The importance of a branding strategy for Facebook success: Case Chiva-Som International Health Resort

Aleksi Leskinen
**Author(s)**
Aleksi Leskinen

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The thesis will investigate how a hotel resort can utilize Facebook effectively as a marketing tool while correlating and strengthening their brand image through a Facebook page. The hotel in question, Chiva-Som International Health Resort, is a high end luxury resort based in Thailand. The thesis was developed during an internship period at Chiva-Som corporate headquarters.

Theory of this thesis will examine how branding has developed over time, different aspects of branding and how companies have utilized branding as it has developed. Social Media and its evolution will be discussed, and this is linked to the best practices for social media content to drive more Facebook users on to the page.

The thesis looks to develop and implement a Facebook strategy for Chiva-Som, improve the communication between its customers, corporate, business partners and thus potentially increase traffic as a result. Chiva-Som has a very known and strong brand image that has to be portrayed in all its marketing channels, including Facebook. The Facebook strategy will be devised first by examining and analysing the initial state of the Chiva-Som Facebook page, competitors Facebook pages, and cooperating with the marketing staff of the hotel resort to develop a Facebook strategy. Chiva-Som marketing staff will implement the strategy and monitoring of the strategy was done remotely after the internship period had concluded.

For this thesis a quantitative approach will be used comparing data from two different time frames. The analysis will be done using fanpagekarma.com analytics tool in order to determine how the Facebook page performed. The two time frames were before a Facebook strategy was implemented and after the Facebook strategy had been developed and implemented, each consisting of three months.

In conclusion increasing traffic is not necessarily the most relevant when implementing a Facebook strategy for Chiva-Som. Having a clear plan for the utilization of Facebook as a marketing tool and updating it should be as critical as having one, as social media is rapidly evolving. It was crucial to align the Facebook page to reflect the Chiva-som brand, as all relevant brand reference points such as logos and names should resonate with the brand image.

**Keywords**
Facebook, Social media, Branding, Marketing
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1 Introduction

The purpose of the Facebook strategy was to establish presence on Facebook for Chiva-Som that would lead to more traffic and improve the communication between guests, corporate partners, and business partners and in addition aligning the Facebook page with the Chiva-Som brand. To achieve this purpose the current state of Chiva-Som International Health Resorts Facebook platform will be analyzed. Fanpagekarma.com was used to collect data and the criteria selected for analysis was overall look of the Facebook page as it directly links to the branding aspect of Chiva-Som and amount of engagement on the Facebook page (Facebook, 2016), total amount of Facebook fans on the page, comments, likes and shares on the posts as these are all important aspects for a clear and effective Facebook strategy.

The thesis was commissioned and completed as part of an internship for Chiva-Som International Health Resort focusing on Chiva-Som’s Facebook platform, analysing it and devising a new Facebook strategy. This strategy was implemented by Chiva-Som’s staff themselves on 1.1.2016 and the monitoring of these results was completed until 31.3.2016.

The thesis will also analyze two competitors due to the fact that they belong to the same sphere of competition each providing wellness and spa treatments as core service. COMO Shambhala Estate located in the tropical island of Bali. Como Shambhala like Chiva-Som focuses on wellness for its customers as a core service (Como Shambhala service) providing a mix of traditional and Eastern remedies. Kamalaya Wellness Sanctuary and Holistic Spa Resort will be analyzed. Residing on the Southeastern island of Koh Samui in Thailand specializing in wellness and spa treatments such as detox and fitness focused programs for its high end customers (Kamalaya). The criteria selected were engagement, number of fans on the Facebook page, comments, like and shares on posts as these are all important aspects for a clear and effective Facebook strategy.

As a final product, the data collected from the Chiva-Som Facebook page analysis and competitor Facebook page analysis will be utilized to create a Facebook strategy for Chiva Som. Chiva Som’s did not have a Facebook strategy, in order to be successful, it is important to align the Facebook strategy with Chiva-Som’s corporate strategy of operating in the highly competitive high-end luxury resort market. This would be completed with the assistance of marketing professionals from the hotel resort itself.
Evaluating the success of the Facebook strategy will be conducted during a three month monitoring period from the day the strategy was implemented. Engagement rates and amount of likes the Facebook page has gained during this monitoring period will be used as parameters for success. The engagement rates and growth will be examined with the use of an analytics tool named fanpagekarma.com. Fanpagekarma was chosen over other analytics tools due to the fact that it was free and allowed the data collection period to be tracked as far back as needed. Facebook's internal analytics tools were not used because full access to Chiva-Som Facebook page was not granted due to resort hotel security reasons. Points of improvement will be also touched on as will also personal learning goals and whether they were achieved or not with additional comments.

First, theories of brand and branding will be looked at, because Chiva-som has a well-established brand and this works as guidelines when constructing a Facebook strategy. Everything has to align with the brand and its values, thus it is crucial to outline and understand what a brand is before taking on this task. Secondly, focus on social media and what is considered as great content for social media. Understanding social media and utilizing it effectively one must understand what kind of content is appealing and speaks to the audience. After analyzing branding theories and evaluating the importance of social media with relation to branding, a clear picture can be defined of why social media and branding are correlated with each other.
2 Brands in Social Media

With the rise of the internet, traditional media such as print, radio, and television have taken a backseat in the world today. As mentioned by Vaynerchuk (2013.1), the power to communicate between consumers, the steady decline of audience paying attention to traditional media, however, traditional media still plays a role in today's society but those who want to utilize it as a marketing tool need develop innovative ways in order to catch the attention of the reader (Vaynerchuk, 2013.1).

With the transformation of information and media from traditional to digital, consumers find everything in their fingertips due to the importance of owning a tablet or smartphone and therefore, these items have become must own items in today's digital world. As highlighted by Vaynerchuck (2013.2), the way society communicates has drastically evolved in the past five years with 71% of people in the United States using Facebook and more than half a billion globally utilizing Twitter.

Services, brands and businesses have begun to take notice as consumers have access to new tools with social media. However, companies in large have been slow to react to this change in communication. In contrary the companies that have been quick to react by launching and using social media sites and making themselves friendly to consumers through social media have a clear advantage in this new world. The importance of this is highlighted by these companies having a new marketing channel to utilize and interact with consumers. For example Oreo (the globally famous cookie brand), during a power outage in the third quarter of the Super Bowl leaving thousands of spectators in the dark for half hour, Oreo saw an opportunity. It tweeted "Power Out?" No Problem" and attached a photo of a lone Oreo cookie waiting in the dark, with accompanying text that read, "you can still dunk in the dark." (Vaynerchuk, G. 2013. 25). This reminded the people sitting in the dark that Oreo is still the cookie for all occasions. Social media has enabled this type of smart and quick marketing that brands, services and business are able to utilize.

Social media can also have a negative impact on brands and businesses. For example, Volkswagen (VW) and its emissions related crisis dubbed the “diesel dupe”, VW cars being sold in America had a “defeat device” - or software in diesel engines that could detect when they were being tested, changing the performance accordingly to improve results (Hotten, R. 2015.). The German car giant has since admitted cheating emissions tests in the US. (Hotten, R. 2015.). This was a big obstacle for Volkswagen in the United States as the sales of diesel cars was still considered a foreign idea compared to Europe. Gen Xers
saw VW technology as an elegant compromise between horsepower and being economically friendly. According to TrueCar, which tracks industry sales (Clothier, M. 2015) about 58 percent of Americans shopping for diesel cars in 2015 were Gen Xers. With the scandal Volkswagen risked losing their core customer base within the United States. People have taken to the internet and social media in particular to voice their opinion which has enabled the scandal to spread like wildfire. (Clothier, M. 2015.). Not only would it take years to fix the damaged cars but also the damaged Volkswagen brand.

2.1 Brand

Trying to describe what a brand is a point of view question, as Kapferer (2008.9) said, “One is customer-based and focuses exclusively on the relationship customers have with the brand (from total indifference to attachment, loyalty, and willingness to buy and rebuy based on beliefs of superiority and evoked emotions). The other, aims at producing measures in dollars, euros or yen.” The customer-based action focuses on human emotion more than anything else and tries to conceptualize how a brand is perceived and thought of. This belief associated with a brand can be exclusivity, value or anything else that is within the customer’s heart and mind. Kapferer (2008.10) points out that what is expressed in the now classic definition of a brand: ‘a brand is a set of mental associations, held by the consumer, which add to the perceived value of a product or service. These associations should be unique (exclusivity), strong (saliency) and positive (desirable). (Kapferer.2008.10), what this means is how a customer thinks about something for example, how they evaluate the difference between smartphones if it’s an iPhone, Samsung or HTC.

Other way looking and evaluating brands is through financial means as defined by accountants and financiers according to Kapferer. (2008.10) First, brands are intangible assets, posted eventually in the balance sheet as one of several types of intangible asset. Second, brands are conditional assets. An asset is an element that is able to produce benefits over a long period of time. Conditional assets cannot exist without something else, in this case Kapferer (2008. 10) tells us in order to deliver their benefits and financial value, and they need to work in conjunction with other material assets such as production facilities. There are no brands without products or services to carry them.

