Developing Digital Marketing Strategy for Restaurant X Using Service Design Tools

GC, Sujesh; Kirves, Jenni

2019 Autumn Laurea Leppävaara
Developing Digital Marketing Strategy for Restaurant X Using Service Design Tools

GC Sujesh; Kirves Jenni
Degree Programme in Facility Management
Bachelor’s Thesis
December, 2019
Technological innovation and invention of digital platforms has changed the ways of promoting products and services to the customers. Like any other industry, restaurants, have been using digital channels to promote their food and services to their target audiences. Digital platform, more precisely online platform is a necessity for businesses to promote the products or services and for engagement with the customers. A restaurant can have the best menu, accessible location and best service and it will still need channels to reach the target customers to promote the food, location and services. This is where digital marketing channels come into play. Digital marketing channels allows restaurants to make themselves visible to the large audience with a single post or advertisement. The importance of digital marketing is ever increasing.

The objective of this thesis project was to study and understand the digital marketing tools and platforms used by Restaurant X and the online behaviour of the customers. The thesis project aims to identify the best digital tools that can be used by the restaurant to increase the online presence and increase customer engagement. Restaurant X is an ethnic restaurant in Helsinki and the restaurant was interested to be a part of the project as the restaurant wanted to analyse the online presence and increase its online visibility.

Different research methods were used during the project, namely observations in the restaurant, interview with the owner and customers, and online customer survey. The interview and survey questions were based on understanding the online behaviour, digital platforms, and online presence of the restaurant and the customers. The results were analysed, and service design tools and event canvas were used to come up with the developmental proposals. Customer personas were used for the customer segmentation and the Event Canvas was used to understand the customer behaviour and the customer journey. The Event Canvas was developed through empathy mapping.

The analysis of the interview and customer survey helped to get clear idea about the online presence of the restaurant and online behaviour of the customers. The restaurant has better online presence compared to its customers but still the restaurant can increase its online visibility using the recommended developmental ideas. The analysis of the interview and survey further showed that there were differences in what and how customers wanted the information while eating out with what and how the restaurant relayed the information to the customers. These results and analyses were helpful to come up with the developmental ideas to increase the online visibility and increase customer flow.

Keywords: Ethnic Restaurant, Digital Marketing, Service Design, Event Canvas
# Table of Contents

1 Introduction ....................................................................................................................... 5

2 Hospitality Industry ............................................................................................................. 7
   2.1 Hospitality Industry in Finland .................................................................................... 7
   2.2 Restaurant Industry in Finland .................................................................................... 8
   2.3 Key Concepts .................................................................................................................. 11

3 Traditional Marketing ........................................................................................................ 12

4 Digital Marketing ............................................................................................................... 14
   4.1 Internet and social media usage in Finland ................................................................. 16
   4.2 Website Marketing ........................................................................................................ 17
   4.3 Search Engine Marketing ............................................................................................. 18
   4.4 Social media marketing ............................................................................................... 19
   4.5 Mobile Marketing ......................................................................................................... 21
   4.6 Email Marketing/ Newsletter ....................................................................................... 22

5 Service Design ................................................................................................................... 23
   5.1 Personas ......................................................................................................................... 24
   5.2 Event canvas and customer journey ............................................................................. 24

6 Research Methods and Research Findings ...................................................................... 27
   6.1 Observations ................................................................................................................ 27
   6.2 Customer personas ....................................................................................................... 29
   6.3 Event Canvas ............................................................................................................... 32
   6.4 Benchmarking ............................................................................................................. 35
   6.5 Customer survey ......................................................................................................... 37

7 Results and Analysis of the survey .................................................................................. 37
   7.1 Results ......................................................................................................................... 37
   7.2 Analysis of the results .................................................................................................. 42

8 Development ideas/ Recommendations ............................................................................. 43

9 Conclusion ........................................................................................................................ 45
1 Introduction

This thesis research is conducted to understand the insights and impact of digital marketing in mid-scale restaurants. The restaurant industry, like other industries, heavily depends upon good customer relationship. A restaurant can have the best menu, very friendly staffs, great ambience and good physical location, the restaurant will still need to promote its presence among the customers. Marketing is the best tool for the restaurants for promotion to acquire the new customers and to retain the already existing customers. The evolution of digital tools and platforms has changed the marketing trend towards digital marketing.

Companies, in today's global economy, need to have good marketing plan and customer relationship in order to become successful. Marketing is the best tool for companies not just to sell their products and services but also to maintain good customer relationship. Marketing tools and platforms has changed a lot during past few years. The history of marketing dates back to the beginning of human civilisation and has changed with the invention of different platforms from word of mouths, print media all the way to today's digital platform. (Kotler et al. 2017, 5)

The invention of internet and rise of World Wide Web, IoTs, mobile platform, social media and other technologies has turned this world into a single market. All the companies, irrespective of the business type or geographical orientation can publicise themselves anywhere and everywhere using these technologies. For companies, these technologies provide the channels to market their products, communicate with the customers digitally. For consumers, these technologies provide information about the services and products and the way they want to purchase those products and services. (Damian 2014, 4-5)

With the invention of different digital tools and platforms, business entities have to find different ways of understanding their customer and customer behaviour. Service design can help these business entities to understand about the services they provide from the customer perspective. Service design tools like customer personas and customer journeys, and empathy mapping and event canvas, help the businesses to create and improve services for the customers. (Stickdorn & Schneider 2011)

The purpose of the thesis is to study insights about the digital marketing and how it can be used in the mid-scale restaurants to grow their business and reach more customers. The thesis prioritises the study about the online marketing, online presence, social media marketing, social media presence, online behaviour and social media behaviour of the consumers and the mid-scale restaurants. As the topic of the thesis suggests, the main objective is to develop a digital marketing strategy for a mid-scale restaurant using service design tools to reach more people and to increase the restaurant’s online presence. The thesis aims to study: 1) Digital
marketing tools and platforms of the restaurant 2) Online behaviour of the customers. Below is a list of the research questions:

- What kind of online and social media platforms does the case restaurant use for customer engagement?
- What kind of online and social media tools the probable customers use?
- What kind of online presence do the restaurant and the customers have?
- Is the restaurant able to reach its target customers with the existing tools or does it need to improve those digital tools?
- Is the current digital platforms and digital marketing strategy correspond with the customer journeys?

The thesis process is divided into five different parts. The thesis starts with the introduction about the thesis itself, objectives of the thesis and the introduction about the case company. This is followed by the theoretical part which provides the overview regarding the digital marketing, different tools and platforms for the digital marketing. It also includes service design tools namely customer personas and the customer journey. The third part is the interviews and the customer survey. This is followed by the analysis of the interviews and the customer survey. Subsequently the final part of the thesis is the results and necessary recommendations for the restaurant to enhance their digital marketing strategy.

![Figure 1: The structure of thesis process](image)

The research is limited to the small and privately-owned restaurants in Helsinki region. The interviews, the surveys and the results are based on clientele for the privately-owned mid-scale restaurants. Thus, the results may not be applicable or useful for bigger chains or the restaurants based in other places. The recommendations and results can be used as a reference for digital marketing plans in the mid-scale restaurants or the new restaurants. These results can be applied to understand the customer behaviour in order to acquire new customers or retain the existing customers.

The restaurant chosen for this thesis project is an ethnic restaurant in Helsinki. The project proposal was sent to few restaurants in Helsinki region that had ethnic theme. Some restaurants were interested with the project but because of the ethnic theme, food, customers and the digital portfolio of the restaurant, Restaurant X was chosen as the case company. Restaurant X is an ethnic restaurant located in Helsinki. It serves traditional ethnic food and coffee.
from their home country in a more casual ambience. The restaurant offers nice ambience, vibe and atmosphere with 30 plus seats for the customers in its dinning and bar area. They also host private events and provide catering services. The restaurant has its own clientele with the local customers being the largest customer groups followed by the native customers and the tourists. The restaurant has good fan following in Facebook and Instagram. Restaurant X is also present in other digital channels and are quite active in those digital platforms. They were interested when we presented our proposal about developing the digital marketing strategy for them and wanted to get involved with us. (Restaurant website and interview with owner

2 Hospitality Industry

Novak (2017) states hospitality industry comprises of different segments namely food and beverages, travel and tourism, lodging and recreation. Restaurants, cafes, hotels, hostels, airlines, travel agencies etc. are parts of these different segments in hospitality industry. While most of the business niches comprise of a single segment, the hospitality industry can be any company that deals with the customer satisfaction. The hospitality industry can be described as a part of the service industry which focuses more on leisure needs than the basic needs of the customers.

According to Revfine (no date) the hospitality industry is one of the fastest growing fields in the world. The work tasks in the field are diverse. Due to digitalization and many other changes, the work tasks in the field change often, thus the field requires competence, cultural literacy, flexibility and multidisciplinary skills. The hospitality industry is not just one field, such as agriculture or the metal industry. It is a cross-sectional business where concrete manual work often meets imaginative creativity, technological expertise and the ability to understand people. The goal is that customers enjoy their stay, are happy and have a great experience and the business is profitable.

