

## Digital Marketing Plan for Ravintola Super Bowl

Olga Arkhipova



<b>Author</b> Olga Arkhipova	
<b>Degree programme</b> Hospitality, Tourism and Experience Management	
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<p>The present work is a product-oriented thesis which aimed to create a digital marketing plan for a small business operating in the restaurant industry. The plan is based on PR Smith's SOSTAC® planning system and focuses on two social media platforms – Facebook and Instagram. The goal was to create an effective digital marketing strategy for the aforementioned social platforms, that would improve the commissioner's social media performance and increase the engagement with the existing as well as potential customers. The key question the author poses for the thesis is the following: <i>How to increase customer engagement using social media?</i> The author attempts to provide a detailed answer to this question through designing the digital marketing plan for the commissioner.</p> <p>Firstly, the main terms and concepts related to the thesis topic are introduced. Those are: digital marketing, customer behavior in social media and the two most effective and relevant to the thesis product digital marketing tactics – social media and content marketing. The commissioning company, its' brief history, values and goals are also introduced in this part.</p> <p>Secondly, the PR Smith's SOSTAC® planning model is elaborated in more detail, followed by the creation of the digital marketing plan which is explained, stage by stage, in line with the planning model. The product, digital marketing plan is constructed in the form of a guidebook, and consists of two sub-parts: a social media plan for Facebook and the one for Instagram. Each plan consists of six sections: situation analysis, objectives, strategy, tactics, actions and control. The plans are supported with visual illustrations and samples of social media posts. The practical recommendations and tips are provided for each stage of the plan. The designing of the digital marketing plan was supported by the interview with the commissioning company's owners, competitor and customer analyses.</p>	
<b>Keywords</b> Digital marketing, Social media, Content marketing, SOSTAC® planning model	

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## 1 Introduction

The challenges small companies are facing these days, especially during the first few years of existence, are numerous. Planning and managing the budget, finding and retaining customers, hiring talented specialists, spreading brand awareness are among the most frequently listed ones. In addition, running a successful business in today's fast changing and highly competitive world, requires of a business owner to stay up to date with the latest business and industry related trends. That is another challenge. Over the past two decades there has been a major shift in marketing industry. As a result, the new trend called digital marketing has emerged replacing traditional marketing and offering new and effective opportunities to promote and grow a business. (Conner 2013; Ernst & Young LLP 2011,1.)

According to the 2018 Global Digital report, the number of Internet users globally has increased by 7 % since January 2017 reaching over 4 billion people. This means that more than a half the globe's population is now online. The same report mentions the growth of social media users worldwide by 13 % compared to the previous year. (Kemp 2018.) According to the research conducted at the local level by the Internet Live Stats, a global online statistics resource, 92.5 % of Finland's population are active Internet users (Internet Live Stats 2016). Statista, a very trustworthy online statistics portal, reports 66 % of the Finland's population to be active social media users, with Facebook, YouTube and Instagram as the most popular social networks (Statista 2016).

As demonstrated by the numbers above, the world is rapidly shifting to online, and this needs to be considered by small business owners when planning marketing activities. A business must be where its' customers are, and today's customers are mostly online. Online is where they search for a service or product before making a purchase, online is where they look for product reviews left by other customers. This basically means that a business that is NOT online has low to zero chances to be discovered by potential customers. Considering the competition is extremely high among small-sized businesses, no single chance should be missed to let the world know about the business. Despite this, very often the importance of digital marketing is ignored by small business owners. Among the most frequently named reasons are lack of time, lack of money or lack of relevant knowledge and skills. However, with 81 % of buyers making an online research before purchasing, digital marketing is totally worth investing into. (Young LLP 2011,14; Morrison 2014.)

Hence, in order to be relevant and stand out in today's busy marketplace, getting a good online presence is a must for every small business. This can only be achieved through a functional and well-structured digital marketing strategy. When used in a strategic way, social media is able to offer a huge value for a business in getting new customers and growing sales.

This work is a product oriented thesis that aims to create an efficient digital marketing plan for a restaurant. The restaurant's name is Ravintola Super Bowl. It is a place located in Kamppi district of Helsinki, serving tasty and healthy bowl food. The digital marketing strategy will be developed using PR Smith's SOSTAC® planning model which is often used for planning marketing strategies and campaigns. The goal is to design a plan for social media networks Facebook and Instagram that would increase the commissioner's engagement with customers. Hence, the key question the author poses for this thesis is *How to increase customer engagement using social media?* The main objective of the thesis is to improve the commissioning party's performance on social media. Facebook and Instagram are the platforms that are already being used by the commissioner so it is rational to focus on these in this thesis. The company's current performance on social media will be assessed with the help of free online tools as well as manually. The competitor analysis will be made in order to find out where the commissioner is standing at digitally and find the best ways of outperforming the competition. For the even deeper understanding of the commissioner's current online situation, a qualitative interview with the company owners was conducted.

The thesis is structured in the following way: chapter 2 introduces the commissioning party, chapter 3 explains the term *digital marketing* as well as its main tactics which are *social media* and *content marketing*, chapter 4 gives an explanation of consumer behaviour at social media, chapter 5 shows how PR Smith's SOSTAC® planning system looks in theory and finally, chapter 6 is the detailed digital marketing plan in which the theory from the previous chapters is applied into practice. Below, the planning system used for the creation of the digital marketing plan, is opened up briefly.

PR Smith's SOSTAC® planning model was developed by PR Smith in 1990s and is known to be very effective for planning different marketing and advertising strategies and campaigns. SOSTAC® is an abbreviation for the 6 stages, or components of the model - Situation Analysis, Objectives, Strategy, Tactics, Actions and Control (Chaffey & Smith 2013, 538).

## **2 Case Company: Ravintola Super Bowl**

The commissioning company is the restaurant called Ravintola Super Bowl. It is a trendy fast food restaurant that serves delicious bowl food in Hietalahden Kauppahalli. Bowls are among the most popular food trends of today, therefore the concept is special. It is also new to Helsinki as there are very few other places serving bowl food. Super Bowl was started in 2016 with the purpose to bring something fresh and creative to Helsinki's fast food scene. Due to being actively engaged with other projects, Johanna and Teresa, the owners of Super Bowl, did not have enough time or resources to do online marketing for the restaurant. As a result, the current online performance is quite poor. Soon it is planned to give 'a fresh start' to the restaurant, probably open a new location and attract the Super Bowl's staff to do online marketing. The goal is to spread the word about the place and attract new customers. In order to make all online marketing activities productive, Johanna and Teresa recognized the need for a strategy that would make online actions cohesive, effective and beneficial for the business development.

For this purpose, the thesis has been commissioned. As it was mentioned before, the restaurant has business pages on Facebook and Instagram. From the viewpoint of the owners, these social channels are where their customers spend their time online. As per the author's knowledge, these channels are effective to use for small companies operating in the restaurant industry. The objectives the commissioning party is setting for the thesis are: getting a clear and comprehensive social media strategy to follow, improving the performance on Facebook and Instagram and ultimately, increasing the number of customers and driving sales.

### 3 Digital Marketing

In this chapter the term *digital marketing* is explained, as it is among the key concepts for this thesis. Understanding the mechanisms, methods and techniques of digital marketing is crucial to solving the thesis research problem: *How to increase customer engagement using social media?*

As *social media* is one of the several important digital marketing categories, elaborating the concept of *digital marketing* will facilitate the understanding of social media usage and ultimately, the ways how to increase user engagement within this particular digital marketing category. It should be remembered here that though each digital marketing category serves different purpose, the end goal remains the same for all of them – increasing the company's online visibility, attracting new customers, keeping the existing ones and finally, driving sales. Hence, for a better understanding of how a certain category works, it is essential to see into the bigger concept of *digital marketing*. (Patel a)

Marketing is an integral part of every business which can't be ignored. A smart entrepreneur will put a sufficient share of budget into designing a comprehensive marketing strategy. Today, in the era of digitalization, with internet penetrating all aspects of peoples' lives, potential customers are easier to find and reach at a global platform – online. (Ernst & Young LLP 2011,1.)

According to Internet World Stats, as of 31 December 2017 the number of global Internet users is 4.2 billion which makes 54.4 % of the population. Asia holds the first position worldwide in the number of Internet users which is 2 billion, with 48 % penetration rate. Next comes Europe with 704.8 million users and penetration rate of 85 %. North America is on the third place by the number of users (345.6 million) and has the highest penetration rate which is 95%. These numbers are expected to grow in the future, providing an opportunity for businesses to connect with more customers online. (Internet World Stats 2017.)

Neil Patel, a well-known online marketing expert, gives the following definition to the term of digital marketing: "Digital marketing is any form of marketing products or services that involves electronic devices" (Patel a).



Among the today's most commonly used digital marketing categories are the following: email marketing, pay-per-click advertising (PPC), search engine optimization, display advertising and content marketing. **Email marketing** is marketing via sending emails to target customers. It is effective in both attracting new clients and staying in touch with the existing ones. The key to is getting a solid customer database and designing attractive newsletters and updates. **Pay-per-click advertising (PPC)** is the form of paid advertisement via search engines like Google, Bing, Yahoo where an advertiser pays for each click to their sponsored ad. PPC is effective for boosting business visibility and driving traffic to a website. **Search engine optimization** is a method of getting traffic to a website thru organic search rankings. This is achieved by creating high-quality content, keyword research, building of organic links and other techniques to make a web page appealing for search engines. **Social media marketing** is marketing through social networking channels like Facebook, Instagram, Snapchat, LinkedIn, Twitter and others. One of the top digital marketing channels as it allows to connect with customers directly in a social way. **Content marketing** is type of marketing with the focus on content, which is supposed to be attractive, useful and relevant so that it hooks the target audience. The key is producing the content that delivers value to customers. (Patel a.)

The choice of digital channels depends on the type of business, as well as marketing goals and type of target audience. It is generally recommended to use several online channels. With the growing number of internet users, more and more consumers are using digital media to connects with companies. According to research by Morrison, about 80 % of buyers carry out an online study before making a purchase. About 60 % use search engines to find a product or service they would like to buy, the same percentage of users read online customer reviews before buying. (Morrison 2014.)

As it is demonstrated above, business-customer first encounter today is more likely to happen online. Hence, a company that has poor online presence misses the chance to be discovered by potential customers. For a small business, having a sound online presence is crucial in order to be competitive, taking into account the high rate of competition in this sector. Among other benefits of digital marketing are global reach, cost-effectiveness, opportunity to track performance and measure results, opportunity to target ideal audiences, higher conversion rate. Thus, a well-structured digital marketing strategy is compulsory for every business with no relation to its size or type, and needs to be incorporated into the broader business strategy. It is worth adding that digital marketing is constantly changing, therefore businesses should keep their strategies in line with the new industry standards for boosting online performance and ultimately, driving sales. The greatest challenge

companies are facing today in terms of digital marketing is getting and keeping the attention of online audiences. Today's customers are more demanding than ever: they are in constant search of new experiences and would ignore everything that is outdated and old-fashioned. That is why, in order to win customer loyalty and stay ahead of the competitors, it is highly recommended to keep the company's online strategy up-to-date with the latest digital marketing trends. Due to the fast-changing nature of the digital world, new ideas, tools and techniques are emerging almost every month. The key is to choose the ones that would work best for the business and incorporate those into the strategy. (Conner 2013; Ernst & Young LLP 2011,14.)

In the sub-sections below, the author describes the two relevant to this thesis digital marketing categories – social media marketing and content marketing. The key social media networks – Facebook and Instagram, as well as the global digital marketing trends taking over the year 2018 within the aforementioned digital marketing categories, are over-viewed. These trends were considered and utilized in the development of the thesis product.

### **3.1 Social Media Marketing**

Social media is the term used to describe online platforms and mobile based applications that let users interact with each other, share viewpoints and content (Smart Insights). Social media is one of the most effective and popular digital channels of today as it offers a plenty of marketing benefits for businesses of all sizes. It allows to share information about company's products and services, promote a business and make a brand recognizable to larger audiences, target specific customer groups, discover what customers think about a business, attract new customers and create stronger relationships with the existing ones. Additionally, social media is a useful tool for leading targeted customer groups to the website and increasing the number of webpage views, ultimately driving webpage traffic. The key is to offer attractive and relevant content to get users curious. (Blue Fountain Media 4 April 2016.)

Chaffey & Smith (2013) underline the key role of social media in encouraging customers to interact, share content as well as create user generated content. Using social media only for broadcasting company's own content, is a mistake. The word 'social' implies active participation and two-side communication, and these are the features that make social media such an effective digital marketing category. The importance of social media lies in the fact that on one hand it is an opportunity, while a challenge on the other. The main

challenge is that people use social media to chill and interact with friends or family, so they barely want to see the advertisements from brands. (Chaffey & Smith 2013, 214.)

