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Strategic CEM: Café Experience and Social Media

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This thesis aimed to determine how cafés can improve customer experience management (CEM) through their social media marketing efforts.

The challenge for improving CEM for cafés through their social media marketing efforts lies in the history and background of cafés that have been centred around social engagement and exchange of ideas in a physical setting.

Qualitative secondary research was conducted through by collecting data from journals, websites, magazine articles from industry professionals and case studies.

After analysing the research, it was found that there are four main phases in the creation of CEM for café' through social media channels. The framework created, in order of implementation include an awareness of the industry, creating a connection to the senses with online devices, creating deeper connections by encouraging communal online experiences and encouraging user generated comments, including online reviews.

Successful marketing campaign case studies that were analysed were found to have utilised the framework for improving CEM through social media channels and used all four levels of the framework to some degree. Because the framework is only a theoretical guideline it cannot be proven to what degree the success of those campaigns was coincidental.

Keywords	CEM, social media, café, UGC, marketing

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1   Review of literature

There is an agreement within the literature found on CEM in that it is a vital components for the success of businesses regardless of industry and that CEM should be a focus of any business to wishing to shift the focus of a given industry to the consumer. (Parvitiyar, 2001), (Homburg, 2017), (Jain, et al., 2017). CEM was also seen as a path to enhance modern marketing by addressing challenges posed in digital marketing channels and the inherent transparency of information that digitization includes. (Homburg, 2017)

According to Sharma & Chaubey, (2014) managing the customers experience is the most important aspect for success within companies, no matter the industry, is the experience of the customer. This sentiment is echoed across various industry leaders and academics. In 2014, President and CEO of Mercedes Benz USA, Steve Cannon stated, "Customer Experience is the new marketing". (Tierney, 2014)

Although throughout the research there is much agreement on CEM in that it is important to successfully implement, the research and conclusions are often scattered and unfocused many times giving insights and examples in specific industries only or paths to implementation with specific ideas to a certain demographic or industry, such as how to achieve CEM reliant on a certain type of floor plan for a particular industry. (Haug, 2015) I found many of the same research articles being sited frequently in various journals and articles on CEM. Unsurprisingly I found little new or in any way ground-breaking at that point of research. For example, I found Pine & Gilmore, (Pine & Gilmore, 1998) with their analyses of the progression of economic value, to be sited extensively within the scope of my research.

The emerging research and interest on CEM have grown out a more developed and personal understanding of the customer compared to a customer relations management (CRM) model. The term "customer experience" has a much different and more encompassing meaning that it once did (AlHarbi, et al., 2016) which now relates to all aspects of the customer journey but it began, to a great degree, simply as in-house customer

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support and has progressed from multiple unrelated disciplines. Some of the various roots of consumer experience as related to (CRM) included call centre technology and marketing analytics (Fish, 2018) that looked at a customer with a more analytical focus such as for simply keeping track of contacts, purchases and follow up for example. The CRM model that later evolved into (CEM) did not take emotion of the customer and to what degree the entirety of their senses were affected as a key element of success into consideration due to (CRM) most often referring to the technology used to manage customer relationships.

Through further research it was found that sensory experiences are a critical component to CEM because the importance of a sensory experience helps to explain, for example how non-monetary burdens such as a store that is disorganized or long lines at the checkout counter can outweigh the customers consideration of a low price. If value were to be explained completely by price then no one would choose higher priced airplane tickets for the opportunity to ride in first class as opposed to coach, for example. It was found that the emotional component of experiences needs to be managed as carefully as that of the productor service itself. (Leonard, 2002), (Johnston, 2005), (Moriuchi, 2016) The features and benefits of products are actually beginning to have less importance in relation to the experiences relating to obtaining said product. Customers are often willing to pay more for the experience set into place by a business than they are for the product itself even if the product is of a lower quality than that of a competitor. (Twin, 2019), (Sharma & Chaubey, 2014), (Schmitt, 1999, pp. 12-14)

It was found that the human sensory system which includes sight, sound, smell, taste, and touch can be utilized through electronic devices for a way to increase emotional response and create deeper and more meaningful experiences. (Kramer, 2013) (Sayadi, 2015), (Ryu, et al., 2018)

The generally undisputed consensus concerning UGC that I found was that UGC can be created by anyone and has been found to have a major positive or negative effect on the success of a business. The term UGC is referring to content that has been created and then made available to the public. Any comment left on the social media platforms of a business falls under the umbrella of what is considered UGC. This publicly accessible content through internet channels is created by people that do not work for the business or brand. Anyone can be creators of UGC for any business. (Bassig, 2018) Influence, community, trust, and connection were key themes of literature and café marketing case

study results for the utilization of UGC through social media platforms. (Geisel, 2015) (Carlson, et al., 2019)

It was, for the most part, a theme in my research that stipulate marketing content from a given business that has been create through online channels by members of a virtual community and not by the business itself tended to be more valuable than content created buy a business itself and creates a network of trust for reasons that include a feeling of inclusion and community as well as an effect where individuals tend to conform to the overall opinions of the social circles in which they reside. (Palmer, 2010), (Parvitiyar, 2001), (Jasek, 2018)

There has found to a direct link to increased sales, return on investment, and the spread of information by word of mouth about a given brand for companies that engage in social media marketing that can be explained in part by consumers considering information shared on social media platforms more reliable than information issued directly from a particular business. (Carter, 2018)

An advantage of using internet technologies for marketing is the more expedient nature and realization of the diffusion process. The same speed of information diffusion through internet channels would not be achievable for promotional efforts in a pre-internet age. The time needed to spread the information is now almost instantaneous. The diffusion is process is the process by which new ideas are recognized and spread, as is the case for UGC, through a market, and is a group phenomenon in which first an idea is recognized, then it extends throughout the market where individuals and groups can then adopt the product. (Rogers, 2003, pp. 273-275) An advantage of using internet technologies for marketing is the more expedient nature and realization of the diffusion process.

The term "age of influence" is being used to describe the UGC influence on social media channels as it continues to generate trust between the members of any community (Kramer, 2013) including the online community. When a group of individuals have a common interest, they are part of a community. (Jasek, 2018) (Eckstein, 2018)

If not, this would create a contradiction between online engagement and its' purpose. (Moriuchi, 2016, pp. 28-29) Cultivating the trust of a consumer can, indeed, increase

brand loyalty as well as the customers' willingness to co-create content. (Liu, et al., 2018)

Research on the history and function of the pointed toward the concept that the generated use function of a café was anchored to the social construct of physical interaction and the exchange of ideas. The café, as a place of communal respite, was a theme throughout research centred on café purpose and function. (Ferreira, 2017), (Oldenburg, 1999), (Desai, 2011), (Wiener-Bronner, 2018) After analysing the social media campaigns that utilized UGC as a force to create trust and the feeling of community towards customers a pattern for one element of successful CEM through social media channels for café a strong circumstantial pattern of promoting UGC for market success emerged.

Social media, to a great extent, is creating a shift in the way that customers are wanting to interact with the business, a shift that focuses on using new technologies and supports interaction through virtual connections opposed to traditional channels such as by telephone or by email (Templeman, 2017) (Moriuchi, 2016)

Businesses using social media not only allow a means of communication with their customers, but also allow customers to communicate with each other. The conversations that happen between a business and their customers using social media builds a form of loyalty that goes outside of traditional methods within firm-customer communications. The dynamic of conversations among a circle of customers through the use of social media engagement increases, recognition, awareness and brand recall. Internet technologies, and, social networks, have changed firms' competitive positions and changed the dynamics of markets by increasing the influence of the consumer. The use of the internet and online-based social media have changed the dynamics of consumer consumption habits in the way that social media provides consumers with new ways of looking for, assessing, choosing, and buying goods and services (Alves, et al., 2016)

UGC is another form of word of mouth marketing preformed through social media channels. (Moriuchi, 2016, p. 22), (Huete-Alcocer, 2017) Word of mouth (WOM) promotion is said to indeed be a very powerful marketing communications tool due to the creation of a higher level of trust in comparison to promotional messages and company-generated persuasive messages. People see businesses as having strong biases in the messages they are sending out to the consumer because the goal of the business is to generate

more sales. consumers often prefer to rely on UGC from online sources when making a search for information that is going to form the basis of their purchasing intent. The sentiment provided through social media has a stronger impact on stock performance compared to the use of conventional media as consumer buzz even though the barriers of entry to social media use are quite low with relative ease of use.