As stated, a brand has to do with emotions that we feel towards it and what in return it makes us feel. For this reason consumers buy only certain brands. For example, ‘Volvo’ is attached to an idea: cars with the highest possible safety levels. ‘Absolut’ conjures anoth-
er idea: a fashionable vodka. Levi’s used to be regarded as the rebel’s jeans. (Kapferer 2008. 13)

2.2 Brand identity & Brand Identity Prism (Kapferer)

According to Kapferer (2008.172) the concept of brand identity is recent in addition to the concepts of brand vision and purpose. Kapferer (2008) further describes that identity can be defined by answering the following questions:

- What is the brand’s particular vision and aim?
- What makes it different?
- What need is the brand fulfilling?
- What is its permanent nature?
- What are its values or values?
- What is its field of competence? Of legitimacy?
- What are the signs which make the brand recognizable?

In other words, it could be said that brand identity includes the aim, values, uniqueness and personality to position the brand better and therefore achieve advantage over competition.

![Brand Identity Prism](https://source.unsplash.com/random/300x200)

**Figure 1 Kapferers Brand Identity Prism** (Krishnamurthi.P, 2007)

Kapferer’s brand identity prism illustrates the six facets that is brand identity (as seen on Figure 1). A brand, first of all, has **physical** specificities and qualities – its ‘physique’. It is made of a combination of either salient objective features (which immediately come to mind when the brand is quoted in a survey) or emerging ones. First step in developing a brand is to define its physical factors: identifying what is it? What does it do? What does it
look like? The physical facet also comprises the brand’s prototype: the flagship product that is representative of the brand’s qualities. (Kapferer. 2008. 182-183) Examples would be like the Hilton hotel and its large letter H inside a circle or Marriott hotels recognizable M letter.

Second element is the **personality** as Kapferer (2008, 183-184) states, by communicating, it gradually builds up character. If it were human we would distinguish it from the way it speaks of the products. In the prism, brand identity is the personality portion of the source. It should not be confused with the customer reflected image, which is a portrayal of the ideal recipient. Thus, brand personality is described and measured by those human personality traits that are relevant for brands.

A brand is **Culture**. Products are a direct representation of its culture that they were derived from and its communication. Culture means the set of values feeding the brand’s inspiration. It is the source of the brand’s aspirational power. The cultural facet refers to the basic principles governing the brand in its outward signs (products and communication). This essential aspect is at the core of the brand (Kapferer. 2008.184). Brand culture is based on the culture, values and aims of an enterprise, usually brand is focused on personality however those that have culture as well become leaders such as Coca-Cola, Hilton Hotels and Levis. Hilton Hotels for example embodies hospitality, integrity, leadership, teamwork, ownership and now. As elaborated on Hilton hotels value page (Vision, Mission, And Values | Hilton Worldwide), “we’re passionate about delivering exceptional guest experiences. We do the right thing, all the time. We're leaders in our industry and in our communities. We're team players in everything we do. We're the owners of our actions and decisions. We operate with a sense of urgency and discipline."

A brand is a **relationship**. Brands are often at the heart of transactions and exchanges between people. This is extremely true for brands in the service sector and also of retailers. (Kapferer 2008.185). The relationship is determined especially in the service sector how the brand engages, offers services, and relates with its customers. Essentially a relationship is a service.

A brand is a **customer reflection**. Customers can easily spot what kind goods brands produce with a certain type of customer in mind. Example in the hospitality sector would be The Mandarin Hotel. The Mandarin Oriental is for someone who is rich and enjoys the finer luxuries also in accommodation as it is currently Thailand’s only 5-start hotel (Olmsted. Reflecting the customer is not describing the target; rather, the customer should be reflected as he/she wishes to be seen as a result of using a brand. (Kapferer. 2008.
Customers consume or buy certain brands to create their own identity therefore brands should control their customer reflection. For example if Porsche repeatedly states it for the rich and show-offs the brand image value would drop within other customer groups.

Lastly a brand is **consumer self-image**, if the customer reflection is how you perceive someone; self-image is how you see yourself. We buy and consumer certain brands thinking that this is how I see myself as, even though that might not always be the case. As Kapferer (2008.186) points out, in buying a Porsche, many Porsche owners simply want to prove to themselves they have the ability to buy such a car. Often this purchase might be premature in terms of career prospects and to some extent a gamble on their materialization. Self-image is influenced from what we see around us and how others respond to us, we build up over time a certain set of beliefs that then guide us to our purchases. Therefore consumer self-image can be reinforced by examining consumption and purchases.

All six parts highlight the identity prism. The identity prism derives from one basic concept, that brands have the gift of speech. Brands can only exist if they communicate. The personality and physical presence determine the sender and the receiver is determined by the consumer reflection and customer self-image. Both the physique and personality help define the sender thus built for that purpose. (Kapferer. 2008. 187). It can also be stated that the prism is split vertically into two divisions with physical appearance, relationship and consumer reflection on the left portraying its visible image (external expression). The right side of the prism, culture, personality and consumer self-image are the heart or inside of the brand.

### 2.3 The Corporate Branding Identity Matrix (CBIM)

Kapferers brand identity prism was one of the first influential frameworks in the world of brand identity. However, due to the constant change experience in brand identity and brands it does experience limitations. As discussed the brand identity prism focuses on self-image and reflection, meaning how I perceive myself through the brands I choose and what others think about me from my choices of brands, this limits and makes the prism more suitable for the analysis of product brands rather than corporate brands. (Urde, 2013. 745) The product brand identity frameworks tend to be one-sided and focus from the outside in which overlooks the internal part as a source of culture, identity and the foundation of the brand. (Urde, 2013. 748)
Managing and aligning the identity of a corporate brand is much tougher compared to product brands, as Mats Urde (2013. 746) explains, management needs to consider corporate brands have multiple customers and non-customer stakeholders who cover a wide range of services, product's, and solutions, owning an culture within the organization is an essential part of a brand. To align and define corporate brand identity, management must consider how they want the corporate brand to be perceived by internal and external stakeholders. (Urde, 2013. 746) Urde (2013. 748) continues to argue that corporate brand identity frameworks are very rare and limited to only certain theories that cannot be applied to management.

Urde developed his own identity framework, the corporate brand identity matrix (CBIM frame) (as seen in Figure 2). He carried out a case study utilizing the CBIM frame over a three year period (2009-2011) on three multinational stock-exchange listed companies (ABB, Cargotec and Trelleborg). All three companies had a clear corporate brand focus exemplifying separate parts of corporate brand identity, ABB describing, Cargotec defining, Trelleborg aligning. (Urde, 2013.749). The companies scale and scope enabled the opportunity to apply the matrix to multiple matters involving corporate brand management. The CBIM frame focuses on the internal element of a corporate brand identity. This distinguishes its difference from product brand frameworks and existing corporate identity frameworks by including competences as a central element. (Urde, 2013. 758)

The three characteristics of the organizations internal (sender) part is the mission & vision, culture and competences. The external (receiver) part is made up of value proposition,
relationship and position. The remaining three parts are all external and internal, personality is the corporate brands character, and expression is the verbal and visual aspects. Lastly the core is the heart of the corporate brand, containing its value and brand promise. (Urde.2013. 751) Arrows within the matrix point out that all of the components are unified and work together. The core reflects all the elements and each element reflects the core. When aligning and defining corporate brand identity the CBIM frame allows for a market-oriented (which is initiated with the external elements), brand-oriented (internal and core elements initiate) or a combined approach. (Urde.2013. 751)

The three internal elements of the matrix embody the reality of the corporate brand identity. As explained with the brand identity prism, without culture there is no brand. In the corporate identity, culture is the factor that influences it. Competence is a new concept (as mentioned earlier) which means that the corporate identity aims to keep a competitive advantage. Urde (2013. 752) highlights the vision and competence aid answering questions such as what is the organization good at, what special knowledge, ways of working does it do better than its competition to standout.

As we discuss the three internal and external parts we have the core in the middle, loosely described earlier it is the heart that contains the brands value and promise. As Mats Urde (2013. 752) elaborates the importance of a brand core is its size to guide, coordinate and focus in the management of brands. “A defined core permits a dynamic approach to corporate brand building over time”. Personality as we know refers to the characteristic that is the corporate partner itself; however you have to distinguish the difference between corporate brand personality and product brand personality as Mats Urde (2013. 752) explains, the corporate brand personality is more reliant of the employees who represent the corporation and their personality whereas product brand personality is connected to the consumer and how they see the product image wise. Expression is all about how you conduct yourself visually, verbally and in any other form of ways identifying a corporate brand identity. As Mats Urde (2013. 752) gives us an example question of how to clarify this “What is unique or special about the way we communicate and express ourselves, which makes it possible to recognise us at a distance?”

Finally, the external elements express how the corporate brand wants to be perceived to not only the customers but as well the stakeholders. Anything that is visible will have a large influence on the reputation and image it gives and therefore it must be consistent and portray the brand core values and other existing elements. An effective value proposition should help answer the customer’s questions, provide them value and thus lead to a better customer and brand relationship which will lead to a better reputation. Mats Urde
(2013. 753) shows us, in the CBIM frame, the relationship between culture and relationship is connected by a vertical arrow. Relationship reflects and helps define the corporate brand identity as it works with the customer and relates by delivering services. Numerous relationships have to be built and managed as corporate brands commonly have multiple audiences. Position is defined as how the corporate brand positions itself in the market and as it wants to be seen as in the hearts and minds of the customers and stakeholders. Position is connected with mission and vision and highlighted with the diagonal arrow in the CIBM frame. As Mats Urde (2013. 753) emphasizes, “this implies a need to align the organisation’s reason for being and its direction with the intended position.”

