Online societal marketing strategy for small-medium restaurants in Helsinki

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This thesis studies the combination of online and societal marketing from a hospitality business viewpoint. Consumer’s behaviour in relation to environment, sustainability, animal rights and/or health care have increase exponentially in the past few years. In addition, the way of communicating with companies have changed as internet and, specifically social media have reduced the gap between restaurants and customers. Thus, for restaurants it is now easier to follow up trends and have a better understanding of reality and what people want to eat. Therefore, marketing social values online can become a key strategy and a way to understand what matters to potential customers.

As Helsinki is the core of avant-garde hospitality businesses in Finland, it’s at the utmost importance to analyse the scene and find out what hospitality companies are emphasizing online in relation to social values. The primary goal of this work is to find out the role of hospitality business in Helsinki in terms of online societal marketing. For this study, only restaurants that are familiar with this topic have been chosen. The secondary goal is to discover what are their favourite channels for marketing social values.

Yet, the scope of this research is to collect data from chain restaurants and from small to medium businesses and understand how their strategies differ. Thus, this work aims to understand what actions of societal marketing are taken on the web and on social media in order to create an efficient strategy based on information provided during face-to-face interviews. Data collected from interviews will be combined with literature reviews and real-life examples of how social values and online marketing can work together.

Methodology chosen for this research is qualitative with an interpretivist position for an in-depth understanding of the matter. Thus, information was collected with recorded interviews which were transcribed afterwards.
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1 Introduction

The significant importance of social values in modern society can be clearly seen in everyday life. Social values have changed the way people make choices. In other words, we can say that social values have changed the way people behave in ordinary life. In the past few years, social values have increased awareness about very important topics such as sustainability and environment, health care, animal rights as well as local business production. These listed values were underestimated in the twentieth century as we lived in an extremely consumerist world that did not pay attention to the consequences of our choices. The twentieth century is remembered for consumption liberalization in western countries, which led to a rise of the mass market and the beginning of a new marketing era. (Belz & Peattie 2012, 6.)

During the twentieth century and especially in the second half, several articles regarding the concern of our actions in terms of environmental impacts were written by great experts from different fields. In 1962, author and biologist Rachel Carson wrote "Silent Spring" which describes the harmful effects of insecticides on human health. Later in 1968 scientist Paul Ehrlich described the consequences on earth of population growth stating that natural resources will not be enough for every human being (Carson 1962; Ehrlich 1968).

A sustainable development plan emerged in the last twenty years of the twentieth century. As a matter of fact, in 1987, the report "Our Common Future", also known as Brundtland Report as she was the secretary-general of the United Nations, was published by the World Commission on Environment and Development (WCED 1987). For the first time, a report described the connection between nature, environment and social and economic welfare. This new way of thinking was finally endorsed by businesses and politicians as well. The above-mentioned Brundtland Report, opened a new era and started different interpretation of the so called sustainable development for future generations (WCED 1987).

At the beginning of the twenty-first century organizations that provided goods or services started to reflect about challenges that are affecting our planet and society. Among these challenges, we can find population growth, ecosystem damage, climate change, water scarcity and/or food alteration through chemical fertilizers and additives (Belz & Peattie 2012, 8).

More studies were conducted at the beginning of the 2000s when different companies in and out of Hospitality Business decided to have a social and sustainable approach which also involved the marketing field. Companies decided to sell not just a product or service
but something more: a value. This is a consequence of a consumer behavioural change and a constant awareness growth about issues affecting world’s societies. Even though a majority in modern business still struggle to understand this key concept, some organizations started to market and sell why they do what they do and not just what they do. (Simon Sinek 2009).

What Simon Sinek stated can be related to societal marketing because many companies and brands apply this type of approach to give a reason why consumers should buy their product. Many times, these reasons relate to social values and are part of the so-called postmodern marketing. The mission of postmodern marketing is to deliver a message that differs from unsustainable economic growth by providing sustainable alternatives that change companies’ production and individuals’ consumption habits (Belz & Peattie 2012, 15).

Societal marketing as part of postmodern marketing, is necessary because it has an alternative vision that emphasizes values and places customers at the core of the whole production process. This is considered as a revolutionary way of communicating since traditional marketing does not necessarily involve customers’ needs and has a product-based approach (Grönroos 2007). Yet, according to Christian Grönroos, customers are part of the organizational functions that propose values and creates expectations that companies are required to fulfil (Grönroos 2006, 38).

At the end of the seventies the first concerns about traditional marketing were raised by the field of macromarketing. In this field, it was said that marketing systems and society should collaborate following the same pace. Therefore, macromarketing put the first base of postmodern marketing and how communication should be held in the new millennium. The theories of postmodernism as part of a cultural and philosophical development were based on social sciences. In fact, postmodernism rejected a Euro-American centrism and recognized the existence of multiculturalism and globalism which emphasized culture and values over economy and considered the importance of digital and communicative technologies (Venkatesh, Sherry & Firat 1993, 216). Postmodern marketing theories were supported by innovative thinkers like Stephen Brown, who openly criticized the modern marketing thinking and what could possibly be done to involve consumers and their values (Brown 1995).

The mainstream idea of marketing was already challenged at the end of the sixties. Old consumerist marketing was considered not suitable for the world we lived and still live in (Kotler 1967). Yet, marketing should adapt itself to a changing world that follows people’s
needs and is seeking for engagement. This means that social values are becoming unavoidably mainstream marketing (Kotler, Armstrong, Saunders & Wong 2001).

The marketing thought evolved in the past few years also in terms of how and through what channels we decide to convey values. Technologies and channels of communication evolved at the same time with marketing leading us to a world where we are exposed to messages in every moment of the day. As postmodern marketing sees its origins at the beginning of the nineties, we can easily recall this moment as the beginning of the internet era. During this time, internet started to be a global phenomenon that involved not just businesses but also families and new generations.

Social media have a long history that starts already in the eighties, which is ten years before the internet outbreak. Online meeting places where users had a profile were created by companies like BBS (Bulletin Board System), AOL (America Online) and CompuServe. However, the above-listed tools were business-related companies and only in 1995 social media started their globalization when classmates.com was launched (Digital Trends 2016).

The social media outbreak saw its climax in 2004 when Facebook was founded. In just one year, Facebook reached 1 million users. Thus, it’s no surprise that this remarkable number led to the creation of the very first social media ad in 2005 and in 2006 Facebook reached 50 million dollars in ad revenue. What came after 2005 was a real escalation of social media marketing. Later, social media marketing spread its presence in several platforms such as Twitter, Instagram, YouTube, or Instagram, to mention only a few (Karr 2016).

Social media for marketing purposes is very important for any business because it helps to improve engagement rate, increase visibility among all competitors and make users visit the website. In terms of restaurant businesses, not being present on social media is not an affordable choice. In 2016, 75% of people decided to purchase a product because they saw it on a social platform. In addition to this remarkable statistic, we can also add that 88% of users are somewhat influenced by reviews and online comments. For all these reason, being present on social media is a must to do for a restaurant business (Chen 2017).

Finally, it looks clear that both social values and social media affect somehow our choices and play a key role in modern business. However, restaurant businesses still struggle to use social media or their website as a vehicle to deliver values. In other words, they still struggle to use what we can call an online societal marketing strategy. Among these businesses we normally find small-medium restaurants that are not aware about trends or think that marketing social value is not profitable. There is a strong suspiciousness due to a lack
of information about the topic and its potentiality. Thus, because of this potentiality, chain companies in and out of the restaurant business successfully started their societal marketing campaign a long ago.

This work examines the societal marketing strategy of the most famous restaurant chains and compare their performance with small-medium restaurant businesses in Helsinki. Thesis’ framework is based on both societal and online marketing and includes theories an opinion of experts in both fields. For so, previous studies are used to create a qualitative research method that collects responses from restaurant managers. Findings and results are discussed by presenting author’s subjective viewpoints used to develop an efficient online societal marketing strategy applicable to small-medium restaurants.

1.1 Aim and objectives

The scope of this research is to find out what content Helsinki-based chain restaurants use online, what channels they use and how social values used in an online marketing campaign affect their business in terms of profitability.

As stated in the second to last paragraph of chapter 1, many small-medium restaurants have not yet understood how to combine societal marketing with online marketing due to a lack of information. Yet, many restaurant managers wrongly believe that an online societal marketing strategy is time consuming, too pricy and especially irrelevant. These companies are also struggling to realize that social values are not just a trend but an important reality that traces a direction for future generations. A real-life example for restaurants is the reduction of people that consumes veal because they object the way calves are grown. (Johnson 2002, 13).

This research is aiming at providing a functional strategy that does not require time, money or a big budget. Yet, this work provides different insights that clarify why social values are relevant for any restaurant business. Insights are strengthened by a theoretical framework combined with a qualitative marketing research which collects responses from different restaurants in Helsinki.

Therefore, the first step for creating a suitable strategy is to answer the following questions:

- How important societal marketing is for chain restaurants?
- How do chain restaurants benefit from online societal marketing plan?
- What do chain restaurants emphasize in their strategy?
What channels do they use for online societal marketing?

In addition, this research aims to answer the following questions as well:

- What do small-medium restaurants think of societal marketing?
- If they do not apply societal marketing, what is their reason?
- What message do they deliver online?

1.2 Justification of this research

This research is relevant and valuable because it combines two different viewpoints that have seen a remarkable increasing in the last few years. On one hand, we have societal marketing which is already a global phenomenon and on the other hand we have Finland’s restaurant culture growth which started from Helsinki.

Having said this, there are already some restaurants in Helsinki that based their concept on social values. Thus, we have an important growth of vegetarian or vegan restaurants, but also restaurants that use only local and/or organic ingredients and zero-waste restaurants which re-uses goods that would be wasted otherwise. Yet, it’s at the utmost importance to remember that also many cafeterias are following the same trend. For so, this is a phenomenon that regards food and beverage business in general.

The above-mentioned social values are used by the same restaurants to create an efficient online marketing campaign. As a matter of fact, quite many businesses have learned how to communicate online with their potential customers through website and social media activities. Many times, their campaign is efficient because they involve users by making questions or posting interesting content that catches people’s attention. Also, online activities, and especially social media, are used to create products and involve users to create the product they are looking for. This will not only satisfy customers’ requests but also give the idea that a restaurant is more than just a distant figure that provides a service or sell a product. It’s especially thanks to social media that customers are part of a straight business to customer relationship that shorten the distance between businesses and people following the same example of social values.

Finally, restaurants that based their concept on social values are applying an online societal marketing strategy. But also, other restaurant chains that do not follow the same concept are now moving towards this strategy. Perhaps because they think it is a profitable trend and a hope for the future. Unfortunately, small-medium businesses think otherwise because they are underestimating the potentiality of both online and societal marketing.
This research aims to give a fresh insight in the marketing field that will provide a new perspective applicable to small-medium restaurants. Most of the resources discuss about either online marketing or societal marketing for restaurants without combining these two topics together. Therefore, this work will finally shed light on a topic that has been obscure and address an area of marketing that deserves greater attention. Such a marketing deficiency can be solved through a new interpretation of a specific content (Carson, Gilmore, Perry & Gronhaug, 37-38).

This research topic focuses on areas that have not been researched in depth due to a new marketing circumstance. This is a key consideration given the fact that a research should be not just relevant but also topical. Topicality of this research is proved by the variety of articles, press stories, reports or website available online about online and societal marketing. It is thanks to this variety of resources that we keep on remembering the interactive aspect of marketing. Thus, as marketing is interactive and connected to other topics it influences other areas like in the case of this research (Carson & al. 35-36).

For this research, small-medium restaurants were chosen as they belong to SME (small-medium enterprises) which is a very important area of marketing due to the fact that small companies represent 95% of all enterprises globally. For this reason, small-medium restaurants are very important and can be considered as a topical area of marketing. Needless to say, small-medium restaurants are strongly affected by marketing management choices (Carson 1990; Pelham 1997).

As it is following a specific context of marketing, this research is industry specific and analyses a new market situation which examines marketing activities of chains and small-medium restaurants in a specific city, which is Helsinki in this case. For so, research problem clarifies topical areas of a specific domestic marketing issue. The value of such a research is very valuable from an academic viewpoint because it aims at providing data that can be used to improve marketing. Thus, this research is a valuable source not just for the researches but also for the industry in a broad sense (Carson & al. 39-40).

Prior literature is used to justify research topic and demonstrate the relevance of the study. This means that earlier studies are used to strengthen the theory that both societal and online marketing are important and relevant, cost-effective and that must be used by small-medium restaurants in Helsinki to attract more potential consumers that are sensitive about social values. This strategy will involve them in value co-creation online.
1.3 Methodology in brief

Methodology used for this work is qualitative research with an interpretivist approach applied to case studies in Helsinki chosen by the author. Yet, the scope is to have a better insight into marketing management issues in order to understand marketing management decision making. Among all the approaches available, a research based on marketing management applied to restaurants is the best solution as it gives insights about company’s principles, processes, competencies and techniques. By creating a research from a marketing management point of view, it is easier to understand management behaviour, skills and competencies. (Carson & al. 31).

Therefore, the reason behind the choice of a qualitative research from marketing management perspective lies in the fact that it is easier to focus on marketing decisions of a brand/company. Yet, this type of research may help to clarify the reasons behind these choices and which are, in some cases, not marketing-related. A qualitative marketing management research will also consider how decisions are made as there might be multiple reasons. A choice made by marketing management or whoever in a company deals with this topic, could be influenced by economy, culture or, like in the case of this research, social issues (Carson & al. 30-31).

From a social scientific perspective, interpretivism methodology was chosen by the author because it supports the process of understanding phenomena in certain context of marketing. Thus, an interpretivist qualitative marketing research partially create what is studied and allow personal thoughts and feelings to interfere in the process of understanding certain phenomena. Interpretivism considers that there is no single reality or one truth, rather it seeks to understand a context through multiple perceived realities (Carson & al. 5-6).

Interpretivism methodology is combined with a constructivist research perspective which focuses on the acceptance of different realities, as stated above. For so, to understand a field or a context, a constructivist collect data within an industry or different organizations, thus knowledge depends on the interaction between the researcher and his/her respondents. Yet, constructivism aims to understand differences or similarities between different corporations and creates a new theory based on multiple opinions (Anderson 1986; Guba and Lincoln 1994; Peter 1992; Peter and Olson 1989 in Carson & al. 2001, 16).

Qualitative research was chosen because it is the most suitable method for answering questions such as “why” and “how” things occur and what sort of impacts a certain phenomenon
has on society. Yet, this method focuses on understanding and explaining behaviours by comparing different answers given by companies and industries (Carson & al. 66).

In addition, qualitative marketing research was chosen to understand the process behind marketing choices in a specific context, which is the restaurant business in Helsinki. To do so, the author chose in-depth interviews to a small number of cases for gathering data (Carson & al. 45).

Data are collected by using a face-to-face in-depth interview to understand the perspective of restaurant management (Patton 1990). The interview was planned by creating a written protocol which helped research to remember questions and facilitate the process. The questions in the protocol combine online and societal marketing to address the overall objective of the research. To facilitate the interview/conversation between author and restaurant management, research topic was discussed before the interview took place as many people are not aware of what “societal marketing” exactly means (Carson & al. 74).

Since the idea of this work is to use restaurant chain data to elaborate an online societal marketing strategy for small-medium businesses, the author decided to use follow-up interviews which investigate marketing phenomenon in depth. Thus, the aim of follow-up interviews is to finally clarify, understand certain areas of interest. For so, the interview protocol was designed to investigate why and how both chains and small-medium restaurant management made marketing-related decisions in relation to online and societal marketing (Carson & al. 80).

As this is a communication-related marketing research, the criteria of this work are to evaluate whether restaurants are active or inactive in terms of online societal marketing rather than assessing their performance. Therefore, quality is not measured following the standards of good-bad or poor-excellent. Yet, a communication-related marketing research aims to analyse communication/interaction between restaurants and their customers and how communication is carried out in terms of online channels and ability to elaborate messages for different customers’ priorities. Last but not least, timeline of communication is analysed as well to understand with what frequency restaurants deliver their messages (Carson & al. 80-82).

As this qualitative marketing research is based on case-studies to gain several perspectives of cross-case analysis, choosing only one case would not be beneficial. For that reason, 6
different case-studies were chosen to satisfy the criteria of cross-case analysis. Prior researches about choosing the number of cases for interviews, proved that 4 cases represent the minimum for a good study while 12 represent the maximum (Hedges 1985, 76-77).

1.4 Definitions

Since this work will discuss two different topics and use different terminologies, I will explain the most important definitions to avoid possible misunderstanding and facilitate readers through the research.

As previously explained, this work will collect data from chain and small-medium restaurants. With chain restaurants, we tend to describe food and beverage premises larger in size and scale. The operational system of this type of restaurant is more complex and time-consuming since receiving the full attention by ownership is extremely hard. The bigger the size and the more complex it is to communicate ideas and brand image with other employees (Saval Foodservice 2015). Yet, with chain restaurants, the author defines a group of stores with the same name. Thus, chains can be local, regional or even international (Eric Scott).

On the other hand, we have small-medium restaurants that can be called independent restaurants as well. Ownership guidance is facilitated because this type of business is less complex than chains and normally owns maximum two restaurants. Those members that form the business image are regularly present at the restaurant and have a straight communication with those providing the service. However, small-medium restaurant owners need to worry about loans and are more exposed to a potential decrease in customer flow. Finally, chain restaurants have accessed to a bigger budget for marketing which allows them to have more resources to use on e.g. online marketing such as paid advertising or video marketing. (Service Foodservice 2015).