2.1 Hospitality Industry in Finland

Like any other industry, hospitality industry is one of the important in terms of job creation and revenue creation. MaRa is the Finnish Hospitality Association is a leading national trade and labour market association in the hospitality industry in Finland. According to MaRa (MaRa, no date), the hospitality industry in Finland comprises of hotels, restaurants, amusement parks, tourism businesses, congress organisers, wellness service providers, festivals and concert organisers, timeshare companies to name a few.
MaRa (no date) shows that hospitality industry in Finland employs 5.5 percent of the total workforce, in 2018, which accounts to almost 140,200 professionals in hospitality sector. The hospitality industry’s workforce increased by 46 percent between 1995 and 2017. The revenue generated by the Finnish Hospitality Industry accounts for 2.6 percent of Finland’s GDP which is about €15 Billion. The number of foreign visitors travelling to Finland has more than doubled since 2000. All these data about the hospitality sector shows that, the restaurant industry can profit from the increase in the number of the foreign visitors. The increase in foreign visitors means that the tourists will want to try the local restaurants which puts growth prospect for the hospitality industry in the long run. This will definitely help the restaurant industry in terms of revenue generation.

2.2 Restaurant Industry in Finland

The restaurant industry is a volatile industry with a lot of competition. There are new restaurants opening all the time and at the same time old restaurants are forced to become more creative with their food and marketing. Like any other industry restaurant industry is affected by different factors namely the economy, climatic conditions, customer behaviour, competitors, technological developments and other factors. Below are some figures that depicts the restaurant industry in Finland.
Figure 3: Restaurant opening and Restaurant closures from 2006 to 2018 (MaRa 2019)

The figure 3 shows the opening of new restaurants and closing of the restaurants from 2006 to 2018. The data shows the trend is usually the opening of new restaurant always exceed the closure except for the years 2013 and 2014. The trend of opening new restaurant is set to continue as the forecast for the restaurant industry is quite positive. The blue colour represents the number of restaurants closed and the orange represents the number of restaurants opened. (MaRa 2019)

Figure 4: Number of restaurants in Finland 2006 to 2018 (MaRa, 2019)
The figure 4 shows the number of restaurants in Finland from 2006 to 2018. The number of restaurants in Finland is somewhere around 10,500. The trend shows the number of restaurants is increasing due to opening of new shopping malls, mergers of the big restaurant groups and acquiring international franchises. (MaRa 2019)

<table>
<thead>
<tr>
<th>Ravintolat</th>
<th>Toteutunut liikevalihoto Tammi-syyskuu 2019</th>
<th>Liikevaltoennuste Marraskuu 2019</th>
<th>Liikevaltoennuste Loka-joulukuu 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Majoitus</td>
<td>+5,5 %</td>
<td>+6,0 %</td>
<td>+5,9 %</td>
</tr>
<tr>
<td>Majoitus-ja ravintolat yht.</td>
<td>+3,9 %</td>
<td>+5,0 %</td>
<td>+5,2 %</td>
</tr>
</tbody>
</table>

Figure 5 Revenue forecast for restaurants and Hotels (MaRa 2019)

The figure 5 shows the sales revenue generated in restaurants and accommodation from January to September 2019. The revenue forecast for restaurant and accommodation from October to December 2019. The overall revenue generated, and the revenue forecast is stable and between +5 and +6 percentage. (MaRa 2019)

Figure 6 Net Sales and Revenue Forecast (MaRa, 2019)

The figure 6 shows the net sales in the hospitality industry from January 2018 to September 2019 and sales forecast until March 2020. There are different factors for the difference in sales amounts in different months. (MaRa 2019)
2.3 Key Concepts

**Mid-Scale Restaurant** are the restaurants that offer full meals at a medium price that customers perceive as “good value”. They can be full services, buffet or limited services with customers ordering at the counter and having their food brought to them. (Restaurant Concepts no date)

**Ethnic Restaurants** are the restaurants that offer dishes which are not familiar in a particular locality. These types of restaurants are the most common form of restaurants as many ethnic restaurants are owned by the individuals who have their roots in a culture different from that in restaurant’s location. (Su 2010)

**Digital Marketing** is simply defined as achieving marketing objectives through applying digital technologies and media. Simply digital marketing can be put as the platform that helps businesses to get closer to their customers and run the business smoothly. (Chaffey & Chadwick 2016, 11)

**Social Media Marketing** can be simply defined as use of various social network and community sites with user-generated content for sharing contents, creating relationships with the customers and engaging in communities and networks. (Charlesworth 2018, 260)

**Service Design** is an interdisciplinary approach that combines different methods and tools both tangibles and intangible, from various disciplines. It is a new holistic, multi-disciplinary and integrative field. Simply service design is all about making the service you deliver useful, useable, efficient, effective and desirable. (Stickdorn & Schneider 2011, 22-24)

**Personas** are fictional profiles which are often developed as a way of representing a particular group based on their shared interests. They represent a character which is developed from research insights gathered from stakeholder maps, shadowing and the interviews. (Stickdorn & Schneider 2011, 172)

**Customer Journey** describes the steps and the experiences that customers go through when they use the service. The experiences are often described from the customer’s perspective. (Reason et al. 2016, 166)
3 Traditional Marketing

Marketing has been defined in various ways by different professionals and in different business entities. There are different forms of marketing in day to day lives of a normal consumer. The basic purpose of marketing is to attract new customers and to maintain the relations with the already existing customer. According to Kotler et al. (2017), marketing is defined as engaging customers and managing profitable customer relationships. For any business, the main aim of marketing is to create value for the customers so that the businesses can capture value from the customers in return. In order to create value for the customers, the businesses should be customer focussed and heavily committed in creating long lasting relationships with the customers.

Damian (2014, 3-5), explains how people have been trying to influence other people since the beginning of the civilization by whatever means and media available at their disposal. The human voice or word of mouth, drawing images on a cave wall as a means of telling stories and communicating ideas and promotions might probably have been the initial means of marketing things. With the development of printing media in 15th century, advertisement started to appear in the papers. This was followed by the invention of radio and television which saw the dawn of another new advertising age. The businesses could use either newspapers or radios or even televisions as means of marketing their products and services. Towards the end of 20th century, the internet came into play and the era of digital marketing was born.

According to internet world stats (2019), the global online population was around 4.5 billion at the end of June 2019. This implies that businesses can reach to millions of people easily through internet. The extensive and easy availability of internet for the businesses and probable customers means they can communicate with each other any time. Internet, web and digital media has become a part of day to day life. Internet for almost everything from searching information to reading news to logging into their banking accounts and even ordering clothes, groceries and food from their favourite restaurants. In other words, the world has become dependent in the digital technology be it the business organizations or the consumers. Technological development, digital advancement and availability of internet is bringing the shift in the customer thinking and customer behaviour. Due to this change, the business organizations need to change their approach towards the customers. Before the invention of internet and digital gadgets the traditional methods of marketing like direct sales, print advertising, tv, radio etc. were the only means to attract the customers. The internet has totally changed the marketing approach and now the business organizations can connect with their customers anywhere and at any time through different digital platforms like social media, mobile applications, e-mail, blogs and vlogs, the company website etc. The business companies now should develop marketing strategy that is a mix of traditional and digital marketing.
Donovan (2019) describes traditional marketing as a broad category that includes different forms of advertising and marketing. It is the most recognizable type of marketing encompassing the advertisements that we are exposed to at one point or the other. It can rightly be described as conventional mode of marketing that helps to reach out to a semi-targeted audience with various offline advertising and promotional methods. Most traditional marketing strategies fall under one of four categories namely print, broadcast, direct mail and telephone.

Figure 7: Traditional marketing platforms (Lyfe Marketing, 2019)

According to Sherman (2019), running a successful business is not just about choosing the right market or having quality product. It is also about leveraging right kind of marketing techniques in order to reach out the target customer and convert them into customers. Therefore, it is really important to have clarity about traditional and digital marketing aspects.

Even though traditional marketing has evolved over the past few decades, the fundamental aspects and the selling techniques still remain the same. Many businesses are still using the traditional marketing techniques though this method has its own drawbacks. The biggest drawback of this marketing method is that there is little interaction with the target audience. It is a one-way street where a business is able to provide information to their target audience. Likewise, the traditional method is expensive with little customization options and the business does not have control over timing. Due to these reasons, businesses have started depending more upon digital marketing techniques and strategies. (Sherman, 2019)

There are different marketing strategy models for businesses to analyse their market and the target audiences. Kingsnorth (2016, 8) states that there are different marketing strategy models namely, the 4 Ps, Porter’s five forces, Brand positioning mapping, Customer lifetime value positioning and Boston consulting group matrix which are used for different purposes and have different purposes in marketing. The 4 Ps is the established marketing model and is used to influence the target audience. According to Kotler et al. (2017, 49), marketing mix is
the set of tactical marketing tools that the business blends to produce the response it wants in the target market. The marketing mix is the core of all marketing including four group of variables namely Product, Price, Place and Promotion. All these variables are discussed in brief below.