As mentioned earlier Urde applied the CBIM frame for the multinational power and automation technologies company ABB (seen on Figure 3). Quoting Urde (2013. 755) “the CBIM was applied to the describing of corporate brand identity at an aggregated corporate level and at the product-area level.” Urde (Urde.2013. 755) tells us ABB was offered a complete overview and better understanding of the corporate brand identity and the business relevance at the product area level. The CBIM framework is a tailored managerial tool that enables to integrate existing theories into one framework and has been developed and tested at a managerial level.

2.4 Brand Identity Planning Model

David A. Aaker has developed his own brand planning model as he believes that building a strong brand identity one must broaden the brands concept so other perspectives and
dimensions can be included. With the help of the four identity trap he argued that brands focus is restricted to product characteristics, existing brand images, brand position and the brands external role for influencing customers. (Aaker, 2010. 76). He then developed the brand identity planning model which provided a much broader perspective on brand identity planning itself. As seen from Figure 4 the heart of the model is the brand identity system, the brand identity provides a value proposition to customers and/or credibility to other brands as well. The main goal of the whole brand identity planning model is a strong brand-customer relationship. (Aaker, 76-77)

![Figure 4 David A. Aakers Brand identity model](Lehman)

The brand identity planning model is also not solely made up from product identity (as the brand identity prism) or corporate identity (as the CBIM frame). Instead it is made up of three additional perspectives, brand-as an organization, brand as a person and the brand
as a symbol which gives a greater perspective overall. This however doesn’t mean every brand identity must use each of the perspectives or even several ones; instead they should consider all of the perspectives and use the accommodating ones to define what the brand should stand for in the customers mind. (Aaker, 2010. 78)

**The brand as a product** perspective will always be a key part of the brand identity as it is always directly linked to brand decisions and the use experience. The goal of linking a brand with a product is not to remember what class of products the brand is mentioned in. (Aaker, 2010 80) For example when we hear Hilton we automatically think hotels, however when you hear “Hertz” and people respond “rental cars” this is not as important as mentioning Hertz when a rental car would be needed. Functional and sometimes emotional benefit can be provided directly for customers through attributes that are directly related to the purchase or use of a product. Product related attribute can create value proposition by offering something additional or superior such as a feature or service. (Aaker, 2010 80-81) For example The Peninsula hotel is known for its outmost luxury and exceptional services. Below is more example or elements relating to brand as a product

Quality or value is another important element of the product-related attribute. Value is closely related to quality through pricing. Aaker (2010. 81) uses Rubbermaid as an example because they attempt to provide value by offering high quality products at a reasonable price. Quality itself as an element is fairly self-explanatory, for example MGM Grand Las Vegas hotels slogan is “In Las Vegas there is only one Grand Hotel” and they are often considered to be the grandest hotel in Las Vegas. (MGM Resorts International) Each product either is considered to provide the minimum level of quality to retain itself or the brand with the highest quality win. A good example would be automobile brands, consider Mercedes, Volvo, Ford and Honda. Mercedes always provides luxury quality for a consistently high price, Volvo provides value in safety, Ford offers quality compact and small cars with great value and Honda is known to provide affordable ecological cars for great value.

Association or use of products is something brands have successfully mastered and forced competitors to work their way around it. Gatorade associates itself with athletes looking to endure a high level of promise (although PowerAde has now come and claimed a portion of the market). The Peninsula associates itself with the wealthy and famous and Hilton Hotels associates itself with people who want excellent and consistent service no matter what country they visit as it is located in multiple countries and always offers the same excellent service.
Finally, the last strategic option of products is brands associated to specific country or region that will add credibility to it. Certain countries or regions have a heritage of making products that are best within its class like Switzerland making watches, France and fashion, Japan with electronic goods and South America producing coffee. (Aaker, 82)

**The brand as an organization** focuses on the attributes of the organization instead of the products and services. Organizational attributes such as innovation, attaining the highest quality and ecological factor are all created by the values, people, culture and programs within the company. (Aaker, 2010. 82) Aaker (2010. 82) gives us the example of Saturn (cars) as it combines value (world-class economy car) programs (the retailer system) and people (visibly buy into the values). Organizational attributes are more resilient to competition than product related attributes for three main reasons. First, products are easier to copy than an organization that has special values, people and programs. Second, organizational attributes mostly apply to a product class, and with a competitor in only one product class it can be difficult to compete. Lastly, innovation is an organizational attribute that is difficult to assess and communicate. It is easy for someone to show that their internet is faster than competitors however it is harder to show an organization is more innovative. (Aaker, 2010. 83) Value proposition can be added with organizational attributes, with associations such as customer focus, environmentally friendliness, technological commitment or providing value to its local surrounding. These all give emotional and self-expressive benefits through admiration, respect and just by liking. (Aaker, 2010. 83)

**Brand as a person**, brand personality implies that a brand identity can be like a person and feature person-like personality traits. For example Marriott hotels consider it to have the personality of a global person. Aaker (2010. 83-84) elaborates that brand personality can help create a stronger brand in three ways. First, it can help create self-expression which through the customer can express their own personality. For example a people who stay in The Peninsula Hotel see themselves as wealthy and important. Second, brand personality can be the foundation between a customer and the brand just like human personalities effect relationships. (Aaker, 2010. 84) Examples would be GoPro camera that is your adventure seeking partner. Third and lastly brand personality can help communicate a product characteristic and contribute a useful benefit, such as the Marlboro Man who helped make filtered cigarettes popular within the male demographic because filtered cigarettes were considered to be feminine back in the 1950’s.

**The brand as a symbol** can help provide structure and unity to the identity and make it easier to recognize and recall. Anything relating to the brand can be considered a symbol such as the Ronald McDonald House for McDonald’s, or Saturn cars no bargaining policy.
(Aaker, 2010. 84) Still, three main symbols are being highlighted, visual imagery, metaphor and the brand heritage. Symbols with visual imagery are extremely powerful in today’s world. Much of the brands identity is within the symbol and this is something that has been built over time and we only need a quick look to remember of a certain brand (Aaker, 2010. 84-85), such as Nike’s “swoosh” sign, Apple’s logo, or the Marriott Hotels large and distinguished “M” letter. People or employees can also be a visual image such a David Beckham for Adidas or Mark Zuckerberg for Facebook. When nothing visual can be associated with the brand it is severely handicapped. Symbols can also bring more meaning if there is a metaphor attached to it, this could represent a useful, emotional or self-expressive advantage. Such as State farm insurance with “like a good neighbor, State Farm is always there” meaning they are reliable or Michael Jordan’s leaping ability for the performance of Jordan brand shoes. (Aaker, 2010. 85)

The core Identity answers very similar questions as with the Brand Identity Prism and CBIM Frame, such as what is the soul of the brand, its beliefs, values and what does the organization stand for. (Aaker, 2010 87) D Aaker (2010. 88) has added the extended identity alongside the core identity to help identify the bigger picture. The extended identity essentially helps portray what the brand stands for as Aaker argues, the core identity often doesn’t go into detail enough to perform all the functions of brand identity. A larger extended identity means a stronger brand, if a brand was a person for example you could say that a person who you don’t find to be interesting and boring who doesn’t play a large part in your life you can describe only in a few words however if you are involved personally with an interesting person it is easier to describe this person in a more complex and thorough manner. I have referred to Aakers Brand Identity Framework and applied it to Chiv-Som as an example, as seen in Figure 5. (Aaker, 2010. 91)
<table>
<thead>
<tr>
<th>Core Identity</th>
<th>Extended Identity</th>
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<tbody>
<tr>
<td><strong>Product:</strong> hotel &amp; hospitality</td>
<td><strong>Brand personality:</strong> well-being, luxury, exclusivity, best quality</td>
</tr>
<tr>
<td><strong>User profile:</strong> health conscious, couples, seclusion seekers, wealthy</td>
<td><strong>Sub brands:</strong> Chiva-Som academy</td>
</tr>
<tr>
<td><strong>Performance:</strong> world-class spa &amp; wellness treatments</td>
<td><strong>Logo:</strong> The tri-part logo &amp; “Haven of Life” slogan</td>
</tr>
<tr>
<td><strong>Enhancing peoples well-being</strong></td>
<td><strong>Slogan:</strong> “Take me to the Hilton”</td>
</tr>
<tr>
<td><strong>Organizational:</strong> guest chefs &amp; fitness instructors</td>
<td><strong>Endorsers:</strong> Every re-visiting guest</td>
</tr>
<tr>
<td><strong>Heritage:</strong> The most recognized name in the hospitality industry</td>
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</tbody>
</table>

Value proposition was shortly covered in the CBIM Frame however Aaker has extended on value proposition and has three key parts in it, the functional benefits, emotional benefits and self-expressive benefits. The most common and visual benefit is the functional; it is a benefit that provides functional use for a customer. This is directly linked to customer decision experience of use. Often if a brand is able to control a functional benefit it can dominate a whole product category. (Aaker, 2010. 96) An example would be Volvo who hangs its hat on being the safest car on the market, or Gatorade quenches your thirst and provides essential nutrients when performing athletics. However, Aaker (2010.96) mentions that functional benefits do have limits as they can be easily duplicated or copied and differentiation can be hard. Thus, the value proposition should be expanded to include one of the additional or both benefits of self-expression and emotional. Emotional benefit is a feeling that the brand provides the customer when they purchase or use the good, just like with Volvo you feel safe when driving the car and believe you are safer than you would be in any other car. The strongest brand identities often combine functional and emotional benefits. (Aaker, 2010. 96-97) Self-expressive benefit is very similar to Kapferers Brand Identity Prism’s “consumer self-image” element as it has to do with how does the consumer want to be conveyed and be seen when they purchase and consume the good. They are communicating their self-image. In Chiva-Som’s case it would be the person staying there wants to be seen as caring for their well-being and enjoy luxury.