According to Susanna Ward, online marketing can be considered as an art and science of selling products or services over digital networks like internet. Yet, online marketing aims at choosing the right marketing strategies to attract our chosen target segment and increase sales (Susanna Ward 2016). More detailed is the explanation given by USA Today Network Tennessee which describe online marketing, also called internet marketing, a way to build company’s reputation and increase visibility by using online tools such as website development strategy, search engine marketing, email marketing and online display ads (USA Today Network Tennessee 2013).
Because of its innovative way of communicating online marketing is considered as part of **postmodern marketing**. As stated by Belz and Peattie, postmodern marketing places society before companies’ interests and focuses on niche marketing or one-to-one marketing. A postmodernism approach has a total relationship based on co-marketing which describes the act of involving customers in the product creation. The other approach consists on addressing ecological and social realities to a wider marketing environment (Belz & Peattie 2012, 15).

**Societal marketing** follows ecological and social realities and suggest that collective satisfaction of customers should match with welfare and society. Products made following an old consumerism marketing may give immediate pleasure but in the long-run lead to unpleasant outcomes. For these reasons, societal marketing follows a societal products classification which eliminates products that will not work in the long-run and includes products that are salutary, pleasing and meet consumers and societal objectives at the same time (Belz & Peattie 2012, 25).

As stated above, societal marketing aims to sell and market **social values**. According to Business Dictionary, social values includes people’s concerns about own well-being and the need of being involved in the marketing decisions (Business Dictionary). From a business point of view, social values are seen as the social and environment benefits created by a company or organization through financial or non-financial activities that meets people’s expectations (The Social Value Portal).

### 1.5 Thesis structure

Since this thesis will show viewpoints from both societal and online marketing, literal reviews will include references from both fields. Thus, greater attention will be paid on Belz and Peatties’ explanation of sustainability marketing in a global perspective as well as online marketing (Newlands 2011) which will be explained separately. By introducing online marketing, the author will also focus on social media marketing (Kelly 2013) and online consumer behaviour as well (Close 2012). Finally, it is at the utmost importance to underline how online marketing will be analysed solely from a societal marketing perspective. For so, no deeper explanation about the origins of this subject will be provided in this work.

In order to justify this work, a qualitative marketing research methodology will be used to collect data and compare the results with the literal reviews previously explained. Data will be analysed and compared to create new strategy that small-medium restaurants can use at their own advantage and with no added costs. This type of comparison between theory
and findings from the interviews is crucial because it creates a solid structure for the thesis itself.

Both chain and small-medium restaurants in Helsinki were interviewed to gather distinct perspectives and realities of societal marketing and how it’s delivered online. The idea behind this work is to focus only on actions taken by marketing management in the food and beverage business. For this reason and it was decided to interview only restaurants that know the concept of societal marketing to facilitate data-gathering process. Thus, interviewing restaurants that don’t know societal marketing or are not interested in this concept, would not give valuable responses for this research.

2  Key terminology of the topic

This work presents keywords that might be obscure and somehow unclear to the readers. This chapter includes terminologies from the field of online and societal marketing supported by literature reviews and examples of how these two subjects can be used in real life. Therefore, what follow is an explanation of key concepts that guides to a deeper understanding of the topic.

2.1 Societal marketing

As stated in chapter 1.5, societal marketing consists on marketing social values which combines business and social needs for a better future. Since a definition was already given, this chapter will explain the role of societal marketing for a restaurant point of view.

The figure below shows Kotler’s societal classification of products and the difference between immediate satisfaction and long-run consumer benefits. Kotlerian’s figure shows that salutary products have a lower appeal but a higher benefit for consumers and society in the long-run. Desirable products have the rare advantage to provide immediate customer satisfaction and a long-term relationship with consumers. On the opposite, deficient products do not satisfy and do not give results in the long-run while pleasing products give maximum satisfaction but for a brief time. According to Kotler’s figure, companies can choose between these 4 choices for their marketing strategies. Thus, despite Kotlerian’s theory is dated 1972, it is still considered as a valuable theory as the relationship between consumers and products has not muted.
Firstly, it is important to underline that societal marketing may vary from business to business. To give a clear example, a cosmetic company has a different approach towards social values than a clothing brand or even a hotel. This is because social values change depending on the business concept or idea. E.g. from a hotel point of view, social values include waste elimination, usage of clean energy for heating, low water and electricity usage or building materials from sustainable resources made by local craft people. But from a restaurant point of view, these values may be slightly different. Thus, social values for restaurants include organic and healthy products, vegetarian or vegan choices, local-products or zero waste concept. These types of choices will not just be beneficial for the environment, but they will also make the business save money. This is crucial for any business as money saved can be used for other purposes. Finally, sustainability goes beyond a menu. In fact, this concept can be used to design the restaurant premises by using old and local materials which, most of the times, give a feeling of authenticity to the customers that are dining at the restaurant (Terenzio 2015).

Since the beginning of postmodern marketing, these kinds of sustainable businesses have grown exponentially as this approach is not just important from a customer’s perspective but also from a financial angle. As a matter of fact, high-sustainability companies are having better performances in stock market and accounting measures compared to low-sustainability companies (Eccles, Ioannou & Sarafeim, 2012). Yet, companies that care about environmental issues and social performances create loyal customers and committed employees within the company. In addition, the strengthening of financial performances through a sustainable plan create values for shareholders too (Eccles, Ioannou & Sarafeim 2012).

In Helsinki, there are already many restaurants that based their concept on social values. Many of them, include organic products, vegan friendly choices or zero waste concepts. Sometimes these features are combined all together to deliver a new tasty experience. Re-
sponsible consumption and usage of ingredients in Helsinki area comes from guiding principles made by the Finnish government in 2009. In these principles, the government stated that sustainable food should be sold and marketed via organic goods, seasonal items and/or vegetarian and vegan options. Finnish government guidelines started to be followed by school and, of course, restaurants too. Thanks to this fresh approach, restauranteurs and chefs experimented alternative pathways for a better environment and a healthy lifestyle. Their ideas, in fact, inspired people cooking at home and changed their diets. Yet, we still do not know whether the Finnish government wanted to launch a new trend or provide a healthy guideline. What we can certainly tell is that it has provided both. Because of this trend, restaurants like Juuri or Chef & Sommelier were born and started to walk customer through a new experience made of values (Helsinki Foodism).

Another reason why restaurants should care about social value and invest their time on societal marketing is the fact that the city of Helsinki itself is involved in this process. In fact, the city of Helsinki decided to create a guideline of values that small-medium companies can use to become more sustainable. This tool is called EcoCompass (in Finnish EkoKompassi) and is already used by 13 restaurants and hotels in Helsinki area (Helsinki Foodism).

A few years later, in 2012, the city of Helsinki promoted via social media an event called Waste Food Dinner which invited people to eat dishes made out ingredients that would have ended up in rubbish. Due to its massive social media campaign, the event gained attention and reached many target groups. This was one of the most popular cases of online societal marketing in Finland and how social media can be an incredible resource for social values (Helsinki Foodism).

From a global perspective, many restaurants decided to apply social values and market themselves as sustainable restaurants. In 2013, the World’s 50 Best Restaurants Academy decided to create a separate group called Sustainable Restaurant Association where the best restaurant which applies social values is elected and wins a Sustainable Award. The winner is the restaurant that satisfies three many criteria: the first one is sourcing, which celebrate locality and support global producers. The second criteria are environment, which celebrate restaurants that uses natural resources, recycle and/or have a zero-waste concept. The third and final criteria is society, which refers to the way staff is treated in the restaurant premises and how a restaurant influences the industry by promoting sustainability and social values (The World’s 50 Best Restaurants).
In the following paragraphs social values will be described to have a clearer understanding of this topic. Explaining each value is at the utmost importance at this stage because readers will later find them in data collection and data analysis. Thus, the interview protocol created by the author is based on the following values.

### 2.1.1 Organic products

From a restaurant perspective, organic products represent an important value. In the past few years, the idea of using ingredients with no preservatives has become a must for many restauranteurs and chefs around the world. In Helsinki, restaurants that use organic products are a big reality in the food and beverage scene due to an increased awareness about health issues. Also, organic products are considered as one the hottest trend as more and more customers are willing to choose organic foods over conventional ones. Besides this, it has been proved that once a customer is converted to organic foods, they rarely regret their choice and step backwards (Chait 2016).

In terms of profitability, many restaurants are skeptical about organic products because they believe customers will not pay more or will not taste the difference. However, this thought is a misinterpretation of customers’ needs. On the opposite, customers are willing to pay more for organic foods that taste better too. According to Jennifer Chait, 65% of customers are willing to pay 10% more in a restaurant that has organic food (Chait 2016).

When it comes to the social viewpoint, organic products have numerous benefits for the environment. As a chain reaction, customers are also helping organic farms nearby which use healthy soil and water for harvesting. The usage of organic products helps to improve the image that people have of a certain restaurant (Chait 2016).

In addition to restaurant’s image, also the quality of the food is highly improved. Organic food is well known to have a stronger scent and a stronger taste which lead to an improved customer experience and satisfaction. Yet, it is important to underline that organic food have a strong connection with seasonality. Thus, ingredients cannot be fresh and organic all the time. For this reason, chefs or restaurant managers must put efforts to create a new menu in each season. This may sound as a liability, however, creating a new menu that uses seasonal and organic ingredients is mostly an asset as it is cost-effective and provides fresh dishes to the customers (Chait 2016).

Finally, from a marketing point of view, creating content which advertises restaurant’s organic and fresh choices is one of the most powerful tools that a manager can use. Those
customers that are normally attracted to conventional restaurants will be willing to convert and join restaurant’s sustainable concept.

As we will see in the next chapter, many times organic food can be found from Finnish local producers. As a matter of fact, 10% of the total cultivated area are cultivated organically which means that among 4400 organic farms, 900 of them are livestock farms. Indeed, the aim of the development program for the organic sector planned by Finnish government is to have 20% of all fields organically cultivated by 2020 (Ministry of Agriculture and Forestry 2017).

2.1.2 Locality

As stated above, organic products are most of the times translated into locality. Very often these two values work together as organic ingredients normally come from local farms or producers. It is a zero kilometers concept that is taking place day after day and affecting consumers’ purchasing power as well. Yet, we can add that locality and organic products belong to the same category even though their sourcing strategy is slightly different (Oches 2010).

Making a separation between these two terminologies is key because local ingredients are not necessarily organic as many people wrongly believe. The motivation behind this perception issue comes from local farmers’ markets that sometimes label their products as “organic” even when they are not (Oches 2010). Also, the definition of locality can be somehow vague or personal. E.g. for some restaurant managers, locality refers to any ingredient that comes from the city, for some others it refers to any ingredient coming from the same region. According to Jennifer Chait, “locality” is hard to define and needs to follow a case-by-case rule more than just a general meaning (Chait 2017). In a remote rural area, locality may refer to a wider radius than a highly-populated urban area. Thus, in Finland, a restaurant manager from Helsinki certainly have a different idea of locality than another manager from Salla in Lapland.

Locality reduces transportation costs and bring more money to the local community where the restaurant is. Also, the taste of the goods is affected as ingredients are delivered within a few hours after they have been picked by farmers. Locality helps to boost green thinking too in terms of low emissions. As a matter of fact, if goods are taken from local farmers, transportation is drastically reduced as well.
The reason why locality is so linked to organic products is the scarce use of pesticides, herbicides or fungicides in local farms. Avoiding chemical products enhances environment and places consumer's health issues as priority (Ozark Natural Food). From a marketing perspective, locality relates to organic products because they both belong to a form of ecological marketing which raises questions regarding the use of unhealthy substances and energy consumption (Belz & Peatties, 2012, 26). In addition, restaurants that are marketing their locality-based campaign, are more likely to attract customers because people care more about the environment and the effects of carbon footprint in society.

From a psychological viewpoint, people want to eat local food because they appreciate the story behind this concept. Dining at a restaurant that provides local ingredients and gives back to its community make people feel good about it. The story behind the dishes has become very important for customers who always want to visit local growers and learn about their ethics (Chait 2017). This is one of the reasons behind the growth of eco-tourism where customers consume healthy ingredients and discover the surrounding landscapes.

Locality as well as organic production is strictly connected with health issues. In fact, in the next chapter will describe more in details health issues and how they have affected people's behavior in terms of healthy food awareness and purchasing power.

2.1.3 Health issues

Caring about health issues has become a most-to-do for any modern restaurant. It is exactly from this approach that organic and local food concepts have grown so much in the past few years. Since people are more aware about health issues, their purchasing power muted as well. As stated in chapter 2.2.1 (page 11), most of consumers are willing to pay 10% more if they know that food is not processed and, for so, do not contain additives. The consequence of this choices guided people to organic foods which are normally also produced by local growers. However, nowadays products with no preservatives may be found also in supermarkets.

Almost every product that has been processed contain a certain amount of preservatives. This category does not only include meat, fish, cheese or vegetables but also condiments like salt, sugar or pepper. Unfortunately, the usage of preservatives has been going on for a long time already despite the well-known consequences on humans' health. A study conducted in 1992 by the University of Minnesota showed that processed meat normally include nitrite which helps to preserve flavor, color and delays botulinal toxins. However, when meat
is cooked at high heat, it releases nitrosamine which has a negative impact on health and increases the risks of cancer (Epley, Addis & Warthesen 1992, 1).

From a marketing perspective, health issues are very important for potential customers. In this group of potential customers, we find millennials who are well known for being digitalized and very active on social media. Many of them have gathered information about nutritional values in the food system and the unhealthy ingredients used by chain companies. One of the most symbolic example is given by McDonald’s which, for this reason, experienced an important drop in sales in 2014. After this event, McDonald’s decided to solve the problem by launching a new campaign on social media which allowed their customers to re-design their menu. Yet, people could ask questions on Facebook and Twitter about how food is prepared, what it contains and where did the ingredients come from (Jankowska 2015).

Due to the consequences of preservatives in goods, food industries and restaurants started to change their regulations to follow what consumers wants and what society needs in the future. In many cases, decreasing the usage of preservatives in food has also a positive environmental impact. One of the most popular example is given by the campaign against palm oil. This crusade campaign reached its climax at the beginning of the 2000’s when Greenpeace activists showed the consequences of palm oil usage and the unfortunate outcomes such as deforestation and habitat loss for orangutans (Glass 2014).

Due to an increased awareness in terms of healthy food, people started to choose carefully what they eat; thus, people’s choice affects other dimensions. One of these dimensions is the zero-waste concept. As we will see in chapter 2.1.4, zero-waste concept is another important reality and an indispensable value for a modern society.

### 2.1.4 Zero-waste concept

One of the biggest trends is given by the zero-waste concept which aims at reusing food waste to prepare new dishes. Also saving energy and using recycled materials in the kitchen premises belong to a zero-waste concept. Implementing a zero-waste mentality in work environment is, perhaps, not the easiest of the tasks. Unless the restaurant is born from this idea, going “green” can be time consuming because it takes time to train the staff. However, many measures are easy to implement and cost-effective (Mealey 2016).

As stated above, restaurant managers can decide to use recycled materials to store or even serve products. One of the most popular example is given by take-away coffee cups which
can be made of recycled papers instead of Styrofoam (Mealey 2016). Even dishes can be designed to be served on recycled plates. The restaurant Juhana Herttuan Kellari inside Turku’s Castle is famous for serving their dish on rye bread which is used like a plate. Thanks to this approach, the restaurant is adopting a zero-waste idea and providing an experience at the same time.

Another valuable idea to apply a zero-waste concept is by growing own food and compost waste. Obviously, this idea works if the restaurant has a garden and a compost station set up. However, it still can be applied if the restaurant decided to recycle waste into compost and contact a local farmer to pick it up (Mealey 2016).

If we look at the global picture, zero-waste concept has become the main path of many famous restaurant owners and/or chefs who are not just marketing their renovated business idea but also themselves. Among these people we find Italy’s number one chef Massimo Bottura. In 2015, Bottura opened a restaurant called “Refettorio Ambrosiano”, a soup kitchen where the chef is cooking for homeless people by using left-overs from Expo Milano 2015 (Culinary Interaction 2016). Yet, what makes the zero-waste concept unique is its storytelling. Food is prepared like in old times when people used food that otherwise would be wasted and turned it into tasty meals.

Marketing a zero-waste concept has been the trend for a few years. Integrating this concept in a marketing campaign is very effective as it is extremely appealing for consumers in many countries. Thus, we can say that it is universally accepted and one of the best way to interact with people and their needs. In an online marketing campaign, posting a picture that shows restaurant’s sustainable actions such as how ingredients are re-used is one of the most powerful and engaging tool (Gourmet Marketing 2011).

From a zero-waste concept, we can easily move to another relevant topic and indispensable value in modern society: animal rights. This chapter explained how restaurants can maximize from ingredients or materials making a restaurant to save money and, at the same time work ethically. The following paragraphs will explain how animal rights are important not just from an ethical viewpoint but, just like zero-waste concept, also from an economical viewpoint.