Social media marketing actions impact the market values, sales and word of mouth about the company. Most importantly, opinion leaders use and share the greatest amount of information they find on social media which is noteworthy and social media post that is popular it will be shared with more people. Some of the main findings summarized by (Alves, et al., 2016) research on social media marketing indicate that messages on social media contribute to a greater consumption of the products that had been targeted through those social media channels. (Moriuchi, 2016)

It was found that having the ability to communicate in different ways on the web can increase engagement and brings people a feeling of connection and trust. (Kramer, 2013) Social marketing involves getting ideas across to consumers instead of selling something. (Perner, n.d.), (Hand Ground, 2017)

Cafés have been established as staples of society within countries around the world and have had some level of impact throughout their history as staples of society and culture. The contribution of cafés through time have been considerable. Patrons frequent a favourite coffee local shop, or pop into their local café as part of their daily routine. Cafés offer a pick-me-up before the workday or a relaxing reward in the afternoon hours. (Desai, 2011) Cafés historically provide an environment conducive to creativity, and friendly debate or simply a place to relax and spend time with friends form bond with others or cohabitate in an open welcoming environment creating a generated use function wrapped in social connection and

The origin of the café is one of a "third place", a term that was originally introduced by an urban psychologist in his book "The Great God Place". (Oldenburg, 1999) that stipulates the success of cafés through time being attributed to their profound and cultural

value. The origins of thee café began as a place that strengthened social ties and encouraged discussion, debate and human connection. For many cafés, the connection to the local community is an essential part of their business. (Ferreira, 2017)

The use function vs. generated function (O'Shaughnessy, 1985) of a third place model within the café environment revolves around experience (Wiener-Bronner, 2018),(Tata Group, 2016)

The needs of the customer, and expectations created by companies are not enough to create value for consumers. (Thomas & Dhanya, 2012) product quality, service quality and contextual experience determinants of customer's perceived value which will influence the preferences and intention of consumers. (Schmitt, 1999), (O'Shaugnessy, 2013)

A central theme for understanding the experiential nature of CEM was with an understanding use function versus generated function due to marketing efforts needing to exploit the communal generated function of a café (Ren, et al., 2012) to enhance an experience. According to (O'Shaugnassy, 1984) Use function is the primary objective of the product. For example, the use function of a toothbrush would be to clean your teeth, the use function of a dishwasher would be to clean dishes. A 'good' product is generally one that fulfils its use-function well. Performance requirements for a product can be more accurately set the more precisely the use-function of that product can be set. The generated function of a product are the benefits that are created by using a product. The use-function of buying a car, as explained by O'Shaugnessy, (1985) is for reliable fast transportation but this is not the reason someone would buy a Rolls Royce. Someone who buys a Rolls Royce buys it for the status that driving the car would bring. Some brands can be rejected even if they deliver the generated function perfectly. A chair for example may conform to its use-function perfectly but because it does not fill other perceived requirements such as the way it matches other furniture in the room or because of the way it may be thought of by others it can be rejected.

2   Introduction and research question

The most important aspect for achieving success within companies of all industries is the experience of the customer. (Sharma & Chaubey, 2014) The customer experience has emerged as the single most important aspect in achieving success for companies across all industries. As consumer experience management (CEM) research points toward the experience of a customer playing such a large role in what the perceived value of a product or service is, it would be wise for café owners, to place a considerable emphasis on the customer experience as it relates to CEM.

There currently is a rapidly growing number of independent as well as corporate owned café chains. In order to stay competitive and profitable, owners of cafes will increasingly need to strategically implement consumer experience management (CEM) into their business model to create a competitive advantage for attracting, converting and retaining customers. Cafés offering products that trump the quality of competitors may still find themselves losing customers and sales to other cafes with, arguably, much lower quality products but more strategically integrate CEM into their business model through social media channels.

My research falls into the focus of improving CEM by breaking it down into the separate parts beginning from a general macro focus to a more specific elements that can be utilized for implementing CEM into the social media channels for cafés as laid out on a theoretical framework for improving CEM that begins with elements of a market analysis and then becomes more focused with discussion on activating the human sensory system by means of electronic devices and creating trust through user generated comments are discussed.

It may be that, although important to a relative degree related to specific café context, customer experience is of greater importance in terms of the success of than that of the products purchased and consumed by customers. When the perception of the experience can trump the quality of the products sold, the challenge then becomes how to bring the generated and use functions of a café in line for marketing efforts.

Although there has been much research promoting the importance CEM it is scattered across various areas of interest, there is a gap concerning specific recommendations for

strategically implementing CEM where online and offline experiences need to merge in order to create a competitive advantage for cafés.

After taking into consideration the emerging research on the importance of well managed CEM and how the function and history of a physical café revolves around personal engagement, the problem that needs to be addressed is how to strategically merge the café experience with online engagement to improve CEM. Café owners can strategically improve CEM through social media channels by utilizing a structural framework of market analysis, connecting to the human sensory system to then encourage deeper social connections and encouraging user generated comments.

2.1   Analysing market position

Although CEM and social media used in a café setting are the core elements of this thesis, a basic understanding of the market in which a café will exist in relation to existing business engaging similar activity, known as market penetration, (Watts, et al., 1998) was found to be a foundational element to build on and connect the components of improving CEM through the social media marketing efforts of cafés.

A preliminary step for implementing and improving CEM is to analyse the market to strategically discern what activities others in the industry are engaging in and what their strengths and weaknesses are compared to ones' own. The implementation of effective positioning in a given market is one of marketing's most important tasks. (Shostack, 1987) and helps to create a recognition of the a markets position for a more strategic focus towards customer loyalty (Hooley, et al., 2001) competitive marketing cannot be accomplished if there is not first a foundation that includes a level of understanding of a competitor's value (Kalafatis, et al., 2000) in order to direct the consumers perceptions in a way that can be perceived as a better choice. It could be argued that an industry analysis is not a core element of social media integration CEM through social media channels, but one cannot be competitive, if blind to their position in the market. (Janiszewska & Insch, 2012) For this reason, brief description some marketing analysis tools for laying the foundational element of CEM with a brief explanation of those tools used.

Successful customer analysis is an important aspect of CEM. (Fisher, 2009) The key to surviving in changing market environments is to understand the differences between competitors in the industry and then use that information to its fullest advantage. Analysing the market is a form of research that initiates a focus on the status of a given industry or sector. (Investopedia, 2019)

Below is a pyramid illustrating market analysis as the base of a structural framework that can be used in pursuit of a competitive advantage and increase CEM through social media channels.

Figure 1. Pyramid of CEM: market analysis

One needs to first analyse the market to get a clear view of the overall dynamics of a specific industry works. Buyers in the same market, according to O'Shaughnessy, (1984, p. 194) look for products that are for broadly the same function but as the market develops, the businesses try to provide offerings that are more also more attractive. Before competing in any industry, it is crucial to know what the state of that industry is. A

competitive advantage cannot be planned without information regarding what other businesses in the same market are doing and who their customers are.

Another purpose for conducting a market analysis as a foundation, or a first step, to online marketing efforts is for a better understanding the perception and value provided by a café which needs to be understood in relation to the value and perception of other cafés in the market to influence the consumers perception of value. The perceived utility of many products and services may differ widely even among similar or virtually identical products. (Kopp, 2019). The information gathered in an industry analysis is important for formulating a marketing strategy that aligns with the goals wants and beliefs of customers and potential customers in a specific market. (Inc., n.d.) In short, Industry analysis facilitates a company's understanding of its position relative to other companies that produce similar products or services within the total available market.

For the reasons previously stated, there is listed below several examples of market analysis tools that can be used to gain a greater understanding of a market to ascertain one's own position in regard to identification of strengths and weaknesses and awareness of the forces that may signal a need for changing competitive strategies. The list of tools provided is not meant to be exhaustive, but rather, to give information on the general use and function of market analysis tools.

2.1.1   Porters five forces

One way to define and assess competition is with the model "Porters five forces of threat", named after the economist Michael Porter who stated, "Understanding the competitive forces, and their underlying causes, reveals the roots of an industry's current profitability while providing a framework for anticipating and influencing competition (and profitability) over time". (Porter, 2008) Changes in the strength of the 5 forces help to signal changes happening in the competitive landscape that are critical to continuing strategy formulation.

Porter's 5 forces model includes analysis of competitive rivalry, bargaining power of suppliers, bargaining power of customers, the threat of new entrance into the market as

well as the threat of substitute products or services. Each threat within the model is briefly explained below.

Competitive rivalry examines the intensity of the competition currently existing in a market and what their ability they may have to undercut a company, which is determined by the number of existing competitors and what each of them can do. As an example, when rivalry competition is high price wars can ensue, which can hurt a business's bottom line. Conversely, when competitive rivalry is low, a company has greater power to charge higher prices and set the terms of deals to achieve higher sales and profits. When there is a large amount of competition within a market, advertising and price wars can follow. It is important to understand that this could hurt business's bottom line. The Café market has many competitors to increase competitive rivalry. There is also a very low switching cost for consumers when deciding between one café to another because individual purchases are small. (Chappelow, 2019)

Bargaining power of suppliers analyses the amount of power that a supplier for a business has and the amount of control suppliers have over to potentially raise their prices, which, in turn, would lower a business's profitability. The fewer the number of suppliers, and the more a company depends upon a supplier. It also assesses the number of suppliers available. The fewer suppliers there are the more power they have. A business would be in a better position when there are a multitude of suppliers.

