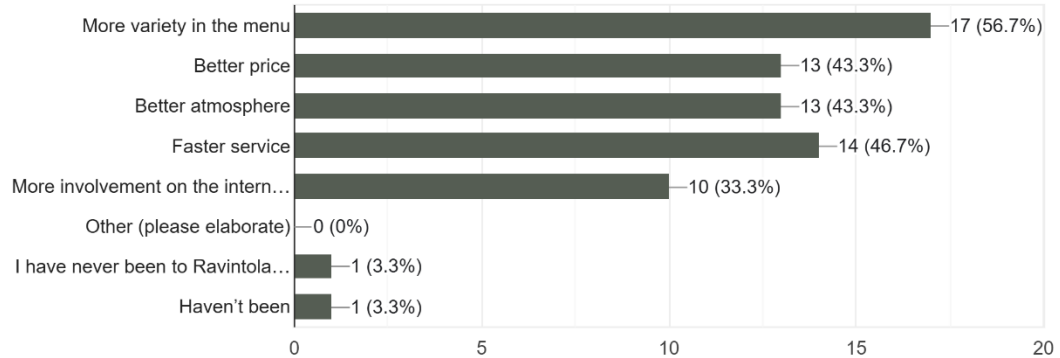


Figure 12: Upgrades that might make Ravintola Massa a better option

The most popular recommendation from respondents to improve their dining experience at Ravintola Massa was that the menu should be more varied, as shown in Figure 12. 56.7% of participants chose this option. This suggests a desire for a wider range of dishes, perhaps to accommodate different dietary requirements and tastes. Another major concern, mentioned by 46.7% of respondents, was faster service, which reflected demands for an efficient customer experience. Furthermore, 43.3% of respondents emphasised the need for both improved pricing and a more welcoming environment, indicating that both factors have a big impact on customer satisfaction. Additionally, 33.3% of participants said they would like to see the restaurant participate more on online platforms, indicating the growing significance of digital engagement in customer relationships. Just 3.3% of respondents said they had never been to the restaurant, confirming that most of the comments were based on personal experience.

When asked what factors influence respondents' choice of restaurants, 90% of participants said that food quality was the most significant factor. This implies that diners continue to place a high value on consistency and flavour. Value for money is important, as evidenced by the fact that 70% of respondents selected good customer service and 66.7% selected reasonable pricing. Furthermore,

33.3% of guests expressed appreciation for the ambiance and furnishings, indicating that some diners still place importance on the entire dining space. Although it was less of a deciding factor than food quality and service, 23.3% of respondents found unique menu items appealing, suggesting some interest in creativity and variety. Shows figure 11.

Based on your experience, would you suggest Ravintola Massa to others?
31 responses

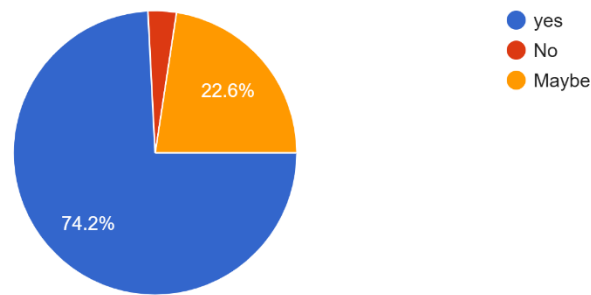


Figure 13: Recommended to others

About 74% of respondents indicated they would suggest Ravintola Massa to others shows in figure 13, indicating that most people have had a positive experience there. Another 22.6% responded with "maybe," indicating that they had a good time but might have a few concerns. Just 3.2% of respondents said "no," indicating that very few had a bad experience. Overall, it's evident that most customers have a favourable experience at the restaurant.

Approach to marketing

What types of internet marketing would encourage you to visit Ravintola Massa more often? (check everything that applies)

31 responses

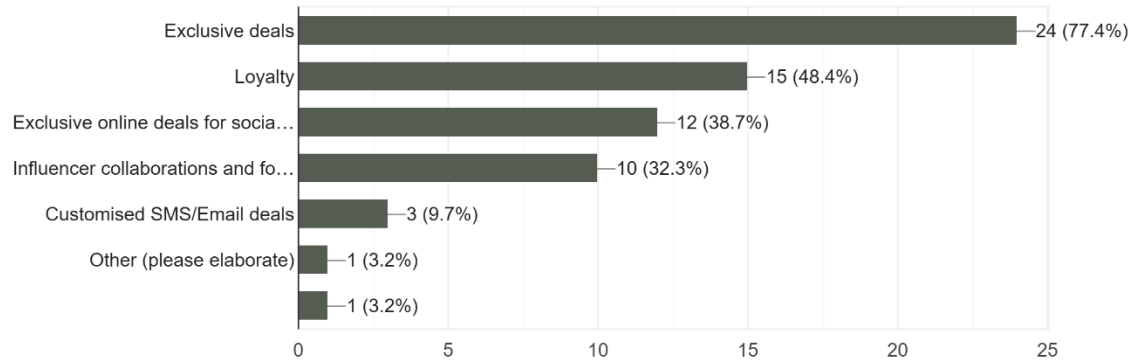


Figure 14: Elements of attraction that might encourage more frequent dining at Ravintola Massa