2.1.5 Animal rights

The increasing awareness about animal rights changed consumer’s behavior and shaped the mainstream culture. In the last years, many consumers stopped eating products derived
from animals and carried out the idea that animals should be treated with respect following the same moral rules that shape human rights and every individual of an advanced society.

As stated above, when people think of animal rights they have two different thoughts. The first one includes the idea that animals should not be eaten to respect them as living creatures. From this way of thinking many started to adopt a vegetarian or vegan diet which is also carrying health benefits. The second thought has an environmental approach as eating meat has harmful consequences for the environment. As a matter of fact, treating animals in a farm is not ecological because they consume crops, water, soil and eventually pollute rivers and streams. This is added to the fact that many times trees need to be cut down to make space to some new factory-farms. Thus, it will not be a surprise to know that animal agriculture causes 51% of greenhouse-gas emissions (People for the Ethical Treatment of Animals).

The consumption of sustainable food is already an important reality for our society. Affordable and nutritious alternatives are considered the best solution to save the planet from starvation and climate change. According to the United Nations, population will grow from 7.2 billion to 9 billion by 2050 meaning that there will an increasing demand in food quantity but not enough resources for everybody (United Nations Environment).

From a food and beverage business viewpoint, this data should be used at own advantage to develop a concept based on veganism or vegetarianism. In this way, consumers will notice that the restaurant is not just following a trend but is also respecting animals and life in general. Potential customers will be willing to pay more to eat healthy and save the planet at the same time. From a marketing perspective, creating a successful campaign that includes the above-mentioned values is very important. However, a marketing campaign should not underline negative themes, rather show the advantages of eating the so called “superfood”. The most suitable target group for such a campaign would be young adults otherwise called “millennials”. In other words, those people that are well affected by current trends and sustainable choices. These people are also the most susceptible to messages about new foods because their habits are not as deeply-rooted as previous generations due to the fact that sustainability has been discussed for a long time in our society. Yet, young adults are also good promoters as they are willing to deliver restaurant’s message and concept to other consumers (Goodland & Anhang, 17).

Since this research is not only based on societal marketing but also on online marketing, the following chapter will describe more in detail different areas of online marketing and how they can be used at own advantage to market social values and increase visibility.
2.2 Online marketing

This chapter will not explain the meaning of online marketing neither will list the features that create such a field. However, it's important to remark that online marketing represents a list of techniques and features used to attract potential customers on the internet. These techniques differ from traditional media such as television, radio or magazines because they have a strong interaction with users. The message created and conveyed online follow exactly users' needs and wants. Yet, values and trends are created with people for people which is something in common with societal marketing.

There are several reasons why online marketing plays a key role for any business in the world. One of these is that users online are embracing brands through social media meaning that the old concept of advertisement is outdated. As stated by Murray Newlands (2011) only 14% of consumers trust advertisements on traditional channels. This means that the power that was once held by marketers has now flown to consumers (Kozinets, 258). Therefore, it is easy to understand that social values should be sold in these channels where people create content. Indeed, societal marketing was born from people’s needs, just like social media. Thus, it is no coincidence that they both share the word “social”.

People connecting with each other sharing and creating content has created the concept of value-co-creation (Prahalad & Ramaswamy 2004) which is another important feature of societal marketing as well. As stated by Seth Godin (2009) the behaviour of consumers in a virtual world have created online “tribes” where people, or more specifically, activists share their interests and concerns. For so, these tribes have changed consumer activism and marketers’ behaviour. These online tribes create their online message for free and share their content through websites, Facebook pages or YouTube videos. Therefore, we have all witnessed the usage of online activities such as social media to create campaigns aimed at increase awareness about social values. It is at this point that businesses, including restaurants, cannot ignore what these growing communities want.

Indeed, it is a fact that a restaurant that decided to create an online campaign following the values that people, and activists want, create a remarkable advantage in its own field and increase brand awareness at the same time. Brand awareness is about getting target attention on the brand. For this purpose, online marketing campaigns should be designed to follow needs and become relevant for the people (Kelly 2013).

Societal marketing is the most suitable plans for an online campaign because it can meet the three social media goals. One is the above-mentioned brand awareness. The second
goal, called “lead generation” consists on gaining more sales and increasing revenue for a company. The third and last point is customer retention which is about keeping customers by providing fresh content (Kelly 2013).

Selling social values online means informing potential consumers about the “green” menu offered at the restaurant. Yet, it is a big opportunity to share content about locality and freshness of ingredients as well as restaurant’s concern about environment and sustainability. This is the business idea that consumers want and for this reason it is important that such a message is delivered through the right channels. It is also a fact that web-based companies help to build loyalty and gives a feeling of belongingness and accomplishment.

As explained by Hoffman and Novak, it is very important to interact on social media and apply four higher-order goals known as the 4Cs: connect, create, consume and control. These 4Cs explain why online activities like social media are so important in today’s business. The results of Hoffman and Novak’s research suggested that users feel connected to each other by sharing social goals which are linked to their needs. Therefore, these needs create social goals and contribute to boost sense of self and responsibility. Users are connected online through web or mobile-based applications where they can create content (e.g. blog or Facebook posts), consume what they create (e.g. by reading a post) and finally control all their actions which influences social reputation as well (Hoffmann & Novak 2012).

In the following chapters, all the aspects of online marketing will be explained to understand its potentiality as well as the strong connection there is with societal marketing. Also, this chapter will go through the aspects of online marketing such as search marketing, social media marketing, video marketing and the differences between owned, earned and paid media. Finally, an example of SMART strategy based on social values will be created for a small-medium restaurant.

2.2.1 Search marketing (SEO & SEM)

As explained by Search Engine Land (2017), search marketing is about gaining traffic online through paid and unpaid actions. Thus, search marketing is divided in SEO which stands for search engine optimization and SEM which stands for search engine marketing. For any type of business and in especially for a restaurant, gaining traffic through SEO and SEM is key because they help to reach the top on search engines.

A small-medium restaurant placed in Helsinki and that is struggling to stand out in the crowd must put all its efforts on these two elements of search marketing. The first step is to gain
visibility applying SEO, in other words by creating organic content that helps to reach the highest positions on search engines such as Google or Bing. At this point, it is important to remember that SEO is divided in on-page SEO and off-page SEO.

On-page SEO describes all actions taken within a website. Among these actions we find creation of valuable contents which reflect the business idea as well. E.g. a small-medium restaurant that apply a societal marketing campaign can start a blog where sustainable recipes are shared with users or discuss new “green” trends. Showing the business idea on a website and involving users by sharing a content that is valuable to society is already the best way to start an efficient marketing campaign. Yet, it is important to remember that on-page SEO includes optimized titles and descriptions, a good URL structure, sitemaps, internal links, high-quality images, fast loading pages and/or mobile friendly pages.

Off-page SEO instead, describes all actions taken outside of a website. In this matter, we are talking about link building, social media marketing and social bookmarking. Therefore, also off-page SEO is important because it gives a deeper understanding of how a website is perceived in all social media platforms. The explanation is given by the fact that a strong website which successfully applied on-page SEO, is likely to have links from other websites or mentions on social media and bookmarks. If off-page SEO is applied as it should, it boosts traffic, page rank and exposure in terms of visits, links and social media mentions. If we keep on following the previous example of a small-medium restaurant blog, gaining traffic is facilitated by the fact that sustainable food is one of the hottest trend among people. Consumers’ food decisions are based on where and how food is made or grown. This way of thinking is also affected by people’s realization that some foods could disappear in the future (Lempert 2016).

![SEO Diagram](image)

Figure 2. Categories of Search Engine Optimization (Michelizzi 2017).
For an efficient online marketing campaign, it is recommended to familiarize with SEM as well. SEM include all paid actions taken to gain website traffic. The most common example is given by pay-per-click (PPC) where companies, many times restaurants, pay for its website to appear in the top list of a search engine. This type of strategy is chosen by many restaurants to support SEO and strengthen their marketing activities. Applying a SEM plan gives higher chances to reach the top list on search engines.

If we are trying to market a sustainable restaurant which offers only organic ingredients and vegan alternatives, but is struggling to stand out among competitors, SEM is the best solution. When creating a pay-per-click ad, we can choose the city where the restaurant is located and who is our target group. Thus, the best option is to create a message that is tailored to users interested in the restaurant concept. As a matter of fact, when applying SEM, it is at the utmost importance that a restaurant chooses the right target group to see return on investments. PPC allows restaurants to focus on specific target groups in a restricted geographical area. PPC is very often used by restaurants to advertise offers focused on products. E.g. a green restaurant can decide to create a PPC ad on Google to advertise their time-limited vegan/vegetarian menu for Christmas.

In the screenshot below, we have an example of a ROI calculator provided by fuel-travel.com. By typing amount of money monthly spend, conversion rate (percentage of visitors who buy), cost per click and average sale (revenue per conversion), we can calculate the expected results.
As we can see in the example above, applying SEM through PPC does not require a big budget as many small-medium restaurants believe. Having said this, it is also important to underline how SEM is important but not mandatory and restaurants can still benefit from online marketing through organic content.

### 2.2.2 Relevance of social media marketing

The first questions that must be answered is: “are social media relevant for societal marketing”? The best answer is given by a statistic made in June 2017 in Finland and shown by emarketer.com. The research analyses the frequency with which Finnish internet users between 15 and 74 years old use social media platforms. This research confirmed the key role of social media as they are very persuasive and ever present on our mobile devices. As a matter of fact, 44% of respondents stated they use Facebook several times per day, followed by WhatsApp 38%, Instagram 15%, YouTube 14%, Snapchat 9% and Twitter 6% (eMarketer 2017).

Another research made in 2017 by Statista showed the importance of social media in the same group of individuals between 15 and 74 years old in Finland. The individuals interviewed were 1005 and all confirmed the importance of social media platforms in their life. Among these individuals, 60% declared to use Facebook on daily basis. Facebook is followed by WhatsApp 50%, YouTube 26%, Instagram 25%, Snapchat 11% and Twitter 10%, to just mention a few (Statista 2017).

Social media marketing is so important because it provides customer service online 24/7. Many companies, including chain restaurants choose to invest their time on social media.
because they can help to increase revenue with existing customers or by getting new ones. The positive feature of this type of marketing is that it matches with every business goal. On social media, it is also very easy to measure the level of efficiency of your campaign. Thus, a restaurant can easily align social media marketing to the sales funnel and achieve bottom line results such as increasing revenue. One of the best features of social media marketing is their contribution to sales funnel which is divided in exposure, influence, engagement, action/conversion and retention. Exposure, influence and engagement create brand awareness while action/conversion and retention belong to lead generation. The sales funnel is described as a buying cycle which provides metrics of measurement in each stage (Kelly 2013, 34).

Exposure refers to brand reach and, in this specific case, how many people see your restaurant on social media. It is the first stage of the sales funnel and one of the most crucial because it gives the opportunity to create sales. In terms of online marketing, exposure is strictly connected to the amount of impressions were generated by e.g. a Facebook post, a banner or PPC advertising. Yet, we can add that in social media every user has the possibility to see your brand and what it offers. Eventually users exposed decide to find out more about your restaurant and/or purchase a gift card (Kelly 2013, 35).

A better way to convert users into customers is by having influencers or, in other words, those users that are talking about your brand and have many fans, followers or readers. This category of users is very important because they have a compelling reputation and credibility. Indeed, their opinion can influence users and finally push them to buy something or visit your business. In the category of influencers, we find blog subscribers, Twitter followers, Facebook fans or YouTube subscribers. Thus, they are considered as a form of online testimonials (Kelly 2013, 36).

In this path to sales increasing we find engagement as the third point. The meaning of engagement is straightforward and refers to interaction between people/users and your company on social media platforms. This is, perhaps, the strongest asset of social media: they allow people to be in contact and communicate with brands. Thus, they can write in the comment section of a restaurant page, give feedback or share your time-limited offer with other friends. Yet, people that manage to engage with your company, are more likely to become customers and bring more revenue at the end of the month because they feel more involved (Kelly 2013, 38). According to a research conducted by Pulse Point Group and The Economist Intelligence Unit in 2012, companies that engage on social media experience a return on investments four times higher than other companies less socially in-
volved. Also, 84% of the respondents stated that social media usage increased the effectiveness of marketing campaign and sales efforts. (Pulse Point Group and The Economist Intelligence Unit 2012).

The fourth step of this social media sales funnel is action and conversion. These two terminologies go hand in hand because they refer to the key moment in which a user finally decides to take an action and purchase a product or service, thus we can finally say they are converted. Action/conversion represent the logical consequence of a successfully implemented engagement step. As stated before, an engaged customer is more likely to be converted and become a customer. At this point, your customer decides to become a fan of your page, a subscriber of your channel or share his/her email to follow up. For so, it is important to share with them the right content that is both valuable and relevant for the target group. If their needs meet your concept, they will certainly buy from you than from other competitors who have not engaged with them (Kelly 2013, 40).

Finally, the last step of the sales funnel is customer retention which consists of different marketing activities used to place customers back at the top of the sales funnel. Customers will go again through exposure, influence, engagement, conversion and retention. This time, the entire process will be faster as they already know your company and what you provide. Therefore, customer will choose your concept again and make more purchases. To do so, customers should be pushed to purchase new products or services or to purchase with more frequency (Kelly 2013, 41).

Having explained the social media sales funnel and why social media are so important, it is time to make an example based on societal marketing and how restaurants could apply an efficient social media strategy that boosts sales:

1. User 1 sees that someone shared on Facebook a time-limited offer of a restaurant. The post says, “Zero-waste concept Valentine’s menu. We love food”. User 1 takes no action, but he is exposed.

2. User 1 sees that a friend from his/her Facebook list wrote a positive review about the restaurant. This time User 1 is influenced.

3. User 1 starts to follow the Facebook page and looks at some of the latest posts. S/he is impressed by the quality of the picture but mostly s/he is impressed by the fact that the entire menu is based on local ingredients and zero-waste concept. User 1 share restaurant’s posts and finds the website. A communication has started which leads to engagement.

4. When checking the website, User 1 decides to book a time and try the restaurant. User 1 has taken an action.
5. The experience at the restaurant was excellent, s/he loved the food but mostly s/he loved how the restaurant based its concept on social values. Back at home User 1 realizes that it is possible to purchase gift cards from restaurant’s website. S/he is converted and takes another action.

6. S/he gives a very good review on Facebook and starts to follow the restaurant on other platforms too. S/he is back at the engagement step.

7. On social media, User 1 sees another time-limited offer and decides to book another time. Back to action/conversion step.

8. The person that received the gift card, loved the restaurant and starts to follow up on social media platforms. This person decides to find out more about zero-waste concept and the importance of social values.

As we can see social media sales funnel can be combined with societal marketing and applied to any restaurant business. This type of plan can be called online societal marketing sales funnel. Yet, the above-listed example, is cost-effective and raise awareness about social values throughout social media platforms. A solid social media strategy does not only increase sales, it also creates the opportunity to share an important concept (Kelly 2013, 45). However, a key role in the online societal marketing sales funnel is played by brand awareness because without it, many potential customers would not find out about restaurant's concept. In fact, the primary mission of every good campaign is to tell people that we, as companies, exist. Also, brand awareness makes sure that a company has a positive reputation and is providing values. One of the best examples is given by Lyfe Kitchen, a franchise restaurant founded in Palo Alto, California in 2011 by four former McDonald’s executives. Lyfe Kitchen is a premium fast-casual restaurant that serves sustainable dishes with less than 600 calories (Jennings 2013). The marketing strategy of Lyfe Kitchen is to promote their ethical produce. Their vegan, gluten free and local-based menu was promoted through social media by exploiting the usage of influencers in fashion, fitness, sports and health. In this way, Lyfe Kitchen could reach out a remarkable number of people from different target groups and make influencer marketing as one of the marketing trends in 2016 (Veeranna 2016).

2.2.3 Video Marketing

Even though video marketing belongs to the same category of social media marketing, it requires a separate explanation since it presents different bias. Getting familiar with the advantages of video marketing strategy is considered as one of the first step that a business should take. From a psychological viewpoint, the importance and strength of video marketing comes from the fact that human brain can elaborate images at a higher speed than a written text. In addition to this, images from videos have higher chances to stay impressed in our memory (Varlese 2015).
Implementing societal marketing in a video marketing strategy is strongly recommended as we have the opportunity to show people how ingredients are handled in the kitchen premises. Yet, it gives the possibility to tell stories of how goods are chosen and where they come from. Last but not least, on a video a chef can decide to share his/her recipe with other users and involve them in the process. After all, there is nothing better than sharing secrets or stories, which is one of the strongest assets of societal marketing itself. Video marketing is one of the most powerful way of communicating because it is immediate and delivers a message in a more entertaining way. Also, videos posted on social media gives us the opportunity to write a comment and engage with the brand unlike TV marketing.

Video marketing supporters agree that it plays a key role in terms of brand awareness, lead generation and online engagement. Already in 2014, the creator of Facebook, Mark Zuckerberg, decided to give much more space to videos in order to share content. As a matter of fact, Zuckerberg realized the potentiality and compelling power of social video marketing and for that reason decided to invest on it (Borison 2014). In 2015, video views on Facebook passed the number of video views on YouTube. This result is explained by the fact that from 2015, videos on the newsfeed start automatically on Facebook (Piccigallo 2015).