Bargaining power of customers concerns the power that customers have to lower prices. For example, the buying power of customers can be considered low when products are purchased in small amounts and when there is not a great degree of differentiation from competitors in the same market.

New entrants and barriers to entry will take into consideration how difficult it will be for other potential competitors to join the same market. If costs are low for a competitor to enter at the same market, the company's position could be considerably diminished.

Threat of substitutes takes into consideration how difficult it is for a consumer to change from one businesses merchandise to another. The threat of substitutes takes into consideration the cost of switching to the product of a competitor, as well as buyer's proclivity to switch. If another company has a product that is a close substitute, the companies' position may possibly be weakened. (Marci, 2018), (Chappelow, 2019) A threat of substitute would be high if industry rivals offer products that are perceived to be similar at a lower cost.

Below is an example industry analysis using Porters 5 forces of threat as used help determine market position.

Bargaining Power of Buyers
MODERATELY LOW THREAT
- Low switching costs for buyers
- Brand name impact in the industry
- Buyers don't have to buy coffee
- Large customer base with low /small purchases

Threat of New Entrants
LOW THREAT
- Current brands are already well known and established
- Existing firms already have cost and performance down
- High capital is needed to enter
- Permits, licenses and inspections are needed

Rivalry Among Existing Competitors
HIGH THREAT
- Slow industry growth
- Substantial fixed costs/high exit barriers
- Unequally distributed market share
- No switching cost

Bargaining Power of Suppliers
LOW THREAT
- Standardized, easy to obtain inputs
- Suppliers face high entry barriers
- The US is a huge factor for the suppliers success and suppliers depend on them

Threat of Substitute Products or Services
NEITHER HIGH NOR LOW
- Low switching costs
- Easily and readily available substitutes
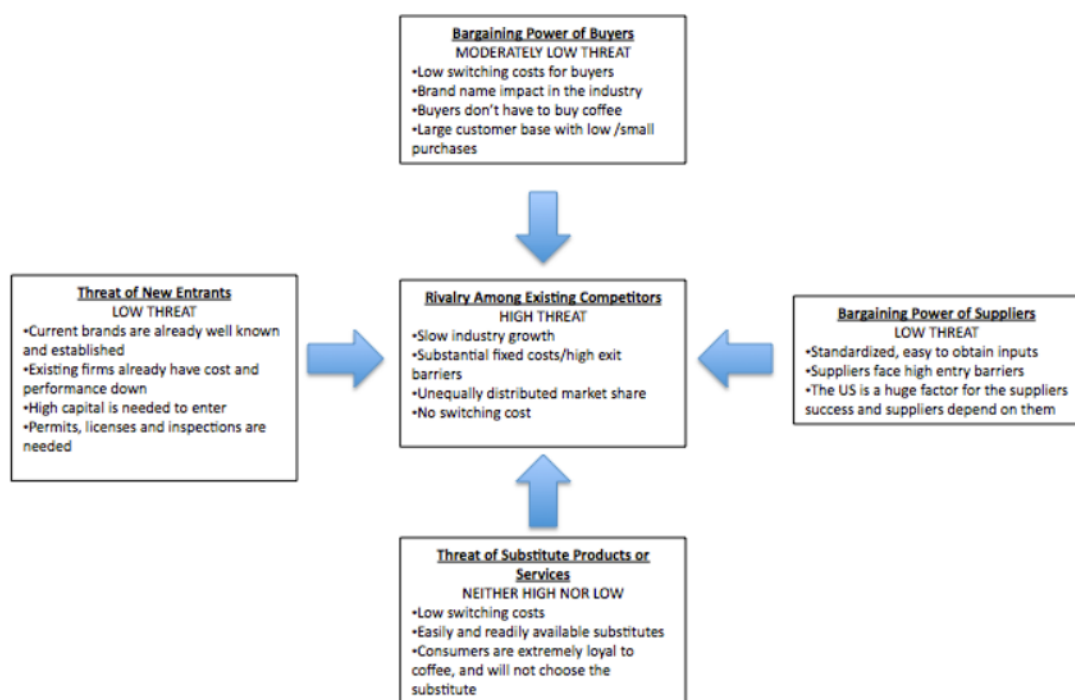- Consumers are extremely loyal to coffee, and will not choose the substitute

Figure 2. Porters 5 forces example. (Robinson, et al., n.d.)

Because it is within the marketing segment of a cafes' value chain that a competitive advantage is being sought to increase CEM through social media channels, it could be argued that Porter's 5 forces are outdated in terms of digitalization where technology is more and more crucial for business but this argument does not hold true because a macro view of the basic concept of a business operating in a network of buyers suppliers, substitutes new entrants and competitors has not changed. (Dälken, 2014)

2.1.2   SWOT Analysis

SWOT analysis is another beneficial tool used to help formulate a business strategy by assessing capabilities and intentions of a business as compared to its rivals. SWOT covers strengths and weaknesses, which are internal factors as well as opportunities and threats, which are external. (Cameron, 2019) SWOT analysis can help identify a solid strategy by prioritizing the work that must be done for a business and to leverage opportunities add threats in a market. (Parsons, 2018)

Strengths are the internal factors that will be the characteristics that give you an advantage over others in the same market. Some strengths could include successful business processes, location, assets, skills, cash and equipment, to name a few.

Weaknesses are internal factors counter to the previous as they place a business at a disadvantage. Lack of education, money or no contacts with specific suppliers in a specific field, for example, may fall in the weakness category.

Opportunities are external factors that can increase the opportunity for success. These could include referrals, business leads, market growth, changing regulations within a market or brand image, to name a few.

Threats are external factors that can keep a business from achieving its' objectives and may include market competitors, changing consumer behaviour, suppliers changing their pricing, and market trends. (Knutson, 2011)

Below is a simplified SWOT analysis example identifying internal and external strengths and weaknesses of a business.

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STRENGTHS	WEAKNESSES
-Efficient service	-Internal communications
-Product range	-High product prices
-Skilled workforce	-Inconsistent quality
OPPERTUNIES	THREATS
-Increase in coffee consumption	-New market entrants
-Increased market growth	-Suppliers raising costs
-Strong economy	-Competition has lower prices

Figure 3. SWOT analysis

2.1.3   Assets assessment tool.

An asset assessment to can be used to compare the assets of a company to those of competitors. The information obtained in an asset assessment tool can then be used to help establish the where a company currently stands and what must be accomplished to close a gap between where a business is now and where they would like to be. (Jennings, 1999) An asset assessment tool could also be referred to as a gap analysis tool do to its function of identifying asset differentiation to close a gap in performance within a market. (Rouse, 2014)

The chart below is an example of a simplified asset assessment tool showing a business that is comparing itself with the assets of two rivals. This tool is used to identify strengths and weaknesses that can be key factors within their market.

Assets	Company A	Company B
Marketing	+	+
Supplier network	-	+
Technology	+	=
Brand awareness	-	+
Finances	-	=

Figure 4. Asset assessment tool. Adapted from (Simcoe, 2017)

In the asset assessment tool example shown above plusses (+) are placed to denote where there is seen to be an advantage over a rival, minus (-) for a rival that has the benefit of an asset advantage and equal (=) where assets are seen to be at the same level. In this example, marketing is stronger than in both rivals, but company A does have a stronger supplier network.

In summary, the analysis of a market should be conducted in order to understand strengths and weaknesses of a business compared to its competitors as well as an understanding of customers in that market to better focus online marketing efforts.

2.2   Activating the human sensory system through electronic devices

Understanding how to involve the senses through the human sensory system is critical for activating emotions to increasing the experiential nature of consumer experience management and is the next step in for increasing CEM through online marketing efforts obtaining a competitive advantage through social media engagement after an understanding of the market has been established.