Providing credibility is a fairly simple concept yet important enough to be mentioned separately. Brands don’t always have to provide the reason for purchasing a good; it can also
give credibility in the form of endorsing another product. For example in Table 1 Chiva-Som’s subsidiary includes Chiva-Som academy. In these cases the role is to provide credibility rather than value proposition. (Aaker, 2010. 97)

A Brand-Customer Relationship can be based upon the value proposition, for example a customer maybe loyal to 7-11 because it is convenient and fast serving a functional benefit and the emotional benefit being you have 24-hour access to most necessary items if you wish. Brand-customer relationships often are developed when the brand is considered an organization or better yet a person; therefore it can be made up of positive feelings that cannot be conceptualized in the terms of a value proposition. (Aaker, 2010. 103)

Naturally brands must adjust when entering new markets or countries however certain brand identities are universal and can work across multiple markets such as Coca-Cola or Hilton Hotels. However other brands must adapt new identities that are in line with their core so they don’t sway from the value it was built on and is known for. For example Levi jeans have a more rugged and blue-collar reputation in the United States whereas in Europe they must market themselves as a more upscale brand. (Aaker, 2010. 104) This is why it is important to be known for many elements rather than one, one element might be at the forefront in one market or country while another element steps ups in other markets. As Aaker has theorized brand identity to consist of twelve elements organized around four perspectives. Brand as a product, brand as a symbol, brand as an organization and brand as a person, and he believes brands stand for this. Through the understanding and management of brand identity a strong brand can be built.

Keller (Keller. 1993) identifies brand awareness as relating to the brand node or traces in memory, so consumers are able to recognize the brand in different conditions. An easier way to understand brand awareness is imagining the consumers mind full of billboards, each one representing a different brand. Brand awareness would be reflected on the size of the billboards (Aaker, 2010. 10) Kevin Kellers breaks down brand awareness into two different categories, brand recognition and brand recall. Brand recognition is when the consumers can confirm they have been introduced to the brand before when given indication. For example when you see a red can you might automatically associate it with Coca-Cola. Brand recall is how well a brand is connected to a product category. This relates to instore purchasing decisions and the ability to remember specific brands from memory. Brand awareness plays a crucial role in consumer purchase decision for three reasons. (Keller1993). First, when consumers think of a product category it is important they think of the brand, therefore brand awareness is important so it can be considered in the desired product category. Second, brand awareness can affect decision making even when
there is no other brand association. Consumers have been proven to make purchase decision to buy only well established brands, for example even if they have low involvement in the brands (not knowing much about brands) they will pick out the one that sounds familiar. Lastly, brand awareness affects consumer decision through brand image and what is associated with it. Fundamentally what this means is that everything the consumer attaches to the brand in memory.

2.5 How can companies build brand awareness?

Ten or even twenty years ago building brand awareness was far more simple and rudimentary compared to today. Aaker (2010.16-17) describes having recognition and name remembrance a challenge due to the fact that everyone was constantly bombarded with marketing messages, however this statement was back in 1993. Without the knowledge of what today would be. He concluded that two factors would be integral as firms build brands in today’s world. First, a wide-ranging sales base is hugely convenient and advantageous as an asset. Brands are hard to build and even harder to maintain with a small unit sales (Aaker, 2010. 16-17). This is why such brands as Hilton, Coca-Cola, and Apple have an advantage when it comes to building and maintaining a presence, because numerous businesses support the brand names. Second, it is important brands learn how to operate and market themselves outside of the normal media channels by utilizing events, promotions, sponsorships, publicity, sampling and other attention grabbing approaches to build brand awareness. Ten years ago “normal” media was considered to be TV, radio and print (Vaynerchuk. 2015. XIX) and internet wasn’t considered a marketing tool. Currently traditional media has been overtaken by the internet, or skewed the entire marketing landscape. Working outside of normal media does include also the internet however there is a fluctuating emphasis on what exactly you should focus on. Attention grabbing approaches in the form of sponsorships, events and promotions are still vital and a must for any brand to build awareness but there has to be a better and smarter approach to it since the internet has largely taken over as a prominent marketing tool for spreading content. Good example would be Nike and Adidas who sponsor some of the world largest global events providing kits, match-balls and cleats.

Limitations of brand awareness do exist as being aware of a brand name and recognizing it maybe not be as important as being able and aware of the symbol or visual image attached to the brand. Brands such as Boston Consulting and Sheraton hotels can be recognized on name basis however they cannot be separated on their symbol or visual image alone. (Aaker, 2010. 330-331) Awareness levels can be influenced strongly by attaching a symbol to the brand name and thus will help create awareness.
2.6 Brand Alignment

In an aligned organization every participant within the brand understands the brands purpose and everyday knows what to do to achieve this purpose. Brand alignment starts from the inside (meaning employees) and moves out. Fundamentally everyone within the organization must see the goodness of the brand and embrace it; everyone in an AA group knows the twelve steps of the twelve step program but how they choose to embrace it is a personal choice. (Ind, 2005. 175-176) To deliver trust brands must align purpose, values and systems and the people who use those values, systems and purpose must deliver on that promise and embody them. For example when I drive a Volvo I really am getting safety and feeling safe, when I drink Gatorade it quenches my thirst and refreshes me. Alignment occurs when people know the value of bringing the brand story to life and making the correct choices and intuitively making the right choices so it can be brought to life. (Ind, 2005. 175-176)
3 Social Media

Social media is the most present channel and tool for branding today, therefore utilizing it correctly is crucial. There is no formula for how it can be done correctly, we can only observe how companies have used it however every case tends to be different as companies position themselves differently and have different objectives. Social media can make or break a brand which is the power of social media today, as with the case of Volkswagen and their continued efforts to distance themselves from damage they had caused. Every strong brand should have (multiple) social media accounts, presence on them and a plan how to operate. However companies are only now beginning to take notice of this as it has been considered for a long time a tool for the younger generation or perhaps even a waste of time. It is a fact that social media is a free marketing tool, if operated correctly it can bring more customers and thus revenue as brands are in business for profit.

Social media has become very relevant. Social media is here now yet it might be gone in ten, fifteen or twenty years. All of today’s business cannot be done without it, as one in four people say they use social media sites to inform their purchasing decisions, and this may only increase with time. (Vaynerchuk, 2013. 2) With the evolution of mobile phones people are not only using their desktop computers anymore but rather are stuck to their personal mobile phones. Over half of mobile phone users in the United States alone are engaging on social media. (Vaynerchuk, 2013. 2) Over the last decade marketers have divided their campaigns into three different categories, traditional (TV, print and radio), digital and social media. Traditional media lost much of its reach as the internet came along and now social networking has devoured digital media along with traditional, people don’t use digital media unless it has a social aspect to it. (Vaynerchuk, 2013. 3)

The next topic will discuss, being present and utilizing social media. There is no such thing as undivided attention in this world anymore with social media on our mobile devices. As mentioned consumers are using social media throughout the entire day, understandably this means every company should have to the least extent a Facebook page by now. In today’s world the guidelines that are set for marketing and categories must be broken down and every component should have a layer of social on it. (Vaynerchuk, 2013. 4) Being present on social media is not enough and any daily savvy social media consumer can detect if a company utilizes social media instead of simply being on it. Many companies know that social media presents the biggest opportunity for brand growth.
Utilizing social media correctly is crucial, not until recently have company’s begun to hire people specializing in social media marketing after realizing that the traditional marketing managers cannot just take old content and material designed for one platform and post it on another one. Just like with traditional media you cannot take a print ad and make a TV commercial of it. (Vaynerchuk, 2013. 6) Each social media platform has its own language and great marketing is conveying and telling your story in a way that encourages people to buy whatever you are selling. Knowing this language in today’s social media world is what is vital for every brand.

As Brian Solis (2011. 5) says “ Social media is about speaking with, not at people. Social media is a place for the bullies and people to give negative feedback in most cases, no one takes time in today’s world to fill out at feedback form at a place they have visited, but rather give a star rating on Facebook, or Trip Advisor and write a comment on your Instagram picture. This is the reality of social media today; it doesn’t mean every comment is negative; however it induces people to write them because nothing is easier than standing thousands of miles away behind your mobile phone or laptop writing reviews. Therefore marketers must understand that conversations happen on social media constantly with or without them and reacting to them correctly is what is important. Brands who sit out negative reviews and refuse to take initiative are the ones who lose out, every negative discussion is an opportunity to learn and shift the discussion in a positive direction and if not possible then by learning from the feedback you make adjustments and give a positive public perception by making needed changes. (Solis, 2011. 6) Conversations that are negative tend to escalate; they don’t stop on their own and can harm or even ruin brands as mentioned before with Volkswagen, this is why a plan must be formulated and the marketers must be involved in the conversation.