Obviously video marketing has been extended to other social media platforms, leading us to new opportunities in terms of online marketing and brand awareness. Videos can be divided in different typologies of content: new products, brand history, FAQ, insights or innovative promotions. Video marketing is also cost-effective and accessible to all the persons that own a computer or a smartphone. Therefore, production, editing and distribution of content through videos on social media is faster and easier than on TV. Yet, videos do not have to be long to catch people’s attention and entertain them. In addition, videos can be shared in different platforms at the same time, giving us the possibility to get real-time feedback (Varlese 2015).

Another important feature of video is their natural adaptation to smartphone usage not just when it comes to editing but also when it comes to watching. The whole society in and out of Finland is moving towards videos and in 2016, for the first time ever, the users connected to mobile devices overtook desktop users. All this has been amplified by social video outbreak which became the favourite format of many users (La Mesa 2016).

The symbol of this new phenomenon is most certainly Snapchat, which bases all its strength on videos oriented towards engagement. Snapchat includes different patterns and effects to provide a live experience. Due to its potentiality, Snapchat caught companies’ attention
for marketing campaigns that exploit influencers. In the restaurant business, the best example was given by Taco Bell which launched its viral Snapchat campaign in 2016. The Californian brand launched a sponsored campaign where users could take videos and, with a special effect, turn their head into a giant taco. The result was 224 million views in just one day, breaking every previous record on Snapchat (Johnson 2016).

Also, other platforms started to change their natural settings to be video-friendly and compete with Snapchat. Among these social media we find Instagram which launched Instagram Stories. Clearly, the plan of Instagram Stories is also to compete from a marketing point of view following the leading example of Taco Bell campaign. Since social video marketing is both time-efficient and cost-effective, we can clearly understand how the future of social media marketing depends on it and is moving to new experiences. Yet, in the following months, it is expected to have less content in the news feed but a higher quality of organic videos which will include campaigns made by fans or followers (La Mesa 2016).

Small-medium restaurant business involved in societal marketing have a great chance to create a viral video marketing campaign that is completely organic. Videos help to boost reputation and increase the possibility to have a better position on search engines by 53 times. In addition, video can be used on email marketing which increase click rates and increase customer conversion rate by 71% compared to other organic contents like written posts or tweets (Di Vincenzo 2017).

Video marketing applied to social values can be divided in three main steps: TOFU (top of the funnel), MOFU (middle of the funnel) and BOFU (bottom of the funnel). The first step, TOFU, refers to brand awareness and, in this matter, the chance to market social values through videos. Posting videos on a website help to reduce the risk of bounce rate which represents the percentage of users that abandon a website after a few second (Di Vincenzo 2017). A small-medium restaurant can decide to launch a campaign that shows how the restaurant get ingredients from local farmers. This will increase the number of website visitors and social media shares.

The second step, MOFU, is used to keep customers and engage with them. At this point, online users were impressed by the video marketing campaign and are thinking to visit the restaurant or purchase a gift card. This time, users are expecting something more, something like a video tutorial (Di Vincenzo 2017). A good example for restaurants would be “how-to” videos where users can see what happens in the kitchen and how food is processed. Recipes can be shared online to engage and strengthen brand awareness. Finally comes BOFU which consists on keeping engagement high. The more we engage users
through videos and the more they are willing to buy. For restaurants, video tutorials can be posted on weekly basis (Di Vincenzo 2017).

Video marketing started to be implemented in email marketing as well. Despite the fact that videos and email are very different by nature, they can be combined together. A video sent throughout our mailing list is one of the most efficient and interesting way to deliver a message and capture someone’s attention. Thus, we can easily imagine the enormous potential of this tool if applied to restaurant business.

It is also important to remember that users are now more connected on many devices at the same time, including mobile devices. According to Think with Google’s research, 85% of adults between 18 and 49 years old use different devices at the same time. This means that in many cases, users are following TV and, e.g. YouTube on their smartphones. Yet, videos are the most favourite tool among millennials also in terms of social values. This is a key statistic as 4 out 10 millennials stated that they only trust YouTube for videos on causes they care about which also changed the way they see the world. Indeed, millennials watch 64% less TV than adults older than 35 years old (O’Neil-Hart & Blumenstein 2016).

Therefore, if small-medium restaurants want to increase brand awareness and sell social values, they must invest their time on video marketing and launch their video campaign. This will give users better insights and show what happens behind the scene of the restaurant. Users, or rather potential customers, will feel engaged and part of the business. They can share, comment and become social influencers of restaurant’s values.

### 2.3 SMART strategy for planning actions

One of the most popular tools used by big companies, including chain restaurants, is called SMART. The SMART strategy helps to guide business owner to set the goals of a marketing campaign in a broad sense. Therefore, this type of strategy can be used by small-medium restaurant and specifically for online societal marketing campaign. SMART makes sure that a campaign is Specific, Measurable, Attainable, Relevant and Time-bound. In other words, a SMART strategy helps to create a marketing guideline or path that restaurant management could follow to understand objectives and achieve goals. This type of approach is one of the favourite in restaurant business too because it has a straight-forward structure. Yet, SMART can be used to create an effective social media campaign in all platforms or focus on just one platform.
If we take as example a small-medium restaurant that applies a SMART strategy for an online societal marketing campaign, we can fully understand the potentiality of this tool. Thus, the first step is to start with a specific goal, which means that it should be clear. The clearer the goal, the easier it is to move to the next two steps. E.g. a restaurant can decide to increase the number of likes and fans by posting short video recipes with green ideas. To do so, restaurant management decides to post these videos on Facebook, where most of restaurant’s customers are and where younger segments can be attracted. In this case, posting videos may also increase engagement rate and visibility.

Once a specific goal is clear, it is time to understand if the goal is measurable. If the goal is not measurable, it is impossible to realize if we achieved what we wanted. Following the same example, restaurant management should check how many fans restaurant’s Facebook page has. At this point, if a restaurant page has 1000 fans, a measurable goal is to reach 2000 fans by August. Setting numbers is one of the keys.

The third step is asking ourselves “can we achieve the goals we set?”. An attainable goal means that we can achieve what we initially planned. However, increasing likes-rate on Facebook from 1000 to 2000 in 3 months, is not the easiest task. At this point restaurant management may adjust numbers as they realized that reaching 1500 fans is more realistic. Once our plan sounds achievable, we can move to the next step.

Our campaign should be interesting but also relevant. Posting videos or showing that our restaurant joined the cause of sustainability can have a major impact for our reputation and, as a consequence, for our campaign as well. At this point of the strategy we need to ask ourselves “Is our content on social media relevant? Why would people care about this?”. Thus, if our campaign is based on social values, it will most certainly matter to our fans. In addition, increasing likes and engagement rate is considered relevant too.

Finally, the last step is setting a deadline as every successful plan got one. E.g. the deadline for our new campaign can be set on August. For a restaurant in Helsinki, this can be an important deadline because it is right after the summer rush and where restaurants get most of their profits due to an increase in customer flows. During this time, our campaign should have helped to get 500 fans on Facebook and boosted reputation as sustainability was part of our campaign. It is at this point that we can also observe the importance of an achievable goal. Stating that a restaurant should get 2000 followers by the end of the high season (June-August) is unrealistic and extremely hard to accomplish.
Obviously SMART strategy can be applied to other platforms too, e.g. YouTube, Instagram or Snapchat. All social media have a potential; however, this perspective varies from case to case. Some platforms are more important than others as they are closer to restaurant’s concept and objectives. Thus, to achieve goals, it is very important to choose the right platform where we want to invest our time. Once the platform is chosen, a small-medium restaurant should post on daily basis and make sure engagement rate stays high. A timetable is also recommended to understand when most of restaurant’s followers are online and what they like to share. In this matter, scheduling visual content and posts can make a difference in terms of engagement rate and mentions through hashtags or comments.

3 Research position

The primary idea of this research is to discover how restaurant businesses in Helsinki use social values for online marketing purposes. Thus, not only small-medium enterprises were interviewed but also chain restaurants as author believes the best way for creating a strong online societal marketing strategy is to see what actions bigger companies are taking. Author’s research position aims at reaching in-depth understanding of the scene by having an interpretivist viewpoint that allows author to focus on the specific and concrete and experience what he is studying. Yet, author is using multiple data combined with his personal view to create what is studied. This means that author has multiple realities not just one. For this reason, a positivism research would not be beneficial for this study as it focuses on just one reality and rather aims at discovering an external reality than creating the object of study. Thus, for in-depth understanding of the matter, interpretivism is the most suitable research position for addressing questions of how, why and in what specific context a certain matter occurs (Carson & al. 66).

Interpretivist qualitative findings are reliable sources because they are based on prior and appropriate literature combined with empirical results. Trustworthiness of interpretivist qualitative findings from a justified research methodology which is in this case, face-to-face in-depth interview applied to follow-up interviews. This type of criteria aims at discovering the use marketing efforts and how they are performed in the restaurant business. In addition, active-inactive criteria are used in this research to allow data collected from interviews to have a better interpretation (Carson & al. 2001).

Since the idea behind this research is understanding and investigating a specific subject, follow-up in-depth interviews were chosen because they provide an illuminating way to study management decision making. In-depth interview approach helps the researcher to cover different areas linked to the same subject thanks to the open-ended nature of in-
depth interview protocols. Yet, this type of approach is the most suitable for exploring new subjects, themes or marketing trends. Finally, follow-up in-depth interviews aim at explaining actions and motives regarding a very specific topic like the one chosen by the author.

Interpretivist position requires the author of this work to be involved in the process and become a human instrument of research (Fetterman 1989; Hammersley and Atkinson 1983). Even though the author does not have a long background experience of this subject, it is strictly related to the study path of Hospitality Business, which also aims at studying new restaurant trends and look into the future of food and beverage experiences. In addition, the author has also studied digital and societal marketing during his study path, giving him experience and pre-understanding of the subjects. Yet, pre-understanding is a crucial requirement for an interpretivist approach in order to completely understand the processes in a marketing context (Gummesson, 1991 in Carson & al. 2001, 13).

The role of pre-understanding has the same value of prior theories. These two elements can be seen in this research and represent a confirmatory stage, called deduction. However, “deduction alone would prevent researcher to benefit from an existing theory” (Carson & al. 99). Thus, it is highly recommended to combine deduction with an exploratory stage called induction. In this case, induction represents data collected from in-depth follow up interviews, which help to develop an innovative marketing theory applicable in the restaurant business. As stated by Emory and Cooper, this kind of research methodology, lead us to the conclusions that induction and deduction must be used in a case-based research as they are complementary (Emory and Cooper 1991, 62 in Carson & al. 2001, 100).

It is at the utmost importance to clarify that this research wants to assess and analyse communication-related decisions of only certain types of restaurants. Because of the complexity and unclear nature of this subject, the author decided to select 6 restaurants (chains and SME) that know the concept of societal marketing and apply it in online marketing. Thus, it would have not been beneficial for the sake of this research to interview restaurants who are not familiar with the subject of this thesis. In fact, the main idea of this research, is trying to understand what kind of decisions the chosen restaurants are making, analyse their differences and create an efficient and valuable marketing strategy applicable to all small-medium restaurants in Helsinki.

Therefore, choosing 6 restaurants and not just one is very common in case-based researches as they provide more dimensions and viewpoints from the chosen topic. As suggested by Ying, selecting cases should follow a principle of replication. This methodology
should involve multiple experiments and not just multiple interviewees. The choice of cases should be prepared in a way that either confirms a theory or produce a contrary result (Yin 1994, 45-50 in Carson & al. 2001, 102). Indeed, trustworthiness and validity of this research come from multiple responses which should provide new insights and at the same time confirm prior literature reviews. Yet, even though there is no ideal number of cases for a research, a number between 4 and 10 is highly recommended. With fewer than 4 cases, it is hard to have insights create a solid marketing strategy (Eisenhardt 1989, 545 in Carson & al. 2001, 104).

Finally, it is important to clarify the reason behind the choice of a qualitative research method rather than a quantitative research method. Qualitative methodology is based on the fact that it provides a better insight of what interviewees have to say in their own words. It is the process of building a complex picture of a certain topic. A qualitative research aims at interpreting what people say by interacting with experts of the field in order to minimize the distance between research and those being the object of the study. Finally, the accuracy of information collected is determined with a blend of various sources (Karim Abawi, 5-6).

On the other hand, we have quantitative methodology which is used for testing an existing theory measurable with numbers and analysed with statistics. With this type of approach, reality is studied objectively, and researcher have a positivist viewpoint. Thus, researcher is distant from what is being researched. Numerical data are collected to explain a certain phenomenon. In fact, quantitative research aims to answer questions such as “how much?” “how many?”, “how often?” and “to what extent?”. (Karim Abawi, 7-10). Two questions of the interview protocol used by the author present the same feature described above as they were considered relevant for the research. However, this did not change the qualitative asset of the interview protocol but, instead, it supported data examination. In conclusion, a quantitative interview protocol would not have given a rich in-depth data as well as an effective exploratory stage. Yet, a qualitative research method gives the author more freedom in terms of how to use the data collected and develop a new theory.

3.1 Data collection process

Data collection process is a key phase for any research. It is at this point that

prior theory from the literature review, pilot cases and convergent interviews is linked to the cases through practices of data collection and analysis (Carson & al. 2001, 110).
Thus, it is at this point that researcher summarizes answers given during the interviews and creates a graph with a list of codes that helps readers to have a better understanding of the marketing matter. For so, once a content coding is created, author can apply a cross-case analysis to spot differences or similarities between different realities under the same business-umbrella. Collected data is also compared with prior theory which creates a blend of induction and deduction methodology to give a coherent and justified philosophical research position (Carson & al. 2001, 110).

Data collection process is highly important to justify a qualitative research and have in-depth understanding of the topic. In fact, qualitative data is collected to describe events or occurring phenomena in the social world (Van Maanen in Carson & al. 2001, 65). In-depth understanding is constructed by collecting responses from interviews which describes multiple realities within organizations (Patton in Carson & al. 2001, 65).

Interview protocol was created following the criteria of qualitative marketing research methodologies. Thus, questions were formulated in a way that respondents would not just answer “yes” or “no” but rather give a longer explanation for a deeper understanding or research topic. As stated before, a qualitative methodology does not aim at collecting numbers and create statistics. For so, interview protocol was created for addressing questions like how and why things occur and also what strategies restaurants are taking in regard of online societal marketing. In many of questions present in the protocol, author encouraged the interviewee to elaborate their answers. In this specific case, protocol worked also as guide for both author and respondent during the face-to-face interview.

Once the interview protocol was created, a list of potential restaurants that apply online societal marketing had been listed. Restaurants were contacted via email and, in some cases, by phone. In each case, author explained topic and purposes of this research. Yet, author assured why research topic is beneficial for restaurants and how restaurant business can benefit from it. Author provided a list of days where face-to-face interview could take place. In case of positive response from the restaurant, interview protocol was sent so that respondents can familiarize with questions and prepare their answers before the interview. It was also explained that interviews would have been recorded and transcribed for collecting data. By transcribing the conversation, it is easier to analyse data and create graphs. Finally, respondents were given the choice for place and time of the interview. If none of the given options worked for respondents, they could choose another day for the interview to take place.
The language used in the questionnaire does not include complicated terminology or jargons. However, because the author chose respondents that know the concept of societal marketing and have a prior background regarding this topic and marketing in the broad sense, the questionnaire present terminologies that may seem obscure for other businesses.

Author contacted different companies until a list of 6 positive responses was received. Thus, 6 restaurants were chosen which are divided in 3 small-medium restaurants and 3 chain restaurants. All interviews took place during September 2017 to collect data well in advance and give author time to reflect, re-elaborate information and transcribe conversations recorded. Materials was analysed by applying a form of content analysis (Carson & al. 83) which was divided in 3 main topics present in the questionnaire: marketing strategy value, societal marketing, online marketing and video marketing. Thus, this form of content analysis facilitates researcher’s work as it helps to arrange the amount of data collected from transcribed interviews. In this case, we can say that qualitative data collection and analysis may use the same techniques that we normally find in a quantitative analysis. E.g. researches can create crosstabulation graphics with all companies listed and divided by dimensions/topics. However, despite the quantitative technique, qualitative data collection is not statistically relevant as they aim to analyse words and not numbers. The number present in the graphics only identify the existence of a certain amount of companies interviewed with no relevant meaning. Thus, we can say that qualitative data analysis present similar features of quantitative data analysis, but they are not equivalents. A quantitative data collection aims to discover whether a certain statement is true within a wider target group while a qualitative data collection examines scenarios, connections and relationships of a very specific group (A.J. Veal. 2011, 399).

Because two different topics were combined in this research, data collection applied to a qualitative research works as facilitator. In fact, it may be complex to combine societal marketing with online marketing and summarize it in a way that is understandable to all readers. Content analysis help readers of this research to read and understand restaurants’ responses as we will see in the following chapter where I will explain in detail the phase of content analysis in a qualitative research.

3.2 Data analysis process

As introduced at the end of chapter 3.1, after collecting qualitative data and transcribing interviews, it is time to use content analysis to analyse the information received. This research will present graphics that contain features of quantitative methodology. Each graphic
will have different codes divided in categories. As stated by Miles and Huberman, these types of codes are used to re-organize and yet allow analysts to spot all the segments related to the chosen topic (Miles and Huberman 57 in Carson & al. 2001).