Below is a pyramid illustrating the activation of the human sensory system needed to obtain a competitive advantage and increase CEM through social media channels.
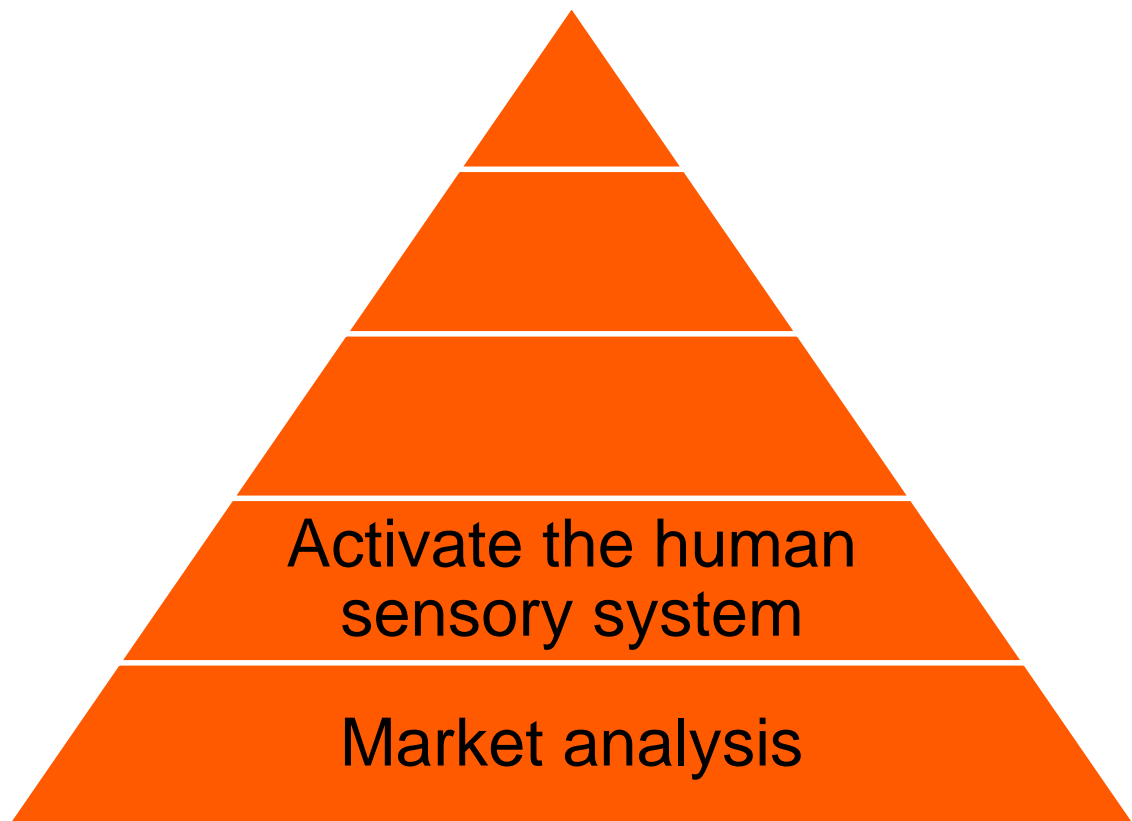
Figure 5. Pyramid of CEM: Activating the human sensory system

Emotional experiences need to be connected to the overall framework that needs to be set in place when managing the holistic nature of CEM. Managing these emotional experiences should be a part of social media integration as online environments are engaging the senses and becoming more connected with the offline world. (Petit & Velasco, 2018)

The social web can only be as effective as to the degree that it connects to the social human sensory system. The connection of the human sensory system to an electronic device is a bridge from the physical world to the digital world that can be utilized to create a marketing storyline with a reach that is more meaningful and deeper than the same storyline would be without connections to the human sensory system. (Kramer, 2013)

Human behaviour and the emerging data on sensory experiences can be directly applied to social media. Sensory experiences are said to be the future of social media and "human sensory building". (Kramer, 2013) These sensory experiences that can be connected

to the context of social media are the experiences of sight, sound, smell, taste and touch. (Sayadi, 2015)

Electronic devices like phones, tablets and other mobile devices can be said to create a divide between customers and their on-site experience and create a relational disconnect to others, (Adkinson & Hardey, 2018) but when used correctly, digitalized platforms that promote engagement are integral for businesses to facilitate the co-creation of value and trust. (Carlson, et al., 2019) Social media can be used as an integral piece of the whole customer experience that makes up the holistic framework of CEM which involves every point of contact in which a customer interacts with a business. (Grewal, 2009)

Sensory experiences as applied to internet connected devises are discussed below with explanation to how each sense can relate to human interaction as a critical component of CEM.

2.2.1 Sight

Sight is used for watching and participating in moments of time that increase immersion and allows us to be more deeply engaged into a given experience. Of all the sensory experiences that effect an emotional experience, sight is the most accessible of the senses and is the sense used to easily access the combination of video and audio, allowing customers to become more fully immersed in an experience and in moments in time that cannot be receive through other types of content. (Petit & Velasco, 2018)

Although one could argue that there is literature concerning the overall increase in attention deficit and the inability to focus throughout various journals and articles. (Simon, et al., 2009), (Bluth, 2018) and (Lorenz-Spreen, et al., 2019) Even in the light of these findings, one would also need to take in consideration that sixty-four percent of consumers decide to follow through with a purchase after they watch branded videos on social media and that social video generates twelve times more shares compared to when texts and static images are simply combined. On average, people between the ages of 18 to 35 spend an entire year looking at food images on Instagram due, to the power visuals (Linster, 2019)

If shortening attention spans combined with the inability to focus were creating a barrier for marketers to get their messages across, than it stands to reason that the 49% revenue growth for marketers using video ads would not be an occurrence. (Linster, 2019)

Although shortening attention spans are creating an online environment where more and more people are disregarding long pages of text, video content is on the rise (Chandra-sekar, 2018) and people are watching 71% more online video in 2019 than they did in 2018. (Collins & Conley, 2019)

2.2.2 Sound

Sound is used within technology for recording high quality audio is continually more easily accessible. This and allows anyone the ability to develop and publish relatively high-quality sound. Audio experience combined with social engagement gives brands the ability to interact with their customers in more robust ways. Videos with high quality sound that enhances the visual experience are becoming standard in social media posts for businesses of all types. Multi-media technology that connects audio to visual images create a feeling of amusement and an experience of satisfaction. (Sheu, et al., 2009)

2.2.3 Smell and taste

Smell and taste used as a component of internet technology is unable to recreate a smell, such as the smell of brewed coffee or of freshly baked cinnamon buns that may be a regular part of the experience within a physical café but digital technologies can create sensory properties of an experience based on sight and sound can evoke the memory and perception of a particular smell or taste or inform the customer about those other sensory properties of a cup of coffee or fresh baked pastries. (Petit & Velasco, 2018)

2.2.4 Touch

The sense of touch can be utilized for the success of brands that will contemplate the hands-on user experience as it relates to touch screens and interactions with 2-dimen-tional applications. Haptic feedback on mobile devices is the use of touch to communi-cate with users. (Blenkinsopp, 2019) Not only can you touch a mobile device, but with vibrations emanating from touch screens a mobile device can touch provide a sense of

touching its user as a way for machines and humans to communicate. Creating multi-sensory experiences that incorporate haptics is also increasingly recognized as central to natural interaction. (Ryu, et al., 2018) The understanding of how people interact with screens and most notably, their mobile devices have created substantial income for the Apple brand, for example. Many cafés, including Starbucks, have downloadable apps that encourage 2-dimensional touch to interact and connect with their brand. (Kramer, 2013). Similar to offline touch, haptic devices allow people to induce reactions over the internet. These reactions induce an emotional effect in the users. (Petit & Velasco, 2018)

In summary, the human sensory system which includes sight, sound, smell, taste and touch can be directly activated through mobile devices. Activation of the human sensory system will enhance the customers experience.

2.3   Deeper connection through community.

After a connection has been made to the human sensory system and activated by means of digital engagement it is then necessary to find a way to create engagement that evokes a deeper emotional response and connection through communal social media engagement.