Exclusive offers were the most popular option for promoting more trips to Ravintola Massa, as chosen by 77.4% of respondents. Along with influencer partnerships and offers available only on social media, loyalty programs also attracted a lot of interest (48.4%). Customised SMS or email offers, however, had less of an effect shows in figure 14.

To comprehend how they utilise social media, according to their response, The most popular platform was Facebook (84.4%), followed by YouTube (46.9%), Instagram (68.8%), and TikTok (37.5%). Rarely were Twitter and other sources used. According to this, future marketing should put a lot of effort into Facebook and Instagram, utilising special offers and loyalty benefits to draw users in and encourage visits shows in figure 15.

According to Figure 16, the most common method of getting restaurant updates is through social media (61.3%), which is followed by email (32.3%) and SMS (35.5%). Food delivery applications and the restaurant's website were less popular (38.7%). The findings show that digital communication particularly social media is strongly preferred.

Which social media sites do you visit most often to find recommendations for restaurants? (Check everything that applies.)

32 responses

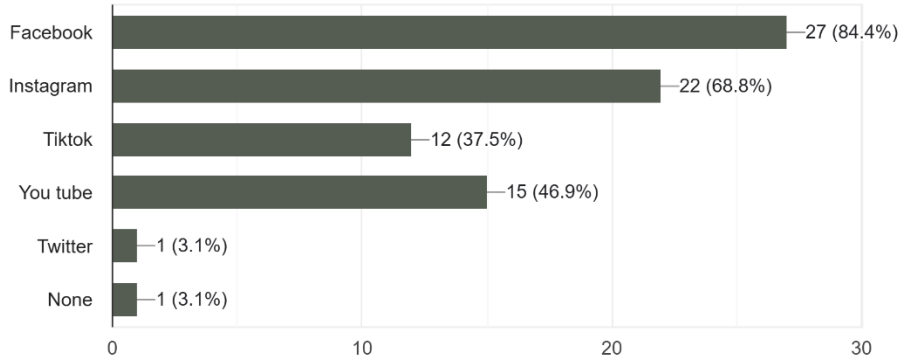


Figure 15: Respond's usage of social media

How would you prefer to receive updates from a restaurant regarding specials, sales, and new menu items? (check everything that applies.)

31 responses

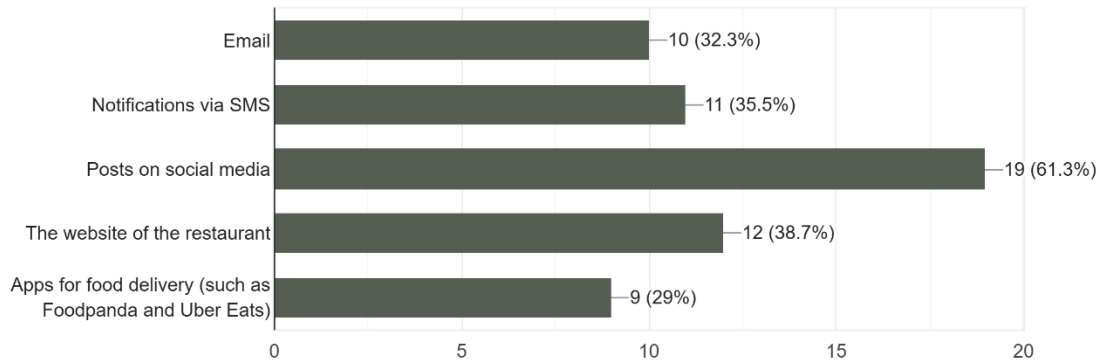


Figure 16: Respondents' willingness to be informed about sales or new products

Effects of occupation, age, and gender on patterns of restaurant visits

The crosstab data shows variations in dining frequency by gender. The majority of women (58.33%) eat out once a month, while 25% eat out multiple times a month, suggesting less frequent eating patterns. On the other hand, 40% of men eat out daily or several times a week, indicating a preference for more frequent

eating. These findings point to a notable gender disparity in eating habits, indicating that men typically eat out more frequently than women.

Table 1. Crosstab of eating frequency and gender.