The first variable of the marketing mix is the product. The product variable of the marketing mix refers to the characteristics of a product, service or brand. Product or service designs should be informed by market research where customers’ needs are assessed, and the feedback is used to modify existing products or develop new products. From the digital perspective, the key considerations are whether the product or services will sell online, what kind of channels can be used, can the service proposition be made flexible for mobile customers and if the product or service provides value to the customers. (Chaffey & Chadwick 2016, 255-260)

The next variable in the marketing mix is price. Price variable of the marketing mix refers to an organization’s pricing policies which are used to define pricing models and of course to set prices for products and services. The key factor in this variable whether the company is asking for a price that the customers are willing to pay. The willing to pay element has many factors behind it such as the brand value, online reviews, and product quality. In case of digital marketing this variable is about price comparisons, discounts, offers, cashback and voucher sites, which have changed customer behaviour. (Kingsnorth 2016, 9)

Promotion is the third variable of the marketing mix and this is variable used while developing marketing strategy. Promotion is what most people think when they hear about marketing but promotion variable in marketing mix refers to how marketing communications are used to inform customers and other stakeholders about the business and its product or services. (Chaffey & Chadwick 2016, 284)

The final variable of the marketing mix is place. The place variable of the marketing mix refers to how the product is distributed to customers. For offline channels the aim of place is to maximise the reach of distribution to achieve widespread availability. In online context due to ease of navigating from one site to another, the scope of place is less clear. At the same time the business might not have physical shop, but the online shop must be easy to find. (Chaffey & Chadwick 2016, 277)

4 Digital Marketing

Chaffey & Chadwick (2016, 5) state the invention of technology, the internet of things and different digital media have brought changes in consumer behaviour, which in turn has changed the way the companies’ market to the consumers and other businesses. The rise of
technology and digital platforms have created a challenge for the businesses to assess and select which innovations are more relevant for their businesses to reach their target audiences. The easy availability of internet and other digital media and technology has given rise to the use of digital marketing worldwide.

Digital marketing can simply be described as achieving marketing objectives through applying digital technologies and media. The promotion of products or services using one or more forms of electronic media. In practice, digital marketing includes managing different forms of online presence of the business, such as company website and social media company pages. This can be achieved in conjunction with online communication techniques namely search engine marketing, social media marketing, online advertising, email marketing and affiliate marketing. These techniques are used to support the objectives of reaching out the news target market, acquiring new customers and providing services to the existing customers. (Chaffey & Chadwick, 2016, 11)

Digital marketing is beneficial for both the businesses and the customers. It provides a possibility for two-way dialogue, which brings the customers closer to the businesses. Digital marketing helps companies to save money as the marketing is done online and customers save time and effort to reach the businesses as all the information is available from the internet only. The technological advancement has indeed been beneficial for digital marketers. Digital marketing is not just about how technology works but also understanding the consumer behaviour. Therefore, it is always important to use technology in such a way that it connects the businesses with the target audiences more effectively. (Ryan, 2014)

Since internet and social media is becoming one of the most used tools, digital marketing is crucial for any business. More and more people are using the web to carry out their daily activities which includes purchasing goods and services. Successful marketing requires a business to connect to the target markets and customers in the best possible way for profitable return on the investment. As the technology grows and the new digital ideas are born, the digital marketing world grows with it. One of the main reasons why digital marketing continues to deliver is because it is a form of inbound marketing which implies the target customers find your business rather than the businesses going out there to find the customers. For instance, running an advertisement in Google or social media or creating marketing related content for the blog or website, it is about attracting the target audience and spreading awareness about the products and services. The main aim of marketing in digital platform is to gain exposure or grow online presence. (Sherman, 2019)

Sherman (2019) argues that the importance of digital marketing is vast irrespective of the business type, in order to be successful in the competition. Digital marketing is important to all kinds of businesses irrespective of their sizes. The first point is due to the fact that there
is high level of customer engagement and interaction in digital marketing through different platforms. The target audiences are constantly connected through various digital marketing channels which might be through social media comments, messages or email messages. Similarly, it is easier to measure the results in digital marketing unlike the traditional marketing. The business can easily create highly customized campaigns and widen the reach to different cities or countries, thus giving easy access for the businesses to bigger audience range. Above all digital marketing is less expensive and more effective in comparison to the traditional marketing. Unlike traditional marketing a single digital marketing campaign can be used for the customers with the single investment and the desired results can be achieved. Digital marketing has both online marketing channels and offline marketing channels. The project is focussed on the online marketing channels so the offline marketing channels will not be discussed. Some of the most common online channels are discussed below namely Website Marketing, Search Engine Marketing, Social Media Marketing, Mobile marketing and Email Marketing. Figure 8 depicts the different digital marketing channels that are used.

4.1 Internet and social media usage in Finland

According to Statista user forecast (2019), the estimated number of individuals using social media in Finland from 2018 amounted to 3.34 million individuals. This implies that any business using social media marketing can reach to millions of target audiences via social media channels. This number is projected to reach 3.71 million users as of 2024. Hence, social media can be useful for businesses to reach their target audiences in the coming years. According to a survey by the Statista (Statista social media usage, 2019) among the 15-74 years old individuals about share of daily social media usage in Finland in 2018, 53 percent used Facebook and Facebook messenger daily. The second most used application was WhatsApp at 49 percent, followed by YouTube at 30 percent and Instagram at 26 percent. This shows that the businesses in Finland should invest in Digital marketing.
According to Statistic Finland (2019), 79 percent of Finns use the internet several times per day and 80 percent of them accessed the internet with their mobile phone. The figure 9 shows percentage of different age group of Finns using the internet, buying something on the web and followed some social network services. The table shows the most active users of the internet and social network services are between the age of 16 and 44. This implies that the businesses that have the target audience of 16 to 44 age group should invest in digital marketing.

<table>
<thead>
<tr>
<th>Prevalence of Internet usage and certain purposes of use in 2019, Percentage share of population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Used the Internet</td>
</tr>
<tr>
<td>---</td>
</tr>
<tr>
<td>16-24</td>
</tr>
<tr>
<td>25-34</td>
</tr>
<tr>
<td>35-44</td>
</tr>
<tr>
<td>45-54</td>
</tr>
<tr>
<td>55-64</td>
</tr>
<tr>
<td>65-74</td>
</tr>
<tr>
<td>75-89</td>
</tr>
<tr>
<td>Men</td>
</tr>
<tr>
<td>Women</td>
</tr>
<tr>
<td>All</td>
</tr>
</tbody>
</table>

Figure 9: Use of information and communications technology by individuals (Statistic Finland, 2019)

4.2 Website Marketing

Reed (2012, 27-32) states a website is the most common marketing tool for any business. In other words, a website is a shop window that is open 24 hours a day which enables the business to reach the global market and promote the products and services. A website is necessary as it gives the business credibility, offers online support to the customers and provides a
medium for customers to contact the business. For the customers, if the business does not have a website then the business does not exist. Company’s web sites are designed to provide information about the company and to collect feedback from customers. Building strong customer relationships, answering customer questions and generating excitement around the product or the service are the most important features of web sites. Web sites can also be more focused on selling products and services as well and direct visitors to purchase products. These web sites usually have an online shop where the product can be bought right away.

A website is a good start for any business for creating the online presence. Creating a website and having all the information in the website is not sufficient, the target customers should know that the business and the website exists. The primary focus of the company should be that the website should be well designed. Moreover, the website should be friendly and functional with the accurate information about the business and the products and services. Above all the website should be mobile friendly. Apart from this the website should be optimized for the search engine optimization and social media. This social media optimization can be done by adding social media buttons on the website or by having visual elements on the website. The website marketing can be done by sharing the website in social media platforms through affiliate marketing, using paid ads or even email marketing. (Reed 2012, 33-41)

4.3 Search Engine Marketing

Search engine marketing (SEM) is a technique for promoting a business through search engines by delivering relevant content in the search listing for searches and encouraging them to click through to a destination site. Simply, it is a technique of generating quality visitors to a website. Due to easy access to the internet and digital gadgets, people turn to a search engine when buying new products or looking for new services for detailed information, customer’s reviews and price comparisons. The main search engines include Google, Bing, YouTube or even Yahoo, or some local web search engines. Search engine marketing has become a fiercely competitive area of digital marketing, as all the business organizations want to reach out to their probable audience during their consideration process or when they are searching for the brands. The main purpose of search engine marketing is to drive traffic to your website with the intent of converting those visitors into customers. Thus, it is very important for the businesses to have the business website near the top of the search engine rankings. (Chaffey & Chadwick 2016, 484)
Figure 10: Search engine marketing (Pinterest)

Figure 10 shows different aspects of search engine marketing. There are two main types of search engine marketing namely Search Engine Optimization (SEO) and Paid Search (Pay per click) marketing (PPC). Search engine optimization (SEO) is an organic way of improving the ranking of website in search engines and driving traffic to the website. Search engine optimization is significant traffic driver and there are no media costs included. Paid Search marketing on the other hand is the most common form of paid search engine marketing. These paid search advertisements are the ones that are seen at the top of Google search with the word ad written clearly to the link. Search engines sell the keywords to the highest bidders and the businesses only pay for the advertisements when a customer actually clicks it. This is a highly cost-effective method of advertising on both search engines and websites. Google AdWords is the paid advertising programme of Google. (Chaffey & Chadwick 2016, 485, 495)

4.4 Social media marketing

Ryan (2014, 151) describes social media as the umbrella term for web-based software and services that allow users to come together online and exchange, discuss, communicate and participate in any form of social interaction. The interaction can include text, audio, images and other media, individually or in any combination. The interaction can be for generating new content, recommendation or sharing of existing content, reviewing and rating products, in fact almost anything and everything can be shared through social media channels.

Kingsnorth (2016, 150-159) describes social media as any website or application that enables users to create and share content or even to participate in social networking. When people
think of social media they often simply think of well-known social networks Facebook, Instagram, YouTube, Twitter to name a few, however these are just a small part of much larger channel. Social media is very helpful in social penetration as it allows the brands to influence their target audience and during this process the businesses are getting influenced as well. This influences and customer engagement will ultimately result in mass word of mouth recommendation which in a way is a social networking for the businesses and also the customers. In order to understand the social media channels, one needs to understand the types of social media. There are thousands of social sites, apps and platforms and hence it is difficult to classify them. However, the main types of social media are social networking as Facebook, blogs and micro-blogging, visual media sharing, professional networking, reviews and ratings, forums and so on.