Below is a pyramid illustrating the deeper connections as the next lever of a structural framework increase CEM through social media channels.
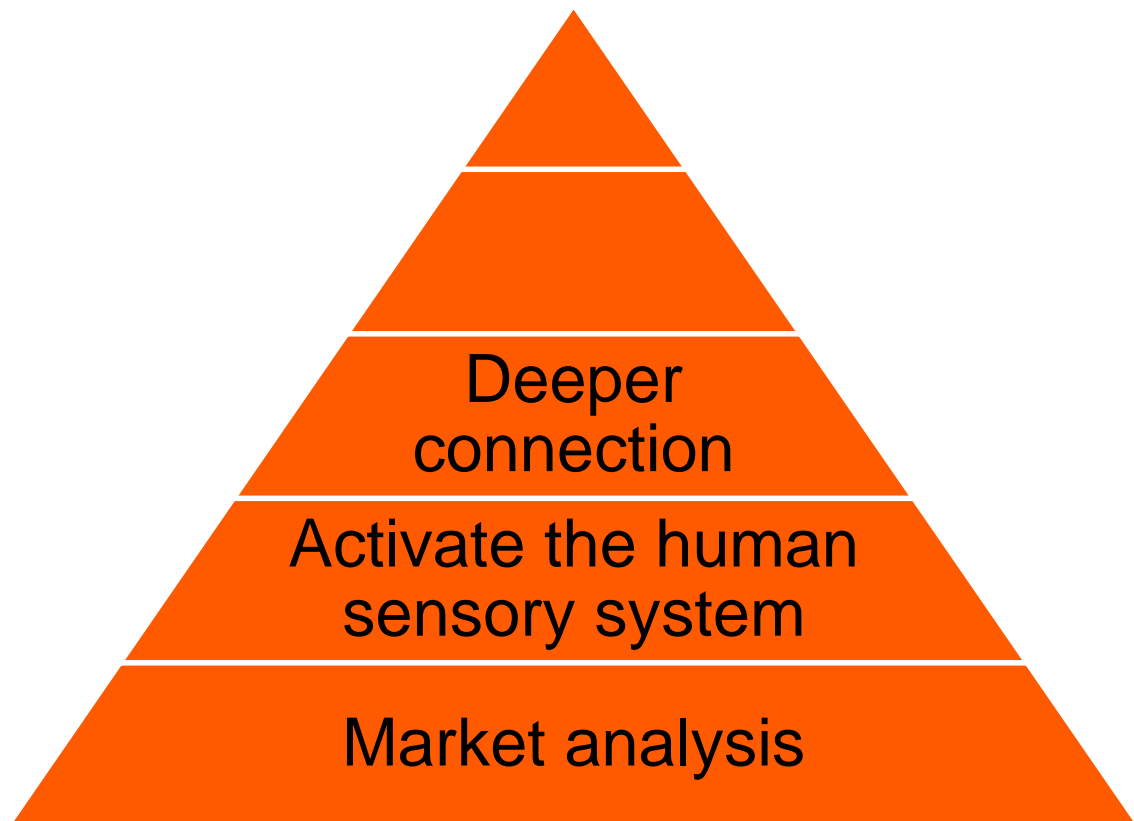
Figure 6. Pyramid of CEM: UGC and trust

A major limitation of psychology used for the purposes of marketing is the neglect of emotions even though emotion is of the utmost importance for marketing because emotions are what highlights what is important to the consumer. (O'Shaugnessy, 2013, pp. 331-332)

Consumers' emotional responses are an important and useful indicator of purchase behaviour or behavioural objectives. (Price & Arnoild, 1995) When a group of individuals have a common interest, they are part of a community. (Sparks & Browning, 2011) which, in turn positively effects the customers experience.

The background and origin of the café is, to a great extent, a communal hub of social behaviour. (Oldenburg, 1999), (Grinshpun, 2013) Because of the social element that plays such an integral role in the café experience and its function, social behaviour can be understood as a fundamental role in the successful marketing for cafés. When taking the social element into consideration, it should be considered a priority to understand

how public connection and human behaviour plays a role in influencing others and how that role can then be utilised for the virtual world with online engagement.

There are numerous ways that social media can be used to create meaningful and personal connections that foster emotional relationships. There are several approaches to developing connections through social media channels that merge the virtual world of social media with the personal and relational connections. Community pages, supporting a cause, sharing behind the scenes information and maintaining ongoing discussions are all ways go beyond simply connecting the sensory experience to the online engagement to create a deeper emotional connection and therefore more successful CEM. (Templeman, 2017)

It could be argued that creating a sense of community is not an important factor for influencing individual purchase behaviour but it has been found that aligning a consumer with a community and with the interests of that community the individual is prone to reduce their self-awareness which will, in turn, reduce the individuals personal beliefs, wants and feeling to make decisions that will then be more in accordance with that of a larger group to produce information conformity. (O'Shaugnessy, 2013, p. 329)

Below are several ways to form a deeper connection and create group conformity through social media channels after a connection to the human sensory system has been accomplished.

2.3.1   Online community pages

Starting a community page is a simple way to foster relationships and emotional connections online. A Facebook community page, for example, can encourage the develop of connections within a community. Regular news and updates that anyone in the group may care about can be posted for group members. Customers may also communicate in open discussions, fostering a sense of community. Open discussions also allow you to gain insights on current and potential customers. (Chen & Berger, 2016)

2.3.2   Supporting a cause

Supporting a movement or a cause, such as a local charitable organization, sponsoring a local children's sports team or volunteering within the community builds an emotional bond of between likeminded individuals that care about the similar causes. (Templeman, 2017) To be categorised into a group elicits identity based attachment that brings individuals into the same recognised social category that brings participants into a larger sense of identity with the group. (Ren, et al., 2012) Bringing an online community together for the purpose of supporting a cause also enhances the human side of a business. Encouraging support for a cause can be integrated into social media accounts. For example, post a picture of employees as they volunteer at a local food bank on the businesses' Instagram page or give a percentage of profits to a homeless shelter or charity when customers interact with a social media channel by sharing or liking the business. Alternatively, attention drawn to of a community-based movement or worthy cause can also be and effective driver of community spirit. According to Means, (2014) a movement drives engagement. Supporting a cause through social media channels allow people be part of a community while spotlighting themselves as individuals at the same time.

2.3.3   Behind the scenes access

Give people a behind the scenes look at what is happening within the company. Sharing what happens when customers are not around or sharing information that they would not normally have access to is tactic to build trust and connection while also giving a feeling of inclusion to anyone engaging with the company's social media channels. Posting photos of something that no one else would otherwise see such is one way to place a face behind the brand. This will enable customers to learn more about the cafés brand in a personal way with a feeling of inclusion. Team building content can be posted that allows customers know that employees enjoy working together, this builds a stronger connection between the employees and customers. Funny behind the scenes and behind the scenes content that is considered personal, like an employee or owner playing with their puppy at home during off hours can create an emotional connection through relatability According to Jaredic, (2018) Ultimately, people what to do business with people they consider to be their friends.

2.3.4   Maintain discussions

Maintain ongoing discussions within the online community helps people to feel engaged and connected to one another. Keeping a dialog open with customers through social media channels such as Twitter, Facebook and Instagram. This gives give café owners and employees an opportunity to create a connection with individuals that are engaged and commenting through the businesses chosen platforms. Utilizing healthy two-way communication can build connection through meaningful rapport. (Jaredic, 2018)

Although electronic devices like phones, tablets and other mobile devices can be said to create a divide between customers and their on-site experience, when used correctly, Social media is a vital part of the whole customer experience. CEM includes every point of contact in which a customer interacts with a business. (Grewal, 2009) The use of social media engagement continues to become a more important factor within all industries. A strong focus on social media engagement is not only appropriate but necessary in the context of the café experience considering the origins of café as a place of social interaction where people gather with other like-minded people for social interaction and unique experiences.

In summary, once a connection has been made to the human sensory system a deeper emotional response can then be achieved by encouraging online communal interests and feelings of inclusion through online interaction.

2.4   Online word of mouth promotion

Even while considering that the social interactions within the café "third place" concept dates back to a time before the existence of the internet and smart devices, there are in fact numerous ways to provide a feeling of being connection and trust on a personal level without the need to appear in the same physical space. In relation to online content, the attitude of the customer toward user generated content (UGC) comes not from the physical location of the participants, but from his or her perception of the value of the content which relates back to his or her beliefs and feelings. (Moriuchi, 2016, p. 31) An

emotional connection bound by consumer trust can be produced through online channels via online consumer participation. (Carlson, et al., 2019)

Below is a pyramid illustrating trust creation through user generated comments as the next lever of a structural framework increase CEM through social media channels.