3.1 Social Media Planning Cycle

A social media strategy is in basic terms a business plan for the social media platforms. It is where the company outlines its goals, actions and steps to achieve them on social media. (Barker, 2012. 26). In order to tell a story a strategy must be developed, Facebook cannot be simply opened and people spammed with content, a plan has to be drawn that has a beginning and the continuing steps just as with any other type of business. Therefore the Social Media Marketing planning Cycle will be examined, as identified by Barker, Barker, Bormann, and Neher (as seen in Figure 6).
The Social Media Planning Cycle is there so marketers can monitor the progress of all the social media elements, test new approaches, or alternative ideas and utilize feedback to adjust the plan. It is important to consider this when constructing a social media strategy. (Barker, M. 2012. 26)

**Listening** to what is being said of the company and will help you evaluate the current condition of your social media platforms. Also understanding what changes could be made and what competitors are doing. In the social media strategy this is the first part, analyse the current status of social media platforms, their performance and look into competitors what they have and what they don’t have. Every marketer should use social media analysing tools to complete which give an abundance of information. It is important to focus on things such as sentiment analysis which is the number of positive and negative mentions, reach meaning amount of fans each platform has, content, amount of posts daily or weekly and the timing, feedback from company created content in the form of likes, shares and comments and lastly average response time to fan or user comments. (Barker, M. 2012. 322-323)

**Setting Goals**, first target audience behaviour, location taste and needs must be understood in order focus on what exactly social media should be utilized. Set goals that satisfy consumers unmet needs, exploit the organizations strengths and opportunities. Within the
social media strategy this is the next step, look at your own platforms analysis and competitors and set goals whether it is to attain more traffic on a site, more clicks, more likes more views or just be able to launch a new platform successfully. This is an important part however something that should be updated over time as landscape change rapidly on Facebook. Often it is advisable to set intermediate and long term goals.

**Define Strategies** How will the goals be accomplished? Identify organizational specific methods that will be applied to answer this question and ultimately accomplish the social media goals. Simply put how will this goal be achieved and what exactly will be done to attain them.

**Identifying the target audience**, who are the current customers and who would you like to reach out to with the social media communication

**Selecting Tools**, knowing and understanding on which platforms the consumers are and focusing efforts on those platforms.

**Implementing**, is the process where all aforementioned tools are taken into consideration and creating a working strategy. Majority of companies do only a few if or none of the steps above and open a social media accounts without a target audience or a clear message to send. This is the simplest part of the social media strategy however it may be the most daunting. If the aforementioned steps have been done correctly all else should be clear and simple. The implementation is not one step but on-going.

**Monitoring**, once the strategy has been created and implemented have created the progress must be monitored, making needed adjustments based on feedback and results. Overtime a company’s focus might change or the social media platforms themselves. This is where feedback is crucial and the analysis of it. Using marketing tools and programs is key to see if there is any significant increase in traffic, likes or whatever the goal may be.

**Tuning**, social media is an ever changing and transforming platform, companies cannot simply create a strategy and implement it and expect it to work. There is no right ingredient rather many close to right ones that must be tested and customized. Simply posting on Instagram and hoping for likes does not work so it should not be expected. Adjusting to feedback, trends and new updates on these platforms is essential; staying ahead of the curve it will give any company or brand a greater chance of succeeding on social media. However it must be remembered there is no single right thing to do on social media because of its enormity and fast pace of evolving.
3.2 Characteristics of Great Content

Now that it has been opened up what steps need to be taken to create the social media strategy and what should be included, we must understand what great content is. Having the right content is crucial, today many small and large businesses alike simply post for the sake of posting without avail. The reward of knowing what is posted brings traffic and engagement which in turn lead to sales. As Gary Vaynerchuk (2013. 11) brilliantly put it “your story isn’t powerful enough if all it does is lead the horse to water; it has to inspire the horse to drink, too.” Social media language doesn’t transcend across platforms, meaning it cannot be posted on Instagram, gain thousands of likes and take the same content to twitter and expect that same thing to happen. Thus, Gary Vaynerchuk came up with six characteristics that marketers should learn and utilize to create exceptional content.

The content has to be native. Some functions on platforms might overlap, each platform promotes its own language, culture, sensibility and style. Some platforms are better suited for lots of texts, others require more visual. (Vaynerchuk, 2013. 16) Consumers are on social media for value and content itself is not enough, the right context is needed in order to have success. In order to create native content profound understanding what works for the core audience and what they are looking for. Native content is more about storytelling than selling anything, it also tries to enrich the consumer’s interaction with a platform rather than distract it from it. (Vaynerchuk. 2013. 18-19)

It doesn’t interrupt
This should be one of the more emphasized points by any marketer. Currently, it can be considered that the attention span of consumers has shrunk to only seconds. This means consumers will not watch or listen to something simply because they wish not to do so. In the past commercials on TV or radio forced the consumer to watch and listen to them unless the device was turned off. (Vaynerchuk, 2013.21) Today all that is gone and with Netflix, YouTube, podcasts and everything else that enables the consumer to view what they want, when they want. This means is brands have to make sure the content published as an advertisement doesn’t come off as commercial and fits in seamlessly with whatever the consumer is doing. The key to this is being all the characteristics we enjoy as human beings, while being informative and entertaining. (Vaynerchuk. .2013.22) If the content speaks to the consumer and brings value they will not be in a hurry to close or turn off whatever they are watching, as so often today’s great commercial content doesn’t even seem like a commercial when viewing it.
It leverages pop culture
Social media is pop culture and this should be reason enough to stay up to date on it. Everyone is consuming their culture through their phones whether it is listening to downloads, checking celebrity gossip, talking with friends or playing games. (Vaynerchuk, 2013. 24) Creating content to show brands understand what each generation follows shows that the brands care and makes themselves relatable.

Today's content is largely micro, meaning that majority of your content should be on micro-blogs such as Facebook, Twitter, Instagram etc. Being on these micro-blogging sites brands have to adapt to them and behave as the consumers behave on it. As mentioned before in this thesis the Oreo super bowl is one of the more genius examples of micro-blogging. Being on a micro-blog you brand have to think of your content as content but rather bits of information, humour, commentary and inspiration to someone’s day. (Vaynerchuk, 2013.25) Micro-blogging does not mean marketers have to come up with a genius plan of what to talk and post about each day rather talk what consumers are talking about and change the topic when they change it.(Vaynerchuk, 2013.27) Engage with a perfect mix of quality and quantity.

It's consistent and self-aware
As micro-content varies daily it still has to answer “who are we?”, it doesn’t matter which platform and what context the language is in, the story must remain constant, the same goes with your personality and identity. (Vaynerchuk, 2013.28) This shouldn’t be difficult as we do this in everyday life for example we don’t behave the same with our grandmother and your friends yet we are the same person who has the same beliefs and values. Once this has been mastered, consumers will begin to take notice as the content is relatable and potentially it will begin to be shared. By sharing this means in the form of shares, likes, retweets. The greatest part is that it is all organic; the relationship with the consumer is real and not paid for as majority commercials or Facebook ads are. (Vaynerchuk, 2013.28) The story will have more longevity and thus be shared more because it is genuine and what the consumer feels because they shared it because they wanted to.
4 Development Process

Below is a table for reference how everything was split-up as to time management, the development process will follow the time table with the exception of the last two points as they will be combined into one section as monitoring and analysing the Facebook strategies could be done in conjunction. All this will be expanded accordingly, beginning with analysis of Chiva-som Facebook before the Facebook strategy was developed and implemented. An additional point of branding will be also touched on and discussed as branding was important for Chiva-Som and aligning the Chiva-Som Facebook page with the company’s brand. As the internship began so did the analysis of the current state of Chiva-som’s Facebook page followed by the competitor analysis. After these were completed the development of a new strategy could begin with the provided information from the competitor and Chiva-som’s own Facebook analysis. On January 1st 2016, this new strategy was taken into use and the observation of it had also begun. The time frame table was built as a guide of reference as it would clear disparity between the pre and post Facebook strategy and the exact dates of them to alleviate confusion.

<table>
<thead>
<tr>
<th>Time</th>
<th>Time Frame Table for Work Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>October 2015</td>
<td>Analysis of Chiva-Som Facebook page pre-strategy</td>
</tr>
<tr>
<td>October 2015</td>
<td>Chiva-Som Competitor Facebook analysis</td>
</tr>
<tr>
<td>November 2015</td>
<td>Development of Facebook strategy</td>
</tr>
<tr>
<td>January 2016</td>
<td>Implementation of Facebook strategy</td>
</tr>
<tr>
<td>Jan 1st- Mar 31st 2016</td>
<td>Monitor implemented Facebook strategy</td>
</tr>
<tr>
<td>April 2016</td>
<td>Compare pre and post Facebook strategy periods</td>
</tr>
</tbody>
</table>

4.1 Analysis of Chiva-Som Facebook Page Pre-Strategy

The objective of analysing the Chiva-som Facebook page pre-strategy was to look at the overall outlook of the Chiva-som Facebook page. In simple terms "does the page look professional and up to date" from a visiting persons point of view. Some key aspects observed were as followed; all the relevant company information filled in was there any sort of strategy or order how posting, responding to comments and messages was carried out. Observation of these postings themselves on Facebook was observed as followed:
• How often posts occurred
• What types of posts; pictures, links and/or texts.
• What kind of information was provided on them
• How responding to comments was carried out
• What was the overall look of the post itself if it was a link, picture or/and text.

Also the overall engagement rate was observed (engagement rate is the percentage of people who reacted to a post by sharing, clicking or commenting on it), this was also further broken down by observing amount of posts, likes, comments and shares were done in the time frames. The observation followed a schedule of three months from October 1st 2015 to 31st of December.