Social media has positioned itself as the core of digital marketing. It is not just the core of the marketing but essential for lead generation and sales. The rapid shifting social media landscape allows businesses to connect with the target audience easily and promptly. Even though the social media is growing rapidly the businesses should take certain things under consideration while marketing in social media. The first step for the social media marketing is to understand the need of your target customers and become the part of the relevant social media channels. At the same time the businesses should analyse how, and which channels provide them with online visibility rather than joining in randomly everywhere. The businesses should also understand that it is better to have less but dedicated followers than 1,000 people who follow just for a chance of winning a free giveaway. The businesses should take their time in building the social media reputation and focus in creating values for themselves and their customers rather than viral contents. This can be done through good and quality contents with an engaged audience. (WSI 2015, 73-75)

WSI (2017, 76) explains that lack of updates or too many updates in the social media will make your target customers go away. The businesses should be consistent in sharing the contents about their products and services. And the businesses should try and engage with their customers as much as possible by replying their comments or messages as quickly as possible. At the same time, the businesses should make sure if they are using the posts as the broadcast or to engage with customers. Engaging with the customers will definitely demonstrate the company’s human values.
According to we are social (Kemp, 2019), there are 3.7 billion active social media users as of October 2019, which is a good reason for businesses to start marketing in social media to reach out to their target customers. Figure 11 depicts the total percentage of the population active in social media channels which is around 48 percent of the total population.

4.5 Mobile Marketing

Mobile marketing is a set of practices that enables businesses to communicate and engage with their target audience in an interactive and relevant manner through any device or network. Like any other forms of online marketing, mobile marketing has evolved rapidly in a relatively short space of time due to changing lifestyles. The invention and evolution of smartphones and tablets and the easy access of internet is making it easier for the customers to remain always connected to the internet. (Ryan 2014, 206-208)

Mobile has become the number one recipient of digital attention. Moreover, the smartphones are getting more intelligent by knowing the geographical location of the customers and what the customers are looking for. The development of mobile applications for games, social media, news and almost everything keeps the customers connected all the time. (WSI 2015, 166)
Kemp (2019) illustrates the digital population around the world in October 2019 in figure 12. The total population is 7.7 billion while the population of unique mobile users is 5.1 billion. This shows that the businesses should focus in mobile marketing and mobile optimization due to the large probable customers. Likewise, total number of mobile social media users is 3.6 billion which further priorities the need of mobile optimization.

4.6 Email Marketing/ Newsletter

Email marketing is one of the most powerful digital marketing platforms as it allows the business to communicate easily with the customers on a personal level. It is a fusion of marketing knowledge and imaginative copy. Simply, email marketing is an email sent to a customer list that usually contains a sales pitch and a call to action. Email marketing can be used merely to maintain consumer engagement, strengthen brand perception and add credibility to the business. Email marketing is an incredibly cost-efficient communications medium if used effectively. (Ryan 2014, 178-180)

According to Ryan (2014, 183-185), it is important to build up a list of customers that want to receive email communication before starting any email marketing. In order to build up the list of customers, the business can start with their own website by encouraging the customers to sign up for the latest updates. The updates about the business and the products can be delivered to the customers through email or in the form of newsletters. The email sign ups can also be collected by using the businesses’ social media channels. The businesses can encourage the target audiences to sign up for the email updates or newsletter updates. The businesses can also buy the email lists from different marketing companies if they want to build
their customers lists easily and promptly. But the businesses should be aware of legalities while collecting the email lists and sending the emails.

The trends in digital marketing in restaurants around the world can be used the reference for creating a marketing plan for a restaurant. Moreover the trends will justify the reason for the restaurants to invest in digital marketing strategy. According to Cumella (2019) from toast, the trends in Digital marketing in restaurant focuses in social media uses, reviews and ratings. Social media is the popular advertising channel for restaurants and thus the first priority for the restaurant owners. Instagram is surging due to its highly visual nature but still lagging behind Facebook. Facebook is still the number one social media platform for customer engagement. Moreover customer feedbacks and online reviews are gaining importance as online reviews influence guest decisions. Due to the rapid growth in the number of mobile users, mobile platform has become important for all kinds of businesses and thus optimizing mobile interface is a must in order to reach the target customers.

5 Service Design

Service Design is the design of overall experience of services as well as the design of the process and strategy to provide the service. It is a new multidisciplinary concept aiming to develop new ways of thinking and doing things. In simple terms, service design is planning and shaping useful, usable, desirable, effective and efficient service experiences. It helps to understand consumers, the market, resources available and insights to customers’ expectations. Service design offers perspective, methods and tools that enable business organizations to realise business ambitions as well as ways to adopt the internal and external challenges. (Moritz 2005, 39-43)

Service design tools are concrete models that represent what the business organizations use to study, analyse and understand their customers. These tools help the businesses to improve the customer relationships through customer engagement. There are different service design tools that can be used namely personas (customer profiles), customer journeys, customer insights, research data, service blueprint, system maps, service prototypes. Personas and customer journeys are the service design tools that will be discussed for the empirical studies. (Reason et al. 2016, 5-8). According to Stickdorn et al. (2018, 28), the main principles of service design are mentioned in brief. Service design is human-centred as it considers the experience of all the people affected by the service. Service design is collaborative since stakeholders of various backgrounds and functions should be actively engaged in the service design process. Service design is an exploratory, adaptive and experimental approach, repeating towards implementation and thus it is iterative. The service should be visualised and orchestrated as a sequence of interrelated actions which makes the service design sequential. As the needs should be researched in reality, ideas prototyped in reality and intangible values evidenced as physical or digital reality and hence service design is real. Finally service design
is holistic since services should sustainably address the needs of all stakeholders through the entire service and across the business.

5.1 Personas

A persona is a profile representing a particular group of people, such as a group of customers or users, a market segment, a subset of employees or any other stakeholder group. Personas are fictional profiles which are developed to represent a particular group based on their shared interests. Personas, though fictional, should be based on research and represent a “character” with which client and design teams can engage. The most common way of developing personas is to organise research insights into common interest groupings, which can then be developed into a workable character. The success of a persona depends upon how engaging the character proves to be. Most of the personas are developed from research insights gathered from stakeholder maps, shadowing and the interviews. (Stickdorn et al. 2018, 41).

Personas can provide a range of different perspectives on a service, allowing design teams to define and engage the different interest groups. Effective personas can shift focus towards the wants and needs of real people. Even though the personas may be fictional, the motivations and reactions they show are real. A persona contains a portrait image, name, demographics, quote, mood images, description and statistics. (Stickdorn & Schneider 2011, 172-173)

5.2 Event canvas and customer journey

Event canvas is a tool used in event design. Frissen et al. (2016, 37), describe event canvas as a template for designing the way that a person exiting an event acts based on what he or she experienced and learned. An event canvas consists of 14 blocks which are divided into three different phases namely Change, Frame and Design. The first group of related blocks called Change represent six blocks which shows the way the stakeholders enter the event and exit the event. The second group of blocks called Frame represents six blocks which define a boundary area or frame within the Event Canvas that is necessary to focus exactly what it is that is being designed. The Design region of the Event Canvas is made up of two blocks which represent two ways of learning by experience and by instruction. It is this part of the process that will deliver how the event will actually look and feel.

Entering behaviour is the first block of the event canvas, which describes the behaviour of the stakeholder and this behaviour is completely independent of the event. Pains is the second block of the event canvas which includes anything that annoys the stakeholder in daily life. Expectations is the third block which tells the audience about the expectations of the stakeholder might have before coming to the event. The fourth block, exiting behaviour, tells the
audience about the new skills, knowledge, attitude and connection the stakeholder has acquired during the event. The fifth block gains describe about the positive outcomes and benefits for the stakeholder. (Frissen et al., 2016, 42-53)

The seventh block of the event canvas commitment describes the stakeholders sacrifices in order to commit. The eighth block of the canvas, return, is focused on the short-term output of the events. Cost is the ninth block of the canvas represents all the financial expenses that any stakeholder has as a result of the event. The tenth block of the event is revenue which is related to financial opportunity from the event. The other block jobs to be done are the things that the stakeholders are trying to accomplish. The twelfth block of the event promise is the gift that attracts stakeholders to the event. The other block experience journey is a form of customer journey from the stakeholders’ point of view that stakeholders experience during the course of the event. The final block instructional design is about the content topics to cover, how these are best delivered, by whom, at what time and at what place. The customer journey is described below to understand how it impacts in the experience journey of the stakeholder. (Frissen et al., 2016, 56-73)

A customer journey map is used to describe experience from the customer’s point of view. In simple terms a customer journey map describes the steps that customers go through when they use a service. Customer journey maps are used to get into details on customer experiences in order to understand their needs at a granular level and to redesign journeys for better customer experiences. It is important to understand the experience from the customer perspective to develop a customer journey. Observations, shadowing and interviews with customers some of the methods to understand what a customer experiences when using a service. The sixth block satisfaction tells about the result of the journey of the stakeholder. (Reason et al. 2016, 167-168)

According to Stickdorn et al. (2018, 44-48), the customer journey map visualizes the experience of a customer over time. For instance, an end to end customer journey map can visualize the overall experience a customer has with a service, a physical or digital product or a brand. This might include recognizing a need, searching for a specific service, booking and paying for the service and using the service again, complaining if something goes wrong and using the service again. As a human centred tool, customer journey maps not only include the steps where a customer interacts with a company but reveal all the steps of an experience. This enables the businesses to find the gaps in customer experiences and find potential solutions. The journey maps can be used to visualize existing experiences as well as potential future experiences.