UGC

Activate Human sensory system

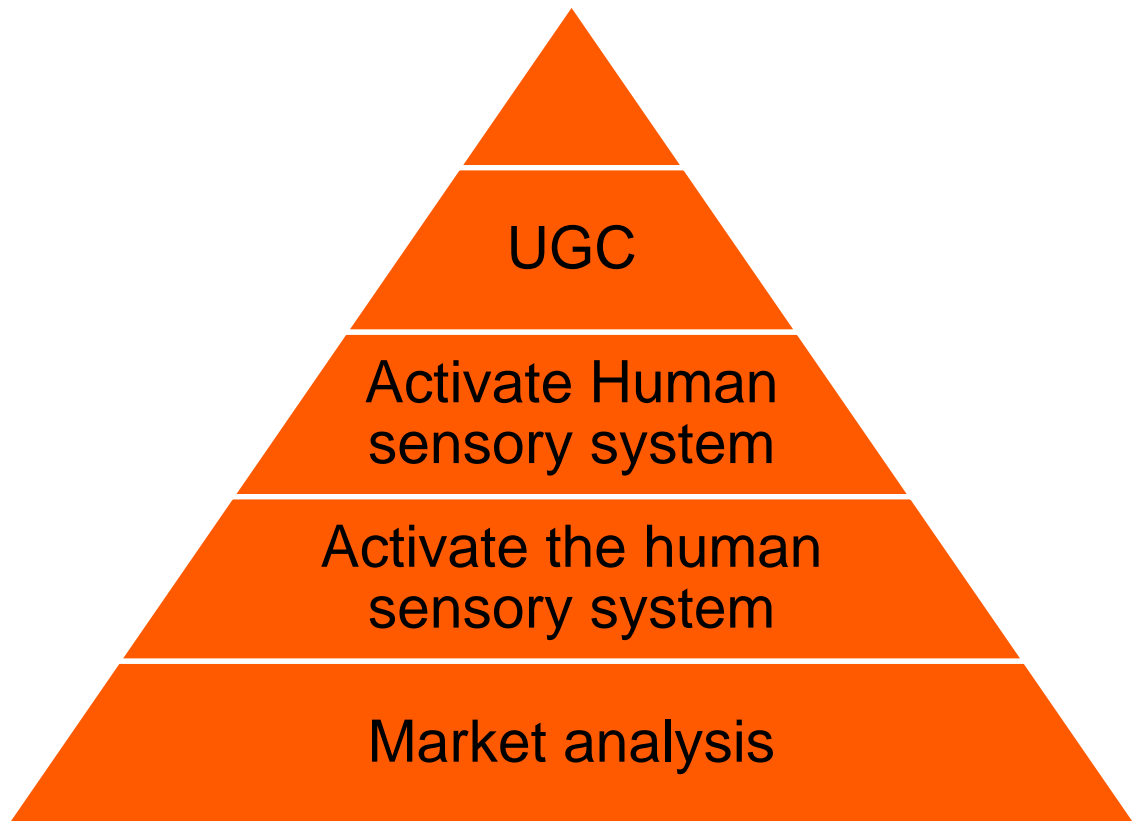Activate the human sensory system

Market analysis

Figure 7. Pyramid of CEM: UGC and trust

As part of a recent shift that is bringing the consumer more into the spotlight, the value and significance of UGC has become greater than the importance of online content that companies create themselves. UGC has been proven to provide substantial influence on customer patronage and on the sale of products. (Moriuchi, 2016, pp. 1-3) Word of mouth promotion in the form of online UGC creates a higher level of trust that, in turn, effects buying behavior. (Cheng, et al., 2019)

2.4.1   User Generated Content

User Generated Content is any type of content that has been created and presented by unpaid contributors. UGC can refer to pictures, videos, testimonials, tweets, blog posts, and or any other content shared through social media. (Gallegos, 2016) It is the act of users promoting a brand rather than promotion by the brand itself. The more that customers are engaged in producing content, the more they end up trusting the UGC being repeated. (Warner-Søderholm, et al., 2017)

According to Moriuchi, (2016, pp. 1-3) UGC now carries so much influence that it can help a business thrive or it can cause a business to fail. UGC has been able to target and capture the brand relationships and target the intended audience more efficiently than traditional direct marketing and pre-internet marketing communication. The influence created by UGC can also help align customers to a group of like-minded individuals that will, in turn, create a feeling of belonging and trust. An increase in trust on the part of the consumer can persuade them to do away beliefs that would otherwise keep them from making a purchase decision. (O'Shaugnessy, 2013, p. 293) People want their judgments to be socially validated. Social validation is sought by consumers do to the fact that consumers do not operate as individuals in isolated conditions but look for advice from other people that they may with. (O'Shaugnessy, 2013, pp. 327-328)

Social groups are social communication networks. UGC within groups is far more influential than traditional mass advertising in determining what product should be purchased. Word of mouth marketing in the form of UGC is an interactive process where customers collaborate with a business, product or service because they have derived enough satisfaction that they are then willing to talk to others to recommend it. (Technopedia, 2019) The reason for making a purchase cannot be entirely objective testing or personal experiences Advice from others is often sought by the consumer.

2.4.2   Customer reviews

UGC in the form of customer reviews is another way to build trust between a business and customers. Engaging customers that already have positive things to say about a business causes the reviewer to believe that the business cares about them, building a stronger connection of trust. A positive review via UGC has been found to cause a potential customer to be far more likely to trust a local business. (Wellington, 2017) It is therefore important to have easily accessible online platforms where this trust can be

fostered with as little effort from the customer as possible. (Bloem, 2017) Encouraging customers to leave reviews with little effort is one simple way to build trust.

Online reviews build on the sense of community and create in an online environment by building trust. (Bassig, 2018) Trust between the customers and between customers and a business. Cafés should make it as easy as possible for customers to engage with each other and to leave reviews to be read by the community. A feeling of trust within the community adds to the consumer experience and will benefit the café owners who understand the framework for creating a feeling of trust with online engagement.

People like and prefer reviews that are from real customers in their own social circle that they can relate to. Peer endorsements have been shown to be ten times more likely to influence an in-store purchase than if that same endorsement had been made by a celebrity due to celebrity endorsements being seen as disingenuous. (Bassig, 2018) UGC in the form of a positive review also has the capability of increasing the perceived value of a product as well as the desirability of that product. A positive customer recommendation about a given product or service holds more importance than the brand and price of that product or service.

Content created by marketers is often seen to be untrustworthy by consumers. On the other hand, 78% of consumers trust recommendations that have been given to them by their family, friends and other close acquaintances. The key to building a bridge that connections a message about a business and their products is by building a bridge of trust from connecting the right people. (Laja, 2011)

Almost 91 percent of consumers say that they read online reviews, either occasionally or regularly and nearly 84% say that they trust the online reviews as much as they would trust a recommendation from a personal acquaintance.

It was found that over 67.5% of consumers check social media channels for product recommendations in the form of UGC before making a final purchase decision. (Brown, 2016) Consumers trust online reviews as much as personal recommendations. (Grappone & Couzin, 2014) which reveals how strong the connection between customer reviews through UGC and feeling of trust with online engagement. Also, the more that

customers are engaged in producing information, the more those customers may end up trusting what is being said. (Warner-Søderholm, et al., 2017)

Online engagement creates a way for customers and potential customers to more expediently share information about a product or service. The rapid dispersion of information that is possible with online UGC could be detrimental to a business if the information is negative, (Campbell, et al., 2011) but when managed properly the trust created from online user reviews can be a powerful asset. Online reviews and recommendations form a part the UGC communications that is a person to person conversation about a product or brand.

Although negative feedback can potentially be a detriment to a business, (Grappone & Couzin, 2014) and unsolicited negative views towards a business can be said to be more influential than a positive review due to what is known as the negativity effect (Campbell, 2014) where negative reviews can be perceived to have a higher level of accuracy, most people do not read a single negative online review and then make a judgement or purchase decision without further clarification, but rather take time to filter through a larger amount of reviews in relation to their personal circumstances in an effort to provide a larger and clearer context for the negative review.

Even if a negative review is seen to be legitimate, the context of the negativity may not be applicable to the individual reading the review. It is also not uncommon for the author of a negative review to change their review to a positive one after the situation has been resolved by the business. Café owners should be attentive in quickly resolving negative reviews to the best of their ability by engaging with the contributor of the negative comments. (Proserpio & Zervas, 2018)

Though there can be obstacles in relation to UGC, most notably in the reality of negative reviews that may sway customers away from visiting a particular café or making a purchase decision, the benefits out way the potential effect of negative content that is independently produced and posted. Having some negative reviews can be more beneficial and create more trust than a café without any bad review at all. If an online channel for a business is showing reviews that are only positive, then potential customers will most likely be sceptical of the validity of the reviews since no product or service can be entirely without fault 100% of the time. 68% of people are more likely to trust an online review

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when there are some bad reviews mixed in with the positive reviews. A vast majority of people, 95%, are doubtful of the validity of reviews when none of the reviews have anything negative to say and will be prone to believe that the business has censored any negative reviews. Less than 1% of consumers will leave an online site fully due to reading a bad reviewed of a product or service. (bizibl, 2016)

In summary, the encouragement of UGC creates a feeling of trust and community for those engaging through social media. Encouraging online reviews, also a type of UGC, generates trust regarding a product or brand because the reviews originate from people who actually buy and use the products or services.

2.5 Online marketing case studies

It could be argued that online interaction in comparison to being physically seen and heard, as would be the case in a traditional café environment, is consequently impersonal and lacking in the ability to form social bonds or connect on a personal level which would, in turn, detract from improving the experience. This may seem even more true when one considers café culture and the earlier mentioned "third place" concept that came into existence long before the internet. In fact, this supposition would not hold true when countered with the reality of successful online marketing campaigns that, indeed, created the feeling of connection to improve CEM by having a foundational basic understanding of the market they are in, connecting electronic devices to the human sensory system to then form deeper communal bonds and also by creating trust through UGC to increase CEM through social media channels.