4.2 Competitor Facebook Page Analysis

The objective here was duplicated as with the Chiva-Som Facebook page analysis above. The same steps were completed for the competitors Facebook pages, and same tools were utilized with observing Chiva-som’s own personal Facebook page. By observing competitors Facebook pages we could get an overall good view of how they are utilizing (if at all) Facebook as they are in the same industry and if it has any benefits to create a strategy. All the same parameters were focused on as with analysing Chiva-Som’s Facebook page this included the time line of three months (October 1st-31st December 2015) in order to gain consistent data that would be comparable.

4.3 Development of Chiva-Som Facebook Strategy

With the data collected from the Chiva-Som and competitor Facebook analysis, learned theories and assistance from existing Chiva-Som staff a social media strategy was devised. The plan was to work with the current social media marketer of Chiva-Som to develop a plan that would be in line with the values and brand of Chiva-Som International Health Resort. The main goal of the strategy is to increase traffic on Facebook, engage with fans of the page, open up a new means of communication between guests, business partners and corporate partners and improve and clean up the overall image of Chiva-Som International Health Resort on Facebook that resonated with the brand values. Likes, shares, and engagement rates were used as parameters for success as with the competitor and Chiva-Som own Facebook page in chapters 4.1 and 4.2. The success of the Facebook strategy will be completed by comparing data collected from the two time frames of October 1st 2015 to December 31st 2015 during which my internship was being completed and there was no Facebook strategy in place- Second time frame from January 1st
2016 to March 31st 2016, this is when the newly created Facebook strategy was already implemented and monitoring was done.

The step by step action of planning the strategy was completed as followed. First focus was on the Facebook posts itself and what they would contain.

Schedule Facebook posts twice a week on a fixed day & time:
Facebook posts would be posted twice a week on a set day in this case Wednesday and Saturday. The time of the posting would be also pre-determined and will be further elaborated later on.

Plan schedule a month in advance:
The plan for what the Facebook posts contained had to be planned a month beforehand, this way the content could be edited if needed and allowed time to decide what to post.

Appealing content; photos or short informational posts:
The fundamental content was decided to be appealing content for the fans of the page; this meant something that would bring value in the form of photos and informational posts.

Table 3 Chiva-Som Facebook Posting Template

<table>
<thead>
<tr>
<th>Type</th>
<th>Description</th>
<th>Content</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Instant</strong></td>
<td>Unscheduled posts that won’t be in the month’s calendar. Content will be posted as soon as received/edited to standard.</td>
<td>- News</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Press Releases</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Awards</td>
</tr>
<tr>
<td><strong>Repeated</strong></td>
<td>Scheduled posts, once a week of a repeated topic.</td>
<td>- Wellness info &amp; tips</td>
</tr>
<tr>
<td>(Wednesdays)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Rotated</strong></td>
<td>Scheduled posts, once a week of different topics that will be rotated around each week.</td>
<td>- Treatments</td>
</tr>
<tr>
<td>(Saturdays)</td>
<td></td>
<td>- Retreats</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Cuisine</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Products</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Articles</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Resort information</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Resort activities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Visiting Consultants</td>
</tr>
</tbody>
</table>

The following template was developed as a guide; how exactly the posting would be completed and what kind of information the posts contained. The instant posts are an outlier
as they would contain need to know posts such as updates relating to the hotel resort, press releases and recognitions. Wednesday posts would contain health related tips and was named “#WellnessWednesday”. Saturday posts would include everything else such as treatments offered and information on them, food related posts, product information, general resort information and information and updates on visiting consultants.

The reasoning for having a post Wednesday was due to the fact that it would be middle of the working week and there was a perfect gap of time between Saturday posts. The decision for posts on Saturdays was due to the fact that one post would have to be on the weekends otherwise there would be either too much or too little time difference between posts. Also it was researched that Saturday’s posts achieved the most shares on Facebook, people in general had more time to spend on Facebook so the opportunity of fans seeing the posts was greater.

Image 1 Best Time of The Day to Post (Ellering)
The image above represents the best time of the day to post on Facebook. With this information it was decided that midday was the best time to post on the Chiva-Som Facebook page. Factors such as fans and their geographical location had to be taken into consideration. We analyzed Chiva-Som’s Facebook page fans countries of origin and it was discovered that top 3 was Thailand, Australia and USA. This meant that all three countries were in different time zones, due to this technically it did not matter what time the posts were done as it was difficult to appeal to all fans as the time zones were different. Midday was also decided as it was the time people were on lunch break and often used social media during this time, also if posted midday there was less danger of having the post get lost on fan feeds during the course of the days and also post shares peaked around midday.

**Image 2 Example posts**

Above in image 2 you observe and example of Chiva-Som Facebook posts. The posts were to be done short but informative, if there was more information to be shared then it would need to be made into a link that would direct the person onto a separate page in order to keep the posts short. Hashtags were also emphasized; with hashtags it is possible to monitor the performance of the posts in terms of engagement. Hashtags enable users to monitor how the post performs in terms of visibility, so analytics could be utilized. Pictures were to be also emphasized over plain text posts as they drew more engagement. Also the language of the post was decided to be personal however not too formal and welcoming.
The image above illustrates the usage of the new design in the posts. The Chiva-Som default logo, color and font would be used in all of the posts to resonate with the brand identity. The pictures are clean in design, short but still informative and include hashtags. The idea of #WellnessWednesday was so that every Wednesday one post of information relating to health and well-being would be posted. The posts could be recipes, workouts, or simply everyday health benefits. With the weekly usage of #WellnessWednesday the goal was to achieve a following that would create a sort of trend and become recognizable as people saw it weekly they would automatically relate Chiva-Som to it.

To make sure all the posts above would work in reality it would have to be tested first. Therefore a Chiva-Som test page was created (Image 4) that worked as a mock page for information that needed to be tested out before posting on the real Chiva-Som Facebook page. The test page was used to post pictures to see if they would look clean and up to the standard of the new strategy and its guidelines. The page was used for anything that needed to be tested out before posting on the real Chiva-Som Facebook page.
The information such as contact details, resort overview and address all had to be updated as they were missing on the Facebook page. The contact information is visible on the left hand side under the profile photo, it is often the first thing a visitor sees when visiting a page and therefore it was crucial to have this information up to date. Unwanted content was to be deleted as well such as old and unprofessional photos and irrelevant status updates. Finally the Facebook page name was changed as well as it is the first thing that people will search so it had to be correct and precise. The name prior to change was simply “Chiva-Som”, this name was mainly recognizable to only existing customers and competitors. Also the brand was not recognizable from it. Therefore a change was proposed and accepted to “Chiva-Som International Health Resort” as it informs users all the necessary information. International as they are internationally recognized, health is their focus and what they provide to customers and resort as it is one and not a hotel.

4.4 Comparison of Time Frames on Fanpagekarma.com

A quantitative approach was taken in order to collect accurate data that could be then compared between two time frames followed by an analysis of the results. Social media analytics tool Fanpagekarma.com will be used for monitoring and data collection, the site defines itself as following “It helps social media managers and agencies to engage fans better and reach a growing community in the social networks. FanpageKarma.com provides valuable insights on posting strategies and performance of social media profiles like Facebook, Twitter or YouTube.” (Fanpage, 2016) Fanpagekarma.com enables to separately sort and observe all the needed analytics that will be looked at by inputting the hotel resorts names then deciding what analytics should be viewed and the time frame of them. It enables the user to compare directly the resorts data by graphing them. First time frame will focus during the time of the internship period from October 1st to December 31st (three months) before the social media strategy was created. During this time Chiva-Som had no strategy in place and we will observe if the statistics reflect this. Second time frame will look in to the period when the strategy was taken into use; his was January 1st to March 31st. In conclusion the two time frames data will be compared using fanpagekarma.com.
The Facebook strategy will still be utilized after March 31st, however the research will be only conducted until this day due to the fact that it will be an exact three month time range that is the same as the first time period (October 1\textsuperscript{st} to December 31\textsuperscript{st}); this will give a clear and exact time comparison between the two time frames when data collection is completed.

4.5 Alignment of Chiva-Som Facebook Page with Chiva-Som Brand

The Chiva-Som’s brand image is the driving force of the resort hotel and has to be visible on the Facebook as well. Therefore understanding the Chiva-Som brand and what it stands for was important. Kapferer’s brand identity prism will be used to understand the entire core values of the Chiva-Som brand, the six facets of the prism will be constructed using Chiva-Som as the example, and this will be further discussed in the discussion section.

4.6 Limitations

Not having access to the Chiva-Som Facebook page was a major limitation. Facebook contains its own analytics tool that is very comprehensive and could have been utilized however as access was not given to the usage of them as a user of the page this was not possible. For security reasons the access was not given. Therefore an alternative approach had to be taken when choosing an analytics tools to collect data on the Facebook pages. Fanpagekarma was chosen for the fact that it was free of use and the time frame for data collection could be changed as wanted to anytime as other analytics tools on the internet had made this function an extra that had to be paid for.