Content analysis is then divided in two sub-categories: axial coding and selective coding (Neuman 408-409 in Carson & al. 83). In the axial phase, the researcher analyses information, and create a legend that contains codes used to re-name interviewees. After the axial phase, the researcher starts a selective phase which allows to divide data from interviews into categories or subjects. Thus, dividing the interview protocol into chapters will help to create different graphics for each topic and have a clearer understanding when it is time to compare and find contrasts between the cases. As we will see in this research, the author decided to divide the interview protocol according to criteria for analysis based on aims and objectives (Carson & al. 2001, 84).

For privacy reasons, the author decided to not list the 6 interviewed restaurants with their real names but rather using codes. Since this research analyses both chain and small-medium restaurants, two distinct categories were created. Each category will be coded from 1-3 by no means of order. To make the separation clearer, each group will have two different abbreviations. Letter C, will stand for chain restaurants, while small-medium restaurants will be listed as SME from the well-known definition of small medium enterprise. This type of order will be kept in every dimension presented in chapter 4 to avoid misunderstandings. What follow in Figure 4 is the abbreviation for each category.

Figure 4. Restaurant categories and coding (Michelizzi 2017).
For all 6 restaurants, the same interview protocol was used to collect data as questions were structured in a way that could be used for the 2 listed categories in Figure 4, above. All interviews were recorded and transcribed right after the interview. During this process and for the sake of this research, the author also took notes of other details that the interviewee shared. It is also important to remember that interview transcription work as a back-up plan in case audio is irremediably lost.

As stated before, once all interviews were transcribed, the author decided to separate the questionnaire per topics which also formed the interview protocol: societal marketing, online marketing and video marketing. A few questions present quantitative methodology features as they collect numbers for statistical purposes. E.g. question number 3 measures the level of importance of societal marketing on a scale from 0 to 10 and question number 20 measures frequency for uploading videos and gives 4 options. Overall the interview protocol present typical qualitative features. Therefore, the first part of the protocol measured the importance of societal marketing and established what social value matters to restaurants, why they emphasize the chosen value and how important it is to them. The second part aims to establish what actions are taken regarding online marketing and social values. The third and last part of the protocol regards video marketing and tries to understand how active restaurants are and if they consider video marketing an important way of communicating with fans and followers. In this last part, question 20 measures with what frequency videos are posted on social media. Thus, as stated above, this question is structured in a statistical form where restaurants can choose only 1 of the given options.

For a better understanding of this analysis, the author decided to create 3 matrixes for each topic which will provide a visual and yet clear explanation. Thus, matrixes have abbreviation for each terminology. Terminologies are, in this matter, some of the social values that were also explained in chapter 2.1: organic products, locality, zero-waste concept, vegetarianism. The last two terminologies sum up the concept of animal rights previously explained. However, the figure below includes also terminologies that interviewees specified during the interviews such as seasonality, gluten free options and quality of products.

Among these extra terminologies we can also spot ecological values and plant based concept. While the first terminology is straight forward as it describes the usage of green energy within the restaurant premises, the second one needs a brief explanation. In fact, a plant based concept differs from veganism because a plant based pattern based on plants but not exclusive to it. Therefore, a customer that is following a plant based concept may consumer eggs or cow milk products. Thus, a plant based regime relies on consuming a low
amount of refined foods bleached flour or refined sugars. Ultimately, plant based diet is just a way of eating while veganism is also a lifestyle.

Since data collection and analysis include many terminologies and multiple dimensions, interpretation and explanation of data collected from the interviews can be challenging and hard to debate. Thus, it is important to add that visual presentations alone are not enough for a total understanding of the matter. Therefore, the author decided to combine in-text explanations with visual tables. As stated before, tables are divided in multiple terminologies represented with a list of abbreviations as illustrated in Figure 5 below:

<table>
<thead>
<tr>
<th>Terminology</th>
<th>Abbreviation</th>
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<tbody>
<tr>
<td>Organic products</td>
<td>ORG</td>
</tr>
<tr>
<td>Locality (local products)</td>
<td>LOC</td>
</tr>
<tr>
<td>Zero-waste concept</td>
<td>ZW</td>
</tr>
<tr>
<td>Vegetarian options</td>
<td>VGE</td>
</tr>
<tr>
<td>Vegan options</td>
<td>VEG</td>
</tr>
<tr>
<td>Seasonality</td>
<td>SEA</td>
</tr>
<tr>
<td>Ecological/eco-efficiency (green energy)</td>
<td>ECO</td>
</tr>
<tr>
<td>Quality</td>
<td>QUA</td>
</tr>
<tr>
<td>Gluten free options</td>
<td>GLF</td>
</tr>
<tr>
<td>Plant based concept</td>
<td>PLB</td>
</tr>
</tbody>
</table>

Figure 5. Social values for restaurants (Michelizzi 2017).

As we will see in chapter 4, the above-listed terminologies will be presented in the tables. However, the author will firstly describe the restaurants that were chosen for this work and the criteria that was followed to choose them. Once restaurants are introduced, findings from the interviews will be analysed. At the end of each chapter, readers can find a table
that summarize and give readers a simplified, yet clear overview of how small-medium and chain restaurants responded during the face-to-face interview.

Finally, before going through findings and analysis, research ethics in terms of guidelines will be explained as this research must follow guidelines for thesis writing and reporting. These guidelines include following the rules for reporting other references and respect previous literature work.

3.3 Research ethics

This research was conducted following Haaga-Helia’s guidelines for Bachelor thesis writing and respecting the rules of thesis reporting. Thesis is following ethical guidelines provided by National Advisory Board on Research Ethics at the Finnish Academy. The author of this thesis has used prior literature review to support theories and build research credibility to the eyes of readers or other researchers. However, intellectual property such as theories and opinions of other authors has been respected and reported truthfully.

Thesis was planned well in advance and with the help of a supervisor who approved scope and aims of research topic. Thus, all initiatives were firstly discussed during meetings before taking any independent decision related to this research. Indeed, interview protocol was reviewed by the supervisor before interviews would have taken place. Once the protocol was approved, researcher contacted participants either via email or by phone. Participants were informed about the purpose of this research, for so, data was collected once their permission was given.

When participants expressed their will to take part of this project, interview protocol was sent via email so that they could familiarize with questions and prepare their answers well in advance. In addition, the possibility to ask further questions via email or by phone was given to interviewees. Finally, author agreed that this research will be published for research purposes only. For so, this research will not be shared with third parties.

4 Data analysis

This chapter will present findings from interviews and analyse the results of each topic covered. Each chapter will compare chain and small-medium restaurants in relation to societal marketing, online marketing and video marketing. At the end of each chapter, readers can find a table that summarize the theory previously explained.
At the beginning of the data collection process, the author started a research to find which restaurants in Helsinki are aware of societal marketing or use social values to attract customers. Thus, research led the author to online sources such as Visit Finland website and, especially TripAdvisor. This last, provides an extensive list of restaurants that are well aware of social values or based their entire concept on them. Choosing restaurants that already know social values was a primary criterion as this research wants to clarify how societal marketing is used and through what online channels. Thus, restaurants that are not aware of this topic, were discarded as they would not give valuable response for this work.

Finding restaurants that use online marketing for their campaign was not difficult as social media are already an important reality and are very well-established in the restaurant business for communication. As a matter of fact, all restaurants interviewed were somewhat active on social media. For this reason, no greater effort was needed to find restaurants that could meet these standards.

During September 2017, a list of potential restaurants was created on excel. An excel containing the name of potential restaurants was created to facilitate the research and remember who was contacted and when. In addition, author also took notes of how many times a restaurant was contacted and through what channels (e.g. via email or by phone). The list included a total of 32 different restaurants from which 6 responded positively to the request for an interview. Interviews took place within the same month to follow author’s own schedule and have enough time to transcribe and analyse the information recorded. What follows is the complete list of restaurants that were contacted (see also appendix 2). Among them, we have the 6 restaurants that were interviewed. As stated before, due to privacy reasons, the chosen restaurants will not be identified.

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<tr>
<th>Kitch</th>
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<tr>
<td>Bryggeri</td>
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<td>Onda</td>
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<td>Aino</td>
<td>Restaurant Nolla</td>
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<td>Nokka</td>
<td>Gastrobar Emo</td>
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<td>Boulevard Social</td>
<td>Restaurant Grön</td>
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<td>Ravintola Sunn</td>
<td>Kuurna</td>
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<td>Ravintola Story</td>
<td>Rockbistro Bar Loosister</td>
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<td>Raw’n More</td>
<td>Fat Ramen</td>
</tr>
<tr>
<td>Veggie</td>
<td>Levant</td>
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<tr>
<td>Date + Kale</td>
<td>Hotel Indigo’s restaurant</td>
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</table>
During the first week of September 2017, eleven small-medium restaurants and five chain restaurants were contacted. From these restaurants, two responded positively to author’s request via email. For so, the first two interview took place in the second week of the same month. During this time, other restaurants were contacted either via email or by phone. The other four missing interviews were finally arranged at the end of September. Interviews were scheduled in accordance with respondents who agreed to meet. Once meeting was arranged, the author sent the interview protocol.

Reaching the number of six restaurants for the interview was challenging as contacting the right persons in charge of marketing choices was difficult at times. As a matter of fact, out of the thirty-two restaurants contacted, only six responded positively. However, six restaurants are a suitable number for this work as a qualitative research does not require many responses like in a quantitative research method. As stated by A.J. Veal, unlike quantitative research, qualitative information collects form of words or images rather than numbers. Yet, a qualitative research aims to collect an important and valuable amount of information about a limited number of cases in relation to a specific subject. In addition, Veal believes that qualitative methods are used in situations where formal or quantified research is not possible, e.g. people personally involved in tourism and leisure that can describe their experiences (A.J. Veal 2011, 231-232). Indeed, interviewing a few cases of specific segments from the restaurant field has been crucial for this work too. In fact, interviewing many restaurants in Helsinki would have meant choosing restaurants that are not necessarily involved with societal marketing and would not have provided valuable answers for the sake of this research. Finally, sampling for qualitative research is not concerned about numbers or random sampling but rather present a functional picture of a social structure studied by the author (Karla Henderson 1991, 132 in A.J. Veal. 2011, 369-370).

In the following chapter, we will see a brief description of the restaurants interviewed. However, to respect restaurants’ privacy, names or other sensitive information will not be presented. Also, restaurants will not be described by their style or menu by rather by the social

<table>
<thead>
<tr>
<th>Restaurant Name</th>
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<tbody>
<tr>
<td>Finlandia Hall’s restaurant</td>
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<td>Café National Museum</td>
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<tr>
<td>Just Vege</td>
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<tr>
<td>Beijing 8</td>
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<tr>
<td>Friends &amp; Brgrs</td>
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<tr>
<td>Street Gastro</td>
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<tr>
<td>Fafa’s</td>
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<tr>
<td>Ravintola Savoy</td>
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<tr>
<td>Hotel Clarion’s restaurant</td>
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<td>Ravintola Olo</td>
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</table>
values they normally represent in their online marketing campaign. From the next chapter, author will name restaurants using the abbreviations described in Figure 4, chapter 3.2.

4.1 Description of restaurants

As previously explained, the author chose restaurants that were familiar with the concept of societal marketing. Despite all restaurants interviewed are well-aware of all social values and are somewhat active on social media, some of them decided to focus on certain values, which normally represent their entire business concept. Thus, restaurants interviewed are all different in terms of style and food choices. E.g. some of them, preferred to focus mainly on organic raw materials, vegan/vegetarian options or zero-waste concept. Therefore, the author thought that choosing 6 different restaurants will help to create a broad overview of the “scene”.

As stated above, restaurants differ also in terms of food choices and/or premises style. Some of the chosen restaurants are considered fine dining while some others are considered fast-casual or casual dining and have moderately-priced food. One of the reasons behind the above-mention differences comes from location. In fact, two of the restaurants interviewed are placed in a shopping mall and another one is inside a market hall. These two places are normally crowded and have a casual atmosphere. Yet, this research includes also responses from one event and congress company which has a partnership contract with a restaurant service provider.

At this point, it is also important to underline that not all restaurants premises have been visited as some of the interviews took place elsewhere or, in one case, via Skype. The following paragraphs will discuss the results from data collection and examine each topic of the interview protocol. At the end of each chapter, the author will present a matrix that will briefly summarise responses from operational team members or restaurants’ owners and provide a concise overview of the topic.

4.2 Findings on societal marketing

The first part of the interview protocol aimed to collect responses about societal marketing and how restaurants perceive this. As stated in chapter 2, societal marketing is a growing global phenomenon that is affecting many fields, including those in food and beverage enterprise. What follows is a description of restaurant’s perception about societal marketing. From this chapter onwards, restaurants will be named using abbreviations. Also, the matrix at the end of this chapter will present the abbreviations previously listed in chapter 3.2.
When it comes to marketing budget per year, the co-owner of SME1 and the marketing and sales manager of C1 agreed that it is more than 10,000€ per year which means they are both putting efforts in their marketing campaign. In this case, also a small-medium restaurant is investing a considerable budget for marketing. Yet, it is important to underline the fact that the country manager of C2 could not answer to this question as all marketing actions are taken in the headquarters of the company in a different country. However, he stated that marketing budget per year is “most probably more than 10,000 €”. This number is considered realistic as C2 is operating also abroad. The founder and co-owner of SME2 stated that marketing budget is from 0 to 1,000. However, this amount is more like a marketing fee that the restaurant is paying as it is located inside a shopping mall. For that reason, the founder and co-owner of SME2 stated that “my marketing budget is mainly the time I give. I am not really buying external marketing or anything like that”. The marketing responsible of C3 and the CEO of SME3 stated that their marketing budget per year is more than 10,000. Thus, SME3 just like SME1 is investing a considerably important amount of money for their marketing. C3 is also spending the same amount and just like C2 they have restaurants abroad as well.

For all restaurants interviewed, societal marketing plays a key role in their strategy. However, when asked to measure the level of importance of societal marketing on scale from 1 to 10 they all gave high numbers which were never lower than 8. In the figure below, we can see what their responses are.

“On a scale from 1 to 10, how important is societal marketing for the restaurant?”

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<tbody>
<tr>
<td>C1</td>
<td>8</td>
</tr>
<tr>
<td>C2</td>
<td>9</td>
</tr>
<tr>
<td>C3</td>
<td>9</td>
</tr>
<tr>
<td>SME1</td>
<td>8-9</td>
</tr>
<tr>
<td>SME2</td>
<td>8</td>
</tr>
<tr>
<td>SME3</td>
<td>8-10</td>
</tr>
</tbody>
</table>

Figure 6. Measurement of societal marketing importance (Michelizzi 2017).

When asked if in their opinion social values are just a trend, all six restaurants agreed that social values are not just a trend. However, they also pointed out that at the moment social values are also a trend that people follow. SME1 stated that “there are many companies
that are using social values as a trend to market themselves”. SME1 referred to greenwashing, which happens when a company promotes green-based initiatives because they are a trend but at the same time their actions do not reflect their green image. Also, C1 confirmed that at the moment social values are also a trend but “hopefully these values will stay”. SME2 said that “everyone started to realize that we need to be more sustainable in terms of zero-waste policies, environmental issues and ethical questions as well” and added that “when mass-media starts to consider these values, that is when everyone else starts to pay attention to them”. C2 follows the same line saying, “yes they are a trend, but they will not go away” and “social values develop people and businesses as well”. C3 and SME3 shared the same opinion by stating that social values are surely a trend now, but they are not going to disappear in the future as we are all more aware of social responsibility. Yet, SM3 believes that people “value social values more than prices and are willing to pay more”. Finally, C3 pointed out that a big part of the population became more aware of social values especially during the last decade, thus people realized that “it is possible to be vegan without sacrificing taste”.

The following dimension analysed regards the social values that are normally emphasized in restaurants’ societal marketing strategy. In some cases, restaurants do not focus solely on societal marketing, thus they also market restaurant’s quality and/or their way of cooking. Among these restaurants we can find SME1 and C1. SME1 believes that other aspects related to the restaurant must be promoted, e.g. quality of food and how ingredients are cooked. SME1 also added: “it is true that our restaurant has added values that we want to emphasize as well” and “we want to emphasize that we are a restaurant but with a sustainable zero-waste concept behind it”. C1 shares the same idea as SME1 even though their business concept is more hierarchical and complex. As stated before, C1 is divided between two main realities; the first one is a restaurant service provider and the second one is an event and congress company. The values that prevails are the ones of the event and congress company which focuses on quality and service excellence. However, C1 also added that their ecological, organic and local values are mentioned as well since they are part of the Finnish Association of National Health and EkoKompassi. SME2 does not follow a precise strategy nor a strategy provided by an advertising agency. SME2 rather chooses to have a guideline or, as stated during the interview, “some sort of plan” which consists of own knowledge, skills and follow-up plan on weekly basis by, e.g. posting pictures of food served. The values emphasized by SME2 are linked to plant-based and organic concept. C2 stated that in these days the restaurant is especially focusing on promoting gluten-free options as well as other ecological values which promote the usage of biodegradable material. Other values emphasized by C2 are locality (whenever possible), and freshness of products. SME3 emphasizes seasonality and locality of vegetables, meat and fish together
with a zero-waste way of working. SME3 also added “I do not know if this is exactly a social value, but we run the business in a market hall and we tell that we are part of Helsinki food scene”. Yet, C3 stated that they emphasize a lot their organic products even though they are not yet completely organic. “The second thing we stress quite a lot is locality”, said respondent from C3 and added “we try to get as many local ingredients as possible. We support local producers because it is better for the environment and so everyone”.