Below is the complete pyramid of CEM illustrating the structural framework needed to improve CEM through social media channels. The top layer represents utilization of the framework.
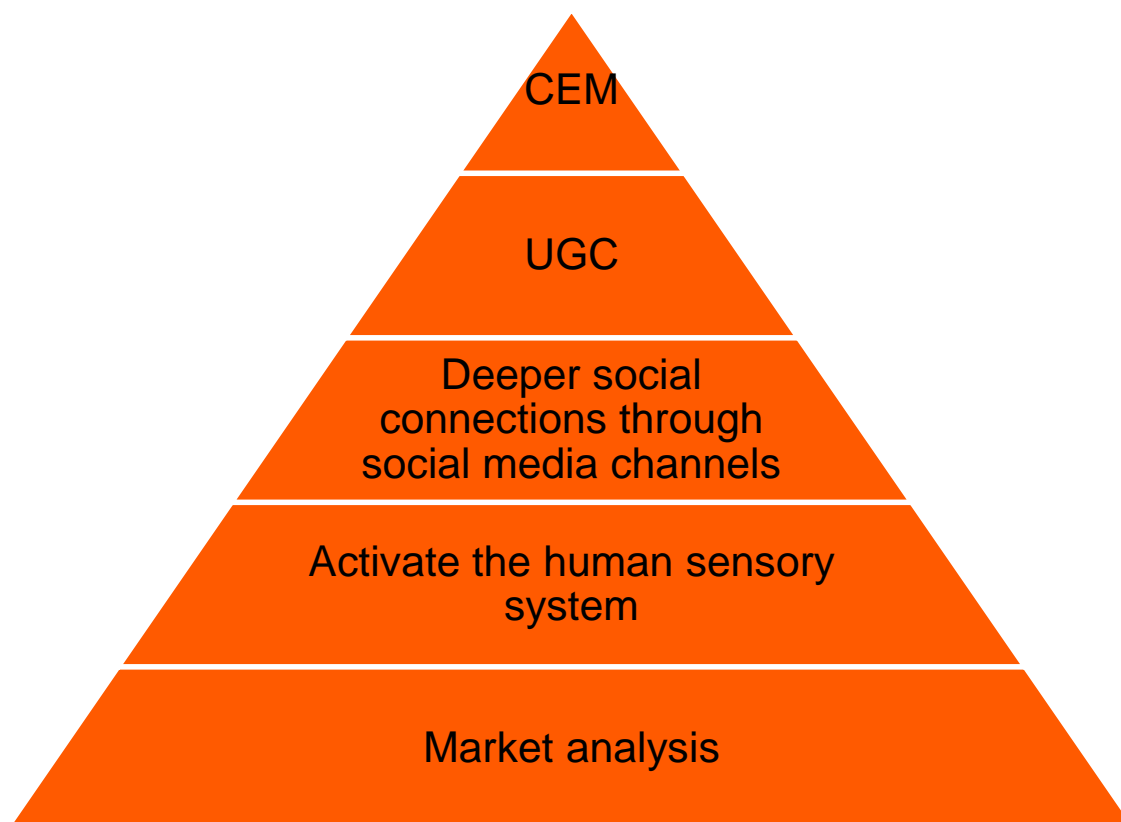
Figure 8. Pyramid of CEM: Full pyramid

Discussed below are case studies and successful social media campaigns used by different cafés.

The purpose of the following case examples is to provide examples of cafés have effected CEM through their social media marketing efforts and that those efforts are in alignment with the four layers of the theoretical pyramid structure that includes market awareness through industry analysis, activation of the human sensory system with online devices, creating deeper social connections and encouraging UGC through social media marketing efforts.

The purpose of the following case examples is to show how actual cafés have affected CEM using the same elements set forth in the theoretical pyramid structure as a way to improve CEM through social media marketing efforts in the Café industry. The cases were used to give examples of actual cafés of the successful marketing campaign case studies examined, all of them worked utilized the components within the theoretical framework set forth in the pyramid of CEM. To varying degrees, all the campaigns were

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built on knowing their market, utilized an understanding of basic buying behaviour, activated the human sensory system and encouraging UGC to create trust through online communities.

2.5.1 Starbucks

Starbucks, a Seattle based café chain ran what it called the White Cup Contest where they had patrons draw pictures on their white Starbucks cups and then enter the contest by uploading a photo of the cup to the hashtag #WhiteCupContest. The prize winning entry then became a template for an actual limited edition Starbucks cup design. (Starbucks Newsroom, 2014) Their use of UGC not only created an online feeling of community engagement but continued to generate a feeling of community after the contest had ended when customers were able to purchase a beverage donning the winning design in an example of taking UGC from an online community to an in-store community experience. The winner, Brita Lynn Thompson said that hearing she was the contest winner was "the happiest day of her life". In 2015, Starbucks launched "The Starbucks Partners White Cup Contest" due to the overwhelming success of the Original contest having almost 4000 entries shared on social media. According to Eric Akines, director Starbucks Global Merchandise, extending the White Cup Contest to Starbucks employees will bring their stories into the store through personalized artwork that that is beautiful, emotional and engaging. (Starbucks Stories & News, 2016)

Starbucks utilized all four levels the theoretical pyramid. With an understanding the market, Starbucks was able to create a campaign that built on strengths of their brand. After an initial connection to the human sensory system through online channels, Starbucks then continued to create a deeper connection through a strong social element that aligned participants to a community and strongly encouraged UGC.

2.5.2 Foster Coffee Company

Jonathan Moore and Nicholas Pidek started Foster Coffee Company, in 2013 as a one day a week as an experiment with craft coffee at a farmers market in Michigan. The café soon expanded to two successful locations in with a third on the way. This chain of local

cafes, according to (Eckstein, 2018) is a place where café patrons not only gather together to drink coffee but where the community is celebrated to build relationships among the locals. The initial partnership that began as a one day a week endeavour, grew into a team of coffee devotees who post photos of themselves regularly on social media.

At the onset of Foster Coffee Company's creation Nicholas Pidek began thinking about the social media strategy that the company would move forward with. Foster Coffee Company plans out the content for their social media schedule two weeks in advance. When something unique or unexpected happens in the café, they can insert the new photos or information into their social media plan without feeling like they need to keep an inflexible schedule. Foster Coffee Company also decided to focus on the quality of their social media photographs and decided they would hire professional photographers on a regular basis. The quality of the visuals created for their social media posts was a purposeful attempt to translate the content their social media followers would see online to the in-house quality that customers would experience inside the café.

Foster Coffee company is deliberate about creating an opportunity to create word of mouth about the café and build loyalty to their brand by sharing user generated content along with the more professionally generated photos that are posted on a regular basis regardless of the photography skills of the customers. In this way their social media feed can capture the customers idea of the community and how it is attached to the company brand. Co-founder Nicholas Pidek stated that it was people that drive the community at Foster Coffee Company and not the products, according to Echstein (2018). Foster Coffee company also tries to keep track of the top preforming posts to be able to know what type of content was in those posts in an effort to continue to generate more engagement from their social media followers. Nicholas also stated that the best way to determine the market position of Foster Coffee Company is with their social media engagement compared to larger coffee franchises even though they are not directly competing with larger companies. Since opening their first location Foster coffee Company has averaged a 30% year-on-year growth in social media followers with a social media audience of over 15,000 followers.

Foster coffee company utilized all four levels the theoretical pyramid.

Foster Coffee Company obtained an awareness of the market that created an understanding of who their actual competitors are. Activation of the human sensory system in their social media channels, most notably with the sense of sight through specially curated photographs and a deeper connection through community was enhanced through the sharing of UGC to improve

2.5.3 Tim Hortons

Tim Hortons is a multinational café chain founded in 1964 by Tim Horton a Jim Charade known for its coffee and donuts whose brand is considered a prominent feature of Canadian life by many according to Geisel (2015) A recurring campaign called the Smile Cookie campaign lets customers buy a cookie for $1. Tim Hortens donates 100% of the proceeds from the cookie sales are allocated to over 500 different charities and organizations throughout communities across Canada with the vast majority going of charities being hospitals, food banks and breakfast clubs that provide meals for children who may otherwise start their school day without anything to eat before starting their school day. (Tim Hortons, 2019) The campaign raised $7.8 million in 2018. (Hortons, 2018) Customers see Tim Hortons as more than just a café chain but as something more personal where real people are behind the products being sold. This is a type of customer engagement that is used to build a sense of community for Tim Hortons. Community building with social media around a specific product is a strategy that helps Tim Hortons allow people to share their support for a common cause. For the yearly Smile Cookie campaign, customers are encouraged to share pictures of themselves holding a cookie and then share their "cookie selfie" on Tim Hortons social media platforms using the hashtag #smilecookie.