Due to the large quantity of data available for the research it was important to focus and pick relevant data from Fanpagekarma.com. However it is difficult to assess what data exactly is relevant as none of the picked categories (likes, shares, comments, etc.) necessarily directly indicated directly how successful a Facebook page is. Analysing the plethora of raw data and concluding meaningful and insightful conclusions from there can be interpreted differently by different individuals. Example, other individuals might value likes over comments and therefore might focus solely on likes rather than comments. Even though the focus was chose to be on, how often posts occurred, types of posts; pictures, links and/or texts, what kind of information was provided on them, how responding to comments was carried out and what was the overall look of the post itself if it was a link, picture or/and text, this did not necessarily imply it was the correct option.
5 Findings

5.1 Analysis of Chiva-Som Facebook Page

It was crucial to identify the key problem areas with Chiva-Som International Health Resort Facebook page. Looking at the overall outlook of the resorts Facebook page as it was a parameter, the Facebook name was “Chiva-Som” rather than “Chiva-Som International Health Resort”. The “about” tab page was missing crucial information such as awards, product information, and correct email. Layout, format and the look of pictures was very unprofessional (as seen from Image 1 below) the left photo is an example that was posted before the implementation of a Facebook strategy, it seemed very unprofessional and the photo on the right is an updated photo used with the new Facebook strategy. Many photos featured people on them without consent, this is very critical with any company as they should be aware photos cannot feature people such as staff or customers on them without consent. The photos were unprofessional and captions were sloppy as seen from Image 5 below with the left photo posted before a Facebook strategy was implemented. Links that were shared were not shortened and thus too long. The Facebook page as a whole lacked any strategy in terms of content to market, how posting was completed and how interaction and engagement was handled with fans. The brand image was not evident and did not reflect with the look of the Facebook page. Chiva-Som prides itself on being a luxury retreat and spa for highly successful people and this had to be shown across the Facebook page as well.
Image 5 Before & after Chiva-Som Facebook picture layout (Chiva-Som International Health Resort)

The first data collected as stated was collected October 1st to December 31st 2015. From the graph (Figure 6 below, Vertical axis represents the amount of likes, shares and comments combined in the time frame. Horizontal axis represents the time frame.) we can observe that Chiva-som (red line) had minimal activity in terms of likes, shares, and comments on their posts as it was mostly steadily horizontal showing no engagement. The total amount of 250 likes did not increase after November 25th. This was due to the fact that there were no postings made during the time period.
As mentioned there was no posting done after the 25th of November, additionally as seen from Figure 7 (below) only three total posts were made during the pre-Facebook strategy time frame. In figure 7 the horizontal axis represents the different resorts (blue is Kamalaya, Red Chiva-Som and Black Como Shambhala), the vertical axis represents the amount of posts during that time period. Although there was no activity on Facebook this did not seem to affect the constant increase of likes for the resort fan page increasing from 6,311 to 6,449 during the first time three month span as seen on Figure 8 (below), the vertical axis represents the time frame of observation and the horizontal axis represents the number of likes. Clearly the main issue was the lack of activity on Facebook for Chiva-Som and this prohibited the resort from communicating with fans (even fan comments and questions were not answered), this issue would be tackled later with the development and implementation of the Facebook strategy.
**Figure 7** Total number of Facebook posts before strategy (1.10-31.12.15) (Fanpage Karma.)

**Figure 8** Chiva-Som fan page likes before Facebook strategy (1.10-31.12.15) (Fanpage Karma.)
5.2 Competitor Facebook Analysis

As seen from Figure 7 (above) Kamalaya Wellness Sanctuary and Holistic Spa Resort (light blue) has been very active with their Facebook presence posting multiple times a week (or 55 times during the three month span) in the form of photos, statuses and links. The overall look of Kamalaya lacked a professional polish to it however it was very inviting and asking fans to engage with the posts. Posts and mentions from guests and staff alike were visible on the page for all to see. The resort responded to every comment on average within an hour (as shown by Facebook), proving they have taken social media into consideration as a tool of communication between customers and the resort. Kamalaya does not necessarily label itself a "luxury hotel" such as Chiva-som therefore they have an overall more relaxed approach to Facebook with the look of the photos and in the way engagement is handled with fans on the Facebook page. However the page is very informative and up to date on happenings within the resort in the form of pictures of events, special guests and features.

Como Shambhala lacks any consistent presence on Facebook, which is extremely surprising for a well-established resort hotel. During the three month period the resort had no Facebook activity in the form of postings therefore there was no analytics to examine. As for the overall look of the page it was lacking crucial contact information such as address and phone number. Information such as awards, about the resort and product information were filled in. Even without activity Como Shambhala (black) had managed to gain 5,299 fans at the end of the first period as seen from figure 10 (below). Vertical axis represents amount of Facebook page likes. Horizontal axis represents the three different resorts in different colour. This of course fell behind both Chiva-Som and Kamalaya resort.
All three resorts utilized Facebook in very different ways and it was reflected in the growth of fans and total amount of likes, shares and comments. Como Shambala did not seem to utilize Facebook as a marketing tool and experienced almost no growth in the form of page likes (48 likes in total) and at even some points lost likes at an increasingly alarming rate (see figure 10), Vertical axis represents amount of Facebook likes in given time frame, horizontal axis represents time frame. As they didn't have any posts there was no likes, shares or comments to report of. Chiva-Som did not have a Facebook strategy however there was a presence even though it was not strong. This was noticeable when a post was made there was minimal interaction from the fans however lack of posts prevented any further engagement. The fan likes increased during the time period (138 likes) however mostly due to a sudden spike in the latter part of December as seen from figure 10 (below). Kamalaya as mentioned had a constant presence on Facebook this was evident from both fan page likes and engagement. Postings were constantly made thus the engagement continuously rose and this lead to the fan page likes increasing by 292 likes, overtaking Chiva-som in total fan page likes. As evidenced, activity and presence alone on Facebook can result in engagement for any company, therefore it is important to create a strategy and capitalize on everything Facebook has to offer.
5.3 Development of Chiva-Som Facebook Strategy

When beginning to develop the Facebook strategy the data collected from the competitor and Chiva-som Facebook analysis was used. This information would help pinpoint what areas would need to be focused on. The social media planning cycle was also utilized as it would aid in developing the social media strategy and help focus on all needed critical points. The social media planning cycle used to attain the most accurate and important answers in deciding what types of post appealed to the fans, how often should be done and what time in order to gain the most visibility.

Templates were created of all photos and text posts consisted of an identical look (see Image 6 & 7), the new templates featured the Chiva-Som brand colours, fonts and figures. As stated before the entire Facebook page was cleared of older material such as pictures, posts and pages with similar names on Facebook were asked to be deleted by contacting Facebook services. The creation of the strategy was very successful as it resonated with the brand. It was also created to be simple to maintain for the Chiva-Som marketing staff. A set of guidelines had been established that would be followed. With the set guidelines in place scheduled posting was implemented, this meant that template posts were to be created one month prior to the actual day of posting and made it automated. This enabled
simplified the planning of material to be posted and in return avoid confusion of when and what to post on the set days of posting.

Image 6 Chiva-som Improved Facebook Picture Layout (Chiva-Som International Health Resort)
As seen from Images 2 and 3 (above, Facebook strategy new picture layout) the posts were cleaned up and made professional looking that resonated the brand values held by Chiva-Som. Authentic and approved photos were used; value was brought to the fans of the Facebook page in every post.

5.4 Results of Chiva-Som Facebook Strategy

Following the creation of the Chiva-Som Facebook strategy it would be implemented on January 1\textsuperscript{st} 2016, data was collected with Fanapagekarma for the following three months until 31\textsuperscript{st} of March in order to determine if the strategy was successful. Parameters were for success was determined with increased growth of engagement as likes, shares, comments and if the strategy aligned with the Chiva-Som brand.

In terms of interaction the results did not necessarily bring the expected results however there was success. As seen from Figure 11 (below, Increase of Facebook page likes for Chiva-Som Facebook page before & after (solid) strategy. Vertical axis represents amount of Facebook page likes and horizontal axis represents days.) the likes increased at a steady rate even with a sudden dip at the beginning of January where 54 fan page likes
were lost. In comparison to the first time frame of 1.10-31.12.15 the growth was fairly even with three months of the new strategy of 2016. 108 new likes were gained amounting to a total of 6,558 likes (figure 11 below) at the end of the monitoring period. The largest and most visible improvement was with the total amount of posts (seen from figure 12, red=Chiva-Som, Vertical axis represents number of Facebook posts in time frame and horizontal axis represents the three resorts in different colour) that had risen to 39 during the 2016 time frame, with a new strategy implemented this allowed consistent posting. This was a substantial increase from only three during the first three months of monitoring in 2015 (1.10-31.12.15). The increase of posting guaranteed an increase in the total amount of likes, comments and shares on posts together enabling fans to have something to interact with compared to before. The increase was over 1000 clicks more than during the first time frame in 2015. As mentioned the results were not directly what was initially visioned however there was a great amount of success in cleaning up the look of the Facebook page, developing and implementing the new Facebook strategy.

![Figure 11 Facebook page likes before & after strategy](Fanpage Karma)
The second objective of improving the communication between customers, business partners and corporate partners was achieved. There was now a more hands-on approach to all comments, reviews and questions. All questions were responded to on posts and this paved the way to show the customers that there is someone else at the other end ready to respond to all questions. Perhaps an area of further improvement here would be to respond with more urgency as seen from Image 8 below fans has asked a question regarding a post about a product and how it is made and the Chiva-Som staff responded three days after the question.
Although the overall likes of the Facebook page did no increase at a high rate it still increased consistently over time which can be considered positive, with consistent posting of information that brings value to visitors they should be inclined to like, share and comment on the posts. It proves the notion that as long as there is valuable content posted fans will be reacting to it. With this the objective was successful, providing valuable, informational content on Chiva-Som International Health Resort to its Facebook fans and improving the communication between all its customers, business partners and corporate partners.