	Daily	Once a month	Once a week	Several times a month	Several times a week	
Female	0	7	1	1	3	12
Male	8	1	4	2	5	20
Total	8	8	5	3	8	32

The results of the table 2 show clear differences in the frequency of meals according to work status. 37.5% of respondents were unemployed, and 41.67% of respondents said they ate meals either monthly or frequently. Despite not having a job, this indicates a moderate pattern of eating out. 25% of the sample consists of full-time employees, and the data indicates that a sizable percentage of this group eats frequently or multiple times per month, suggesting a regular but structured eating schedule. Additionally, 25% of respondents are part-time workers, with the largest percentage of respondents (37.5%) eating daily or several times a week. This implies that people who work student might have more free time or flexibility, which could result in them going out to eat more frequently. Due to its low representation, the "other" category only makes up 3.13% of the sample and has little bearing on general dining trends.

Table 2. Employment status and frequency of dining crosstab

	Daily	Once a Month	Once a week	Several times a month	Several times a week	
Full-time employee	1	2	2	1	2	8
Unemployed	2	4	0	1	5	12
Student	3	1	2	1	1	8
Total	8	8	5	3	8	32

Table 3. Age group and frequency of dining crosstab

	Daily	Once a Month	Once a week	Several times a month	Several times a week	
18-24	0	0	0	2	2	4
25-34	7	6	2	1	3	19
35-44	1	2	3	0	1	7
Total	8	8	5	3	8	32

The majority of responders, or 59.38% of the sample, are in the 25–34 age range, according to the crosstab data. 36.84% of that age group eat "every day and multiple times per week," which is the most common frequency of eating in this group. This implies that people between the ages of 25 and 34 eat out more frequently than people in other age groups.

Outcome of the interview

Tyeeb Naeem Toor, a commissioner of the Indian restaurant Ravintola Massa in Lahti, Finland, was interviewed. A mobile phone was used to record the interview, which was done over a WhatsApp call. Understanding the restaurant's current position, strategic direction, and digital marketing approach were the goals of the interview.

The commissioner claims that two people with the common goal of introducing real Indian food to the Finnish market founded Ravintola Massa in 2024. The commissioner emphasised the restaurant's main advantages, including the genuineness and quality of its Indian food, the friendly ambiance, and the favourable initial reviews from both Finnish and foreign customers. Flavourful food, attentive service, and the special value of Indian food in a city with few comparable options were frequently cited as reasons for customer satisfaction. Ravintola Massa distinguishes itself from opponents with its traditional recipes, cultural identity, and attentive service that attracts to both foreigners and locals.

Ravintola Massa actively uses social media sites like Facebook, Instagram, and Google Maps for digital marketing to advertise its products, interact with customers, and raise its profile. The commissioner claims that these platforms have

been successful in expanding brand awareness and reaching younger audiences. The restaurant has begun making small investments in paid advertising, concentrating on seasonal campaigns and geo-targeted promotions. Digital marketing is still a key component of their growth strategy, even with limited funding. The commissioner recognised several difficulties, such as the need to maintain consistency in quality and service, competition from other well-known restaurants, and low brand recognition outside of Lahti. Before starting to expand, the commissioner underlined how crucial it is to stabilise operations and cultivate client loyalty in Lahti.

The believe that keeping and engaging customers is an essential part of marketing strategy. Present tactics include obtaining input through social media and face-to-face contacts, promoting Google reviews, and creating a loyalty program to honour loyal clients. Additionally, the commissioner indicated a desire to expand promotional efforts through influencer partnerships and local collaborations, as well as to implement personalised content strategies. In response to a question concerning risks, the commissioner mentioned that limited marketing resources, quick changes in consumer preferences, and adjustments to digital algorithms are ongoing worries. The team intends to use performance analytics to lessen these, evaluate important metrics like customer feedback and engagement rates on a regular basis, and modify plans as necessary.

Soon, Ravintola Massa wants to improve its online visibility, draw in more customers by interacting on social media, and adjust its menu to suit customer tastes. The long-term goal is to establish a consistent brand experience and a strong digital identity before expanding into other Finnish cities. In order to overcome market obstacles and maintain growth in Finland's changing restaurant industry, the commissioner emphasised in his conclusion the significance of continuing to take a flexible and customer-focused approach.

Analysis of the results

A realistic assessment of Ravintola Massa's current market position and potential areas for expansion and improvement is provided by the examination of survey and interview data. According to the quantitative results, the majority of the restaurant's core clientele are young, full-time professionals with at least a bachelor's or higher secondary degree who are primarily between the ages of 25 and 34. This demographic is representative of a socially active, tech-savvy group that frequently eats out and uses Facebook, Instagram, and TikTok to stay informed. Appendix C contains a comprehensive customer persona that has been created to represent this group.

The findings of the survey closely match the insights gleaned from the interview with Commissioner Tyeeb Naeem Toor. The management is concentrating on providing authentic Indian food along with first-rate service and a comfortable atmosphere because they understand how important it is to target this audience segment. Additionally, there is a focus on improving the restaurant's online presence to increase brand awareness, which aligns nicely with the survey results that emphasise online platforms as the main places to find new eateries.