When asked the reason why they choose such values, all restaurants agreed that the chosen values are important and part of the business concept. Also, personal believes played a key role in this perspective. E.g. the respondent for SME1 stated that the whole business concept is based on founders’ personal believes. “You start realizing that there is a lot of things that you do not understand. How is it possible that you are throwing more products than the ones you are using?” said SME1 after which he underlined how the whole business idea started from their frustration. “We wanted to make a change. We believe that there are other ways to work to have the same products but much more sustainable”. When it comes to C1, the whole company was created based on ecological and organic values already 20 years ago, therefore, interviewee added that “it is nice to see that social values are so important today”. The founder and co-owner of SME2 sees social values as an important way of living because of personal believes, thus, the idea was to “inspire people to eat well and make a different life-choice. First were my values and then came the restaurant”. C2, instead, analyses the situation from a broad viewpoint which involves belongingness by saying “it is nice to be part of a generation that is trying to do something good for earth and environment in general unlike our previous generations”. The CEO of SME3 believes that social values are both ethical and cheap. Yet, among all interviewees SME3 was the only one who added an economical aspect. Last, C3 believes that social values create a competitive advantage as people are more attracted. C3 also affirmed: “we want to be able to offer food that is both tasty and responsible in terms of environmental issues”.

The following question that needed to be answered was: “do you think societal marketing strategy can or cannot influence restaurants sales? Why?”. Also in this case, all restaurants agreed that societal marketing can influence sales a lot or to some extent, depending on respondent’s viewpoint. The CEO and co-founder of SME1 thinks that marketing social values attracts people and give a good image of the restaurant. These values are also important with new potential customers as well, thus, these new customers work as promoters and bring more customers. C1 thinks that social values bring more customers but only in some cases. In fact, C1 believes that some groups are more sensitive than others. Thus, we may have groups that care about sustainability and some others that care only about quality. SME2 affirms that people are willing to pay more if they know there is something
good behind food and added: “people buy a concept that has a soul”. Yet, SME2 strongly believes that some people might get more engaged and attached to a deeper concept rather than another concept who does not show any deeper meaning”. Also, C2 believes that societal marketing can definitely influence sales because it is important also among media. Thus, the country manager of C2 said that half a year ago, an important and local newspaper visited all restaurants present in the shopping mall, including C2 and asked where their meet came from to find out how “local” they were. Those restaurants who did not know where their raw material came from were portrayed negatively on the newspaper. SME3 agrees that societal marketing has a significant impact in terms of sales even though it is maybe not a remarkable advantage anymore because there are many restaurants that provide these values. However, not having social values is a “missing opportunity”. C3 thinks that social values have an impact, but it also depends on restaurant’s target group and how socially involved they are.

Finally, interviewees were asked if selling social values may influence restaurant’s reputation. In this case, SME1 hopes to get a positive feedback from its zero-waste concept. However, SME1 is also concerned about people’s opinion as a zero-waste concept can be seen as “hippie”. C1 follows the same line and for this reason it is preferred to sell restaurant’s high quality firstly and other values secondly. Normally their high-profile customer groups do not focus solely on social values. However, because their ecological background is well-known, C1 attracts also customers that are attached to social values. SME2 believes that social values can influence reputation because a restaurant is promoting certain types of values. SME2 also adds that there is always someone who does not like the fact that a restaurant is standing for something. “I think it is important to be careful in terms of how much you are pushing your values, especially if they are for a niche market”. SME2 also added “I am not telling anyone to change their mind totally and become vegan in one night. I just want to give them another option”. C2 stated that social values affect reputation because, e.g. people appreciate if a restaurant purchases from local producers. However, it is not so easy as some raw material purchased abroad is sometimes a lot cheaper. Therefore, profits are affected as well since the price of a dish depends on the costs of raw materials. “It is a fine line. It is hard to find a good balance between price and demand”. SME3 sees social values from positive angle saying: “I think social values are always positive in terms of reputation. Even if there are some people who do not understand veganism, it does not have a positive or negative influence in their minds in terms of restaurant’s reputation” and concluded by saying: “marketing social values should have only positive sides”. Finally, C3 analyses the whole scenario by stating that every decision the restaurant makes has an impact in terms of brand perception, which is related to reputation and says “If you look at the U.S. we have companies that are taking political stances. Some people appreciate it,
some others do not. But this is an example of how a position can influence how people see a brand” and concludes “I think it is like that for every company, whether you sell food, phones or whatever thing”.

The responses from the first part of the interview provided a precise picture of how societal marketing and social values in general are perceived in the restaurant business. The following matrix, however, summarizes the main responses from the restaurants interviewed.

Matrix 1. Findings on societal marketing (Michelizzi 2017)

<table>
<thead>
<tr>
<th>Is societal marketing just a trend?</th>
<th>Probably not</th>
<th>No</th>
<th>No</th>
<th>No</th>
<th>No</th>
<th>No</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Values emphasized</td>
<td>ORG / LOC / ECO</td>
<td>ECO / GLF</td>
<td>ORG / LOC</td>
<td>ZW / ORG</td>
<td>SEA / ORG / ZW</td>
<td>SEA / ZW / LOC</td>
<td></td>
</tr>
<tr>
<td>Why do you choose that value?</td>
<td>Business beliefs</td>
<td>Business beliefs</td>
<td>Business beliefs</td>
<td>Business beliefs</td>
<td>Business beliefs</td>
<td>Business beliefs / cheaper to operate</td>
<td></td>
</tr>
<tr>
<td>Can societal marketing influence sales?</td>
<td>Yes, in some cases</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Can societal marketing influence reputation?</td>
<td>Sometimes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>C1</td>
<td>C2</td>
<td>C3</td>
<td>SME1</td>
<td>SME2</td>
<td>SME3</td>
<td></td>
</tr>
</tbody>
</table>

4.3 Findings on online marketing

The second part of the interview aimed to find out how restaurants perform online marketing and how their communication online differ from one another. Questions were built to analyse what actions are taken and through what channels. Finally, author aimed to discover if social values are communicated throughout social media platforms and website.

When asked if restaurants have a blog on their websites, SME1, SME2, SME3 and C2 stated they do not have one. However, SME2 remarked that people who follow restaurant’s social media page also follow her personal social media where her posts also tell about the restaurant. Yet, SME2 did have a blog in the past. C1 does not have an own blog for the restaurant only. Their blog includes content related to the event and congress company and
a few times about the restaurant. C3 is the only one among all respondents who has its own blog even though it has not been updated recently as Facebook is the favourite channel for communication.

The following question was: “what do you write in the restaurant’s blog?”. This question was optional as those restaurants who do not have a blog, could not answer. Thus, this question was answered by C1 and C3. As stated before, C1 replied that the restaurant does not have its own blog and most of the times content regards of upcoming events and news. Finally, C3, stated: “we have written some posts about ingredients. E.g. what beef we have or how we prepare it”. In addition, their blog informs viewers that dishes are handmade (e.g. bread). However, as stated above, their blog is not the main channel for providing information.

When asked if restaurant’s website mention social values, all respondents replied affirmatively. SME1 said that their values such as organic zero waste policy, seasonality and locality are mentioned because they represent almost completely their business concept. C1 stated that their website mentions that their company is part of an organic program which endorses the usage of organic, local and seasonal products. In addition, C1 mention that they are also part of the EkoKompassi program as they also use green energy from solar panels. SME2 stated that the website mentions values like plant-based, organic, gluten free and seasonal. SME2 also remarked that social values are integrated in a visual way. “I integrate some graphic design so that we do not overshow our values”. C2 confirms that the same values that are normally emphasized, e.g. ecological values and/or gluten free options, are mentioned in their website. SME3 admits that their website is “quite minimal” and social values are mentioned but not in a straight-forward form. C3 follows the same style by mentioning social values but without overshowing them. Thus, C3 confirms that social values are implicit in the website but not mentioned directly.

After gathering general information regarding restaurants’ websites, it was asked if restaurants are present on social media and which ones. As expected, all restaurants are present in different social media platforms, even though some restaurants are more active than others. SME1 is present on Facebook and Instagram as they believe “they are the ones that work better for restaurants”. C1, on the other hand, does not have its own Facebook and shares Twitter and Instagram with the event and congress company. “Only the Cafeteria has its own Facebook” said C1. SME2 is present on Facebook and Instagram just like SME3 and C2 who confirms “Instagram and Facebook are the most important in the Nordic countries”. C3 is at the moment the company who has more social media profiles/pages. In order of usage C3 is present on Facebook, which is the main channel, Instagram, Snapchat,
Twitter and YouTube. However, as C3 underlined, on Snapchat and Twitter they are not very active, but they post something there as well.

All restaurants also confirmed that their social media content include social values. Content refers to written posts, pictures or even videos. The social values promoted on social media are normally the ones that are representing the business or that are important on a personal level. For so, SME1 promotes its zero-waste policy and articles related to it. “We also want to emphasize that we focus on organic and local products as well” stated SME1, underlining the fact that their concept is not only about zero-waste but much more. C1 promotes organic food prepared with local and fresh ingredients. “We do not promote so much vegan or vegetarian options. However, I found out that on Facebook there were some vegan groups which were giving positive reviews about vegan options in our restaurant” said C1. SME2 confirmed that plant-based dishes prepared with organic products are normally promoted on social media. “Quite often we are also tagging local deliveries from local farmers in the pictures. “We also tell who is the local farmer and where it is” said SME2. C2 says that the most important social values are promoted through social media. In this list we can find vegan, vegetarian and locality as they are “the most important social values that bring customers”. SME3 follows the same line by promoting locality, vegan and vegetarian options. “We tell that we have 3 vegan dishes, 1 vegan option every day for lunch and that gluten free dishes are available too” remarks SME3. C3 focuses mainly on locality and organic ingredients but they also promote their handmade vegan and gluten free options.

When it comes to choosing the best social media platform or the one that is most suitable for their business concept, all restaurants choose either Facebook or Instagram. Sometimes even both at the same time depending on the type of message they want to deliver. For instance, SME1 chooses Facebook has it main channel of communication because “it engages more people” and “it does not stop growing even when you do not write that much”. At the same time SME1 admits that they have not been regularly active on Instagram, thus it is believed they will achieve the same results of Facebook or even better. C1 points out that it all depends what they want to market. “If we market a concert then maybe Facebook is the best. If we want to tell about our food philosophy, then we choose Instagram” said C1. SME2 chooses Instagram as the best channel because “it reaches many people and very fast” and adds “if I am posting a picture on Instagram regarding a new menu I am creating, I can ask people what are their favorite dishes at the moment and what they would like to eat. Normally we get a good response-rate on Instagram”. Yet, according to SME2 people do not really follow restaurants on Facebook but rather go to find information regarding opening hours or phone numbers. C2 underlines a different aspect by stating that it all depends if a social media is used for organic or paid content. Yet C2 believes that Instagram
is probably the best platform for the restaurant as “Facebook is overcrowded with just junk”. Thus, C2 believes that Facebook is more like a “gateway” media and Instagram is more reliable or, as C2 said “reputable”. SME3 sees Facebook as an informative platform where they also promote or share restaurant’s related news. Just like their website, Facebook include the story of SME3. Yet, Instagram is used by SME3 like a photo album where pictures are directed to their customers who can decide to interact by giving an opinion. C3 sees Facebook as the most important channel among all platforms. This is because C3 believes that no social media can reach as many target groups as Facebook. “We have started to spread in other countries and we also have an audience that is very diverse: from 13 years old girls to 60 years old men” affirms C3. Yet, C3 adds that Facebook is the best social media for creating and sharing viral content in a form of picture or video. C3 also stated that when people share restaurant’s content, it is easy to get a remarkable organic reach without paying. Finally, C3 believes that Facebook is also the best advertising platform as restaurants have a great target selection tool for paid advertising. “On Facebook you can choose to whom you want to advertise and within a certain radius from your restaurant”.

4.3.1 Paid advertising

All restaurants interviewed except one, use paid advertising. However, among the restaurants that use paid advertising, 3 of them do not promote social values. For instance, SME1 stated that paid advertising is not used specifically for selling social values because their restaurant is already representing them. “Our restaurant and the social values that represents it are together and you cannot separate them” SME1 added. C1 also uses paid advertising but not for selling social values while SME2 does not use paid advertising at all. Finally, C2, SME3 and C3 use paid advertising to promote the values that represent their businesses. Also in this case, the main channels are Facebook and Instagram. For instance, C2 uses Facebook advertising to promote gluten free options and SME3 uses Facebook advertising to promote vegan dishes. Finally, C3, creates Facebook and Instagram advertisings as well. Also in this case tailored advertisings are created to attract gluten free intolerants or vegans.

According to SME1, C2, and C3, online paid advertising could be more important than free online advertising, but it also depends on the context. C1 and SME2 clearly stated that online paid advertising is not more important while SME3 answered affirmatively. As stated by SME1, paid advertising is important “if you are launching a restaurant or you want to show something specific about your restaurant”. Thus, SME1 remarks the importance of tailoring a specific message for a certain target group. However, SME1 believes that it is
not the best tool for general marketing as “paid advertising will not engage as many people as 20 free advertisings”. C2 believes that paid advertising is good for launching a new business as you can reach a broader audience but not so useful when the restaurant is already well known. SME3 is the only restaurant who believes that online paid advertising is more important than online free advertising because messages can be tailored to specific target groups. During the interview SME3 stated: “If you just use organic advertising, you are delivering your message to a very broad audience. Perhaps, too broad”. With paid advertising it is easier to target different customers, for example, gluten intolerant people, vegetarians, vegans or meat lovers”. C3 thinks from a search marketing viewpoint by stating that online paid advertising gives faster results and help to rank high in search engines like Google. C3 also stated that “with paid ads you can see the results almost immediately. If you want to stand out on Google by using organic ads, it needs times” and concludes by saying: “paid and organic advertising are both important and companies should have both. I do not think there is a yes-no answer to this question”. Since C1 and SME2 stated that online paid advertising is not part important, it was asked if they would still consider investing on it. C1 stated that online paid advertising is an opportunity, however they prefer to invest on free content. Finally, SME2 sees online paid advertising unnecessary because they have had a positive response rate with organic content. However, SME2 could consider a Facebook campaign.

The last question from the online marketing part aimed to find out if respondents see online paid advertising on Google or social media to be beneficial in terms of sales. All restaurants except C1 confirmed that paid advertising can affect sales. SME1 and C2 stated paid advertising increases visibility and brings more customers. SME3 thinks that paid advertising on Google or social media increases restaurant’s chances to attract more customers. C3 stated that on Google it is easier to target people that are interested in the food that the restaurant provides. “If their research is hamburger Helsinki, they might be interested in what we offer” said C3. For SME2, paid advertising can pay off if the restaurant needs attract customers who do not know where the restaurant is. Yet, for SME2 being found is not the primary goal as the restaurant is inside a shopping mall which is normally crowded. In this matter SME2 stated: “we benefit from the whole shopping center and the other restaurants close to us”. Finally, C1 thinks that paid advertising on Google or social media would not be beneficial in terms of sales because it is not the most effective channel. However, C1 remarked that paid advertising on Google and social media is used for the cafeteria inside the event and congress hall.
Now that all answers have been explained in detail, the following matrix will summarize all given responses. Thus, what follows is only a complementary presentation of what has been stated above.

Matrix 2. Findings on online marketing and paid advertising (Michelizzi 2017)

<table>
<thead>
<tr>
<th>Restaurant’s (own) blog</th>
<th>Not own blog</th>
<th>No</th>
<th>No</th>
<th>No</th>
<th>Not own blog</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does website mention social values?</td>
<td>Yes</td>
<td>Yes</td>
<td>Not directly</td>
<td>Yes</td>
<td>Yes</td>
<td>Not directly</td>
</tr>
<tr>
<td>Does social media content include social values?</td>
<td>Sometimes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Best social media for the restaurant</td>
<td>Facebook</td>
<td>Instagram</td>
<td>Facebook</td>
<td>Facebook</td>
<td>Instagram</td>
<td>Facebook</td>
</tr>
<tr>
<td>Which values are promoted on social media?</td>
<td>QUA</td>
<td>VEG / VGE / LOC / QUA</td>
<td>LOC / ORG / VEG / GLF</td>
<td>ZW / ORG / LOC / SEA</td>
<td>PLB / ORG / LOC / SEA</td>
<td>LOC / SEA / VEG / VGE / ORG / GLF</td>
</tr>
<tr>
<td>Does your restaurant use online paid ads to sell social values?</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Is paid advertising more important than free advertising?</td>
<td>No</td>
<td>Sometimes</td>
<td>Sometimes</td>
<td>Sometimes</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Can paid advertising affect sales?</td>
<td>No</td>
<td>Sometimes</td>
<td>Yes</td>
<td>Sometimes</td>
<td>Sometimes</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>C1</td>
<td>C2</td>
<td>C3</td>
<td>SME1</td>
<td>SME2</td>
<td>SME3</td>
</tr>
</tbody>
</table>
4.4 Findings on video marketing

The last part of the interview focused on video marketing and measured the importance of it among restaurants. Even though this topic belongs to online marketing, video marketing was analysed separately to provide more in-depth information. Therefore, the questions aimed to discover what kind of videos are posted and with what frequency.