5.5 Alignment of Chiva-Som Facebook Page with Chiva-Som Brand

The aim of aligning the Facebook page with the brand image of the hotel resort was achieved. The current outlook of Chiva-Som’s Facebook page reflects the brand itself. The page has been given a complete overhaul from the look of the posts themselves to the information provided on them. A more professional image has been given that resonates with the brand. From the picture posts that feature the Chiva-Som trademark colours to the professional photos being posted. In terms of approach the page has been given a professional feel as well, the marketers have taken Facebook and social media in
to consideration as a whole it is part of Chiva-Som and therefore reflects all its values. In these terms the aim has been achieved.

As mentioned Kapferer’s brand identity prism was used to distinguish all the different facets of the Chiva-Som brand (Figure 14). This was done to further understand what values were to be brought to the forefront of the Chiva-Som Facebook page and will be further elaborated in the discussion section. With the usage of the Kapferer’s brand identity prism it helped define what should be in the forefront of content for the Facebook fans and helped devise what content was needed to produce. Perhaps the most crucial finding was that with the target on more high-end clients the content needed to reflect this as the assumption is that they only want the best and therefore the Facebook content had to appeal to them, even though perhaps not people of such high status necessarily spend as much time on social media as the average user.

Figure 13 Chiva-Som Kapferers Brand Identity Prism
6  Discussion

6.1  Development of Facebook Strategy

As touched on in the findings section (5.3) the social media planning cycle was utilized to devise the Facebook strategy for Chiva-Som. For most parts of the cycle the sections were self-explanatory however some parts of the cycle had to be defined in order to create a successful strategy. The points of the cycle using Chiva-Som will be elaborated further in this section.

Listen: This part of the cycle wants the audience to be listened to. As with Chiva-Som this was not completed as any comments and ratings were not responded to. With the new strategy it was outlined that all question and inquires on Facebook should be handled and responded to accordingly when needed to.

Goals: Outlining and stating clear goals for the Chiva-Som Facebook is crucial as with clear and defined goals they are simpler to achieve. The goal with Chiva-Som was to improve the communication with customers, business partners and corporate partners on Facebook while trying to drive more traffic on to the page. Also the Chiva-Som Facebook page had to align with the Chiva-Som brand.

Defining Strategies: How will these goals be achieved? The whole Chiva-Som Facebook page was re-structured. From the logo to the look of the posts everything was re-done. A new approach was taken when posting and this was done with timed posts that were developed one month prior and 2-3 posts were to be made every week with each having a set theme. The new theme on posts and the look of the page would make the Facebook page align with the brand.

Target Audience: The target audience was already set for Chiva-som but not defined, other than customers and potential ones the focus would also be on business partners such as travel agencies and corporate partners.

Tools: What social media platform will be used? Chiva-Som would use Facebook however later same principles of the strategy was implemented on to Twitter and Instagram as well.

Implementing: Simply putting the steps above into use on the Chiva-Som Facebook page and implementing the strategy.
Monitoring & Tuning: Will be touched on separately further in the discussion chapter.

With the aid of the social media planning cycle all the key areas of the Facebook strategy was covered. The most important part after this was the continuous creation of content to achieve the objectives of gaining more traffic and improving the connection with Chiva-Som’s customers, business partners and corporate partners. Chiva-Som had all the tools now to create insightful content and achieve these objectives.

6.2 Success of Chiva-Som Facebook Strategy

The first objective of this thesis was to create a social media strategy that would improve the overall presence of Chiva-Som on Facebook and in return drive more traffic on to the page. Attaining traffic was not entirely achieved however the objective was more of a success than a failure. The traffic did not increase significantly after the implementation and monitoring of the new strategy on January 1st 2016 to March 31st 2016. This was due to the fact that Chiva-Som is one resort rather than a chain and therefore the customer base is significantly smaller. Majority of the customers are the re-visiting type, this means that Chiva-Som does not aim on attracting the masses rather the select few. Exclusivity is part of what makes the resort appealing and it is reflected in the customer base. Further reasoning would be that Chiva-Som clientele is for the most part high end type, this type of clientele does not naturally spend time personally on Facebook searching best deals and reviews as it is rather more important to the everyday vacationer.

Second objective was to increase the communication between customers, business partners and corporate partners. Before the creation of the strategy there was no communication on Facebook, comments, questions and reviews were ignored in large. This could a very problematic area as mentioned in the theory Facebook and social media can create a negative reputation for companies. Especially for Chvia-Som It is crucial to respond to every positive and negative feedback as Chiva-Som operates in the hospitality industry and is a customer driven company. Creating that communication channel is essentially. I believe this objective was achieved, with the creation of a strategy a more hands on approach had been taken. All comments, questions and reviews were responded; however as mentioned earlier future focus could be on improving the time of response and aiming to be quicker.
6.3 Alignment of Chiva-Som Facebook page with Chiva-Som Brand

The brand image is the driving force of Chiva-Som International Health Resort; everything related to the resort such as customer service to outlook of the Facebook page has to be aligned with the brand. Chiva-Som International Health Resort is a brand, a brand that is recognized from its well-being service and upscale status. As mentioned on the Chiva-Som website, "Chiva-Som's reputation is founded on an uncompromising dedication to quality, service and a philosophy of providing holistic programs that effectively meet its guests' needs. This dedication to results, combined with consistently excellent standards, has won favour with guests including royalty, heads of state, diplomats, international actors, musicians, sport stars and other VIPs from many nations" (Chiva-Som Development Enquiry)

Therefore, everything with Chiva-Som’s names or logo has be aligned with the brand. Achieving this with the Facebook was also crucial in today's digital age. Thus when developing the Facebook strategy it was crucial to understand what a brand is, as Kapferer pointed out from a customer oriented point of view a brand has to do with emotions. What do we feel about the brand or in this case Chiva-Som International Health Resort and if the answer is going beyond means to give you that well-being and sense of comfort and luxury Chiva-Som has achieved the most important step in branding and letting it resonate to the customers. Kapferer identifies six facets of brand identity, physical, personality, culture, relationship, customer reflection and consumer reflection. Any brand with a working brand identity should be able to answer these. Chiva-Som physically is known for being a wellness & spa hotel resort, its personality is health conscious, caring, well-being, and relaxing. The culture is again well-being, healthy, relaxing, featuring Thai hospitality and most importantly (as its slogan is) "haven of life". Relationship is defined by the service and how they are offered, Chiva-Som is known for always offering the finest quality, beyond exceptional customer service combined with the well-known Thai hospitality. Customer reflection is the reflection of types of customers the brand wishes to attract with its goods, Chiva-som attracts people who are concerned about their health conscious, perhaps prefer luxury and seclusion with its retreats and prices. Lastly is consumer self-image defined by how we see ourselves when we use a brand, therefore Chiva-Som wants customers to reflect on themselves as caring about their health, well-being, exclusivity and are willing to go beyond normal prices for the before mentioned things.

As stated earlier the brand needed to be visible with Facebook as well, thus devising a Facebook strategy that provided the values of Chiva-Som’s brand was important. Everything is tied in together with the brand and Facebook plays just as important part. With the
aid of devising the Facebook strategy I believe the aim of aligning the Chiva-Som Facebook page with the Chiva-Som brand was fulfilled.

6.4 Improvements

As with any business strategy as Aaker outlined in his CBIM frame theory, social media strategies have to be continually updated. Facebook and social media is such a fast paced and ever changing platform that staying ahead of the curve in terms of trends and what is considered relevant is critical. The Chiva-Som social media strategy should be kept updated, as seen after the three month period there was clear improvements to be made. No end social media strategy should ever be finalized and left not updated. Improvements for future consideration would be to make changes accordingly to the social media strategy every three months (quarterly), going over the whole social media strategy and incorporate needed changes to adjust with trends and in return gain more engagement. Examples could be as followed; consider changing posting times could gain more reactions, plan campaigns through social media to gain more likes or adjust to seasonal times as resorts in Thailand are seasonally more occupied.

It is important every brand has an individual responsible with up to date knowledge social media and everything incorporated into it. Social media is a free marketing tool and should be utilized as one, not only to gain more revenue but as in Chiva-Som’s case strengthen an already strong brand. Chiva-Som could possibly look into paid advertising, pay money to have search engines place the hotels name on top of related searches and through this gain more exposure, however as noted Chiva-Som is also a limited capacity resort that is often fully booked through high seasons with majority clientele being the returning kind.

6.5 Learning Outcomes & Conclusion

Developing and monitoring this social media strategy has been a positive effort, as mentioned numerous times every brand should have a presence on social media in today’s world. Computers are not going anywhere and social media is simply growing continuously with the strength of improved mobile phones and faster internet connections. Social media is today’s source for everything from news to finding the right health resort. Having a ready strategy is a great start and something that can be easily improved on with minimal monitoring. Through a Facebook strategy companies are able to fully maximize the potential of their Facebook page and turn that into sales. Personally creating this Face-
book strategy was a great opportunity for me, learning how much power social media potentially has brought great insight for not only me but as I’m sure for Chiva-Som and their staff. This gave me the opportunity to learn individually and with needed help what a well-established and functioning brand must do in order to harness the full power of social media. As proven now not every brand needs or has to utilize the full capacity of Facebook, however having understanding of Facebook and it being available when needed can be just as important. Social media has begun to carve out its own position in today’s world, marketers are now specializing in only social media and driving traffic on sites and this was considered unheard of five or six years ago. I fully believe myself with added knowledge on certain intricacies of Facebook (such as paid advertising) I will find my own place working with or utilizing Facebook in a business environment.
References