Regarding eating habits, the data indicates that a sizable percentage of respondents eat out multiple times a week, highlighting the market's potential. But consumers' choices are still dominated by well-established rivals, making it difficult for Ravintola Massa to stand out from the competition. While the restaurant's central location provides visibility and convenience, participants recommended ways to improve customer service, pricing strategies, and menu variety to increase competitiveness. Notably, the current promotional strategy and customer expectations are not aligned. Although the restaurant hasn't yet highlighted them, the survey found that customers are very interested in discounts, combo meals, and loyalty programs. By considering these preferences, customer engagement and retention may be greatly increased.

The restaurant has a bold plan to open in more Finnish cities, but it stresses the importance of building a solid local foundation first. Focussing on immediate enhancements and directly addressing client feedback will help Ravintola Massa develop the reputation and loyalty required for long-term success. Although the management vision and customer preferences generally align well, the data also identifies certain areas that could use strategic improvement. A better understanding of the target market is provided by the customer persona in Appendix C, which will aid in directing the future creation of specialised marketing and service plans.

4 STRATEGY FOR DIGITAL MARKETING TO RAISE BRAND AWARENESS

Online consumers that are frequently inaccessible through conventional marketing techniques can be directly and effectively engaged through digital marketing (Herhold 2018.) It gives companies the strategic tools they need to enter and successfully compete in the market, particularly as new digital marketing strategies keep coming up. Digital marketing has emerged as one of the most effective and widely available methods for connecting with and influencing target audiences in the current digital era, where most interactions and services are conducted online (Toor & Husnain, 2017).

The SOSTAC framework serves as the basis for the author's well-organised digital marketing strategy, which was created especially for Ravintola Massa. The six main elements of this well-known planning method are Situation Analysis, Objectives, Strategy, Tactics, Action, and Control. To give a thorough understanding of how the restaurant can use digital channels to effectively expand its reach and attract new clients, each section will be thoroughly examined. Throughout the chapter, supporting tools like competitor analysis, SWOT analysis, and the 2Ps of the marketing mix will be used to bolster the plan. When combined, these components will support the development of a focused and flexible marketing plan that complements consumer demands, contemporary trends, and corporate objectives.

4.1 Situation analysis

The situation analysis highlights Ravintola Massa's current position by combining information from a SWOT analysis and competitor benchmarking. In addition to external opportunities and possible threats in the competitive landscape, these tools assist in identifying the restaurant's internal strengths and weaknesses. This offers a fundamental comprehension that will serve as the basis for the development of strategic goals and initiatives in the subsequent sections.

Swot analysis of the restaurant

Strength: Being a recently opened Indian eatery, it infuses the local dining scene with new life and genuine culinary experiences. With the goal of providing premium Indian food that combines classic flavours with contemporary presentation, the ownership team contributes commitment and a clear vision. With a strong focus on customer satisfaction and an expanding online presence, the restaurant has already started to develop its brand identity. The restaurant's aspirations and growth potential are demonstrated by plans to open in additional Finnish cities. Furthermore, early customer reviews emphasise the restaurant's strengths in terms of food quality, service, and atmosphere, creating a solid basis for repeat business and word-of-mouth advertising.

Weakness: Has limited reach in possible new markets due to its current low brand recognition outside of its immediate area. Due to its lack of a thorough online strategy and limited digital marketing budget, the restaurant's visibility and customer engagement are also negatively impacted. A small staff and little internal knowledge of marketing and customer retention tactics, like loyalty programs, pose operational difficulties. Additionally, it is more difficult to promptly address customer preferences and enhance service when there is no organised system in place to gather and evaluate customer feedback.

Opportunity: Has the chance to capitalise on Finland's expanding demand for authentic and varied Indian food, especially among residents and visitors from

other countries. There is an opportunity to reach a wider audience than in-house dining thanks to the growing popularity of online ordering and food delivery services. The restaurant can reach a larger audience by improving its digital marketing initiatives, which include influencer partnerships, SEO, and social media engagement. Customer loyalty programs, vegetarian and vegan options, and seasonal menus can also increase customer satisfaction and retention. Another strategic option for long-term growth is expansion into neighbouring cities.

Threat: Many of which already have strong online presences and devoted clientele. If the restaurant does not quickly adjust to changing customer preferences, it could be at risk, particularly in the competitive and trend-sensitive food industry. Consumer spending on eating out may also be constrained by growing operating expenses, inflation, and economic uncertainty. If not properly handled, negative social media backlash or internet reviews could also damage the restaurant's reputation. Finally, reliance on outside food delivery services may result in fewer direct interactions with customers and lower profit margins.