Social media marketing could be defined as the type of online marketing that uses social media networks as the platforms for achieving marketing goals for business. Social media is an interaction that takes place at social media platforms. It offers monitoring and boosting of customer-to-customer interaction, sharing and participation with the aim of improving engagement with the business and its' brands, ultimately resulting in commercial value. (Chaffey & Smith 2013, 214.)

According to the Global Digital Report, the number of social media users worldwide in the beginning of 2018 was around 3.2 billion which is 13 % more than the previous year. The number of active mobile social users was 2.9 billion with 5 % up from the year 2017. (Kemp 2018.)

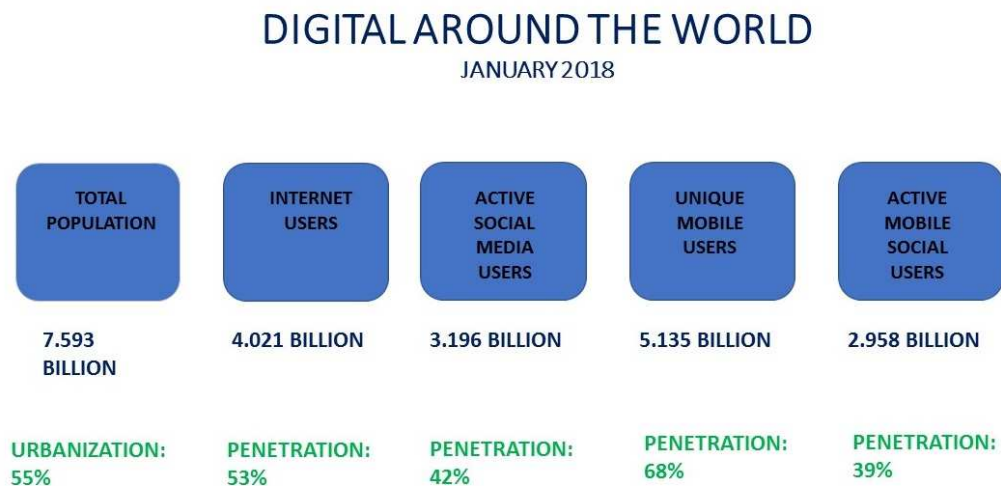


Figure 1. Digital Around the World In 2018 (Global Digital Report 2018)

Here is the rating of the most important social channels for B2C companies in 2018, named by marketers: 1) Facebook (72 %), 2) Twitter and Instagram (8 %), 3) LinkedIn (6 %), 4) YouTube (3 %) and 5) Pinterest (2 %) (Statista 2018a). When choosing a platform for social media marketing, it is essential to consider three main factors: 1) the platform offers everything to achieve business objectives, 2) the platform is used by the target audience, 3) the platform is relevant to the industry in which the company operates, and 4) the platform supports and focuses on the type of content the company would like to share.

Hence, for a small-sized restaurant business Facebook and Instagram are the most suitable social platforms as they fully respond to all the four requirements. This choice is also supported by the statistics above. (Digital Marketing Institute 2017.)

Considering all the above, social media should be a key part of every digital marketing plan. It is free of charge, equally efficient for a business of any type and size and a rapidly growing channel that will definitely bring even more business marketing opportunities in future.

### **3.1.1 Facebook**

Over the past 10 years the Facebook social network has turned into a social and marketing tool for a large number of users across the globe. According to Statista, in the first quarter of 2018 Facebook had 2.19 billion of monthly active users, which made it the most popular social platform globally. With 91.5 % of active users using the network with smartphones, the opportunity for social media marketers is great, as people can be reached at anytime and no matter where they are. All this makes Facebook one of the most effective networks for engaging the users. (Dodson 2016, 159; Statista 2018b; Statista 2018c.)

Companies use Facebook Business Page to promote their products and interact with customers. It offers very nice options like earning the unlimited number of connections and likes, optimization for search engines and the analytics tool called Facebook Insights. This tool allows tracking user interaction as well as measure page performance by recording the numbers of likes, reach, page views and some other data. The key rules to utilizing Facebook for business purposes effectively are: consistency, filling the page up with engaging content, using analytics in the right way. (Dodson 2016, 160-162.)

In early 2018 Facebook algorithm changed, granting priority to the so-called 'meaningful interactions' from users' friends, family and Facebook Groups, over content from companies. This has made it ever more difficult for businesses to get their public content seen by people. Now likes and click-throughs are no longer as important as before, instead, active interactions are given priority, which includes sharing and leaving comments. These actions are seen as indicators of users being engaged or inspired, and are therefore considered 'meaningful'. This change brought the necessity to adjust marketing strategies in accordance with the new rules of the game. Generally, companies are recommended to increase engagement with the fans by producing the kind of content that would induce more comments and that would make users hit 'reaction' icon instead of a 'like' one. Here is a

list of actions that could be done for boosting organic search on Facebook: posting live videos more often, avoiding *asking* fans to comment on content, creating a Facebook Group to interact with fans, producing a lot of valuable content that resonates with the fans, using Facebook Ads, using influencer marketing. The good thing is that the function 'See First' is still active, which means that users can still see posts from their followed pages. Hence, companies could simply ask users to follow them. (Tien 2018.)

### 3.1.2 Instagram

Instagram entered the social media stage in 2010. It is a photo-sharing app which ranks number 6 in the rating of the most popular social platforms globally, as of April 2018 (Statista 2018b). Instagram is highly popular with millennials and generation Z, quite big and influential consumer categories. According to research by Statista, 14.8 % of active worldwide users of Instagram are women aged 18-34. For men, the results are the following: 16 % of active users among the age group 18-24 and 14.8 % for 25-34 age group. (Statista 2018d.) This makes Instagram a must have social network to use, especially for the companies whose audience is within the age categories mentioned above.

Instagram allows creating personal as well as business profiles. With 80 % of users following a brand on this social platform, Instagram is an important channel to reach potential customers and promote a company's products or services. Among Instagram major benefits are: a ten times higher engagement rate compared to Facebook, smaller competition and effective analytics tools. (Kilroy 2018.)

The key to making content visible to target audiences on Instagram are *hashtags*. This feature is helpful for increasing the reach and engagement for a business profile. Hashtags on Instagram are as important as key-words for website optimization, hence it is essential to choose those carefully. Hashtags should be relevant to business, a certain post content and at the same time, they should resonate with the target audience. Every company that runs an Instagram profile, is recommended to get an own, unique hashtag that would be associated with the company and/or its' products. Instagram lets add up to 30 hashtags for a single post, however it is recommended to reduce the number of hashtags per post to 10 at the maximum. There are some online tools available for hashtag research, for example *Hashtagify*: it offers information on a certain hashtags popularity, reach and use in terms of location. (Patel b; Wade 2017.)

The next important Instagram feature is *Instagram Stories*. It was first introduced in 2016 and has been very popular ever since. Instagram stories are content like videos and photos which is only available for 24 hours after it has been uploaded. Additional features like hashtags or icons can be added to a story. Instagram stories are effective way to increase engagement. (Patel 2017.)

Instagram is constantly being updated by adding new features to make it more effective to use for individuals as well as businesses. Among the latest updates are: 1) the option of adding clickable hashtags to a business profile bio, which is a nice way to boost a company's unique hashtag by getting more clicks, 2) putting clickable links to other Instagram profiles in bio section, which is good for promoting another company sending users to a sponsor's profile, and 3) the features that are expected to be released in near future – *nametags*: allows users to find and follow the company quicker through creating unique images that are possible to scan with Stories feature; *Type mode for Stories* which lets create a story without any video or image in it; *the option to post Stories of all formats and sizes*; *#cinemagraphic* – a photo that contains elements of a picture in motion; *voice/video messaging via a direct messages channel*; *Instagram Scheduling (beta version)* – the most anticipated feature for businesses as it will allow the on-platform native scheduling; *Carousel Ads available in Stories* – the effective method of Instagram ads – carousel, is now available also for Stories feature. (Gotter 25 April 2018.)

### **3.1.3 Messaging apps**

The author would like to give special attention to messengers as they have influenced social media a lot over the past few years. And even though the practical use of Facebook Messenger as a marketing channel is not included in the thesis product, the author believes that the concept of a *messaging app* as the potential social marketing channel of the near future, deserves to be elaborated in this chapter, focused on social media.

According to Business Insider, social messaging apps overtook social media networks in the number of users already in 2016 (Business Insider 2016). User-to-user messaging has got very popular, and marketers have to find ways to reach customers thru conversations. What we see is the moving from public social media towards chat apps and messengers, and this is the great change that will require finding new ways to do social media marketing. Marketers these days are facing the challenge to maximize opportunities that messaging apps offer. Interacting with customers via messengers would be beneficial for companies, as this allows to offer more personalized and faster service. One way to execute

this interaction is creating a *chatbot* - a computer program designed to replicate conversations with a human user in a chat. (Read 12 April 2016.)

Facebook reports of 59 % users saying they have started using messengers more actively over the past several years. 76 % said that messaging improves their lives while 69% reported it makes their lives easier. (Facebook 2016.)

The world's most popular messengers as of the beginning of 2018 are: 1) Facebook Messenger and WhatsApp with 1.300 million monthly active users each, 2) WeChat with 980 million users, 3) QQ Mobile with 980 million users, 4) Skype with 300 million users and, - 5) Viber and Snapchat with 260 and 255 million users respectively (Statista 2018e).

The rise of messengers is explained by their comprehensiveness: they combine all features and services from various traditional apps at one platform. For example, on WeChat a user can interchangeably communicate with people from contact list and companies, getting all necessary content collected across traditional apps and delivered in a chat interface. Instant messaging opens doors of opportunity to businesses. According to Facebook, 53 % of online users would buy from a business that uses instant messaging and 67 % expect to use messaging more as means of contacting businesses, over two-years' time. (Facebook 2016.) Considering these figures, business to customer online communication will be steadily moving to instant messaging platforms.

### **3.2 Content Marketing**

Content is the basis for any online marketing strategy. Content could be defined as information or data presented in various forms that is shared online and is supposed to deliver value and is relevant and interesting to users. The examples of content are: images, videos, infographics, blogs, articles, white papers, webinars, eBooks, games, branded videos, case studies, press releases and other. Content marketing is a method that utilizes content for the achievement of marketing objectives. (Opielka 2016.) Content Marketing Institute provides the following definition to content marketing:

“Content marketing is a strategic marketing approach focused on creating and distributing valuable, relevant, and consistent content to attract and retain a clearly defined audience — and, ultimately, to drive profitable customer action” (Content Marketing Institute).

Content serves four major purposes, which are: to entertain, to inspire, to educate and to convince. The scheme called content marketing matrix explains each of the four purposes in detail. It is widely used by digital marketers for building efficient content strategies. The content marketing matrix is a powerful instrument for choosing the right content for various marketing goals with the target audience and their specific needs and instant demands in mind. The chosen content should satisfy those needs and demands of customers on emotional and rational scale and keep customers engaged all the way through their buying journey. (Opielka 2016.)