The first question measured frequency of posting video on social media. This question gave 4 different options to respondents: never, monthly, weekly or on daily basis. The following figure represents their answers

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>C1</td>
<td>Never</td>
</tr>
<tr>
<td>C2</td>
<td>Never</td>
</tr>
<tr>
<td>C3</td>
<td>Monthly</td>
</tr>
<tr>
<td>SME1</td>
<td>Never</td>
</tr>
<tr>
<td>SME2</td>
<td>Never</td>
</tr>
<tr>
<td>SME3</td>
<td>Monthly</td>
</tr>
</tbody>
</table>

Figure 7. Frequency of video posting (Michelizzi 2017)

The above-listed responses summarize what respondents said. Thus, respondents provided further explanations. For instance, SME1 stated that a video was posted once as they have not been active on Facebook recently. In the future they are considering posting more videos because, as they said, “by making videos, you engage more people than with pictures”. C1 would also consider posting videos on social media but only if they are high quality. “High quality videos can also be expensive which means we cannot do it every month. However, I think we could do some social videos” stated C1. SME2 posted a video twice. One video was posted when the business was started, and it explained the story behind its concept. Thus, SME2 added: “since then, I have not created videos. Videos are nice but of course they require more planning and more time”. C2 is considering posting videos in the future and said: “we are in the process of hiring a marketing manager who will take care of this”. Then C2 added “I believe this is something that works only if videos are short. Nobody wants to watch a 5 minutes video of someone cooking dumplings”. SME3 posts videos monthly and normally their social values are included. C3 has the same frequency rate and their videos mention social values as well.
The following question was complementary and asked: “do you market social values through videos? If not, would you consider posting videos related to restaurant’ social values?”. To this question, SME1 replied that they are considering posting videos on social media they will not be mainly related to social values as their restaurant concept is based on zero-waste. C1 shares the same idea stating that videos on social media are a possibility for the future. For SME2 videos are not yet a priority as picture work better and are more immediate. Thus, SME2 believes that videos require time for planning and in addition, they must be short. C2, on the other hand, is considering posting videos that promote social values on social media. Finally, SME3 and C3 are both posting videos on social media that tell about their business concept and so their values too.

The chosen or potential social media for posting videos are either Facebook or Instagram. SME1 believes that videos work better with Facebook and that in the future they will make videos more regularly. C1 is considering of posting videos but on Instagram: “Facebook is also ok, but I think Instagram would be the best option”. Yet, SME2 thinks people are still more attracted by pictures. “If I start posting videos, they would be short ones and only on Instagram. But they would not stay permanently”. However, SME2 also remarks: “I just have not seen videos as a relevant tool”. C2 stated that videos have not been posted on social media, but it is in their plan to make videos for Facebook and Instagram. SME3 is already posting videos on Facebook and Instagram at the same time. C3 posts videos on Facebook and Instagram too. Video were posted less frequently also in other platforms such as Snapchat, Twitter and YouTube.

When it comes to posting videos on restaurant’s website, almost all respondents stated that website is not the best platform for videos. SME1, stated that their website contains a video which describes restaurant’s concept and how it was started. C1 has not yet posted videos on the website just like SME2 who thinks that videos are not necessary. SME2 also stated: “If I had a blog then it would be easy to link those videos to the blog in the website. But if there is no blog in the website which, at the same time, explains the story and the menu, I do not see the point of having a series of videos”. C2 did not post videos on the website and has the same idea as SME2: “a website should be more like a presentation of what the company is or what the restaurant does. It is not an advertising channel”. Yet, C2 also thinks that maybe a short video that shows how a dish is prepared could work on a website too. SME3 thinks that videos should be posted on YouTube or other platforms because “videos are usually quite heavy in terms of traffic and the website should be light and load fast. A website should be essential and contain basic information like opening hours, address or menu”. Finally, C3 stated that a video was posted once on their website".
When asked if videos are important or not important for a restaurant, 2 interviewees agreed that they are important while the rest either think that videos are unnecessary or not more important than pictures. SME1, sees the potentiality of videos because they are better than writing a long message: “if I take a short video where I am plating and showing the ingredients that I am using, you will understand straight away” continued SME1. The same idea is followed by SME3 who used videos before and even created a documentary about their trip to Japan which will also tell restaurant’s story. Among those respondents who are more skeptical we can find C1 which stated: “I think it is better to not use videos if they are not high quality. That is why we have not started making videos yet. We need to think about this”. SME2 believes that “photos are more effective because it takes time to watch videos and people are busy”. Thus, SME2 underlines that people are maybe willing to watch something if videos are very short and if they are already engaged with your concept. C2 also thinks that pictures are better because it is very hard to make a video of something that is not “moving”. C3, on the other hand, acknowledge the engaging potential of videos because they make a business look more attractive but confirms that “communicating the quality and the taste of food is not so easy with words, I think it is easier with pictures”.

Finally, respondents were asked if their opinion restaurants’ followers or fans are more attracted by videos. SME1 stated that videos do not attract more than pictures as videos are good to be posted occasionally. C1 stated that sometimes videos could be more important and added: “It would be interesting for people to see how kitchen works. But it also difficult to put everything in one video. SME2 confirms what previously stated by saying that “videos are good for those who are customized already”. Therefore, SME2 does not recommend videos for potential customers unless videos are informative regarding a new business. C2 thinks that videos must be short “because people’s attention span is low”. For this reason, C2 believes that pictures still have an advantage as “with a picture it is enough to give a half second or 1 second glance”. SME3 thinks that it all depends on the video: “A video must provide a relevant content that people want to see. Usually, they watch from 2 to 5 seconds and decide if they are going to watch it until the end or not. It must have an instant catch!”. C3 also thinks that the content and the length of a video is very important. “You only have approximately 3 seconds time to catch people’s attention and make it look interesting for them” said C3.

As in the previous chapters, the following matrix provides respondents’ answers shortly. Therefore, what follows only summarize the above-explained video marketing chapter and is complementary of the previous 2 matrixes.
Matrix 3. Findings on video marketing (Michelizzi 2017)

| Would you market social values with videos? | Yes | Yes | Yes | Yes, Facebook | No | Yes |
| Do you post videos on social media? | Not yet | Not yet | Yes | Important | Not so important | Important |
| Are videos important/not important? | Important | Important | Important | Important | Important |
| Are fans/followers more attracted by videos? | Sometimes | Sometimes | Sometimes | Sometimes | A few times | Sometimes |
| C1 | C2 | C3 | SME1 | SME2 | SME3 |

In the following chapter, every dimension analysed in chapter 4 will be discussed and compared with the literature review to see if there are similarities or differences. Therefore, literature review provides a macro viewpoint which will be compared to a micro viewpoint provided by respondents during interviews. Thus, suggestions for developments or innovative ideas on how to apply online societal marketing for restaurants will be included as well. Each discussion will also consider restaurants' profiles and what kind of ideas could work for their business concept. Finally, the next chapter will include limitations and ideas for further studies.

5 Conclusions

In this last chapter, results from interviews will be analysed more in-depth. This means that suggestions for developments and ideas that restaurants can use will be listed. Thus, these suggestions must not be interpreted as a judgement. Each dimension is analysed by following the responses explained in chapter 4 and compare them with literature reviews which include successful stories and examples of how social media and social values can affect the restaurant scene. In this matter, literature review provides a macro viewpoint of how societal and online marketing are used. Therefore, this macro viewpoint is combined and compared with micro viewpoints provided by the interviewed restaurants in Helsinki. By doing so, it is easier for the author to understand if there is something that restaurants can improve and what opportunities are available. Even though this chapter aims at providing a strategy for small-medium restaurants especially, it is important to remind that these ideas can also be used by chains or bigger enterprises.
5.1 Conclusions of societal marketing

In the first part of interview respondents were asked to tell how much their marketing budget is per year. This research showed that most of the restaurants are investing more than 10,000€ per year, meaning that 5 out of 6 restaurants see marketing as more than just a theory. As stated by James Archer, “startups and micro-businesses view marketing as a matter of survival, not theory: their business will disappear if they don’t invest in it” (Archer 2011). SME2 is investing from 0-1000€ per year stating that organic marketing is efficient too and that so far there has not been the need of investing money. However, SME2 pays a marketing quota to the shopping mall where the restaurant is at. This important aspect would confirm once again what stated above: investing even a small amount of money in marketing is important. C2, on the other hand, could not provide a precise number, but it is believed that their marketing budget overpass 10,000€ as they have some restaurants abroad too. This is, perhaps, the most remarkable and surprising discover as the author was doubtful about finding small-medium restaurants that could spend more than 10,000€ per year in marketing.

When it comes to measuring the level of importance of societal marketing from 0 to 10, all respondents provided a very high number. As a matter of fact, none of interviewees gave a number below 8. This means that social values are indeed at the utmost importance. What respondents stated is just another proof that social values are something to invest on.

As confirmed by Martina Liverani, sustainable cooking is only getting bigger and restauranteurs must adapt to this. The word “sustainability” has entered our everyday vocabulary without us knowing (Liverani 2014). Liverani’s article “the trend of sustainable restaurant: dear chef, now you must also save the planet”, reports some rules provided by SRA (Sustainable Restaurant Association) that each restauranteur should follow. Below we can see a few examples:

1. Knowing suppliers is key. According to SRA, it is important to visit suppliers and see how they work and create a relationship with them.

2. It is recommended to change the menu every 3 months so that restaurants can use seasonal goods and clients are always curious to eat new dishes. In addition, clients are always aware that they are eating the right product in the right time.

3. A restaurant could have, whenever possible, its own products. E.g. it could also be a balcony or a storage unit where restaurants have their own herbs or plants ready to be used.

4. It is important that every member of the staff is aware of what to do for saving energy and how to separate waste.
5. Restaurants should serve different amounts to each portion to avoid wastage. E.g. it is important to have smaller portions for children menus.

6. It is important to give visibility and credit to suppliers. For instance, a restaurant could provide information about suppliers on the webpage or in any social media platform.

Respondents of the interview also confirmed that what stated by Liverani: social values are a trend now, but they are not going to disappear because they are too important for future generations. From interviews it was clear that respondents saw social values as something crucial and an opportunity to improve restaurant scene in Helsinki. However, it is also true that some other restaurants are using social values to falsely market themselves as sustainable. This is the so-called phenomenon of greenwashing. As stated by Margaret Rouse, this type of practice aims at making a company appear environmentally friendly than it really is (Rouse 2007).

The social values emphasized by respondents are various. At the same time, author tried to choose a variety of restaurants with different concepts to have a complete background and several viewpoints of the same topic. Thus, results include all social values listed in the literature review. In the previous chapter, also other values specified during interviews were added to the analysis such as eco-efficiency, plant based and gluten free options. Quality was also mentioned, however, is not considered as a social value. With chain restaurants, these social values were chosen because they are part of business beliefs. In some other cases, especially with small-medium restaurants, social values are important on a personal level. For instance, one of the respondents stated that first came the values and then the business. In any case, this means that social values are very important in our society.

Interviews also showed that according to respondents societal marketing strategy can influence restaurants’ sales. Most of the respondents stated that people are even willing to pay for a restaurant that is socially involved and is trying to do something good. Two respondents, however, underlined that social values are very important and can influence sales, but it also depends on restaurant’s target groups. For instance, one of the respondents is a fine dining restaurant and its target groups are not always socially involved even though they might be aware about restaurant’s sustainable values.

Finally, interviews showed that selling social values can also influence restaurant’s reputation. Obviously, some restaurants were more convinced than others, but they still believed that selling social values can have an impact on sales. The general reason given by almost all respondents was that selling social values change the way people perceive the image of
a restaurant. As stated before, if a restaurant is part of a noble cause, its image is affected as well. Thus, this type of “green” image may attract more customers and increase sales because we all have changed expectations of business. Consumers choose brands that represent social and environmental practices into their products. Among these consumers we can find millennials, who want to interact with companies that are not just thinking of profit, but also deliver a value that is important for consumers and the whole planet (Henry 2015). In addition, restaurants confirmed that also reputation is influenced as well for the same reasons why sales are affected. However, some of the respondents also pointed out that social values can also have a negative impact on reputation because some target groups have other priorities. Another aspect that emerged is that social values should not be “pushed” too much but rather promoted as a healthy alternative that people should try. In addition, being a social restaurant is sometimes not easy because cost of goods might be higher depending on what dishes restaurants are selling.

5.2 Conclusions of online marketing

When analysing responses from online marketing it was clear that almost all restaurants do not see blogs as a valuable tool for their marketing strategy. This is because social media platforms are now the main channel of communication of most businesses. Such a clear result can be justified by the fact that having a blog can be time consuming and it can give results only in the long run. Thus, setting up a blog can be easy and straightforward but having an immediate impact can be extremely challenging in 2017. Last but not least, creating a content that is interesting, relevant, engaging and clear is not as easy as it sounds (Spilka 2017).

All respondents confirmed that social values are mentioned in their websites. However, a few of them also stated that social values are implicit and not communicated too directly because their website is minimal. One of the possible explanations behind the choice of having a minimal website is given by Wicinski and Griffith when they stated that sustainability goes beyond words. Thus, they added: “we need to use more visual and compelling elements to truly portray a commitment to sustainability” (Wicinski and Griffith 2013). Perhaps, restaurants interviewed believe that their identity represents already social values and for this reason it is not necessary to have a straightforward communication. In this perspective, Wicinski and Griffith confirmed that brand identity can be an efficient way of communicating because a sustainable business can become recognizable and well-known (Wicinski and Griffith 2013).
The most popular social media platforms among respondents are Facebook and Instagram while other channels are still struggling to gain trust among restaurants. Respondents choices are also reflecting reality as Facebook is the most popular social platform with 2.01 billion users reached at the end of June 2017. Instagram is also playing a key role with a remarkable 800 million users in the world (Kallas 2017). This information means that it is very important being active on Facebook and Instagram but there is also space for opportunities. Among these opportunities we can find YouTube which counts 1 billion and 500 million users being the second most used platform (Kallas 2017) or Snapchat, which has approximately 173 million active users worldwide (Statista 2017). During interviews, Snapchat and YouTube were mentioned by one respondent while Twitter was mentioned by two respondents.

At this point it is very important to remind that social media must be chosen depending on restaurant type and thus, restaurant’s main target group. For so, knowing that Snapchat is one of the most popular mobile apps is not relevant if a restaurant is considered fine dining. As matter of fact, Facebook and Instagram were chosen as the best option because among all social media they are the ones who work best for almost all businesses. In fact, restaurants interviewed were all different. Some of them had similarities but some others were completely opposite. Finally, it is important to remark that Facebook owns Instagram and for this reason it is much easier for any business or person present on Facebook to include Instagram too in their strategy.

During interviews, restaurants confirmed that social values are promoted or mentioned in their social media platforms. Respondents provided a variety of values that reflect their business concept. For so, we can find businesses who focus on seasonal organic products, gluten free options and plant based option and/or zero waste policy. In conclusion, their social media content such as posts, and pictures are often referring to social values as well.

For 5 respondents, paid advertising is or can be as a useful tool for promoting social values. Once again, the most popular platforms for paid advertising are Facebook and Instagram. However, 2 respondents are using paid advertising but not for selling social values. This means that 3 respondents are using paid advertising for marketing special diets (gluten free) or vegan and vegetarian options. Thus, one respondent is not applying paid advertising and focusing on free advertising only.

What also emerged is that for 2 restaurants paid advertising is not more important than free advertising. Three restaurants think that it depends on the situation. For instance, paid advertising can be useful when a restaurant is launched, and it needs to reach as many people
as possible. They also stated that with paid advertising it is possible to tailor a message for a specific target group (e.g. age, gender, location). Only one respondent thinks that paid advertising is crucial and more important than free advertising because a free content is too broad. Thus, this respondent also stated that with paid advertising a restaurant can improve its visibility on search engine results. This opinion is related with the theory that investing on paid advertising gives the ability to extent reach to a bigger audience and be able to measure marketing efforts with numbers (Benchmark).

Finally, all respondents except one believe that paid advertising on Google or social media can influence sales but it varies from case to case. Some respondents claimed that paid advertising can increase visibility and bring more customers, especially when the business is just launched, or people do not know where the restaurant is. Some other respondents added that paid advertising on Google or social media can be useful for narrowing down restaurant’s target groups. Yet, one respondent does not see paid advertising as something that can influence sales so much.

The figure on page 63 illustrates recommendations based on author’s perspective and what stated during interviews. Thus, it only summarizes conclusions of online marketing and it is complementary of this chapter. Yet, the figure below does not include suggestions for video marketing as it will be explained in the following chapter 5.3.
Recommendations

INVESTING ON THE RIGHT PLATFORM

Being present in all social media is not a must. Investing time on the right platform is key. Platform must be chosen according to target groups. Thus, platforms like Snapchat or Pinterest must be chosen only if restaurant’s clientele is active there.

RELEVANCE: 2

WEBSITE

Website can be essential but at the same time informative. A short video presentation of restaurants concept and values can be present. A series of long videos is not suggested as it slows down page loading time.

RELEVANCE: 3

RESTAURANT’S CONCEPT AND BELIEFS

Social media content should include restaurant’s beliefs and which values are delivered. Major efforts should be put on special diets, seasonality or origins of raw materials. In other words, restaurants must tell people what they care about.