Stickdorn et al. (2018, 45-47) have divided the customer journey map into different layers. It starts with the main actor. A customer journey map always focuses on the experiences of one
main actor that might be a group of customers or employees represented by a persona. This main actor has to go through different experiences in different phases. Stages represent the main phases of the main actor’s experience. Stages help to structure a journey map and visualize its scale. Each stage contains several steps. A journey map envisions experiences as a sequence of steps from the perspective of the main actor. A step is any experience the main actor has such as interaction with another person, a machine or a digital interface. The level of detail of each step depends on the overall scale of a journey map. Storyboards visually represent each step through illustrations, photos, screenshots or sketches to tell the story of specific situations. A story board increases customers’ empathy with the journey map and allows quicker navigation. Emotional journey are the graphs representing the main actor’s level of satisfaction at each step often on a scale from -2 (negative) to +2 (very positive). An emotional journey visually reveals obvious problems within a specific experience. Channels refer to any means of communication involved at a specific step such as a face to face interaction, a website, an app, a TV advertisement or a print advertisement. Identifying the channels used by the main actor helps to understand the cross-channel experience. A map showing all possible channels provide an overview of alternative end to end journey. Stakeholders consists of list of parties involved in each step of main actor’s journey reveals which internal and external stakeholders are a part of certain steps. A dramatic arc shows the level of main actor’s involvement in each step from level 1 (very low) to level 5 (very high). These arcs are used in service design to reflect on the pace and rhythm of an experience. Backstage processes connect frontstage experiences visualized as steps of the main actor with backstage processes that are often visualized as flowcharts. These backstage processes reveal which departments and systems are involved or triggered at specific steps. A journey map that includes backstage process can provide the same information as a service blueprint. What if? The what if? Lane asks at every step “what could possibly go wrong?” This helps to check if appropriate service recovery systems are in place. Important scenarios or problems that happen can then be visualized as separate journey maps.

Figure 13: Sample Customer Journey Map (Reason et al. 2016, 166)
6 Research Methods and Research Findings

Brewton and Millward (2001, 67-70) suggest that there are different criteria for selecting research methods. The most important criterion is that the research methods chosen must be in accord with the research objective and at the same time answer research questions appropriately and test the research hypotheses. The methods chosen must be agreed and approved upon by the stakeholders involved in the research. The research methods used for this thesis are interviews, observation and customer survey. According to Rea and Parker (2014, 4), questionnaire or survey as a research tool is low cost, require very little resources and has the ability to generate large sample captures. Due to these qualities, survey research can be considered one of the most used research tools. Survey research helps the researchers to understand more about the participants as it involves soliciting self-reported verbal information from people about themselves.

The research methods include mix of qualitative and quantitative research methods. The different methods used during the research were the observations of the customers and servers in the restaurants. This was followed by the interview with the restaurant owner regarding the current and future digital marketing strategy of the restaurant. The interview was followed by the customer survey for the proper insight about the customer purchasing behaviour and the benchmarking for understanding the digital presence of the competitors.

6.1 Observations

The observations were made during the visit on 23rd November 2019 regarding the restaurant ambience, customers, restaurant service.

We went to the restaurant for observation and interview with the owner on 23rd November 2019. Since it was a weekend and Pikkujoulu (Little Christmas) season, we were expecting a bit busier evening. When we reached the restaurant there were 7 customers in 3 tables and there were few reservations for the evening. There was one group of 10 customers who had reserved the table for the evening. We expected the observation and interview with the owner would take around an hour and we can return. But as we settled down near the bar, the customers started coming in and the restaurant tables started filling up. There were walk-ins with two large groups and there was only the owner who was receiving the customers, taking the orders and serving the customers. The service was good, but the owner had a busy evening as he was handling almost everything.

Most of the reservations were for the groups and the walk-ins were also either in groups or in pairs. The customers during our visit are shown in the table below.
<table>
<thead>
<tr>
<th>Number of persons</th>
<th>Customers (Age Group)</th>
<th>Reservation/Walk-in</th>
</tr>
</thead>
<tbody>
<tr>
<td>4 (Regulars)</td>
<td>40-45</td>
<td>Walk-in</td>
</tr>
<tr>
<td>10</td>
<td>30-40</td>
<td>Reservation</td>
</tr>
<tr>
<td>2</td>
<td>25-30</td>
<td>Reservation</td>
</tr>
<tr>
<td>2</td>
<td>20-25</td>
<td>Walk-in</td>
</tr>
<tr>
<td>6 (Natives)</td>
<td>25-40</td>
<td>Walk-in</td>
</tr>
<tr>
<td>3 (Natives)</td>
<td>20-30</td>
<td>Walk-in</td>
</tr>
<tr>
<td>2</td>
<td>30-35</td>
<td>Reservation</td>
</tr>
<tr>
<td>3</td>
<td>18-45</td>
<td>Walk-in</td>
</tr>
<tr>
<td>2</td>
<td>18-25</td>
<td>Walk-in</td>
</tr>
</tbody>
</table>

Table 1: Customers during the interview

During our visit 65 percent of the customers were locals, 25 percent customers were the natives and 10 percent customers were either foreigners or tourists.

Even though the evening was quite busy with the flow of the customers, the service provided by the staff was good and the customers were happy with what they were getting. The customers were greeted and seated by the owner according the size of the customer group or the reservations of the tables the customers had made. At the same time the customers were served with glasses of water and the menu were both in Finnish and English languages. The menu was short and easy to understand which made it easier for the customers to order their food. When the food was served the servers would ask if the customers had prior experience of eating the ethnic food. The menu served by the restaurant is finger food and must be eaten with hand for better eating experience. If the customers were new to the restaurant and food, the servers would give a brief instruction about how the food is eaten. There is also a card in each table showing how to eat the food using one’s hand. The servers were asking the customers from time to time about the refills. The service was good, and the customers could feel that the server was taking good care of their food and service. At the end of the service the owner who was serving them would ask the customers about the food and the overall experience. Almost all the customers liked the food, the ambience, the service and the overall experience.
The restaurant is an ethnic restaurant with seating arrangements for 30 customers. The bar is in the middle of the seating arrangement and it allows the staffs/owner to receive the customers, take the order and ask if the customers needed the refill or anything. The staffs can see almost all the customers from the bar. The bar area has the small hut like structure with the seating arrangement surrounding the bar which offers the feeling of eating out in a community.

The concept of the menu is based on ethnic food. It is designed in such a way that the customers can order the food for individuals or at the same time up to three people can share the food from the same plate. The servers recommend the customers to order the sharing menu so that the customers can get the feeling of eating in a community. Most of the customers eat their food with the hand as the servers provide the customers with the instructions on how to eat the food before they order the food. The walls are filled with the artworks by different artists and the interior of the restaurant also showcases the history and fusion of different cultures. These artworks can be purchased by the customers and the restaurant just provides the space for the artists to showcase their talents. Apart from the food and artworks the customers can purchase coffee from the restaurant. The restaurant has altogether 5 staffs who work in different shifts in different days.

The feedback from the customers was that they were satisfied with the food service and most importantly they were happy with the overall experience. When we think about eating out, we believe it’s not just eating food but having good experience with the friends and family. The restaurant was able to provide overall good experience with the good food, beautiful ambience and good service to the customers.

6.2 Customer personas

The restaurant has three different customer groups according to the owner. The first group of are the Finnish customers. The second group of the customers are the native customers who want to enjoy their ethnic food. The final group belongs to the tourists and foreigners since there is a cheap hostel nearby and the tourists staying there come to try the new food. 70 percent are the Finnish customers, 20 percent are the natives and 10 percent tourists and foreigners. Thus, we created three different personas for three different customer groups. John is a Finnish customer while Jane is a tourist from Austria and Solomon lives and works in Finland.

John describes the first persona group. He is a 29-year-old software engineer who is also a travel and food vlogger. He is a tech enthusiast and a big-time foodie. He loves to try ethnic cuisines but is frustrated that most of the restaurants have fusion cuisine rather than the au-
authentic ethnic cuisines. He loves to socialise and is always active in social media posting photos of food and restaurants he visits during his travel. Figure 14 describes the persona of John in detail.

**Figure 14: Persona 1**

The second persona for the restaurant was chosen from the tourists’ group. Even though the restaurant is located away from Helsinki city centre, the restaurant gets its fair share of tourists or foreign customers. One of the reasons for the foreign customers is due to the fact that there is a cheap hostel near the restaurant. Jane is a 26-year-old hospitality student from Austria. She is an avid traveller and loves to try new food. She wants to start a café in future when she graduates from university. Apart from her studies, she is blogger as well and loves to review restaurants and post new recipes. During her free time, she works in a restaurant. Her frustrations include lack of decent fusion food option. During her stay in Helsinki, she
wants to try few ethnic restaurants and has been looking for online recommendations. Jane’s persona is described further in figure 15.

Figure 15: Persona 2

Solomon is a 33-year-old retail shop manager who lives in Espoo with his wife and daughter. He loves to meet his friends during the weekends and try new food. He is a big-time foodie and always wants to try new cuisines. He has been away from his country for almost four years. He misses his country and weather but mostly he misses the food. He is a good cook
himself but lack of authentic ingredients for his ethnic food frustrates him all the time. He visits the restaurant once every week so as to eat something from his country.