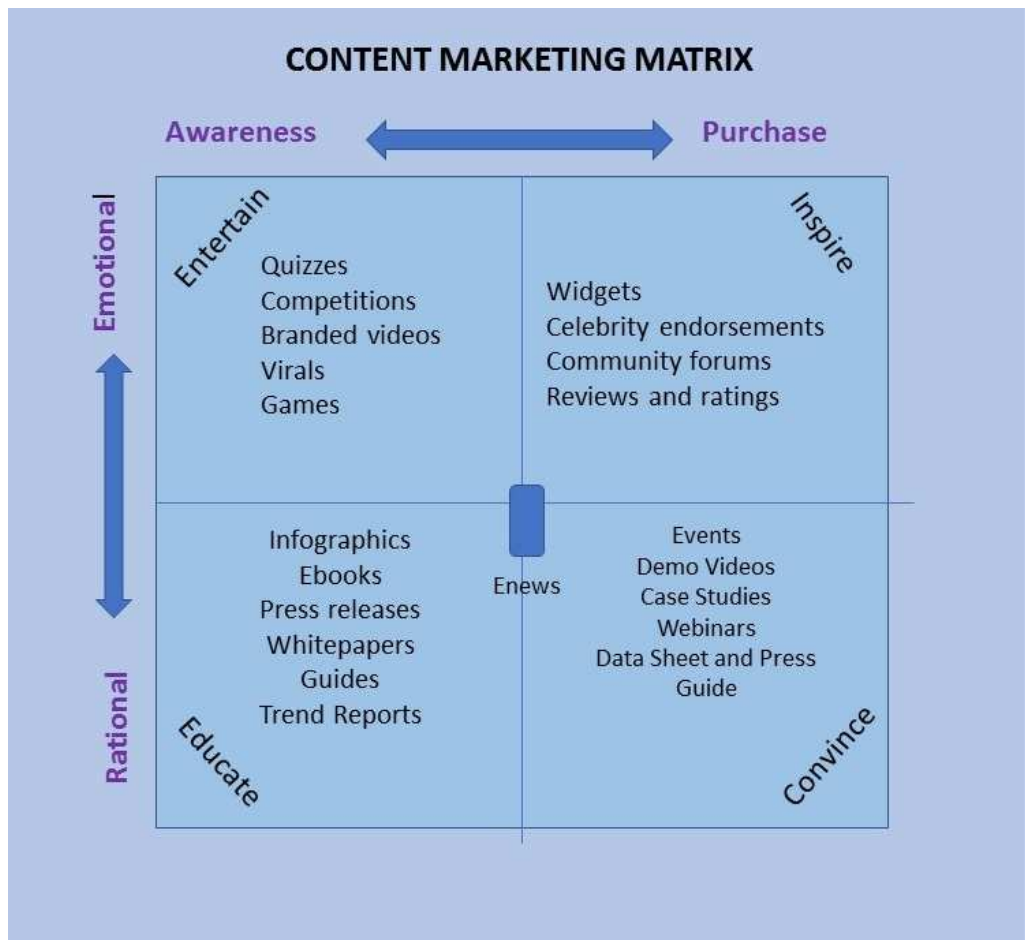


Figure 2. Content Marketing Mix (Opielka 2016)

According to the forecast offered by Statista, content marketing tops the list of the most effective online marketing techniques for the year 2018, leaving behind artificial intelligence (14 %), big data (14 %), social media marketing (10 %), marketing automation and mobilification (9 % both) (Statista 2018f).

With decreased attention span, there is a growing urge for finding better ways to grab and keep customer attention online. Today's customers are more demanding, and scrolling through loads of content daily, they are searching for the kind of content that is worth of



their time online: high quality, unique and value adding. Hence, to satisfy the high demands of users, there rises a need for a strong content marketing strategy. In order to define this strategy, it is necessary to discover the point at which the target audience's interests and preferences meet the company's proposition. The questions here could be: What do our customers want to get from us? What content can we offer in order to win their loyalty? After this point is found, the relevant content is produced and structured. Generally, there are three ways to get customers hooked to company's digital content: inspire them by telling the stories they could relate to; educate them by providing valuable information, or entertain them with amusing and funny content. There are several ways of generating quality content: 1) Creating new and unique, own content, 2) curating or editing the content that already exist and, - 3) Creating content in collaboration (content co-creation). (Hanbury 2011.)

**Content curation** means exploring already existing content on a certain topic across the web and arranging the best findings in a neat way to present to the audience via company's own online channels. Content curation a very beneficial tactic to employ for small sized businesses because it is: 1) time-saving: analyzing and summarizing valuable content created by others is easier than creating a lot of your own from scratch; 2) value-adding – relevant information has been collected for customers in one place, no need to do own research; 3) powerful in increasing engagement level and growing company's network. The best place to share curated content for a small company would be social media. (Cisnero 13 August 2014.)

**Content co-creation** is a technique of generating content in collaboration with one or more other parties: another company operating in the same sector, a marketing company, a freelance writer or photographer, an influencer (an authoritative individual who could greatly affect customers' buying decision) or even a regular customer. From the author's knowledge, the benefits of co-creation method are: 1) it is fast and productive due to applying collective effort to one task; 2) provides access to the co-creating partner's audience and hence an opportunity to draw it to own online channels 3) allows to learn new things from partners. If the co-creator is a customer, in most cases the company doesn't need to pay (user generated content in the form of a review for instance), so that is an extra benefit. Co-creating partnership with an influencer is generally referred to as **influencer marketing**. (Neely 25 November 2015.)

As it was mentioned above, with content being the most popular marketing tactics in 2018, the properly built content strategy is key to attracting new audiences as well as retaining the existing ones and creating brand reputation online.

### **3.2.1 Storytelling**

Storytelling is a new trend in content marketing that emerged a few years ago and is on the rise in 2018. Carolanne Mangles (2018), a digital marketing executive of Smart Insights - an online publisher and a very popular marketing learning platform, refers to storytelling as “the future of social media’ and ‘the future of content marketing strategy in 2018.”

Storytelling could be defined as a method to communicate the brand's values and ideals to the target audience by telling a story using visuals and content across several marketing channels. The key is to make a customer the main character, not a passive observer of the story of a brand. (Ratcliff 2014.) Storytelling is a great way to enhance engagement with the brand and is key to creating meaningful customer experiences. Opposed to profit- and sales-focused messaging which is a one-way communication, storytelling is a softer way of advertising in the form of a conversation between the brand and its customers. Great storytelling engages the target audience at the emotional level, gives the feeling of belonging and eventually, leads to customer action.

### **3.2.2 Video Marketing**

In 2018 video marketing has become one of the top forms of digital content, and there is a good reason for that. Video is more appealing, catchier and more popular with consumers than all other types of content. That is why an average Internet user would prefer to get information by watching a video than reading an article. Provided a video is entertaining, it will draw more viewers and consequently will help the business in growing sales. According to research by Statista (Statista 2018g), in 2018 online video has reached 90 % penetration worldwide, which officially makes it the most popular type of content. HubSpot reports of 54 % consumers favoring videos from companies they support over other types of content, like newsletters or images. Online video watching rate is extremely high with 78 % of weekly and 55 % of daily watchers. Those numbers are forecast to grow rapidly in the next few years. (HubSpot.)

The popularity of live video continues to grow in 2018. Live video streaming on social platforms like Facebook and Instagram is another way to increase customer engagement and

reach new audiences. The option is progressively utilized by big brands as well as smaller companies, as it is equally beneficial for both. Among the biggest benefits of live video are: increased user time spent online, increased company's credibility and increased viewer communication. What concerns availability, video production is now very affordable for companies of every size. The need for equipment is minimal: a decent quality video can be shot with a smartphone and there is plenty of free video-editing apps to make it more appealing. Plus, when it comes to small companies, simple videos with authentic content are more valued by users. Hence, video content is a must-have part of any digital marketing strategy. More than that, the share of video in the strategy should correspond with the growing user demand for this category of content. An ideal video content plan includes videos of different types serving different marketing objectives: educating, inspiring, engaging and entertaining. (Patel c.)

### **3.2.3 User Generated Content (UGC)**

User generated content (UGC) is any content generated by users about a company or its' product or services and available online for everyone. The examples of UGC are blogs, images, audio and video files, reviews and other types of content. UGC is free of cost and due to its' authentic nature, offers a great way of advertising. A company of any size and type can benefit greatly from using UGC. First and foremost, UGC allows your customers to tell your story for you. It is a form of a co-creation with the customer as a partner. Another benefit is increased trust, as UGC serves as social proof coming from real users. Additionally, UGC provides better understanding of target customers, increases user engagement and satisfaction. Today's customers trust what others say about a brand rather than what a brand has say about itself, hence UGC is powerful promotional tool to use. UGC has been around for over 10 years now but in 2018 it is on the rise. With the development of bots and artificial intelligence, it becomes easier to spot influencers and identify the most relevant UGC to be used in marketing channels. (York 5 October 2016.)

## 4 Consumer Behaviour in Social Media

Social media provides new opportunities for people to communicate and engage online. Today social media networks are used by consumers for interaction as well as generating different types of content and networking with other users. The fast advancement of social media resulted in the possibility for consumers and businesses to collaborate online. Digitalization has brought a lot of benefits for both individuals and businesses: consumers can generate content, share information on social platforms, like Facebook, Instagram, Twitter and other, they can rate and review products and services and thus, offer valuable tips to other users (so-called *online word of mouth* or *consumer advertising*). For businesses, social media is an effective tool for consumer attraction. It provides a great chance to establish close connections with potential customers by creating online communities where communication happens in a personal way. This, by all means, boosts product promotion and sales and impacts brand awareness and loyalty. These days social media have become a key touch point in consumer decision making process: from the very initial consideration stage to the post-purchase experience stage. Consumers are highly influenced by their digital environments, that is why for businesses it is essential to identify the online channels where they can 'catch' potential customers. As it was already mentioned above, a business should be where the customers are. The choice of social media channels to use should be determined by the industry in which a company operates as well as by the target customer group and its' social media preferences. For example, a retail clothing store for young people should take its' online marketing efforts to Instagram and Snapchat as these platforms are highly popular with this customer age group. Likewise, a clothing store for older women is recommended to use Facebook and/or Instagram. (Hajili 2014, 388.)

In 2018, social media is a great influencer of consumer behaviour. According to Solomon (2016), millennials as well as younger generation, are the customer segment that are the most affected by social media in their buying decisions. These groups are getting the majority of recommendations from social networks on what to buy and where. This customer segment values high digital responsiveness of everything that is offered to them: from entertainment to educational services – everything should work smoothly and deliver excellent experience. This is especially true for millennials as they identify themselves with technology, because they had been using Internet from early childhood. Millennials are extremely active on social media: they love sharing, commenting, discussing their experiences, interests and consumption activities. Millennials care about the value of a company: half of this customer segment choose products of a company that supports the issues that they care about. They also love co-creating the products with their favourite

brands and do not necessarily see the line between the company and the customer. Millennials expect only authentic and personally tailored experiences. In short, this new customer segment is highly demanding and a brand that succeeds in satisfying their numerous demands, will surely have a great commercial success. (Solomon 2016.)

There is a number of rules that every business needs to follow in order to be able to build a strong social media presence. First and foremost, it is knowing the target audience: it is necessary to identify the biggest customer segment and center the strategy on it. It needs to find out the demographics of customers and communicate marketing messages in the way that is most understandable to them. Constant monitoring of the audience's reaction should be done and corrections made to the strategy if necessary. The next thing to follow is listening to customers' opinion and reply accordingly: the dialogue with customers helps discover what they think about the company and in which way it can be improved to make it even more appealing. The mistake that should be avoided is neglecting negative feedback, or worse, deleting negative comments. For marketing, all kinds of customer opinion is important and the way a company deals with negativity, tells a lot about it. The rule number three is *servicing instead of selling*. This means that customers should feel 'at home' at their favourite brands social page and during the process of interaction. Building relationships with customers, responding to their needs and identifying their issues and pains is key. A business that would like to benefit from doing social media marketing, should place their target customer in the center and focus all marketing activities around this customer. It should be remembered that today's consumers are totally different than those that were 20 years ago: they are *prosumers* who want their voice to be heard and want to collaborate and co-create with their favourite brands. And this knowledge should be at the core of every social media strategy. (Jade.)

## 5 PR Smith's SOSTAC® planning model

The product of the thesis has been created using PR Smith's SOSTAC® planning model – one of the most effective planning systems used by marketers across the world for developing and implementing both traditional and online marketing strategies. A brief description of the model is given in the introductory section. However, for a better understanding of the thesis product development process, there is a need for a deeper insight into the planning model. This chapter provides a detailed explanation of each of the 6 stages of the planning model. As it has already been mentioned, PR Smith's SOSTAC® model was designed over 20 years ago by a well-known marketing consultant and speaker Paul Smith. The system is extremely efficient yet simple to understand and apply, and this is what makes it so popular. The planning model consists of 6 consecutive stages: 1) situation analysis, 2) objectives, 3) strategy, 4) tactics, 5) actions and 6) control, which gave the concept its name by forming an acronym – SOSTAC. (Smith.) Below each component of the model is elaborated.



Figure 3. PR Smith's SOSTAC® Planning System (Smith)

### 5.1 Situation Analysis

Situation analysis is the initial stage of the planning model that answers the question *Where are we now?* At this stage a company's current marketing performance is evaluated by implementing a mix of analytical tools and techniques: SWOT analysis, customer

analysis, competitors' analysis, studying of ongoing market trends. This is done in order to get the better picture of company's internal environment, estimate the situation with competition and the current situation at the market. (Smith.)

## 5.2 Objectives

**Objectives** is the second stage of PR Smith's SOSTAC® model. It is here to answer the question *Where we would like to go*. At this stage, the future goals and objectives are accurately defined and properly set. When setting the objectives, it needs to make sure that they are aligned with the company's vision and mission statements and that they add value. (Smith.) When setting the objectives for the marketing plan, it is necessary to see that they are SMART (Specific, Measurable, Actionable, Relevant and Time-related, respectively) (Swan 2018.)

Another model that helps creating realistic and attainable objectives, is **5 S's goals** by PR Smith: Sell, Serve, Speak, Save and Sizzle (Chaffey 2010). The table below showcases the meaning of each of the model's objectives.