Figure 17: SWOT analysis about Ravintola Massa

4.2 Objectives

Ravintola Massa's main goal is to strategically use digital channels, particularly social media, to raise brand awareness and draw in more clients. Over the next six months, the restaurant wants to increase online engagement by at least 40% because of its strong presence on social media sites like Facebook and Instagram. By introducing special weekend dishes and promoting them through focused digital campaigns, another important goal is to increase the number of customers both during the week and on the weekends, especially among young working professionals between the ages of 25 and 34. Ravintola Massa also wants to use table brochures, incentives, and interesting content to gather more Google Reviews and customer feedback in order to support these efforts. These initiatives aim to guarantee enduring client loyalty and a better comprehension of customer preferences in addition to improving credibility and online visibility.

4.3 Strategy

Based on Ravintola Massa's goals and existing market position, the company's primary digital marketing strategy focusses on raising awareness, creating a vibrant online community, and encouraging consumer interaction, especially among young professionals in Lahti and the surrounding areas who are between the ages of 25 and 34. Social media is the main means of communication for awareness and engagement among this group since they regularly use sites like Facebook and Instagram. The strategy is centred on content-driven growth, which uses customer interactions, behind-the-scenes posts, and excellent food photography to humanise the brand and foster trust. Since social media will serve as the primary communication channel, producing regular, interesting, and pertinent content should be a primary focus. As part of its plan to create buzz and boost weekend traffic, the restaurant will also start serving special meals that are only available on weekends. Online marketing will be used to advertise these deals, along with review-based rewards (such as discounts for customers who

provide feedback). Campaigns will be optimised for reach, engagement, and conversion, and paid advertisements will be used sparingly to reach new local audiences. To target the most responsive groups with marketing efforts, customer segmentation will be used, particularly for working professionals seeking high-quality, fast meals. To increase reach naturally, local alliances like those with neighbouring workplaces or fitness facilities might be investigated. The plan is still practical and economical, with a focus on natural expansion, astute data utilisation, and ongoing customer interaction learning.

4.4 Tactics

To accomplish its marketing goals, Ravintola Massa will employ strategies that are informed by the 7Ps framework: Partnerships, Product, Price, Place, Promotion, People, and Process. These components aid in converting overarching objectives into concrete measures.

Product: In addition to its traditional Indian fare, Ravintola Massa will launch special weekend specials. These will be customised to local preferences, and eye-catching food photography will be incorporated into marketing materials to pique online consumers' interest.

Price: A strategy of competitive pricing will be implemented. While preserving the quality and genuineness that characterise the restaurant's brand, pricing will be compared to that of nearby competitors. Combo deals and occasional discounts will also be implemented to increase traffic during off-peak hours.

Location: The restaurant has excellent visibility and accessibility due to its central Lahti location. An effort will be made to keep the space tidy, friendly, and cosy to promote word-of-mouth advertising and repeat business.

Promotion: The main instruments for executing focused campaigns will be social media sites, especially Facebook and Instagram. Limited-time deals, the introduction of new dishes, and rewards for customer reviews (like Google Review discounts) will all be part of these promotions. Customers will be directed to review platforms or exclusive promotions through brochures that contain QR codes.

People: Employees will be crucial to advancement. They will receive training on how to interact with customers, advertise new menu items, and politely solicit feedback when it is appropriate.

Process: Digital procedures like ordering food online, making reservations, and gathering reviews will be made more efficient. Customers will have an easy way to follow the restaurant on social media or leave reviews by scanning the QR codes on receipts or at tables.

Partnerships: Ravintola Massa will work with local companies, like gyms, cultural centres, or coworking spaces, to place brochures and run cross-promotions to boost local exposure.

Reach, engagement, and review growth are among the key digital marketing metrics that the study identified. The number of people who view or are exposed to the restaurant's social media content is known as reach, and it is commonly quantified by impressions and views. User interactions that show how well content connects with the audience include likes, comments, shares, and click-through rates. Growing the quantity and calibre of reviews on sites like Google, Facebook, and Instagram is essential for improving local SEO and gaining the trust of prospective clients.



Figure 18: The 7Ps Marketing Mix is based on the marketing strategy of Ravintola Massa.

4.5 Action

A precise action plan outlining roles, deadlines, and execution techniques is created to guarantee Ravintola Massa's digital marketing strategy is implemented successfully. The owner of the restaurant or a designated social media manager will be principally in charge of planning and developing the content. This entails planning and organising weekly content, including weekend promotions, behind-the-scenes videos, food photography, and customer reviews. Using Canva or Meta Business Suite to streamline design and scheduling, posts are scheduled to be published three to four times a week, usually on Tuesdays, Thursdays, and weekends.