Time Hortons utilized all four levels the theoretical pyramid. They identified their brand awareness as a key opportunity within the Canadian market. After connecting to the human sensory system through electronic devices a deeper connection is made through the communal nature of sharing a common cause. UGC is also encouraged, deepening the sense of community and trust by sharing personal images.

2.5.4 Oooh la la café

A café in West Bengal called Oooh la la have used various social media channels to grow brand awareness and to connect with customers. A goal of Oooh la la is to transform the in-house experience into a full-fledged social media experience for its customers, the majority of which, are that of a young demographic within the city. Customer engagement has been a substantial focus. Oooh la la installed a 100 square foot LED screen inside the dining area that streams updates from the restaurants various social media channels including their Facebook fan page updates, Twitter hashtag tweets and displays of restaurant check-ins from Oooh la la's own mobile app, eOooh la la. The eOooh la la app provides the means for registered users to connect with their friends and share location information with each other. Customers can see updates posted by their friends that appear on the LED screen and instantly send a reply or add messages of their own that will be posted on the screen in real time. Food delivery orders can be places online for free delivery. They encourage customers to promote the restaurant by allowing customers to tag themselves in front of a "tag wall" that encourages customers stand in front of the wall and send out tweets about the restaurant and what they are doing. (Maddox, 2012).

The restraint has also created on online tool where customers can create their own menu item and then share the idea with the restaurant. If the Oooh la la decides to create the item, a sandwich for instance, the creator of the item will receive a voucher from the restaurant that they can use to buy food from the restaurant. When a customer knows that a menu item they have created themselves is on the menu they will no doubt, according to Maddox, (2012) want to promote their own dish on social media and encourage as many people as possible to come try their creation and promote their own dish. A reward of free dishes is offered by Oooh la la to followers of their social media channels that have thousands of customers. All of the social media tactics used by Oooh la la are done with a relatively low investment used to reach a large numbers of people that, in turn, actively promote the restaurant with user generated content to forge ties between customers while, at the same time, giving them and active stake in the creation and success items on the menu. (Maddox, 2012)

Oooh la la utilized all four levels the theoretical pyramid. They enhanced UGC by utilizing technology as an identified key strength within the market and understood their demographic. The human sensory system was activated through multiple channels including their own app. To provide deeper connections between users of the app. Shared personal experiences to a like-minded community and trust was also created through UGC.

2.5.5   Häagen-Dazs

Häagen-Dazs cafés in Europe and Asia decided they needed to utilize social media to revamp their image and connect with a younger customer base. A successful campaign to raise the profile of "Help the Honey Bees," that, in part, educated the public about the epidemic of honey bees mysteriously dying. The twitter campaign originally had a target of 1 million impressions but ended up generating 13 million impressions The campaign included a challenge for people to eat naturally for a week, highlighting the fact that Haagen-Dazs is an all-natural product, and a photo contest, where people could post pictures of themselves planting bee-friendly flowers. A social portal on twitter called TwitCause was used to encourage people to spread the campaign message. (Egolf, 2009)

Häagen-Dazs utilized all four levels the theoretical pyramid. They recognised the shifting demographics within their market and used Twitter as a platform for UGC to increase brand awareness. After using their social media channels to activate the human sensory system a deeper level of connection was then created through by supporting a worthy cause. UGC was encouraged to create trust and enhance the feeling of community.

In summary, each of the case studies and campaigns mentioned above utilised elements from the four levels of the theoretical framework set forth in the pyramid of CEM.

3   Conclusions

Although there has been much research on just how vital CEM is to the success of businesses, the research is quite fragmented across many areas of interest, there is a gap concerning specific recommendations in regard to strategically implementing CEM where online and offline experiences need to align in order to create a sustainable competitive advantage through CEM for cafés. After taking into consideration the emerging research on the importance of well managed CEM and how the function and history of a physical café revolves around personal engagement, the problem that needed to be addressed is how to strategically merge the café experience with online engagement. It was found that café owners can strategically improve CEM through social media channels by utilizing a structural framework of market analysis, connecting to the human sensory system to then encourage deeper social connections and encouraging user generated comments.

In order to utilize CEM to successfully obtain a competitive advantage for cafés through social media engagement a strategic path, or theoretical framework to follow was created. Other successful online marketing campaigns were found to have used marketing tactics that fit within the framework created after my research.

Market position was found to play a vital role in pre-marketing efforts. The base of the pyramid which is the first element for the successful integration of CEM does not begin with the online marketing efforts of a café but instead begins with a market analysis and understanding of one's own position in the market.

Due to the holistic nature of CEM, these are all critical elements of focus for increased CEM that can then create a competitive advantage for a café attempting market penetration within the café market. The thrust of the analysis of this thesis is for increasing CEM for cafés through social media channels but the marketing portion of the value chain for a cafe' does not exist in a vacuum but is rather contingent on the general implementation of all areas of strategy laid forth within the layers of the pyramid of CEM.

CEM is critical for obtaining a competitive advantage within a market that is selling very similar products at very similar prices as would be the case for café in the same market. For example, if blindly following the theory of perfect competition where all firms are

thought to be price takers and cannot influence the price of their products (Hayes, 2019) there would be no reason to strategically implement CEM into the online marketing channels of cafés including any type of strategic marketing and analysis. This line of thinking would create no need to influence customers to create a competitive advantage, because the theory of perfect competition is only a generalized theory to understand broader concepts and not market particulars. Also, because buyers do not have perfect information or knowledge about the market, using social media to speed up the diffusion process to customers can help reach more customers faster as a method to attract, increase, convert and retain customers.

The creation of trust set forth through social media engagement was found to be a main element of success for Cafés as a way to increased through UGC. Online engagement between customers and engagement between customers and café empoyees were found create a feeling of trust and connection that heightens the overall customer experience. The creation of trust was found to be a crucial element within social media engagement that can be greatly improved by purposefully integrating the human sensory system to a marketing storyline by way of sight, sound, smell, taste and touch through mobile devices. (Sayadi, 2015)

It was also discovered through my research and evaluation of case studies that the social element for cafés is as critical their success of as ever but social media efforts can mimic the feeling of connection and comradery between customers even when they have never been in the same physical.

After a perusal of case studies that document successful social media marketing campaigns for different cafés around the world, it was found that utilization of the four levels within the theoretical pyramid can be identified within those case studies. My theoretical conclusion was strengthened by the success of cafés that all used the framework, to a to some extent, to increase CEM through social media channels.

4   Research method and approach

Research was composed of qualitative data and analysis in the areas of CEM, the human sensory system, market analysis, the history and function of cafés and consumer trust as well and reviewing various café social media cases. CEM was the primary focus of my research, followed by marketing through social media channels.

The analysis of the secondary research data utilized industry journals, articles, books, websites and marketing campaign case studies were used to discover trends and information on prior and emerging research concerning effective social media use for cafés with the goal of improving CEM. This thesis lays forth a conceptual framework connecting the holistic nature of CEM to the function and purpose of a cafés with supporting case studies that utilize that framework. After research on CEM, café function and social media implementation. I began to separate and categorise critical information in each field that could be used to bridges the gap between CEM theory and the effective utilization of seemingly unrelated tools as an attempt to understand how they could be linked together for specific use in the context of CEM within the café market.

Because of the holistic nature of CEM that emerged in all the areas of research for this thesis, a challenge was deciding what research was too specific in their given context to be used in a more generalised framework that could be to strategically implement CEM in any café through social media channels.

An inductive research process reading journals and articles and information from websites that dealt generally with CEM and social media marketing throughout various industries. After this research, I began narrowing down the research to information that could relate specifically to café culture, social media and consumer behaviour. This led to researching a more macro view and analysis of what is needed to help create a competitive advantage within a market. Market analysis was then generalized to the environment of the market in which a café resides regarding industry analysis.

The research and subject matter were then separated into four distinct areas of content where each level was, to some degree was dependant on implementing the layer below it. This created a framework that could then be more easily explained visually through

the layers of my theoretical pyramid illustration, (see figure 8.) and more easily under-stood in the structural logic.

Secondary research was then synthesised to determine by what means can cafés in the modern digital age utilize strategic CEM to sustainably maximize profits by activating emotions, creating a network of trust and engage customers with proper use and anal-ysis of social media platforms.

The base of the pyramid, (see figure 1.) which is the first element for the successful integration of CEM does not begin with the online marketing efforts of a café but instead begins with a market analysis and understanding of one's own position in the market. After an analysis and explanation of why each of the four areas of my theoretical pyramid is important under the umbrella of CEM for the café experience through online social media channels, several examples of successful social media marketing cases are pre-sented to give an example of how my theoretical framework of the pyramid of CEM can break down and explain the strategy used by those cases and answers the question, how can cafés strategically improve CEM through social media channels.

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