Table 1. The 5 S's Objectives (Chaffey 2010)

<b><i>Sell</i></b>	<b><i>Increase sales</i></b>
<b><i>Serve</i></b>	<b><i>Add value</i></b>
<b><i>Speak</i></b>	<b><i>Boost customer engagement through active participation and constant dialogue</i></b>
<b><i>Save</i></b>	<b><i>Save marketing costs</i></b>
<b><i>Sizzle</i></b>	<b><i>delivering a WOW effect</i></b>

## 5.3 Strategy

The next step of SOSTAC® planning model is called **strategy**. The question here is *How do we get there?* At this stage the information obtained in the situation analysis is processed for the purpose of finding out how objectives will be met and how the results will be achieved. Things to be considered include: possible strategic collaboration, positioning, data integration, main tactics and tools, customer engagement. (Smith.) The strategy acts

as a plan of how to achieve the objectives that were set. In order to choose the right strategy to follow in a digital marketing plan, it is necessary to study the customers: who they are, when they are active, what they expect from the company, what are their wants and needs. The more detailed customer analysis is done, the better strategy can be created, specifically aimed to reach to those ideal customers. Competitor analysis is highly recommended to include, in order to see how successful the competitors are on social media and what their success is rooted in. Comparing the competitors' behavior on the same social media channels, and estimating what sort of response they get, is key to finding out what worked and what did not work before. However, the results of competitors' online performance should be always taken with a grain of salt as they may not be well aware of customers' needs and wants, therefore they may not be a nice example of what to do, but instead – of what NOT to do. (Ryan 2015, 3-4.)

For setting the strategy, a strategic marketing approach called STP could be utilized. STP stands for Segmentation, Targeting and Positioning. This model is helpful in prioritizing propositions and after that, delivering customized and relevant messages for the engagement with various audiences. This model places focus on audience rather than product, and hence helps tailoring and delivering messages to specific audiences that are commercially attractive for the company. Additionally, STP concentrates on commercial effectiveness by choosing the most promising segments for the company and then creating a marketing mix and product positioning strategy specifically for all the segments. (Hanlon 2018.)

#### **5.4 Tactics**

The question to be answered by **tactics** is: *How exactly do we get there?* In this section the details of putting the strategy to work are explained. The communication channels are chosen and the right set of marketing tools is compiled (marketing mix) according with the strategy. Tactics normally includes creating contact and content plans as well as Gantt charts to demonstrate the sequence of tactics implementation. (Smith.) Tactics explain the details of the strategy, and at this stage e-marketing mix should be considered, this includes communication mix, social networking and timing for each of those. Also, at this stage the type of content is chosen and planned for each of the utilized social platforms and when and in which way the customers will be contacted. (Smart Insights 2016.)



## 5.5 Actions

**Actions** elaborate the details of tactics: this stage regulates *who does what, when and how*. Here we deal with the division of responsibilities among the marketing plan executors. Additionally, the processes and systems are resolved, guidelines and check lists are created, appropriate training and motivating schemes are chosen and internal marketing strategy is provided to guarantee the best possible implementation of the marketing plan. (Smith.)

## 5.6 Control

The final stage is **control**. In the same way as at actions stage, here the duties are divided among the team members in terms of who monitors what and when. At this stage the effectiveness of the utilized strategy is assessed and it is discovered whether the set objectives have been reached or not. In case the results are unsatisfactory, control stage includes revision and alteration of tactics and actions. For the purpose of control, usability tests, customer satisfaction surveys and other techniques may be used. (Smith.)

KPI's (key performance indicators) are measurements that are used for the estimation of a company's performance, they show how well the company is doing and point to changes that need to be done in order to achieve the set goals. The examples of KPI's for marketing are conversion rate (the amount of sales leads that transformed into customers) and customer acquisition cost that is a cost of getting new customers. Among other KPI's are life time value of a customer and social media engagement and reach. (Rouse 2017.)

Performance on Instagram can be measured effectively by utilizing Instagram Insights tool available for the owner of a business account. By using this tool, it is possible to find out more about page followers and people interacting with business on this social platform. It provides such important user data as gender, age and location. It is also possible to check which posts and stories the audience engages with most of all. Moreover, weekly impressions, reach and profile visits can be followed. (Facebook a.)

Hashtags for Instagram are key to reaching larger numbers of customers. Using appropriate hashtags is hence crucial to a business success on Instagram. There are different hashtags available and choosing the right ones is important for attracting ideal customers to your posts, increasing customer engagement and making posts easier to discover. It is necessary to analyse hashtags and pick the most effective ones for the company or for a specific campaign. One way the effectiveness of a hashtag can be measured is comparing the number of likes and comments it got in comparison to posts that have other

hashtags, with a relatively similar content. Interestingly, comments are considered to be bigger indicators of engagement than likes. Writing a comment takes more time than hitting a like button, so this means that content really resonated with the follower, once they left a comment. Tracking the number of comments is hence important: if the post is getting a lot of comments this means that a strong and loyal community of followers is being built. And on the contrary, few comments means that followers feel little to zero connection with the content. Another way to check whether the content gets the followers' response is measuring the engagement per follower and the number of followers this or that post in fact reaches. (Jackson 9 May 2017.)

For the measurement of a business page performance on Facebook, Facebook Insights tool should be used. Just like the one for Instagram, this tool provides an extensive information about the number of likes, reach and engagement rates. The tool determines the best time and the best day of the week for posting, it gives tips on what content is the most popular with your followers. (Facebook b.) KPI's for Facebook are engagement rate, reach (by how many people the post has been seen), impressions (how many times the post has been seen), the number of new followers, likes (Facebook reactions), comments and shares. It is important to measure impressions because this helps identifying viral content, for example if one and the same user checked the same post several times, for example when it was shared by his friend. Seeing the same content for multiple times is needed for getting users to take the action. (Jackson 13 July 2017.)

PR Smith's SOSTAC® planning system has a very clear and cohesive structure therefore it is easy to follow and use. Provided that all the six stages are observed, a functional marketing plan or campaign are easy to develop and monitor. In the present thesis product, the control stage is not developed as the digital marketing plan will only be implemented after the submission of the thesis. However, the author provides general recommendations on how control over the digital marketing strategy should be conducted.

## **6 Digital Marketing Plan for Ravintola Super Bowl**

As it was mentioned before, the product of the thesis, the digital marketing plan for Ravintola Super Bowl, focuses solely on two social media channels – Facebook and Instagram. The plan is structured using PR Smith's SOSTAC® planning system, and is given in two forms: 1) as a detailed description of the planning process, providing thorough insight into every stage of planning, with strong relation to theory, and 2) in the form of a guidebook – designed specifically for the commissioning party. The guidebook is designed to be visually attractive, comprehensible and easy to follow and use. This chapter explains a stage by stage development process of the digital marketing plan in line with SOSTAC® model. The recommendations, guidelines, actual examples of marketing tactics and actions, are given in Appendix 1 (thesis product). Some of the analyses in forms of tables and texts, have been placed in the Appendix 1 for the demonstrativeness and increased visualization.

### **6.1 Situation analysis**

In order to determine where the company is standing at in terms of social media usage, the separate analyses have been done for Facebook and Instagram page performances, using both manual methods and online free tools. The results can be seen in Appendix 1. Additionally, in order to provide a deeper insight into the commissioning company, to find out about the marketing goals and the current online marketing situation, a qualitative interview with Super Bowl owners was done. The interview is structured based on SOSTAC® planning model, and supported greatly the creation of the digital marketing plan, at its' every stage.

According to Super Bowl owners, the restaurant's ideal customer is a well-being focused individual (a male or a female) aged 25-45 who loves healthy and tasty food. This category of customers prefer to follow and stay in touch with their favourite brands via social networks – Facebook and Instagram. These channels are already being used by the company for interacting with customers.

In addition to customer choice factor, the use of these channels for marketing is supported by statistics: about 90% of the total amount of social media users use Facebook. Additionally, Facebook is very effective for business as it has the biggest audience size and therefore offers great reach. (Excellent Presence 2017.)

What concerns Instagram, it is generally recommended to utilize for businesses operating in food and beverage industry as it is a visual social channel and allows to showcase content in the form of images, photos and videos, and these forms of content are the most effective for promoting a restaurant. Facebook and Instagram top the list of social channels named by marketers as the most effective for BtoC marketing, this has already been discussed in the Social Media chapter of the thesis. The detailed situational analyses for both Facebook and Instagram profiles are provided in the digital marketing plan in Appendix 1. In order to portray Super Bowl's typical customers more vividly, three *customer personas* have been created. The personas were developed based on the information provided by Super Bowl owners, theory of the thesis as well as the author's personal knowledge. The author has worked for 2 years for one of Radisson Blu hotels in the center of Helsinki and in this role, had an opportunity to observe customer behaviour as well as take part in the company's promotional and marketing campaigns. As Super Bowl aims to reach locals as well as tourists, this has been taken into consideration when portraying the personas:

### **Persona A**

Jaana is a 28 year old office worker, renting a studio in Punavuori district, single with average income. She takes great interest in yoga and attends yoga class twice a week. Jaana is a fan of healthy food, she loves cooking at home and testing new recipes. When eating out, she chooses places that offer nutritious and at the same time yummy food. Even when taking a quick snack, it must be something healthy (no junk food). When checking a restaurant online, she considers customer feedback as well as photos of both place and food available at social channels. Jaana is an active user of Facebook and Instagram. She follows her favorite brands on both. Jaana loves reading blogs about healthy living and cooking. On social media she mostly shares photos and videos of herself training, of food that she is having or has cooked herself, as well as quality time spent with friends.

### **Persona B**

Juha is a 35 year old IT specialist living in his own apartment in Kamppi district, he is in a relationship for 5 years, with income above average. Juha's hobbies are training at the gym together with his girlfriend and ice hockey. He pays special attention to what he eats and when. As a body builder, he checks that his meal has the proper nutrition ratio, so the quality of food is extremely important. Juha orders his lunch with Yelp. He has accounts on Facebook and Instagram. Instagram is more personalized as there Juha shares photos and videos and also follows his favorite brands. Facebook is more the source of useful work and hobbies-related information. On Instagram, Juha enjoys participating in contests and games organized by his followed brands.

## **Persona C**

Marie is a 36 year old sales manager from Paris. Marie is married with one child, her income is average. She loves travelling across the world and do a lot of sightseeing. Her hobbies are pilates and swimming. As a fan of healthy living, in every new city she visits, she searches for a place that would offer wholesome and nourishing fast food for a reasonable price. Marie uses Tripadvisor to find places to eat. She has accounts on Facebook and Instagram and posts a lot of visual content. She loves watching videos and trusts colourful photos of food items, when choosing a place to eat. Marie uses Facebook check-in function and posts photos of her food. She would always leave customer feedback after visiting a new restaurant or cafe. She loves asking questions on restaurant pages and interacting with other users online.

Next comes *competitor analysis*. The four competitor restaurants have been chosen to carry out the analysis of their performance on Facebook and Instagram in comparison to Super Bowl. Two of the competitors – Date+Kale and Eat your Greens Suomi, have been suggested by Super Bowl owners, and the other two – Hey Poke and Ravintola Silvoplee were chosen by the author. The base for picking these restaurants is the similarity of concept, price range, location, reputation and ownership of business pages at Facebook and Instagram. The customer factor was also considered in the choice of the competitors: all these restaurants serve healthy and tasty food and are attracted by relatively close customer segments: fans of yummy nutritious food, well-being oriented young people. The summary of the competitor analysis is available in Appendix 1.

## **6.2 Objectives**

As it was mentioned in the previous chapter, when setting the objectives for the marketing plan, it is necessary to make sure these are SMART ones (SMART standing for Specific, Measurable, Actionable, Relevant and Time-related). (Swan 2018.)

The examples for SMART objectives for Super Bowl online marketing strategy could be the following: 1) increase engagement rate on social media channels by 50% in 6 months (measured with Facebook and Instagram Insights), 2) grow the number of Facebook fans to 1,000 by the end of the year 2018. These numbers are illustrative but at the same time might be applied for the digital marketing plan that the author created for Super Bowl. However, the author would like to leave the setting of concrete numbers and other precise measurements for the owners. The product of the thesis does not include the implementation part and therefore there is no point in setting the indicators based on numbers. The product might be used or not, and this depends on the owners. The product is designed in

such a way, that it can be used only partially, for instance, only a few tactics or elements of online marketing campaigns can be picked to use, and this naturally will affect the outcomes.

For setting the objectives for the digital marketing plan for Super Bowl, the model called 5 S's by PR Smith was utilised. This model helps developing realistic objectives that are easy to reach (Chaffey 2010). Below, each objective is named and explained in more detail.