With sporadic assistance from freelancers, the owner will oversee social media campaigns. The main goals of these campaigns will be to share real customer experiences and advertise weekend-only deals. Targeting local foodies in Lahti

with boosted posts on Facebook and Instagram, advertising will start two to three days prior to the weekend. Waitstaff and frontline staff will be encouraged to ask diners for feedback after meals, especially during busy times, in order to improve customer engagement. Along with modest rewards like a discount or free drink for candid reviews left on websites like Google or Facebook, this will entail the use of QR codes or prompts printed on menus and tables.

To educate employees on promoting new offerings, requesting reviews, and guaranteeing high-quality service delivery, supervisors will hold pre-rush briefings or biweekly team meetings. Role-playing, checklists, and quick refreshers will all be incorporated into these sessions to ensure performance consistency. Additionally, there is a website development project underway. The restaurant wants to have a tidy, mobile-friendly website with a reservation form, menu, location, and contact information up and running within the next two to three months. Based on usability and budget, platforms like Squarespace, Wix, or WordPress will be taken into consideration for this development.

The restaurant owner will look for community partnerships to expand its reach by collaborating with nearby gyms, markets, or events to offer cross-promotional opportunities. This includes distributing flyers, providing group discounts, or providing catering for monthly get-togethers or special occasions. Lastly, the long-term vision includes future expansion. After establishing a strong brand presence in Lahti, the management team will start looking into other cities for the opening of a second branch in 12 to 18 months. In addition to early engagement and soft marketing initiatives in the targeted location, this expansion strategy will be guided by competitor analysis, sales trends, and customer feedback.

4.6 Control

A set of key performance indicators (KPIs) will be used to monitor performance on a regular basis, ensuring that Ravintola Massa's digital marketing strategy is successful and stays on course. These include consumer feedback, Google re-

views and ratings, website traffic (after launch), and social media reach and engagement metrics (likes, shares, comments, and follower growth). Weekly monitoring using tools like Google Analytics and Meta Business Suite will assist in gauging user engagement and content performance. Furthermore, customer retention rates and the quantity of reservations made online will function as useful gauges of campaign efficacy. To assess these metrics and make any necessary strategy adjustments, such as changing the types of content, modifying promotional offers, or reallocating funds, monthly review meetings will be conducted. The restaurant can respond swiftly to shifts in the market and consistently enhance its online presence and customer outreach initiatives by sticking to a flexible and data-driven strategy.

5 CONCLUSION

5.1 Response to the research question

This study aimed to explore how Ravintola Massa can implement effective digital marketing strategies to support business growth and attract foreign customers in Finland. The study reinterpreted "international growth" as focussing on multicultural clientele and entering new Finnish cities. The results demonstrate that digital platforms like Facebook and Instagram, in addition to visually appealing content and local community engagement, are especially successful at drawing in a variety of audiences. The restaurant has advantages like a prime location and distinctive Indian food, but it also has drawbacks like low brand recognition and financial limitations. Measuring success requires the use of key digital performance indicators, such as follower growth, customer reviews, and engagement rates. More customer feedback should be encouraged, content should be tailored to young professionals, and partnerships should be used to increase visibility. These tactics complement the restaurant's objectives and offer a strong basis for growth in Finland's cutthroat and diverse dining market.

5.2 Managerial Implications

The results showed that Ravintola Massa's management's vision and strategy are in line with what its target market expects. To improve market positioning, a few areas, however, need more attention. The majority of potential clients are active online, so spending money on digital marketing especially on Facebook and Instagram must be given top priority. Another important factor that surfaced was menu variety, indicating the necessity of ongoing innovation to accommodate a range of tastes. Including flexible promotions and loyalty programs can aid in customer retention and foster sustained engagement. Minor issues like seating arrangements or accessibility should be examined, and systems for collecting customer feedback should be reinforced in order to meet changing needs. Finally, looking into expanding to other busy Finnish cities offers a good chance for growth based on customer demand.

5.3 The study's validity and reliability

Both qualitative and quantitative methods were meticulously applied to guarantee the validity of this study. Direct insights from a key decision-maker involved in the restaurant's operations and marketing strategies were obtained during the interview with the commissioner of Ravintola Massa. By utilising practical knowledge and real-world experiences, this improved the data's authenticity. Despite the small sample size (30 valid entries), the survey's questions were objective and well-structured to capture consumer behaviour, dining preferences, and digital platform engagement. The survey remained highly consistent and relevant by concentrating on quantifiable factors like the frequency of dining, social media use, and promotional interest. Well-known ideas like the SOSTAC model, SWOT analysis, and the 7Ps marketing mix all drawn from reputable academic literature were used to build the theoretical framework. The empirical analysis was directed by these frameworks, which also guaranteed that theory and practice were in line. Although subjectivity in interpretation is introduced by the qualitative nature of the study, careful thematic analysis and cross-referencing with survey data

were used to minimise researcher bias. Overall, the findings' validity and reliability are enhanced by the careful data triangulation and mixed-methods approach. Future research with a larger sample size is advised to further validate the findings, though, because of the small sample size.