RELEVANCE: 5

PAID ADVERTISING (OPTIONAL)

Paid advertising is optional as a good strategy can be cost effective. However, a restaurant can consider paid advertising for marketing special diets or menus. Paid advertising can also be crucial when a restaurant is new and people do not know its location.

RELEVANCE: 3

Figure 8. Recommendations for online marketing (Michelizzi 2017)
5.3 Conclusions of video marketing

Even though video marketing isn’t anything new, it can easily be the top tactic to deploy across the web if a restaurant wants to gain visibility. Video marketing is only one piece of a marketing puzzle, but still important and complementary of social media efforts (DC Food Buzz 2017).

Results from data analysis proved that video marketing is not seen yet as a very important tool. As a matter of fact, out of the 6 respondents only 2 stated that videos are posted on monthly basis. However, those 4 restaurants who do not apply video marketing, stated that at least one or two videos were posted since they started their business. The reason why videos have not been included in their online marketing strategy lies on the fact that making videos can be challenging and time consuming. Thus, for one respondent videos should always be high-quality to be really effective. For some other restaurants, videos must be short and dynamic, which is not always so easy as food is static. For this reason, pictures are still considered the best option. Among these doubtful respondents, 3 stated that video marketing represents a fantastic opportunity and something that must be included in their marketing strategy. One respondent, on the other hand, believes that pictures are still one step ahead videos. For so, video marketing is not part of future plans.

All respondents agreed that a website is not the best platform for posting videos because a website should be a presentation of a business which provides opening hours, contacts or other information regarding food. Thus, website must not be considered as advertising platform. One respondent also stated that posting a series of video can work only if a website contains a blog. Another respondent also remarked that videos can seriously slow down loading time. Respondents also stated that the best advertising platforms are social media. Also in this perspective Facebook and Instagram are chosen as the favorite options. Once again, 3 respondents do not post videos on social media, but they are planning to do it. One respondent is still skeptical as pictures have worked better by far. Two respondents are already posting videos regularly on social media.

Finally, majority of respondents believe that videos are not necessary or not more important than pictures. Thus, it was stated that pictures work better because people’s attention span is relatively low, and they do not always have time to watch videos. For so, a picture is enough to deliver a message like social values and it requires just one glance. Importance of video length was especially remarked when it was asked if restaurants’ followers/fans are more attracted by videos. During interviews, it was also remarked that sometimes video can be effective if viewers are already customized and know a restaurant’s concept.
As in chapter 5.2, the figure below combines author’s and respondents’ perspective. Figure 9 shows a few suggestions of how videos can be applied to societal marketing.

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**Recommendations**

**SHORT VIDEOS**

Some respondents confirmed it: people’s attention span is low. Therefore, videos must be short and relevant. Short behind-the-scene videos are a trend. A short video can demonstrate how to prepare a meal with seasonal and local ingredients provided by local farmers.

---

**CHOOSE PLATFORMS ACCORDINGLY**

Platforms must be chosen carefully according to restaurant’s target group and/or usage. Following the example of Refettorio Gastromotiva in Brasil, restaurants can promote social values on Instagram by showing how a meal was provided with zero-waste policies.

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**LIVE VIDEOS**

Also in this case, live videos can be used for behind-the-scene. But since people buy stories, what is better than making a live video when restaurant owners visit local producers? This would not just tell about quality of ingredients. It will also tell that a restaurant gives back to the community.

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**DO NOT EXAGGERATE**

Yes, videos are important. But nobody wants to see a “video-invasion” as people’s attention span is low. Interviews confirmed that posts are still preferred by restaurants. Posting 1 or 2 short videos each month can be a fair amount to keep engagement rate high.

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Figure 9. Recommendations for video marketing (Michelizzi 2017)
In the following chapter, we will see more in detail different opportunities and ideas that restaurants can apply for an efficient societal marketing business. Thus, this work aims at helping especially small-medium restaurants by using all information collected in this research. For so, what follows is by no means a criticism of what respondents stated during interviews but rather a constructive guideline based on data they provided.

5.4 Opportunities and ideas

Before showing opportunities and ideas, it is important to say that some of the following social media platforms do not have to be followed if they do not match with restaurant’s style. As stated in the blog of DC Food Buzz (2017), “it is important to meet your target audience where they are”. For instance, in this chapter we will see recommendations on how to use Snapchat or Pinterest, which do not match with all enterprises.

This chapter will use data collected from interviews and literature reviews to create an efficient strategy that a small-medium restaurant can use to market social values online. This chapter will also take into consideration different business concepts and how well they could fit with a social media platform. Yet, it is important to remind that this chapter will not explain how to use social media but will focus on social values in social media.

What we learned from literature review (chapter 2), is that social values are already a reality and a growing phenomenon just like social media. Thus, social media and social values attract especially millennials, which represent the future of our society. Indeed, social media are a very important part of Millennials’ digital life and have become much more than a way to connect about personal reasons. Social media have become a source of information (American Press Institute 2015). For this reason, millennials are always criticized for their obsession with technology, but their opinions are having a remarkable impact in our society. Millennials are getting choosier about the business they work for or buy from. This means they look at companies’ values first. In addition, we must also consider that Millennials represent over 2 trillion euros in spending power and 70% of them is willing to spend more money for brands that support social causes (Richards 2015). From this information we can understand the importance of combining social values with online marketing. But what are the most important platforms?

Statistics confirm that Facebook and Instagram are very important in Finland. In fact, Facebook is leading with 2.6 million users while Instagram has 1.1 million users. On average Finnish people use 3.2 social media platforms. Among favourite platforms we can also find Twitter with 700.000 users or Snapchat and Pinterest with 500.000 users (Ojala 2017). In
addition, YouTube also plays a key role in Finland with 2.4 million users (Lehmätkin Lentäis 2017). From these numbers we can realize why on average all respondents chose either Facebook or Instagram as their main channel. However, there are many opportunities with other platforms as well. In the following paragraphs ideas of how the above-listed platforms can be used to market social values will be explained.

Considering what stated before, Facebook is a platform that every restaurant must have. As confirmed from interviews, Facebook is valuable because it can provide information like opening hours or contacts. But Facebook can offer much more to attract customers. Depending on restaurant type, Facebook can be used to share pictures which includes something of value for free. This platform can be used to show followers that they are important. Obviously, it does not have to be a recipe straight from a restaurant’s menu, but it could be something else. Followers will feel as part of something exclusive. For instance, if restaurant’s main concept is organic, restaurant owners can share a picture from a local farm where goods come from. Yet, if a restaurant is zero-waste, what is better than sharing a post that lists “5 ways to use leftovers from Christmas”? A vegan or plant-based restaurant could also share a few tips for preparing tasty meals etc. In addition, it is very important to engage people by adding hashtags and making questions. Questions are a very important marketing tool as they can lead to a conversation (Restaurant Engine 2016). An example of using Facebook communication efficiently can be encouraging followers to vote for an autumn item by giving 4 or 5 options. The item that reaches the highest number of votes will be added in the seasonal menu. Finally, Facebook can be used to encourage customers to snap a picture at the restaurant and post them directly to the Facebook timeline and generate free content (Resto Connection 2017).

Instagram is also another important platform for restaurants as confirmed during data analysis and literature review. Restaurants are very visual and for this reason Instagram can play a key role because it is a picture-based social platform. The trend of sharing pictures of what we eat is on peak, especially among younger generations (Ale 2016). Thus, as suggested by Amanda Lopez (2015) Instagram can be used to:

1. Snap restaurant’s operations which include pictures of food, dining room and behind-the-scene activities. Also, pictures while preparing for an event can be an idea. In this matter, also short videos are an efficient way of showing how dishes are cooked or plated.

2. Share pictures with local producers and staff members. These types of pictures will give the idea that a restaurant is much more than a business. In this matter, a sustainable restaurant can showcase the people behind ethical goods or get a testimonial from one of restaurant’s customers.
3. Share educational pictures that are inspiring, involving and relatable for people. Pictures must create social involvement.

4. Create contests that encourage users to follow up a restaurant’s profile. Specific contest-hashtags can be created so that followers will use them and increase popularity.

At this point it is very important to talk about a growing phenomenon which is Snapchat. For those who are not yet aware of Snapchat, it is a platform where users can send pictures, videos and messages to their friends which are deleted within a few seconds. Yet, Snapchat does not fit with all restaurants type as the main target group is formed by teenagers or millennials. However, it deserves greater attention as “80% of Snapchat users use the app at a restaurant” (Wallaroo Media 2017). Restaurant Den’s blog (2017) provides a few ideas of how restaurants can be successful with Snapchat.

1. Snapchat can be used to send snaps of coupons and discounts to its followers. In this case a word-of-mouth campaign will be started.

2. A restaurant should send snaps of prepared food or drinks. In this case seasonality plays a key role. For instance, in winter time it is wise to send a snap of a dish prepared with seasonal ingredients.

3. Snapchat stories which expires within 24 hours can be used to promote the dish of the day.

4. To give an idea of restaurant’s values, Snapchat can be used to send snaps of local farms where vegetables or other goods come from. Except for showing other places, a socially relevant snap will give the idea that a restaurant is much more than a business.

Another very visual social media platform that is growing in importance is Pinterest. Pinterest allows users to create themed boards with different pins. These pins can be pictures or videos that people can share. According to Mark Schaefer (2012), Pinterest attracts mainly young people (especially women) under 34 years old and the most popular pins are food-based. This is a key information if restaurants are considering investing their time on it.

Just like Instagram, a restaurant can pin a picture that tells about restaurant’s social involvement or encourage a customer to pin pictures taken at the restaurant. Pinterest is great platform for going green. For instance, a Pinterest profile can be divided in different boards. Each board can represent a social value important for the restaurant. Therefore, users can find a board called “sustainable food” or “vegan ideas”. Every board created can also include pins with recipes (Mealey 2017).
When it comes to Twitter, it can be used as a complementary tool for other platforms. Despite Twitter’s growth has recently stopped as the above-listed platforms offer a higher engagement rate, investing on Twitter for business is still worth it. Restaurants can connect with other companies and share common values. Thus, retweets, hashtags and links can inform followers about a restaurant’ sustainable values. In this sense, Twitter is a great informative platform for B2B.

Finally, a website should be used as an informative platform where people can find opening hours and contacts. But it is also important to include something extra which gives a better insight of the business. For instance, a blog is still a valid idea and a key factor for SEO as they help search engines to recognize a website. In addition, 37% of marketers believe blogs are the most important type of content marketing. Yet, interesting content is one of the top 3 reasons why people follow brands on social media (Tech Client). An important and relevant topic like sustainability is certainly a very interesting topic that can be included in a blog. Once again, a blog provides behind-the-scenes and show what happens in the kitchen or tell more about enterprise’s beliefs.

As we will see more in depth in chapter 5.5, some of the above-listed social media can be used for video marketing purposes as well. As a matter of fact, videos are extremely important to online marketing as 64% of consumers are more likely to buy a product or service after watching a video. For instance, Instagram videos create two times more engagement than Instagram pictures do. For this reason, companies present on Instagram have posted at least one video (Weisberg 2017).

The figure in the following page summarizes the opportunities and the ideas that restaurants could use to market social values and increase their visibility. Video marketing opportunities are not listed in the figure below as they will be present separately in the next chapter.
Figure 10. Summary of opportunities and ideas for online societal marketing (Michelizzi 2017)
5.5 Opportunities and ideas for video marketing

This chapter will focus solely on video marketing since it is a very important tactic for societal marketing. Videos are a key strategy as nowadays people are very interested in food related video entertainment. As listed by DC Food Buzz (2017), video marketing is not anything new but still relevant. Thus, the following list contains ideas that restaurants can apply to increase web traffic. Once again, it is important to underline how the following social media platforms may not work for all business concepts.

1. Facebook Live is one of the hot trends that can be followed. Restaurants can post live videos as a permanent post to their pages. In addition, Facebook gives the possibility to have closed caption videos suitable for laptops and mobile devices. With closed captions, people can also watch restaurant’s videos without headphones.

2. Instagram Live is another important option and it is like Facebook Live. The only difference is that videos do not have to stay permanently on the platform once the live videos end. This type of time-limited communication provides an idea of exclusivity. For a brief period, users can be “inside” the restaurant and hear an announcement by the chef or restaurant manager. E.g. a live video can announce a new type of dish.

3. Instagram Stories can be used to upload different pieces of content. With Instagram Stories people can choose to let a video disappear after 24 hours or have it permanently on their profile. Normally videos are very short and great for behind-the-scene content.

4. Snapchat is a great alternative to Instagram Stories as it has the same functions stated above. As a matter of fact, Instagram Stories was created to compete with Snapchat, which is a growing platform. Snapchat is big among teenagers and millennials, therefore, if a restaurant reflects this target group in terms of atmosphere, menu or service type, Snapchat is at the utmost importance.

5. Finally, a website should not be underestimated. It is important to remark that a website should not have too many videos and be mainly informative. However, one brief video presentation about top dishes is recommended.

In addition to the above-listed ideas, YouTube must not be excluded from our strategy because it is important to remember that in 2017, 78% of all internet traffic was video. Certainly, video is where the web is going. For so, we can understand why YouTube is considered a key platform (Digital Organics 2017). Having said this, it is also important to say that YouTube should not be used in the same way as Instagram but rather to show viewers restaurant’s values. E.g. a restaurant can post video-guides that show how to reduce waste or how to dispose oils. In addition, cooking videos are also important. For instance, a restaurant can also show where the ingredients come from and how to apply a climate-smart agriculture (Plate IQ 2017).
The figure below will briefly summarize what stated in this chapter in terms of video marketing. For so, it is only complementary of what stated above.

**Figure 11.** Summary of opportunities and ideas for video marketing (Michelizzi 2017)

- Video marketing delicacies
  - Craving for strategies?
  - Facebook and Instagram Live for live videos in and out of the restaurant
  - Instagram stories for short time-limited videos
  - Snapchat for short time-limited videos (for younger audience)
  - Short video presentation of restaurant’s values on a website
  - YouTube video-guides about social values and how relevant they are for society
5.6 Ideas for further studies

Since this is the first time that a research combines societal and online marketing for restaurants, this work presents some limitations which can be solved with further studies about the same topic.

The first main limitation was the amount of data collected from a limited number of respondents. During this research, the author found at least 30 restaurants in Helsinki area which are sustainable and could provide valuable data. In addition, online marketing and social values are very important in the restaurant business, for so the number of potential interviewees is certainly higher. However, it is important to add that this research can be an important reference and a source of valuable information regarding online societal marketing.

This research focuses solely on restaurants and especially small-medium restaurants as food and beverage management is the field of expertise of the author. Therefore, further researches may also include other food and beverage services such as cafeterias and bars. In this way, it is also easier to collect more responses and have a better insight of the field. In addition, the same research can be written for hotels and other accommodation services.

Finally, this research focused on Helsinki area because it is the economical centre and it is more advanced in terms of trends and hospitality services. However, collecting data from other cities or regions in Finland would provide a complete background about this topic and give the possibility to see differences or similarities.
References


Appendices

6 Appendix 1: Interview protocol

Interview protocol

Time: 
Date: 
Place: 

The topic of this research is “Online societal marketing strategy for small-medium restaurants in Helsinki”. Online societal marketing refers to marketing of social values online (e.g. sustainability, no-waste concept, organic goods). The scope of this study is to collect data from both chain and small-medium restaurants and understand how their strategies differ. In addition, this study aims to understand what actions of societal marketing are taken online (e.g. website or social media). Findings of this study will also clarify how and with what frequency social values are used in the restaurant business.

Name: 
Position in the company: 
Responsibilities: 
Type of restaurant: 

Part I - General questions

1. Please explain your responsibilities in the restaurant

2. How much is your marketing budget per year?

- 0-1000€
- 1000-10,000€
- More than 10,000

3. On a scale from 1 to 10, how important societal marketing is for the restaurant?

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4. Do you think social values are just a trend? Please, justify your answer.
5. What do you emphasize in your societal marketing strategy?

6. Why do you choose that type of social value?

7. Do you think societal marketing strategy can or cannot influence restaurant sales? Why?

8. Do you think that selling social value may influence restaurant's reputation? Why?

Part II - Online marketing

9. Do you have a restaurant's blog on the website?

10. What do you write on the restaurant's blog? Skip this question if you do not have a restaurant's blog.

11. Does restaurant's website mention social values?

12. Is restaurant present on social media platforms? Which ones?

13. Does your social media content include social values?

14. What kind of social values do you normally promote on social media? (e.g. vegan/vegetarian dishes, locality and freshness of products).

15. Which social media works best for the restaurant or is most suitable for the business concept? Please justify your answer.

16. Does your restaurant apply online paid advertising to sell social values? Please justify your answer.

17. Do you think online paid advertising is more important than free online advertising for a restaurant?

18. Would you consider investing on paid advertising?)

19. Do you think online paid advertising on Google or social media would be beneficial in terms of sales? Why?
Part III - Video marketing

20. With what frequency do you post videos on social media?
   - Never □
   - Monthly □
   - Weekly □
   - On daily basis □

21. Do you market social values through videos? If no, would you consider posting videos related to restaurant’s social values?

22. Do you post videos on restaurant’s website? Why yes?/Why not?

23. Do you post videos on social media? If yes, on which social media?

24. Why do you think videos are important/not important for restaurants?

25. Do you think restaurants followers/fans are more attracted by videos? Why?