The first objective named *Sell* is all about growing sales. The key is to start with the most important methods for growing profit (Chaffey 2010). For Super Bowl these are actively engaging the existing and potential customers on social media channels, adding relevant content to Facebook and Instagram and incorporating value adding social media campaigns to the online marketing strategy. All of those are sure to increase sales in the long run. The more detailed guidelines and tips are outlined in the Appendix 1. This objective should be measured with regular sales reports.

The next goal is *Serve* and it is about answering to customers' questions and responding to complaints thru social media. It is top priority to offer great customer service in order to provide excellent customer experience. (Chaffey 2010.) Super Bowl could achieve this goal through responding promptly to customer questions and feedback on social channels, always in the same friendly and polite tone, even in case of negative feedback. One way to measure this objective is through online customer reviews.

*Speak* is another goal that means boosting engagement thru active participation and ongoing dialogue with customers. The key is turning a social media platform into the space for leading great and meaningful conversations with customers. Digital channels are meant not solely for sales but also engagement with existing and potential customers. (Chaffey 2010.) This objective is achieved by creating posts that induce conversations with customers: asking questions related to Super Bowl's menu items, service, as well as industry-related topics and well-being topics. The indicators for this objective in case of Super Bowl are likes, shares, numbers of fans and followers, comments to posts, reviews and the number of views of videos on social channels.

*Save* refers to saving the marketing costs (Chaffey 2010). For Super Bowl, the digital marketing channels are social networks, and those are free to use. Marketing automation

tools are here to help save the time spent for posting. The author recommends using Facebook local advertising but again, this is not too expensive, but very effective in promoting the business and attracting new potential customers.

The goal number five is *Sizzle* and is perhaps the most important of all, as it includes building brand awareness and creating online customer experiences – delivering to customers the so-called WOW effect. An extra positive experience will make a customer return to the company's online channel again and again, and recommend it to others, too. (Chaffey 2010.) For Super Bowl, this objective could be reached by responding to customers at least in three languages – Finnish, English and Swedish. Organizing regular online contests and using gamification with valuable rewards and prizes are also helpful in adding value to customer experience. Again, this goal can be measured by the number of followers, fans, likes, positive customer reviews and so on.

### **6.3 Strategy**

Super Bowl's typical customers are single customers (both men and women from Kamppi, Punavuori districts and other Helsinki districts located close to the city centre), couples, friends who go out together occasionally for lunch and chat, business people and tourists (single travelers, young couples), aged 25-45. Business people normally order lunch using delivery to their offices (with Yelp), single customers and friends stay for dinner at the restaurant and tourists belong to the type of travelers always on the go, in need for healthy fast food. All these segments have one big thing in common – they value available, quick and most importantly, healthy food. This segmentation is pretty rough, however, the author managed to draw customer personas from those, which give a more detailed portraits of Super Bowl's most common customers. The three customer personas can be viewed in the Situation Analysis section.

At the strategy stage, the company's positioning is defined. Positioning is the last element of STP model. In order to target the most relevant customer segments, the position of the product needs to be identified. (Hanlon 2018.) According to the restaurant owners, they would like to offer high quality street food for a good price, with freshness and amazing taste. They would like the restaurant to be perceived as 'A good quality fast food restaurant with good modern ideas and Helsinki's best and freshest bowls'.

The key here is to position a product in such a way that customer would prefer it over the similar products offered by competitors. One way to achieve this is creating a value proposition that would tell customers why the company's product is better for solving their problem, than that of the competitors. Online value proposition means the key benefits that are

delivered to customers in the form of online experience and content, by the company. (Hanlon 2018). The key benefits for Super Bowl's audience is social media content - information on special offers and discounts, upcoming (seasonal, special occasion etc.) menu, well-being and sports-related issues, information about healthy food and nutrition. Below is the list of key benefits that Super Bowl offers to their target audience through social media content.

Table 2: Key Benefits for Super Bowl

Key Benefit	Example
Giveaways / Discounts	Offering an item for free in return for a customer review: <i>Review us on Facebook, show it to our staff and get a free coffee or tea!</i>
New menu	Promoting new menu: <i>Come and discover our new spring menu starting 1<sup>st</sup> of April. Our bowls remain as tasty as before but now have a new twist ;)</i>
Health/well-being care	How-to 3d party video on how to keep to a healthy diet while on a holiday trip abroad: <i>Heading abroad for a holiday? Want to eat as healthy and balanced food as back home? Here is a bunch of useful tips on how to stick to your diet in a foreign country.</i>

Detailed competitor analyses with explanations are presented in Appendices, separately for Facebook and Instagram. On the basis of the objectives as well as the customer and competitor analyses, the overall strategy has been set which is improving performance on Facebook and Instagram and boosting customer engagement on those platforms. The detailed lists of strategies for each platform can be viewed in Appendix 1.

## 6.4 Tactics

For Super Bowl, tactics include posting various kinds of visual and written content: own and borrowed images and videos (including self-produced how-to videos), live broadcasts, Instagram and Facebook stories, industry-related articles and infographics and so on. The content should have four different purposes: to entertain, to inspire, to educate and to convince. Content for each social platform is explained in detail in Appendix 1. Content calendars are recommended to create for both Facebook and Instagram, as they are a great



way to plan the publishing. A content calendar It is handy for setting the date and time for each post, with different content types. Important days for the company (public holidays, promotional campaign dates, events), days on which you could share user-generated content or curated content, 'silent' days – everything can be added to content calendar. Having this kind of timetable is one way to guarantee consistency which is key to social media. Content calendar is extremely time saving and a helpful tool for analyzing performance (in addition to the platforms' native analytics tools): see which posts generated more reactions and comments, and add more posts with similar content to the new schedule. It should be created for 2-6 months ahead and updated if needed: social media trends are quickly changing, monitoring the activity of competitors is a plus to stay informed on new strategies. As for the contact plan, for Super Bowl it means optimizing social media channels – Facebook and Instagram, these are the main and only communication tools that are used for the online marketing plan.

## **6.5 Actions**

The actions stage for the two platforms is elaborated in the Appendix 1. The examples of posts, ideas for various types of content, gamification and contests are given, that are aimed to achieve definite marketing goals. For Instagram marketing, possible ideas for hashtags are offered, as well as ideas for posts again, with different content type in them, serving different marketing purposes, like engaging customers or attracting new potential customers.

## **6.6 Control**

The KPI's for Super Bowl's Instagram profile are the number of likes and comments that each post gets. In case of the need for more detailed data, interaction rate by post type could be done: for instance, compare how different are interaction rates for a post with an image and a post containing a video. Also, identifying the right timing for posting is crucial as the same post published at different time can have different interaction rate. (Gottke 29 June 2017.)

The recommended means of executing control of Facebook page performance for Super Bowl are Facebook Insights and the online free tool Likealyzer. The latter allows to see how competitors perform as well as own page. What concerns Instagram, the tools Instagram Posts Insights and Instagram Stories Insights give a nice of picture of how a business profile is performing, providing all necessary details that a marketer or whoever runs the business account, needs to know.

## **7 The Planning, Evaluation and Implementation of the Product**

The planning of the product lasted for 4 full weeks, and its' development took the following 8 weeks in the spring of the year 2018. As the product will be implemented only after the thesis is written, it is impossible to evaluate the results right away. The author chose a digital marketing plan as her thesis topic due to the online courses she had taken in related subjects (digital marketing, social media marketing), organized by teacher Lasse Rouhianen. The author gained a lot of theoretical knowledge and practical skills in the subject during her studies, hence she applied all of those to make the final product as effective as possible. The author believes therefore that the product has every chance to achieve the objectives that have been set for it.

### **7.1 Background of the Product**

The present work is a bachelor thesis for the programme of Hospitality, Tourism and Experience management. Ravintola Super Bowl commissioned the thesis, as they need an effective digital marketing strategy that would boost the company's performance on social media. The improved online performance will help to make the restaurant known to more potential customers, get them familiar with the concept and turn them eventually into regular customers. The owners of Super Bowl are planning to open a new location later this year, hence there will be demand for greater online publicity.

The commissioning company is a trendy restaurant in the centre of Helsinki serving healthy bowl street food. Their mission is to deliver exceptional high-quality fast food at a reasonable price and by doing this, promote the idea of healthy fast eating. Teresa and Johanna, the owners, have other, bigger business projects going on and hence, they do not have enough time to do the marketing for the restaurant. They are planning, however, to attract their employees at some point, to execute the digital marketing plan. The thesis product is designed to be visually appealing and easily comprehensible even for a person having a vague idea of what digital marketing is all about. Thus, the author hopes that the guidebook that she created, will be used to the company's advantage and will deliver great marketing results.

The product of the thesis, the digital marketing plan for Super Bowl, focuses solely on two social media channels – Facebook and Instagram, and is presented in two forms: as a profound social media plan with thorough insight into every stage of planning, and in the form of a guidebook – designed specifically for the commissioning party to use. The

guidebook describes the social media plan for Ravintola Super Bowl, it is designed to be visually appealing, clear and easy to understand even for someone who has little idea of how online marketing works. The guidebook is made up of two sections: Social media plan for Instagram and social media plan for Facebook. As the two social channels have different algorithms and serve different business purposes, the author made a separate plan for each channel. Each section is split up into 6 segments, according to six elements of SOSTAC planning model: situation analysis, objectives, strategy, tactics and control. In order to make the social media strategy clear and understandable, the author designed illustrative examples of social media posts, campaigns and gamification ideas that may be used both as models for future posts and campaigns, as well as incorporated directly as they are into the company's plan.

As the guidebook was elaborated specifically for the company owners, therefore it gives tips and practical advice of what to do and how on each channel, it explains some social media specific notions and terms as well as functions of digital marketing online tools that are recommended to use. In short, all the necessary information is provided to guarantee the easy, smooth and functional implementation of the digital marketing plan by the commissioning party.

## **7.2 Project Plan**

The thesis was written between the weeks 13 and 20 of the year 2018. This made full 8 weeks. The author made a schedule that she tried to follow during the process of working on the thesis. Below is the schedule that demonstrates what was done and when.

THESIS PROGRESS SCHEDULE		
WEEK	DATE	ACTION
13	26.03-01.04	finding and contacting the commissioning party, conducting an interview with the restaurant owners
14	02.04-08.04	analyzing the interview
15	09.04-15.04	choosing and planning the literature for theoretical part
16	16.04-22.04	writing theoretical part
17	23.04-29.04	analyzing the commissioning company's current online performance using online tools. Analysing the competition
18	30.04-06.05	creating the digital marketing plan
19	07.05-13.05	creating the digital marketing plan
20	14.05-20.05	writing discussion, evaluation and conclusion parts, Submitting the thesis

Figure 4. Thesis Progress Schedule

As it can be viewed from the table, the schedule was organized in such a way that every week was dedicated to a specific task. This timetable was very easy to follow, it helped the author to measure her time and energy resources in a proper way and she was able to almost fully stick to the schedule, with only a few deviations due to unpredictable factors like covering up for sick colleagues at work and thus, skipping the days that had been saved for the work on the thesis. However, this had minor effect on the effectiveness of the process as quick catching up was done afterwards.

The author had picked the thesis topic already one year before so she had been searching for relevant information as well as monitoring the new trends in the field of digital marketing for a long time now.

The actual thesis process started in early March 2018 when the author took a mandatory pre-test to start the thesis writing process. Before that, she completed the Research and Innovation Methods course, which gave her the knowledge about thesis types and research methods that can be used. As the chosen type of thesis was product-oriented one, the next step was finding the commissioning party that would not be running a current digital marketing plan and would instead need one. Due to her hospitality-focused study programme, the author decided that the commissioner should be a business operating in this sphere. The author had a few restaurants in mind that she had previously visited, however she had no idea about how well they were doing in terms of online marketing. In order to

find this out, she visited their business pages on social media and quickly analyzed performance with the use of online free tools and manually: by checking the general performance indicators like likes, comments and the number of followers and fans. This is how the commissioning party was found. The next step was reaching to Super Bowl owners and proposing to create a digital marketing plan for the company. After receiving a positive answer, the author explained in more detail about the project and sent the interview questions for the owners to answer by email. The interview was created with the main theoretical concepts in mind. The main goal of it was to find out about the restaurant owners' expectations from the marketing plan as well as the company's present online situation. The questions in the interview were based on the SOSTAC planning model, as the author had chosen this effective planning model to develop the thesis. The information obtained from the interview provided a better understanding of the overall business strategy of the company and helped formulate the thesis objectives.