5.4 An overview of the thesis

This thesis looked at how Ravintola Massa can use digital marketing to increase its clientele and investigate potential new growth prospects in Finland. The SOSTAC model, SWOT analysis, and the 7Ps marketing mix were used to assess important digital strategies like social media marketing, content production, and customer engagement. According to the survey's findings, the target demographic is young professionals, particularly men between the ages of 25 and 34, who regularly eat out and use social media sites like Facebook and Instagram. Although the restaurant's present digital initiatives followed these trends, additional enhancements were recommended, such as tailored promotions, rewards for feedback, and a more organised content calendar. The results showed that although Ravintola Massa has a solid base, long-term success necessitates a deliberate emphasis on community development, brand awareness, and data-driven digital campaign improvement.

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APPENDIX A

SURVEY QUESTION

Section 1: Data on Demographics

1. How old are you?

Under 18

18–24

25–34

35–44

45–54

55–64

65 and up

2. Which gender are you?

Male

Female

Other

Prefer not to say

3. What is your work status?

Full-time employee

worked part-time

Self-employed

Not working

Retired student

Other

4. What is the highest educational level you have attained?

Elementary schooling

Secondary schooling

Postsecondary education

A bachelor's degree

A master's degree or above

Other

Section 2: Consumer Preferences and Dining Habits

5. How frequently do you eat out?

Every day and multiple times per week

Every week

Several times per month

Every month

Infrequently

6. What aspects affect your restaurant preference? (Check everything that applies.)

Food quality

Cost

Ambiance

Customer support

Location

Internet evaluations and suggestions

Variety of the menu

Cleanliness and hygiene

Exclusive deals and discounts

7. When selecting a restaurant, how significant is online presence (social media, website, Google reviews)?

Very significant

Important

Indifferent

Not very significant

Not at all significant

8. How do you typically find new restaurants? (Check everything that applies.)

social media (such as Instagram, TikTok, Facebook, and others)

Speech communication

Google Maps and search

Online food websites and blogs

Apps for food delivery (such as Food panda and Uber Eats)

Commercials on radio, television, and billboards

Other (please elaborate)

Section 3: Customer Engagement and Digital Marketing

9. Have you been to Ravintola Massa before?

Yes

no

10. If so, how did you learn about Ravintola Massa initially? ?

Social media

A recommendation from friends or family

Platforms for online reviews

passed the eatery on foot.

Commercials

Other

11. What kinds of online advertisements would entice you to go to Ravintola Massa more frequently? (Check everything that applies.)

Savings and exclusive deals

Loyalty initiatives (such as rewards based on points)

Special online offers for followers on social media

Influencer partnerships and culinary evaluations

Customised SMS/email deals

Other (please elaborate)

12. Which social media sites do you visit most often to find recommendations for restaurants? (Check everything that applies.)

Facebook

Instagram

TikTok

YouTube

Twitter

None

13. How frequently do you like, comment, share, and review restaurant content on social media?

Always

Often

Occasionally

Rarely

Never

14. Have you ever ordered food online or made a reservation at a restaurant because of social media posts or ads?

Yes

no

15. Which kind of social media restaurant content is your favourite? (Check everything that applies.)

Excellent food photographs

reviews from customers

Behind-the-scenes material (kitchen insights, chef's specials)

campaigns for promotions (discounts, giveaways)

Videos (such as live restaurant tours and cooking videos)

Other (please elaborate)

Section 4: Analysis of Competition and Retention of Customer.

16. Which three Lahti restaurants are the most popular with you?

1. _____

2. _____

3. _____

17. What aspects of these restaurants appeal to you the most? (Check everything that applies.)

Food quality

Reasonably priced

Good customer service

Unique menu items

Ambience and furnishings

18. For what reason would you pick Ravintola Massa over other restaurant?

More affordable prices

More varied menu selections

Better-quality food

Improved client support

Additional sales and discounts

Participation in digital marketing (online promotions, social media presence)

Other (please elaborate)

19. Would you be interested if Ravintola Massa started a customer loyalty program with rewards, membership deals, and discounts for returning customers?

Yes

No

Perhaps

20. To improve your dining experience, what changes would you like to see made at Ravintola Massa?

More variety in the menu

Improved cost and value for money

Better atmosphere and interior design

Faster service

Additional participation on social media and the Internet Other (please specify)

Section 5: Assessment of Marketing Strategies

21. How would you like to be informed by a restaurant about events, promotions, and new menu items? (Check everything that applies.)