Figure 16: Persona 3

6.3 Event Canvas

Two different event canvas was developed one each for the owner and the customer which was chosen from the personas. In order to fill the canvas empathy mapping was done for the owner and the customer which can be accessed in appendices. The empathy mapping includes
mapping before the interview and after the interview with the owner and the customers thus there are two empathy mappings for the owner and the customer.

The first event canvas shows behaviour of the owner which was deducted from empathy mapping. Empathy mapping for the owner can be accessed from the appendix. The first thing the owner does when the customers come to the restaurant is greet the customers and ask if they have reservation while he interacts with the customers and asks then to come back again while they exit the restaurant. The pains for the owner are limited time, more investment required and lack of authentic raw materials. The gains for the owner are better customer engagement and a chance of bettering the menu through food fusion. The cost for the owner is the cost of social media advertisements, buying raw materials and hiring staffs while the revenue is generated through increased sales. The experience journey includes walk-ins, email reservations, reservation through Tableagent. The instructional design includes menu for food, cards showing how to eat finger food. Figure 17 illustrates event canvas for owner.

![Event Canvas for owner](image)

We interviewed the owner of the restaurant on 23rd November 2019 to know about the restaurant, customers and marketing strategy of the restaurant. The questionnaire for the survey was designed such that the respondent could choose multiple answers. But fortunately, we
were able to have face to face (F2F) interview with the owner of the restaurant, and the questions were used as interview questions. This change of questionnaire allowed us to have clear understanding regarding the restaurant, customer segmentation, current and future marketing strategy.

Figure 18: Event Canvas for customers

The event canvas for the customers was deduced from the empathy mapping of the persona. Empathy mapping can be accessed from the appendices part. The entering behaviour of the customer is excited and at the same time nervous. The customer interacts with the staff about the reservations. The pains for the customer is the location as the restaurant is located out of Helsinki centre, new cuisine, finger food and the opening hours as the restaurant closes at 9 in the evening. The customer’s expectation is for good food and good service. The costs for the customer includes the cost for eating out, costs for souvenirs in case the customer wants to buy the coffee or the art works. There is no revenue generation in this event. The
jobs that the customer needs to do are searching online about the restaurant and food, asking
friends and co-workers for the recommendations. The exiting behaviour of the customer taste-
ing new food, taking photos of the food and ambience and sharing them online and recom-
mending the restaurant to the friends and families. The customer is truly satisfied with food
and service. The canvas is illustrated in Figure 18.

6.4 Benchmarking

The restaurant is an ethnic restaurant and is located in Helsinki. There are many ethnic re-
sonauts serving the customers with different kind of cuisines. We decided to compare our
case restaurant with two different ethnic restaurants located in the same area, a Mexican
restaurant and a Nepalese restaurant. The cuisine and ambience are completely different,
but all these restaurants are ethnic restaurants. The Nepalese restaurant, Royal Nepal serves
the cuisines that are a fusion of Nepalese and Indian food while the Mexican restaurant, Cha-
lupa, serves the Mexican cuisine. We googled the names of both the restaurants and were
able to get the data for our competitor analysis.

Restaurant X has website which is quite simple as well. The website has three different tabs
which are reservations, food and drinks and about the restaurant tab. The customers can
book the table using table agent which is in the reservation tab. The food and drinks tab gives
information about the menu and drinks available in the restaurant and about the restaurant
tab describes the restaurant and some info about the ambience. The website did not have the
links to Facebook, Instagram pages when we interviewed them, and they added it when we
suggested about the missing links. The Facebook page has 1,823 likes, 1867 people follow the
restaurant and 793 check-ins. Most of the Facebook posts are about food, events, menu
changes, products offerings. The last update was on December. Their rating in Facebook is
4.9 out of 5 based on the opinion of 142 people. The page was created on 29, December 2016.
They have 407 followers in Instagram and 20 posts. Their customers have posted lots of pho-
tos. The restaurant is not reviewed in eat.fi, 4.4 in google by 188 reviews. The restaurant is
rated 8.8 out of 10 in Wolt and 4.4 in Foodora from 55 reviews. Their HappyCow rating is 4
from 4 ratings and TripAdvisor rating is 4.5 from 55 reviews.

Restaurant Royal Nepal (Royal Nepal, no date) is located close to Restaurant X, and serves
Nepalese cuisine. The website of restaurant is pretty simple with information about the res-
aurant, menu, and lunch menu for the whole week, gallery of the restaurant and food, feed-
back form, map of the location of Restaurant and the contact info. There is an email address
for contacting and Facebook link of the restaurant, but both of them are not working. We
googled the Facebook page of the restaurant. The restaurant has 234 likes, is followed by 238
people and has 194 check-ins. The restaurant had last post updated in the page in September.
The Facebook posts are mostly about menu, changes in opening hours and the photos of the
food and the restaurant. Their rating in Facebook is 5 out of 5 based on the opinion of 19 people. The page was created on 25 September 2016. They don’t have Instagram pages but there are check-ins by the customers. The restaurant is rated 3.9 in eat.fi by 5 customers, 4.2 in Google from 150 reviews. The restaurant is not a partner of Wolt while the rating in Foodora is 4.3 from 319 reviews. The TripAdvisor rating is 4.5 from 2 reviews.

The Mexican restaurant Chalupa (2018) has a website in Finnish only and it has restaurants in 8 different places in Helsinki and Espoo. The website is simple with different tabs giving information about food, catering, restaurants. The website has links to Facebook and Instagram pages, but the Facebook link does not work. We had to google their Facebook page. The Facebook page has 3,667 likes, 3,662 people follow the page and has 361 check-ins. The Facebook page was last updated in April. Most of the posts are about the menu and photos of Mexican cuisine. The restaurant does not have ratings in Facebook. The page was created on 30 March 2015. They have Instagram page and they have 1,115 followers. The restaurant is rated 2.3 in eat.fi from 5 reviews, rated 4 in Google from 141 reviews. The restaurant is rated 8.6 in Wolt and rated 4 in Foodora from 218 reviews. The TripAdvisor rating is 3.5 from 39 reviews. They have more followers due to the fact that they have restaurants in 8 different locations.

<table>
<thead>
<tr>
<th>Restaurants</th>
<th>Restaurant X</th>
<th>Royal Nepal</th>
<th>Chalupa</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facebook likes</td>
<td>1823</td>
<td>234</td>
<td>3,667</td>
</tr>
<tr>
<td>Facebook followers</td>
<td>1867</td>
<td>238</td>
<td>3,662</td>
</tr>
<tr>
<td>Facebook Check-ins</td>
<td>793</td>
<td>194</td>
<td>361</td>
</tr>
<tr>
<td>Facebook ratings</td>
<td>4.9 (142 people)</td>
<td>5 (19 people)</td>
<td>No ratings</td>
</tr>
<tr>
<td>Instagram followers</td>
<td>407</td>
<td>Not in Instagram</td>
<td>1,115</td>
</tr>
<tr>
<td>Eat.fi ratings</td>
<td>No reviews</td>
<td>3.9 (5 people)</td>
<td>2.3 (5 people)</td>
</tr>
<tr>
<td>Google ratings</td>
<td>4.4 (188 reviews)</td>
<td>4.2 (150 reviews)</td>
<td>4 (141 reviews)</td>
</tr>
<tr>
<td>Wolt ratings</td>
<td>8.8/10</td>
<td>Not in Wolt</td>
<td>8.6/10</td>
</tr>
<tr>
<td>Foodora ratings</td>
<td>4.4 (55 reviews)</td>
<td>4.3 (319 reviews)</td>
<td>4 (218 reviews)</td>
</tr>
<tr>
<td>HappyCow ratings</td>
<td>4 (4 reviews)</td>
<td>Not in HappyCow</td>
<td>Not in HappyCow</td>
</tr>
<tr>
<td>TripAdvisor ratings</td>
<td>4.5 (44 reviews)</td>
<td>4.5 (2 reviews)</td>
<td>3.5 (39 reviews)</td>
</tr>
<tr>
<td>---------------------</td>
<td>------------------</td>
<td>-----------------</td>
<td>------------------</td>
</tr>
</tbody>
</table>

Table 2: Facebook, Instagram Data

*The ratings are out of 5 while Wolt ratings out of 10.

6.5 Customer survey

The customer survey was completed in two different phases. During the first phase 10 customers were interviewed face to face in the restaurant. The interview was followed by the survey which was created for the probable customers and shared in the Facebook and we were able to get 55 responses. The survey was conducted in Finnish.

The questions used for the interview and survey can be accessed in the appendix part questionnaire for the customers. The questions were created to understand the online or digital behaviour of the customers while eating out. At the same time, we tried to know the frequency of restaurant visit by the customers, what kind of tools or platforms they would use to reserve the table, communicate with the restaurant, and send feedback. Likewise, we asked the probable customers about what kind of information they searched for about the restaurant and what kind of information they would like to receive from the restaurants in their websites, social media pages.

7 Results and Analysis of the survey

7.1 Results

The results part includes all the responses from the customers and probable customers. There were altogether 65 responses which included 55 online responses and 10 face to face responses.

The participants were asked about their ages in order to understand the digital behaviour of the probable customers. The larger number of responses were from the age group 30-39 with 38.5 percent and the second was from age group 19-29 as these are the age groups mostly active in social media. The lowest number of responses from the age group 60 years and above since these are the age groups who are not so much into social media and technology.
The participants were then asked about the frequency of eating out. Figure 19 shows the frequency of eating out with options ranging from 2 to 3 times a week, once a week, twice a month, once a month and once every few months. The responses were evenly distributed about the frequency of the restaurant visit. 26.2 percent of participants ate out once a month while 13.8 percent ate out once every few months.