After analyzing the interview, the author met with the owners at their office. During that meeting the additional and very valuable information was obtained that helped set the final objectives for the product. After that, the author did an extensive desktop research in order to find the most suitable and relevant theory. Then, the thesis outline was written where the choice of the topic, the aim of the work, the main concepts and the thesis objectives were described. The next step was to write a part that explains the main theoretical background of the thesis as well as models and concepts that will be used. After that, the market research was done and the competitor analysis was carried out in order to see how those competitors were doing their online marketing. At the same time, the commissioner's online performance on Facebook and Instagram was precisely analysed. Product development process was divided into two stages: first, the detailed digital marketing plan was done and described, and after that on the basis of that, the illustrative guidebook was created.

In addition to the thesis process timetable, the author utilized a lot of online free tools and applications that helped create the product: Likealyzer for measuring of Facebook performance, Simply Measured tool for getting the basic metrics for a page performance on Instagram, Instagram stories – the feature that allows sharing photos and videos with other users for only a limited period of time, video editing tools Boomerang, LapseIT and FilmoreGo, Canva for making nice looking visuals, Hashtagify to find the relevant hashtags, Buffer for scheduling automated posts for Facebook as well as Facebook local advertising to get to the potential customers locally. Content Marketing Matrix was utilized to choose the most valuable and appropriate content.

### **7.3 Risks and Limitations**

The author identified possible risks that might occur during the product implementation. The first hazard is that in case, as the company owners stated, the responsibility for the product execution will be given to one or several Super Bowl employees, they might not be able to do that well enough due to lack of experience. Also, there might be issues related to consistency, for example on busy days, they might not have time to respond to customers' comments on social media timely, or engaging the customers in any other ways, due to being busy serving the customers at the restaurant. Understanding of social media analytics might be challenging, it takes time and some practice to learn it, as well as make tactical corrections to the existing plan according to the results. Another limitation is that the author has basic level of the Finnish language, and as one of Super Bowl's key customer groups is locals, reaching this group with the developed strategy might be difficult, because the plan is written in English.

### **7.4 Product Evaluation**

The author is happy with the final product and has the feeling that if executed in the right way, the results will be positive. The product is designed on the basis of PR Smith's SOSTAC planning model, which is considered to be one of the most effective planning systems for marketing strategies and campaigns. The digital marketing plan is logical, clear and easy to implement: all the steps are described in detail, so if there should come any questions as to how to do this or that and what for, the answers can be found in either in the guidebook or in the more detailed description and analysis part. Additionally, the plan is tailored specifically for the targeted customer groups, so the chances that representatives of these groups are reached and attracted as new customers, are very high. In the author's opinion, one of the strongest points of the plan is its content part, which was given special attention due to the author's personal interest in content marketing in general and gamification as a content tactic. Another thing that makes the product efficient, is its relevancy to the latest digital marketing trends that have been profoundly studied by the author across several authoritative online channels, and later incorporated into the plan. The use of strategy that is structured in line with the modern trends, will help Super Bowl outpace the competitors, provided of course, that it is used in the right way, following all the recommendations and guidelines.

## **8 Discussion**

This chapter introduces the author's reflections on the thesis writing process as well as the final results. It also describes the learning outcomes and gives a summary to the thesis report.

### **8.1 Thesis Process**

The author believes that the thesis writing process went very well, with only minor faults to the thesis progress schedule. Creating the schedule and sticking to it all the way, helped complete the thesis in time, without extra delay or stress. Due to strong personal interest for the social media marketing field, the author managed to stay motivated during the whole process. She continued learning new things in the topic as she was searching for fresh ideas to incorporate those into the plan. The plan was upgraded two times as the author came up with better ways of how engagement could be increased on social media.

The communication with the commissioning party was very easy. The owners readily responded to emails and provided in a very open way all the information that the author needed to know in order to create the product.

The thesis supervisor was very responsive and helpful all the way. Whenever the author had a question either on the topic or technical details of thesis writing process, the supervisor would help and guide. This kind of attitude contributed a lot to making the thesis process smooth and fast.

### **8.2 Learning Outcomes**

By developing the thesis product, the author had an opportunity to test her knowledge in the subject of social media marketing and her abilities to create a product for a commissioner, with the chance of it being put into practice. That was a whole new experience as the author had never made a digital marketing plan for a real, existing company before. She never developed a strategy as detailed and precise as the thesis product.

Both before and during the thesis writing process, the author did a thorough desktop research on the latest trends and changes to the sphere of digital and social media marketing. This made her realise that digital world is even more fast-changing than she thought: a few small changes happened to the social platforms over the period that the author was working at her thesis.

The author has also learnt more about the specificity of digital marketing for small BtoC companies: what are key factors for the online marketing success for this business type, which marketing channels are better to use and what marketing strategies need to be implemented in order to stand out among bigger competitor companies in the industry.

Additionally, the author also learnt about the importance of identifying target customers as precisely as possible. She realised that in order to create a functional and efficient digital marketing strategy, a marketer should focus all their actions around the key customer. This was much owing to the thesis supervisor who reminded that all marketing actions should be customer focused in the first place.

### **8.3 Conclusion**

The author is satisfied with the product that she made. The social media plan was developed with one of the most effective planning systems as its' basis and in line with all the relevant ongoing digital marketing trends. The author is sure that once implemented, the social media plan would deliver great results. The work at the project boosted the authors interest in the subject of social media marketing, and she hopes the knowledge she gained while working at the product, will be beneficial for her career.



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## Appendices

### Appendix 1. Product

#### Digital Marketing Plan for Ravintola Super Bowl

##### Information about the author:

**Name:** Olga Arkhipova

**Email address:** [olgaa84@gmail.com](mailto:olgaa84@gmail.com)

##### Information about the commissioning party:

**Name:** Super Bowl

**Industry:** restaurant business, fast food, street food

**Products and services:** serves healthy and tasty bowl food in Hietalahden kauppahalli, Helsinki

**Contacts:** **Facebook:** [www.facebook.com/ravintolasuperbowl/](http://www.facebook.com/ravintolasuperbowl/)

**Instagram:** [www.instagram.com/ravintolasuperbowl/](http://www.instagram.com/ravintolasuperbowl/)

**Phone number:** 040 1243887

##### Additional Information:

Ravintola Super Bowl is focused on delivering yummy and at the same time healthy fast food to everyone who likes bowl food. The restaurant is located in Kamppi district of Helsinki and main customers are locals living in the city centre as well as tourists. The menu dishes include several *super bowl* types: Chick bowl, Fish bowl, Meat bowl and Vege bowl. The owners are planning to open a new location later in the year 2018.

##### **STRATEGY:**

###### **Objectives:**

- 1) Increased follower engagement
- 2) Increased number of fans/followers
- 3) Improved social media performance
- 4) Increased sales

**Planning system:** PR Smith's SOSTAC® planning model: Situation Analysis, Objectives, Strategy, Tactics, Actions, Control.

###### **Description:**

In 2018, small companies operating in the restaurant industry are facing intense competition. In order to stand out, having a basic online presence is not enough. There is a demand for a strong social media strategy that would help reaching potential customers, engaging the existing ones and ultimately, increasing brand awareness and driving sales.

Social media business pages with interesting content, tailored specifically for the target customers and updated on the regular basis are key to outstanding online marketing performance of a small-sized company. Super Bowl's digital marketing plan is focused on two social media networks: Facebook and Instagram.

## **Facebook Marketing**

### **1. Situation Analysis: *Where are we now?***

To evaluate Super Bowl's current performance on **Facebook**, an online tool Likealyzer was used. Likealyzer is one of the most effective free online platforms for tracking the success of a Facebook page. It ranks pages on a scale 1-100 based on several criteria: frontpage design and information, about section, page activity, response and engagement rates. Each criterion is ranked separately (also 0-100) and the average score is calculated and made up from those. Likealyzer indicates the missing sections, spots faults and gives general tips on how those could be improved. The tool offers viewing other pages that scale higher, operating in the same industry, for comparison. A scale of 44 was earned by Super Bowl, the overall performance estimated as 'doing alright but there is room for improvement'. 100% score was given for both frontpage layout and response rate, the 'about' and 'activity' sections got 33% and 29% respectively. Likelyzer was not able to measure engagement rate as it cannot be calculated based on public profiles.

Table 1. Super Bowl's Facebook Page Analysis

Category	Indicator	Details/Comment
<b>Front page re-view</b>		
# of page likes	355	very few considering the page was started 2 years ago
# of page followers	359	See comment above
Profile picture and cover photo		company's 'face' on Facebook page, give the first impression to users about a page
Username	@ravintolasuper-bowl	helps promoting the page on Facebook
Call to action	yes	boosts user interaction
Review rate	4	company's 'face' on Facebook page, give the first impression to users about a page 2 – based on total 13 reviews



<b>Company information (About)</b>		
Story	no	it is recommended to add milestones –
Company Address	yes	
Contact phone number	yes	some customers still prefer this method of communication over the new ones
Email	no	the official email should be added so that customer/business partners can contact in a more formal way
Official website	no	company does not own an official webpage yet. It is highly recommended to get one as website is key to boosting credibility and reputation, makes it easier to find a business online.
Opening hours	yes	key information that customers would like to know
Payment options	no	See comment above
Business details	no	This section needs to be added and filled. It provides users with additional details they might need to know like type of cuisine, price range, specialties, other services (takeaway, availability for kids or disabled, free wi-fi, outdoor seating)
<b>Page Activity</b>		
Posts per day	0	Posting regularly is essential to keeping the page 'alive', attracting new fans and engaging the existing ones
Average post length	197	Too long, according to Likealyzer posts containing 40-100 characters generate more engagement
Pages liked	12	Following and interacting with other pages operating in the industry, including competitors' pages is recommended as it boosts engagement.
Native videos	1	very few! Video is one of the most engaging type of content therefore it is recommended to upload own videos on regular basis
<b>Communication</b>		
Users can post	yes	allowing users to post on timeline is a powerful feature to boost engagement

Response rate	100%	excellent result. Today's users expect a high response rate from companies
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Restaurants Date+Kale, Eat Your Greens Suomi, Hey Poke and Ravintola Silvoplee are analysed in the table below as Super Bowl's competitors. The analysis was done manually. From all the restaurants, Super Bowl has the smallest number of fans. The like ratio is very low, too. The average like ratio was calculated from the last five posts on each of the Facebook business pages. There are only two restaurants who are consistent in posting: Date+Kale and Ravintola Silvoplee. What concerns page reviews, Super Bowl has the smallest number of reviews, but the good thing is that the average review rate is quite high. Concerning the types of content, most competitors are focused on promoting their own content, so here Super Bowl stands out as there can be found various content types on the page.

Table 2. Competitor Analysis

Restaurant	Super Bowl	Date+Kale	Eat Your Greens Suomi	Hey Poke	Ravintola Silvoplee
Customized Facebook URL	+	+	+	+	+
№ of fans	361	1,807	1,420	1,844	7,458
Average № of likes	3.2	15.4	0.8	117.8	77.4
Posting frequency	Inconsistent, >one post/week	Consistent, 2-5 posts/week	Inconsistent, no new posts since January 2018	Inconsistent, 1-2 posts/week	Consistent, 2-4 posts/week
Reviews	13 - ★ 4.2	56 - ★ 4.6	32 - ★ 4.5	56 - ★ 4.9	346 - ★ 4.7
Type of content	Shared content, own photos and videos, 3d party links	Own content, mostly photos	Own photos, third party links	Own content, photos	Own content, Mostly photos

## 2. Objectives: *Where do we want to go?*

To grow the number of followers

To build a strong community of fans

To increase follower engagement

To reach locals and tourists

To provide excellent online customer experience

To overcome the competition

To enhance brand trust

### 3. Strategy: *How do we get there?*

By being in constant dialogue with fans

By interacting in a personal way

By setting appropriate style of communication

By generating and sharing valuable content

By creating and using a content calendar

By following the best posting time

By using gamification

### 4. Tactics (the details of the Strategy)

**1) Optimizing the length of posts:** 40 characters is the ideal post length that generates best follower engagement. In case it is necessary to make a post longer, the maximum recommended length is under 80 characters.

**2) Optimizing the posting time.** Choosing the right time to post is critical for getting fans to see and react/engage with a post. The ideal posting time is between 1 and 4 pm. Recommended posting frequency is once a day, 5-6 days a week. On certain days it is possible to share 2 posts with different content (own promotional content + 3d party link with entertaining content, curated content+ user-generated content), the suggested time: 1-4 pm for post #1 and 6-9 pm for post #2. The overall number of posts should not exceed 10 per week. Publishing on weekends is highly recommended as followers are active and therefore likely to engage. Plus during weekends there is not so much competition because many brands do not post. In order to post on time it is recommended to use **Buffer** – a free tool that schedules publishing. It is very simple to use and saves a lot of time.