Email

Notifications via SMS

Posts on social media

The website of the restaurant

Apps for food delivery (such as Foodpanda and Uber Eats) Flyers and posters

22. Would you be interested in using a Ravintola Massa mobile app to book tables, browse the menu, and get special offers?

Yes

No

Perhaps

23. Based on your experience, would you suggest Ravintola Massa to others?

Yes

No

Perhaps

24. Any other remarks or recommendations?

APPENDIX QUESTION B**INTERVIEW QUESTIONS****Overview**

1. Would you kindly provide your name and role at Ravintola Massa?
2. Could you briefly describe your experience in the restaurant industry and any prior digital marketing work you have done?
3. What prompted you to purchase Ravintola Massa, and what expansion objectives do you have for the restaurant?

Strengths of the Restaurant

4. What do you think Ravintola Massa's main advantages are for drawing in and keeping clients?
5. Have customers expressed satisfaction with the restaurant's offerings to you? What have they emphasised, if anything?
6. What distinguishes Ravintola Massa from its rivals in the market, in your opinion?

Weaknesses of the Restaurant

7. Do you think the restaurant's operations need to be improved in any areas? Which difficulties have you recognised?
8. Have you received any negative comments from clients? What recurring themes have you observed?
9. What tactics are you going to use to deal with these issues and raise client satisfaction?

The Competitive Environment

10. Which local competitors do you think are your biggest rivals, and what do you

think they do better than Ravintola Massa?

11. To draw in more clients, how do you intend to set Ravintola Massa apart from these rivals?

Strategy for Digital Marketing

12. Which online channels does Ravintola Massa currently use for customer service and marketing?

13. In what ways does digital marketing help your restaurant draw in new customers?

14. Is there money set aside for social media marketing? How is it used, if at all?

15. Which digital marketing platforms have worked best for your restaurant?

16. Which digital marketing techniques have you found to be most effective at attracting clients and building a sense of loyalty?

Engagement and Retention of Customers

17. What particular programs does Ravintola Massa have in place to engage and retain customers?

18. How do you get input from your customers, and how does this affect your marketing plans?

19. Do you currently have or are you considering implementing any personalised content strategies or loyalty programs?

Plans for the Future

20. What fresh marketing strategies do you intend to use to increase Ravintola

Massa's clientele and visibility?

21. What are your long-term and short-term objectives for the restaurant?

22. Would you be willing to share any additional details regarding your plans and vision for Ravintola Massa?

In conclusion

23. I appreciate your time. Would you mind sharing any more details or perspectives about Ravintola Massa's future or your digital marketing strategies?

APPENDIX C: Customer persona

Name: Aarav Sharma

Age: 26

Gender: Male

Nationality: Indian (living in Finland for 3 years)

Occupation: Working as a part-time retail assistant and full-time master's student in Lahti, Finland

Monthly Income: €900–€1200

Education Level: Bachelor's Degree (master's in business management is currently being pursued)

Marital Status: Single

Characteristics and Way of Life:

Aarav is a tech-savvy, gregarious, and sociable person who likes to discover new foods, events, and cultures. He is active on social media, especially Instagram and TikTok, where he frequently follows student discount pages and food bloggers. As a foreign student, he considers quality and cultural authenticity when selecting restaurants, but he is also price conscious.

Dining Preferences:

- eats out two or three times a week, frequently with classmates or friends.
- appreciates Indian cuisine because it's comforting and tastes familiar.
- receptive to vegetarian and fusion options.
- reads internet reviews before going somewhere new.
- frequently uses food delivery apps to place orders when studying.

Digital Conduct:

- finds eateries using TikTok, Google reviews, Facebook and Instagram reels.
 - reacts favourably to loyalty programs, promotions, and combo offers.
 - Content with student discounts, behind-the-scenes glimpses, or temporary recipes is likely to pique their interest.
-

Problem areas:

- A tight budget prevents frequenting more expensive restaurants.
 - misses Finland's authentic and diverse Indian street food.
 - Some Indian eateries in Finland seem to serve locals more than authentic South Asian palates.
-

Objectives and Motivators:

- seeks out delicious food that makes him miss home.
 - desires a friendly, laid-back area to spend time with friends.
 - appreciates it when eateries give discounts or special events to students.
-

How Aarav's Needs Are Met by Ravintola Massa

- Affordable Options: Students and young professionals are drawn to combo packages and inexpensive meals.
- Real Indian Cuisine: Both local and foreign foodies can find comfort and familiarity in traditional dishes.
- Central Location: Perfect for informal dinners or quick lunches, this restaurant is conveniently located near Lahti's downtown.

- Active social media: Young, tech-savvy audiences are engaged by frequent posts and promotions on Facebook and Instagram.
- Friendly Ambience: A laid-back setting ideal for both individual and group visits.
- Feedback-Oriented: Promotes client feedback to enhance service and maintain relationships with patrons.