Figure 20: How do you choose the restaurant you eat out?

The participants were then asked how they chose the restaurant when eating out. Figure 20 shows how the participants decided to choose a particular restaurant when they ate out. The options to choose were google search, social media search, restaurant’s website, Food blogs, Travel websites, and recommendations from friends. Most of the respondents were local and 50.8 percent replied they would ask for the recommendations from the friends and family members while eating out which makes sense as well. 30.8 percent participants searched google rather than social media.
The next questions was about the devices used to search for a restaurant and almost 85 percent of the participants used mobile phone to search for the restaurants followed by the personal computers and tablets. Figure 21 shows the percentages and it shows that the use of mobile phones have been increasing and the restaurants have to be aware of this trend among the customers.

Figure 22: How do you reserve the tables in the restaurants?

Figure 20 illustrates about how the participants reserved the table in a restaurant. Most of the participants answered they would visit a restaurant without reservation. This was followed by participants using restaurant website for the reservation and calling the restaurant for reserving a table. Very few participants used social media pages of the restaurants to reserve table as shown in figure 22.
Figure 23: what factors influence you in choosing the restaurants?

Regarding the factors influencing in choosing the restaurant, the participants responded food as the main factor followed by price and location of the restaurant as shown in figure 23.

Figure 24: Social media channels used by the participants

In order to know about the social media presence of the participants, they were asked about what kinds of social media channels they used. 63 percent replied they used Facebook followed by Instagram. The participants had option to choose two or more options for this question and thus participants choose both Facebook and Instagram as shown in figure 24.
Figure 25: What channels do you use to review the restaurants?

The participants were asked about how they send feedbacks to the restaurants and most of them replied, they would use review site like TripAdvisor or eat.fi and social media to send the feedbacks to the restaurants as shown in figure 25. This was followed by the feedback options in the restaurant.

Figure 26: What kind of contents you look for in restaurant’s website, social media pages?

Figure 26 illustrates responses for what kind of contents the participants looked for in restaurants website or social media pages. Most of the participants look for menu and prices followed by the happy hours, lunch hours.
Figure 27: How would you like to be updated about the restaurant offers and events

The final question for the participants was how they would want to be updated by the restaurant as shown in figure 27. Most of the participants chose social media as the first option to be updated about the restaurant offers and events. This was followed by the restaurant’s website while very few were interested about getting updates through texts or newsletter.

7.2 Analysis of the results

The objective of the research was to digital marketing tools and platforms used by the restaurants and know Digital presence and digital behaviour of the case restaurant and the probable consumers. The interview questions and the survey questions were chosen with few goals in mind: Find out the current marketing strategy of the restaurant? What kind of digital marketing tools and platforms do the restaurant use? And what is the online behaviour of the restaurant and the probable customers? What kind of digital behaviour do the customers show when deciding to eat out?

The interview with the owner was the start to finding out the current digital marketing strategy of the restaurant. Established in 2017, the ethnic restaurant was a huge risk for the owners due to the fact that the restaurant was new, the owners were not sure about the customers liking the food and most risky thing was the finger food itself. But with the social media marketing and good word of mouths from the earlier customers helped the restaurant thrive in the business. The current marketing strategy of the restaurant is that their customers are the ambassador and if they have good experience then most of the marketing can be done through the customers.

Regarding the digital presence or digital platforms used, the restaurant has a website, Facebook page, Instagram page and third-party partners like Foodora and Wolt for the food delivery, Table agent for the reservation and the restaurant is also present in review sites like TripAdvisor, eat.fi, google reviews and google itself. Even though the digital presence is quite strong for a small restaurant, the updates however are not regular. The website and Facebook
pages are not updated regularly. These are updated only when there are changes in menu or opening hours, or if there are some new products or if there are new events.

The survey with the probable customers was helpful to know about their digital behaviour. Since the survey was conducted online, the participants are connected digitally. Most of them used their mobile phone to browse the internet, use their social media pages. Most of the participants use google or even social media to search for the restaurants, reserve a table in the restaurant or even send the feedback. Even though many of the participants were in social media or connected to the internet, they still preferred to walk in to the restaurant than reserving table. This might be due to the fact that people take eating out as relaxing and having a good experience and thus they might avoid going through all these reservations, making calls or checking the reviews online before going to eat out.

8 Development ideas/ Recommendations

The interview with the owner, customer survey, and competitor analysis puts a clear picture of what the restaurant should be doing in the future. The digital world is ever changing, there is an invention of gadgets from time to time, and new software are developed every other day. These changes change the customer purchasing behaviour all the time and thus the restaurants have to be ready to change according to the customer’s purchasing behaviour. The things that are relevant today might not be relevant tomorrow. The first and the foremost thing the restaurant should come up with are short term and long-term marketing plans. As the owner said during the interview the social media channels are the best options for marketing and they are for free. The developmental ideas are as follows: understand the customer needs.

The first developmental idea is about scheduling updating posts social media and monitoring social media posts, comments, messages and referrals. The restaurant has its own Facebook and Instagram pages, but the updates has been slow and not regular. The restaurant should make a schedule so that they post regular posts in their Facebook and Instagram pages. They can start with posting once a week and engage with the customers. Likewise, they can encourage the customers to post the pictures of food, menu and ambience in their social media pages and recommend their friends to try the food and the restaurant. User generated content is very important as people trust recommendations from the customers. Social media monitoring helps the restaurant to know about the reviews, comments and tagged posts across various platforms. Reposting content from the customers is equally important as it helps for long term relationship through customer engagement. It is also advisable to post positive reviews from the customers in the social media pages. Using social media advertisements can be sometimes tricky, the user for the restaurant social media page should be aware about the target customers, locations where the promotions needs to be done and who are the target customers.
The second proposal is Search engine Optimization. This is one of the things not many business owners follow or try to understand. Search engine optimization is free of charge and you can choose your own key words depending upon the availability. The restaurant being and ethnic restaurant can use words like ethnic, native or the name of the country the food and coffee originates from so the users searching for ethnic food or coffee are directed to the restaurant’s website and thus increases the online visibility. The restaurant must focus on local SEO which can be attained from good reviews, listing businesses in google my business and local listings, updating the website and being consistent with the information across all platforms. As figure 21 shows most of the customers search restaurant using their mobile phones it is important to make mobile friendly.

Website marketing is another recommended idea for the restaurant. For any business having a good website is a good step for increasing their online presence. The restaurant has a simple yet effective website with all the information regarding menu, drinks, opening hours, reservations but there were few things lacking as well. Firstly, there was no mention of the Facebook or Instagram pages, which they fixed when pointed out. Likewise, they can display their ratings from Google, put the links from Wolt and Foodora so the customers know they can order online as well. The restaurant takes part in different events as well, so it would be beneficial for them if they could have testimonials from such events or the customers. At the same time, they could add feedback forms in their website so the customers could leave a quick feedback. Replying to the feedbacks even if they are positive will make the customers feel appreciated.

Even though Facebook is the first priority while advertising in social media, Instagram is one the rise due to the ability of photo sharing and hashtags. Eating out has changed dramatically due to the rise of smartphones and social apps and Instagram is one of the social apps people love sharing photos on. The restaurant should post more photos of the food, customers, and events in the restaurants with relevant hashtags. At the same time encouraging people to take and post photos of the food and ambience will help the restaurant a lot in organic growth. While posting in Instagram use hashtags with what the restaurant stands for, what type of food the restaurant serves and where the restaurant is located. While updating and promoting in Instagram as well, the user of the restaurant social media page should know about the location for promotion and the target customers.

Loyalty programs is one of the important ideas the restaurant should think about. It is a huge question to ask for a small restaurant, but loyalty programs attract customers who come to the restaurant regularly. The suggestion is not to introduce a loyalty card or something but rather offering them some small things like free coffee, free desserts or something so that the regulars become even more frequent visitors.
There is a trend in restaurant industry at the moment. Many restaurants invite food critics, food and travel blogger and social media influencers to their restaurants whenever they change menu or during some events. Some restaurants might even take suggestion from those critics, bloggers and influencers and develop the menu. This is something of a trend in the restaurant industry. Food critics often write in a newspaper about food and experience and the papers are read by thousands and these articles definitely influence the customer to choose the restaurant. Likewise, there are food bloggers and social media influencers who could be invited for the food. Inviting the critics, bloggers and influencers helps the restaurant get noticed by the large audience.

The restaurant can also try to market themselves through the customers, suppliers, other similar restaurants or even the competitors. For instance, SYÖ 10 can be one of those examples where all the restaurants during this campaign offer the dishes for only 10 euros. Similarly, the restaurants invite celebrity chefs to design a part of the menu in the restaurant. This can be useful while developing new menus, offering new tastes to the customers.

**9 Conclusion**

This thesis aimed to study the digital presence digital marketing of a restaurant along with the digital behaviour of the customers and develop digital marketing strategy for the restaurant using service design tools. Initially the idea of the thesis was to study the feasibility of digitalization of restaurant services but after some brainstorming sessions, the idea of developing digital marketing strategy for a restaurant was developed. The idea was to work with a big restaurant group and study their digital marketing channels, current and future marketing strategy but the customer segment became too broad. Hence a small private owned ethnic restaurant was chosen, and a proposal was sent to the owner of the restaurant who was very interested to be a part of the project.