**3) Responding to comments left by followers,** in the form of a text respond and *Facebook reactions*, ask questions: show to users that you enjoy chatting with them. Use the same friendly tone, use appropriate emoticons. For example a smile emoticon after 'thank you'. Add Facebook reactions and respond to every review left by followers:

*Thank you! Thanks for your feedback! Happy that you enjoyed the food! Welcome again!*

**4) Including CTA (call to action) to posts:** words like *please, now, like, share, try, come, go* are ones that drive customer action, posts with CTA generate more engagement. Adding a question at the end of a post is a great way to increase engagement. Questions should be open-ended. For example a photo of a happy employee holding a bowl in his/her hands could have a description: *Helen's lunch today is a delicious Chick Bowl < knife and fork icon> <yummy emoticon> And what are you having for lunch? Or What does your ideal healthy lunch look like?*

**5) Using appropriate emoji** – absolute must for any social media marketing campaign. Help communicate a message better, evoke intended emotions from followers and engage them. The use of emoji considerably increases the number of likes, comments and shares. Key – know the proper meaning of each emoji used to avoid confusion. **Emojipedia.com** provides a full list of emoji and their meaning, latest news and trends. Avoid abusing emoji (do not use more than 3-5 in one post) as well as cryptic messages as users might misinterpret the message. Pairing text and emoji is a great and fun way to deliver a message:

It's 🕒 time!

Do you ❤️ our chick super 🥗 as much as we do? 😊🍴

**6) Supporting every Facebook post with visual content** is an absolute must, be it an advertising of a new menu item or an announcement that the restaurant is closed on an official public holiday. Adding an image allows not only to catch the followers' attention but also to communicate a message in a more meaningful way. It needs to keep in mind that for some of your followers such news might appear negative in case they were planning to visit you on that day. Therefore, adding a funny or cheerful image would be timely to keep a nice impression:

*Tomorrow Super Bowl will be closed – a chance to try some healthy recipes at home <wink> See you again on Monday <smile emoji>*



Image 1. An example of a visual to add to a post

In planning the organic content is recommended to follow so-called 80/20 rule: 80% of posts inform, educate, entertain and inspire followers and the remaining 20% are promotional content. Another rule to follow is: quality over quantity. The quality of content is key to hook followers therefore it should be attractive and value adding. Photos of menu items should be appealing and appetizing, the same goes for third party images and videos.

**Important tip:** Updating cover photo with every new/seasonal campaign or promotion. It is a great way to show latest content to both existing and potential followers.

**7) Engaging followers by using different forms of shared content:** by industry experts and leaders who you find interesting (recipe videos, how-to articles, industry-related

infographics, statistics, videos explaining the origin of products etc.). When choosing on the topic for content to share, the question to ask is: *What would interest our followers? Which issues would they like us to cover?*

More valuable content to share can be found by following experts in restaurant and food industries, competitors on local and global scale, recipe and cooking pages like **Tasty** or **Healthy Recipes**.

**8) Sharing user-generated content to boost company credibility:** posts with photos of food taken at the restaurant, posts in which customers describe how nicely they spent their time at Super Bowl.

**9) Creating a content calendar.** It is the best way to plan and arrange content publishing. It is handy for setting the date and time for each post, with different content types. Important days for the company (public holidays, promotional campaign dates, events), days on which you could share user-generated content or curated content, 'silent' days – everything can be added to content calendar. Having this kind of timetable is one way to guarantee **consistency** which is key to Facebook (and other social media channels, too) as well as **diversity** of content. Content calendar is an extremely time saving and a helpful tool for analyzing performance (in addition to **Facebook Insights**): see which posts generated more reactions and comments with each of the target groups, and add more posts with similar content to the new schedule. Content calendar needs to be created for 2-6 months ahead and updated if needed: social media trends are quickly changing, monitoring the activity of competitors is a plus to stay informed on new strategies.

Table 3. An Example of Facebook Content Calendar for Super Bowl

Day of week	date	time	campaign	Text/message	content
Monday	16.04	1 pm	How-to video		Own video
Tuesday	17.04	2.20 pm	#TuesdayTip		3d party video
Wednesday	18.04				
Thursday	19.04	1.30 pm	3d party link		3d party article
Friday	20.04	6 pm			
Saturday	21.04	8 pm	Info on today's official day of...		Funny topic-related image (own or borrowed)
Sunday	22.04				

**10) Using Facebook Live** - a trendy and a highly popular tool. The engagement rate of live videos is three times higher as compared to that of a non-live video. Whenever a live broadcast is started, Facebook algorithm instantly places it to the top in newsfeed so many followers will notice it. It is an effective and simple way to engage with followers in real time and improve company's credibility through demonstrating openness. To get more viewers, the privacy setting should be switched to 'public'. Adding an eye-catching and convincing description may be added for getting more people to check the live video. For example: *The new Super Bowl menu testing has just begun! We have so much interesting stuff here, so it is highly recommended to stay tuned!* Location and activity should be added, as well. The time for live broadcast is limited to 90 minutes. The longer the broadcast, the more users will see it in their news feed. It is important to interact with the viewers all the way during the broadcast, verbally (it's not possible to livestream via a smartphone and type at the same time) or get someone to send text responds from another device, to boost engagement. After the broadcast is over the live video can be

posted so that those followers who missed it can see it as well. Facebook live is recommended to use as often as once a week. The ideas could be:

- showing the backstage of the business,
- introducing new product or a how-to live video, for example: *How to make your Super healthy Bowl*
- an interview with a happy customer sharing his/her impressions about the food at Super Bowl.

**11) Creating an account on Tripadvisor** and linking it to Facebook page. Link the account at **Yelp** to Facebook.

**12) Using Facebook local advertising** – a highly productive and cost-effective tool to reach target customers at the local level. Highly recommended to include into the Facebook strategy.

## 5. Actions (the details of Tactics)

Create a series of quick recipe videos and add those to content calendar. As the owners of Super Bowl are certified industry experts, they could shoot a series of educating how-to videos to be posted on a same day weekly or every other week. Ideas for videos:

- recipes of savory and sweet healthy bowls,
- recipes of quick healthy snacks,
- smoothie recipes

The recommended length for a video is 2 minutes maximum. Appealing videos can be created by using video editing tools like **FilmoraGo**, **Lapselt** and other. Those are free and easy to utilize, have additional features like adding text to a video, adding background music and visual effects, clip trimming and cropping, changing video speed. The key is keeping all videos in the same style.

Idea for entertaining content: informing followers once in a week or two about a food/cooking related 'holiday'. The online resource **Checkiday.com** offers a complete list of all 'holidays' imaginable including funny ones like "*International Carrot Day*". Informing about those days is a great way to entertain and at the same time educate followers in a humorous way. With every new holiday post, different content types can be added: a picture, a video or a third party links.

For International Carrot Day (4<sup>th</sup> of April) the post could be interactive:

*Happy International Carrot Day <carrot icon> Roasted carrots <thoughtful emoji> Why not? <happy emoji> And how do YOU like your carrots? (3 carrot icons can be used instead of the word)*

Add a link to the video of roasted carrots recipe.

Include a **theme-focused weekly post**: #TuesdayTip: start giving tips focused around healthy eating/cooking/dieting, post them on every Tuesday:

*Spring is the season when we need to boost our bodies with extra vitamins. Let's make a vitamin smoothie today! #TuesdayTip <add appropriate emojis>*

Share a third party video on how to make a healthy smoothie or fresh drink based on fruits to boost your immune system during spring time.

Create a **promotional post** that includes a **CTA (call-to-action)**:

*Come and get your Super Bowl today before 10 am and get a free coffee!*

Idea for a post aimed at **enhancing user engagement**:

*What new ingredients would you like to find in your favourite super bowl? Let us know and we might be adding those soon <wink emoji> <add an appealing photo of a bowl>*

**Offering free items** in return for a review is an effective tactic to grow the number of online customer reviews. One way to do it is print out flyers and place them on each table and where customers can easily spot it – next to the cash register. Sample text for the flyer:

*Review us on Facebook, show the review to our staff and get your free coffee or tea! Find us at [facebook.com/ravintolasuperbowl](https://www.facebook.com/ravintolasuperbowl)*

### **Gamification**

Using gamification is a great way to get more followers, draw new potential customers and engage the existing ones. **Gamification** is always welcomed by users as it is fun and exciting in its nature. It promotes user interaction and is therefore powerful for forming an online community on the page. It encourages users to do things they are unlikely to do in traditional setting: sharing photos, leaving comments and hitting the like button.

*Choosing the base for your bowl can be difficult, especially when all of them are so good and full of health benefits <wink emoji> Hit <like> for quinoa, <love> for couscous and <haha> for rice. Freshly made chick, meat, fish and vege Super Bowls are available today until 18.00. <wink emoji> <bowl emoji> <knife and fork emoji>*

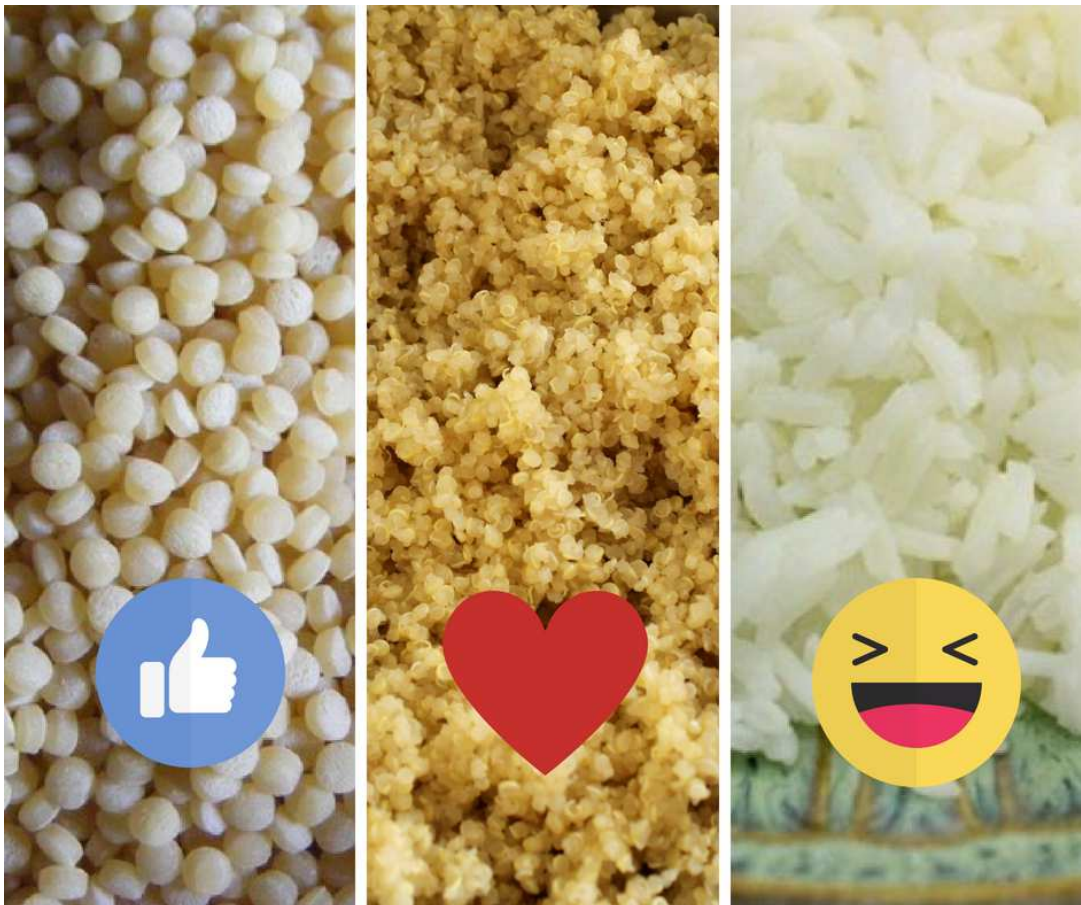


Image 2. A game idea for Facebook

## **6. Control**

Use Facebook Insights and Likealyzer to execute control of Facebook page performance. Likealyzer should also be used to measure own performance and check how the competition is performing. Monitor performance regularly: every 1-3 months.

## Instagram Marketing

### 1. Situation Analysis: *Where are we now?*

Instagram performance – estimated manually for the period of the past 3 months

Table 4. Super Bowl's Instagram Page Analysis

Category	Indicator (6.02-6.05. 2018)	Details/Comments
<b>Total # of posts</b>	14	Insufficient amount of posts for a 3 months time period
<b>Total # of followers</b>	537	Small number considering the page has been around for 2 years
<b>Total # of comments</b>	11	Insufficient amount
<b>Total number of likes</b>	469	Insufficient amount
<b>Photo posts</b>	12	Out of 14 total posts, 12 are photos
<b>Video posts</b>	2	Out of 14 total posts, 2 are videos
<b>Photo likes</b>	417	Out of 469 total likes, 417 are for photos
<b>Photo comments</b>	9	Out of 11 comments, 9 are for photos
<b>Post getting the biggest # of likes</b>	56 likes	was gained by Carousel post consisting of 4 photos
<b>Post getting the biggest # of comments</b>	3	
<b>Video views</b>	281	Each of the two videos got 129 and 152 views
<b>Video likes</b>	52	Each of the 2 videos got 13 and 39 likes
<b>Video comments</b>	2	Videos got 1 comment each

Just like in Facebook part, the same competitors - restaurants Date+Kale, Eat Your Greens Suomi, Hey Poke and Ravintola Silvoplee are analysed. The analysis was done manually and the results can be seen from in the table below.

Table 5. Competitor analysis for Instagram performance

category	Super Bowl	Date+Kale	Eat Your Greens Suomi	Hey Poke	Ravintola Silvoplee
Profile name	@ravintolasuperbowl	@dateandkale	@eatyourgreenssuomi	@heypokehelsinki	@ravintolasilvoplee
Number of followers	537	4716	874	905	1903
Total posts	264	320	18	147	332
Posts frequency	Inconsistent,	Consistent, about 2-3 times a week	Very inconsistent, 3 posts since the beginning of 2018	Inconsistent, on average once a week	Consistent, 2-4 times per week



	on average once a week				
Type of content		Own photos, visuals, few videos	Mostly own pics (food items, staff), no videos	Own photos of food items, staff, customers, visuals, behind the scenes pics, funny/entertaining pics	Own photos of food items, funny pics, announcements, videos

## 2.Objectives: Where do we want to go?

- To increase the number of followers
- To grow follower engagement
- To create a community of fans
- To reach locals as well as tourists
- To offer excellent online customer experience
- To enhance brand trust

## 3.Strategy: How do we get there?

- By being in constant dialogue with fans
- By setting appropriate style of communication
- By generating and sharing interesting and valuable content
- By being active outside own business profile
- By creating and using a content calendar
- By using the hashtag strategy
- By following the best posting time
- By holding contests and giveaways

## 4.Tactics (the details of the Strategy)

### 1)Optimizing the length of captions

Caption length is not specified on Instagram, however the recommended one is 125 characters. In users' feed a caption is automatically cut to three lines at maximum. The caption can be longer than that, however the CTAs and other important information should be placed in the front so that they are visible to audience right away, while hashtags and mentions may be left at the end.

### 2) Optimizing the posting time

Posting 1-2 times a day is ideal for Instagram. The generally recommended time for sharing posts for business accounts #1 is 8 -1pm; post #2 – 7-9 pm. However, the best time for posting is very individual and should be figured out by experimenting with different timing patterns to discover which works better for the audience. It should be remembered that Instagram algorithm considers not only the amount of engagement a post gets but also *how fast* the users engage with the new post. That's why it is crucial to find out the time when the most of audience are online. **Instagram Buffer** tool can be used to schedule posts. With Buffer you can plan the maximum of 10 post ahead, otherwise they offer quite attractive plans for business that allow more posting options for a small price.

**3)Following the chosen brand style** is important as it helps followers instantly figure out who the content belongs to when they see it in news feed. Arranging content on Instagram in line with **brand look** and **theme**: using same brand colors, writing style, a certain set of **emojis** and **hashtags**. It is recommended to pick 2-3 **filters** and use those all the way.

**4)**In the same way as for Facebook, use the **Content Marketing Matrix to decide on your content**. Include all types of content into your content plan, do not forget to educate your audience on food- healthy eating/living- related topics. Create a **#wednesdayhealthtip** campaign or **#thursdaycookingtip** campaign: share an educational caption on the benefits of grains/vegetables/other categories of food used to prepare super bowls and inform about curious facts that audience could hardly know:

*Did you know that #quinoa is super high in #fiber and is in fact, a complete #protein? One cup of cooked quinoa contains 10 grams of protein. <add relevant emojis and hashtags> <add a photo of quinoa or better, a bowl made with quinoa as the base>*

Post photos of food taken at different angles, including close-ups, photos of the process of cooking, photos of your employees at work, make a series of videos on how to make your perfect bowl. Take photos of happy customers, eating your food. Use online tools: **Boomerang** for making short video loops, **Hyperlapse** for making type lapse videos – to speed up the cooking videos, **Clipper** tool for creating mini-movies.

**5)Creating an Instagram content calendar. (see Facebook part)**

**6) Using hashtag strategy.** Hashtags are words or word combinations marked with # symbol that are used to describe content on Instagram. Hashtags are key feature for categorizing content in such a way that it can be discovered by the right users. When used efficiently, hashtags help grow engagement, get more followers and increase visibility. Hence, they should be chosen carefully and used in every caption. The maximum amount of hashtags per caption is 30.

**7)Being active outside your profile:** follow other companies in your niche, famous life-style bloggers, amateur chefs, individuals and organizations that do things that are of interest for your target audience (healthy living, well-being, cooking healthy and tasty food, practicing yoga and pilates). Interact at their pages, demonstrate openness and interest in what they are doing, share tips, ask questions. **Following your competitors** is a nice way to take a look what they are doing, how they use the platform and whether their marketing strategies are working or not.

**4)Asking questions on Instagram** is a great way to increase engagement, collect feedback and get ideas for new content. It helps find out what users think about your content, better understand their needs and wants and ultimately offer them the desired content. For example, you can ask your followers what kind of recipes they want to see in the next series of **how-to videos**.

**5)Another way to boost engagement and crowdsource at the same time is using Instagram stories for creating polls.** Instagram stories is a feature that allows sharing images or videos with other users, uploaded in the form of a 'story' and available for limited time period only– 24 hours. **Stickers, filters, geo-maps** and other features can be added to make content more attractive or fun to watch. Instagram story polls are a big hit at the moment and may be used as often as desired, they are favored by users and hence produce very high engagement. Polls can be centered around food and other topics that interest users: exercising, healthy living, nutrition, menu ideas. Questions can be both direct (yes/no) and indirect (customized answer choices). The results and the list of voters can be checked from the viewers' list.

### Idea for an Instagram story poll:

Question: *Which one do you prefer for your bowl?: Optional responds: Quinoa/ rice*

In order to get the most from **Instagram stories**, a few rules need to be followed. Adding **location** and **hashtag stickers** helps improve discoverability and attract new followers. There is even a chance to get your story added to the bigger story of a sticker- a compilation of stories with the same location or hashtag sticker. Adding *#helsinki* hashtag therefore would be a great idea. Recently Instagram changed timing rules for stories: it is now allowed to upload photos and videos that were taken earlier than 24 hours before, which is convenient for businesses as it makes possible planning content ahead.

**6)Using Instagram Live** feature whenever there is something interesting happening at the restaurant that you would like your followers to see: some special event, a testing of cooking items for the new menu, a celebrity/influencer visiting the restaurant or other cool things. Live videos are highly popular, much due to their authenticity. Live video on Instagram is a powerful tool for growing brand trust so it is strongly recommended to use, at least once a week.

**7)Using appropriate emoji (see Facebook part).** The rules for using emoji on Instagram are the same as Facebook: choose a few relevant to the message you'd like to deliver to followers, see that they are clear (to avoid misinterpretation), replace text with emoji whenever possible to make the message more fun to read.

## 5. Actions

Instagram is a great platform to organize fun games, contests and giveaways. Before setting up a game, the goal needs to be set. It can be increasing follower engagement, getting new followers, spreading the word across the platform about the restaurant, getting more visits to a restaurant. Just like in any other game or contest, the key motivator here is a reward or prize which should be chosen carefully: it should only be valuable for target audience. The key is not to get everyone to take part but only those users who are likely to be turned into customers. For each new game, a unique **hashtag** should be designed and used. This will allow to follow the game participants' posts and let other users on Instagram see who is taking part in the contest. Below is an example of a game elaborated for Super Bowl to be implemented for different marketing purposes:

**Contest that includes UGC (user generated content) submission.** Marketing objective: getting more visits to restaurant (to take photos), increasing online follower engagement.

*Would you like to #play? Take a photo with (not of!) your favourite food item at #ravintolasuperbowl 1-15 june 2018, post it on Instagram tagging @ravintolasuperbowl and add #myyummysuperbowl, describe WHY you love it so much and win a 4-hour yoga session for two at XXX yoga centre! P.S. Hurry up! contest ends on <date, time> <add a photo taken at yoga session or simply yoga-themed photo>*

**Emoji game idea: new menu item - dessert bowl.** Marketing objective: increasing online customer engagement, using the existing followers to grow the brand reach.

*We're getting super excited about our #dessertbowls coming next month! Wondering what they will be made of? Let's play a game. Out of 10 emoji combinations choose the one that you think describes the ingredients of the new winning dessert super bowl. Copy/paste your guess combination, post it in a comment to this post, add #superdessertbowl and tag a friend who'd fancy our new #dessertbowl. The winner is getting 2 free dessert bowls and two coffees <insert a coffee cup and a bowl icons>*



Image 2. Example of Instagram Emoji Game Idea

Here is the list of **hashtags** recommended for Super Bowl to use. The hashtags were picked with the help of **Hashtagify** online tool.

**#bowlfood #yummybowlfood yummylunchtime #yummyandhealthy #yummyanddelicious #healthybowlfood #healthybowls #vegebowl #meatbowl #fishbowl #chickbowl #bowllovers #lunchbowl #superfoodbowl #superfoodboost #ilovebowls #ilovebowlsfood #bowlfoodhelsinki #tastybowl #helsinkilunch #helsinkifood #healthyeating #helsinkirestaurant #couscousbowl #quinoabowl #ricebowl #vegetarianfood #veganhelsinki #nutrition #cleanfuel #veglife #veganbowl #avocadobowl #ilovemeat #ilovechicken #ilovefish #myfavourite #helsinkifoodie #lunchtime #healthylunchtogo #nutritiousfood #healthyliving #healthylifestyle #onthegolunch #flavoursome #streetfood #healthyfastfood #healthyfastmeals #healthyfastgood #healthyfastdelicious #healthystreetfood #fastfoodhelsinki**

## 6. Control

Use Instagram Insights to monitor performance on Instagram. Performance should be monitored every 1-3 months.

## **Appendix 2. Interview with the Owners of Super Bowl**

### **SITUATION ANALYSIS:**

1. How did you come up with the idea to start ravintola Super Bowl?

*We wanted to create something unique and fresh and tasty to Hernesaaren ranta's restaurant scene.*

2. How many employees do you currently have?

*4*

3. What is your target audience? Please describe your regular customer (age, gender, geographical location, values, income, hobbies/interests).

*Young adults that want to take care of themselves, eat good and rich food and enjoy life. Both men and women from the city center. Their hobbies are probably sports related (yoga, running, pilates...)*

4. Where and how do you think your customers spend their time online?

*At work and at their free time. Blogs, newspapers...*

5. Can you please name some of your competitor?

*Pupu, Date and Kale, Petiscaria, Eat your Greens...*

6. What makes Super Bowl stand out among the competitors?

*Taste, ingredients.*

7. Can you identify any weak points of your company?

*Our menu hasn't changed a lot in two years...*

8. Which online marketing channels are you currently using? Who is responsible for running those?

*Instagram and Fb, me and my colleague*

9. How would you evaluate the company's current online performance?

*Not very good at all.*

### **OBJECTIVES:**

10. What are the core values (fundamental beliefs and principles) and mission (company's goals and philosophies, why the company exists) of Super Bowl?

*We want to offer better street food for good price, fast and with freshness and quality and TASTE.*

11. How do you see the future of the company in 5 years from now?

*No idea! We are thinking about it at the moment.*

12. What expectations do you have for the digital marketing plan for Super Bowl? (e.g. increased number of fans/followers, increased sales, greater brand awareness)

*That more people would know us and come to taste our bowls.*

**STRATEGY:**

13. Are you currently using any online marketing plan?

*NO.*

14. How do you want the public/customers to see your brand? (e.g. the most popular restaurant in the area that serves fresh and healthy food with the excellent customer service)

*A good quality fast food restaurant with good modern ideas and Helsinki's best and freshest bowls.*

15. Would you like to reach a larger target market? (e.g. are you planning to expand your business abroad? Would you like to attract new audience or expand in some way the one that you already have?)

*We would grow Super Bowl in Finland but probably not abroad.*

**TACTICS:**

16. Would you like to set up an official website for Super Bowl? Which functions (marketing goals) would you like it to perform? (attracting new visitors, retaining the existing ones, building brand trust, establishing your brand as an industry expert, etc.)

*I think we should. Even a simple one with opening hours, menu etc.*