The first phase of the research involved getting to understand the restaurant, the current marketing channels, customer segments, digital presence of the restaurant, digital channels used for the online presence and customer engagement. This was followed by the observation of customer behaviour in the restaurant and the interview of the owner of the restaurant. At the same time a questionnaire was created to understand the online behaviour of the probable customers and conducted a survey using Facebook. The survey achieved its goal to gather 50+ responses with 65 total responses from survey and face to face interview with the customers. After analysing the survey, it was evident that the restaurant could use some recommendations to grow the online presence and increase engagement with the customers. The interview with the owner and the customer survey was used to develop customer personas.
and also used in the Event Canvas Map to come up with the recommendations for the restaurant. These tools were helpful for developing ideas and coming up with the recommendations.

The restaurant has good online presence compared to its competitors, but it can still grow its online presence using digital tools. First and foremost, scheduling posts in the restaurant’s social media channels can help in reaching target audience, and also the paid advertisements increases the online visibility. The restaurant should have a well-designed website with all the information regarding location, food menu, opening hours, feedback options, links to the restaurant’s social media channels, online reservations, online reviews and ratings which captivates the customers. The ratings and reviews from other customers help in creating trust to the target audience. The restaurant should organic or free online channels like SEO, Facebook, Instagram to reach more audiences. Loyalty programmes should be priority of the restaurant as it creates a group of loyal customers and there is nothing better marketing tool than the loyal and satisfied customers. Likewise, affiliation marketing or working together with other restaurants helps in bettering the menu and reaching new target audience. The restaurant should at the same time use the social media influencers, food bloggers and food critics to market themselves to their followers. These development ideas are very much relatable to the present digital marketing tools and channels and might change in future with the development of new digital channels or digital tools.

Restaurants can have best food, prime location, and best service but they will need channels to market their food, service and location to their customers. The digital marketing tools and channels specially the online channels are very much easier to use and are effective and faster modes of promotion to the target audiences. Digital marketing tools are necessary means in today’s business world. The customers have become so much dependant in digital tools today that the eating behaviour has changed a lot in the last few years.
References

Printed sources


Electronic sources


Figures

Figure 1: The structure of thesis process ................................................................. 6
Figure 2: Finnish Hospitality Industry in Nutshell (MaRa 2019) ................................ 8
Figure 3: Restaurant opening and Restaurant closures from 2006 to 2018 (MaRa 2019) .... 9
Figure 4: Number of restaurants in Finland 2006 to 2018 (MaRa, 2019) ....................... 9
Figure 5 Revenue forecast for restaurants and Hotels (MaRa 2019) ................................ 10
Figure 6 Net Sales and Revenue Forecast (MaRa, 2019) ................................................. 10
Figure 7: Traditional marketing platforms (Lyfe Marketing, 2019) .................................... 13
Figure 8: Digital Marketing Channels (Chris A. 2019) ............................................... 16
Figure 9: Use of information and communications technology by individuals (Statistic Finland, 2019) ................................................................. 17
Figure 10: Search engine marketing (Pinterest) ............................................................ 19
Figure 11: Social Media Overview. (Kemp, 2019) .......................................................... 21
Figure 12: Digital around the world in October 2019. (Kemp, 2019) ................................. 22
Figure 13: Sample Customer Journey Map (Reason et al. 2016, 166) .............................. 26
Figure 14: Persona 1 (John) ..................................................................................... 30
Figure 15: Persona 2 ............................................................................................... 31
Figure 16: Persona 3 ............................................................................................... 32
Figure 17: Event Canvas final owner .............................................................................. 33
Figure 18: Event Canvas for customers ......................................................................... 34
Figure 19: Frequency of eating out in restaurants ........................................................... 38
Figure 20: How do you choose the restaurant you eat out? ............................................. 38
Figure 21: Devices used to search restaurants ................................................................ 39
Figure 22: How do you reserve the tables in the restaurants? ........................................ 39
Figure 23: what factors influence you in choosing the restaurants? ............................... 40
Figure 24: Social media channels used by the participants ............................................. 40
Figure 25: What channels do you use to review the restaurants? .................................... 41
Figure 26: What kind of contents you look for in restaurant’s website, social media pages? 41

Figure 27: How would you like to be updated about the restaurant offers and events .......... 42

Tables

Table 1: Customers during the interview ................................................................. 28

Table 2: Facebook, Instagram Data ........................................................................ 37
Appendices

Key Terminology ........................................................................................................ 53

Questionnaire for the Owner ..................................................................................... 54

Interview of the owner .............................................................................................. 54

Questionnaire for the customers ............................................................................. 56

Empathy Map Customers ......................................................................................... 62

Empathy Map Customers Post .................................................................................. 62

Empathy Map Owner ............................................................................................... 63

Empathy Map Owner Post ......................................................................................... 63
Key Terminology

MaRa: Finnish Hospitality Association

SEM: Search Engine Marketing

SEO: Search Engine Optimization
Questionnaire for the Owner

1. What kind of marketing channels do you currently use?
2. Please select the option that describes your online presence
3. How often do you update your website contents?
4. What social media platforms do you use?
5. How often do you update your social media contents?
6. What kind of contents do you update in your social media pages?
7. What kind of online updates do you use?
8. Is your restaurant’s website mobile friendly?
9. Do you have newsletter subscription option in your website?
10. How do you interact with your customers?
11. Do you reply to the customer reviews?
12. Do you have presence in travel websites and review websites?
13. Do you have food blogs or vlogs?
14. Do you invite food critics and social media influencers to your restaurant?
15. Do you invest in google AdWords, Facebook ads or Instagram ads?

Interview of the owner

The restaurant was established in 2017, as a place for people to come together, cook ethnic food and eat together as “A Home away from home”. According to the owner, the reaction from the guests and friends has been overwhelming and became the driving force to keep the restaurant running. When the restaurant was established, it was bit tricky to penetrate the market even though there was already one similar restaurant present in Helsinki. The biggest hurdle was the menu itself since the menu involved the finger food and thus there was some doubt if the customers like even want to try the food. The local Finnish customers and even the foreign customers are not accustomed to eating food using hand. The owners had no previous experience regarding the restaurant industry. When the restaurant was started they started online marketing campaigns and most of the advertisement was done by using Social media platforms.

Regarding the online presence of the restaurant, it has a website, Facebook page, Instagram page and is present in websites of different partnering companies. The restaurant is present in Wolt and Foodora, which are both food delivery companies. The restaurant uses Tableagent for the table reservations, which has been highly successful for the restaurant according to
the owner. Before using the table agent most of the reservations were made via phone and it was difficult for the servers to take the call and serve the restaurant at the same time. The restaurant is present in other third-party food blogging websites, travel sites and restaurant review sites as well. For instance, the restaurant is reviewed in TripAdvisor, eat.fi, myhelsinki.fi, happycow.net, where the customers can read the reviews by other customers. According to the owner, presence in the websites of these food delivery companies, food review websites, food blogs and vlogs, travel blogs and vlogs are good for the business as they provide organic advertisement to the restaurant.

Even though the restaurant has its own website, Facebook and Instagram pages, they rarely update the social media and website content. According to the owner the website or Facebook only if they change their menu, if there are new products for the customers, or if they are hosting or participating in certain events. For instance, they recently posted the updates regarding the new coffee product that was being offered or they posted the updates to inform the customers about their participation in Flow Festival. The restaurant’s Instagram page has lots of photos that are updated by the customers since the restaurant encourages the customers to post the photos of the food and the ambience.

The restaurant has presence in the third-party travel websites and food review websites where the customers can comment, review about the food and the service in the restaurant. The restaurant staff and owners try to read most of the reviews and comments in different websites but reply only to the negative comments or if something is lacking from the restaurant in terms of food quality or service. Most of the interaction with customers happen face to face due to the seating arrangements in the restaurant as the restaurant staffs can see all the customers from the bar area. At the same time the owner and the staff believe that face to face interaction with the customers help them to understand if there is something lacking from their part in terms of food or service. According to the owner, restaurant service is a tricky part as the customers have one or two hours to judge the food and service. If the servers or the staffs did something wrong or out of ordinary, the customers will notice and thus will affect the overall experience of the customers. He said, “For customers it is just one or two hours to observe the service and for the restaurateurs it is one or two long hours to mess up”.

The restaurant does not have any newsletter as the owners believe that the most convenient way to interact with the customers is face to face and the best tool for the marketing is the social media tools. Paper media or the newsletters do not work as the restaurant is kind of small and does not have much information to give out to the customers. They use their own website, Facebook and Instagram platform to announce about change in opening hours, change in menu, new products or about the events. The website if almost 99 percent mobile friendly.
When the restaurant first opened, they used to do lot of paid advertisements in the social media but at present most of the advertisement is organic. They still use paid advertisements from time to time when there are special occasions or whenever the business is slow. The restaurant has never used paper or any other media for the advertisement however representatives from Helsingin Sanomat visited the restaurant and published an article about the restaurant and food. According to the owner, their primary objective is to sell the best restaurant experience to the customers so that when the customers depart the restaurant they are satisfied with food, service and ambience. They want the customers to come back at the same time refer their friends and families about the restaurant’s food and service. The owner suggested good food and service is the primary objective of any restaurant, while the location and other factors come after that.

The questions used for the interview can be accessed in the appendix part questionnaire for the owner.

**Questionnaire for the customers**

**Finnish**

**ASIAKKAILLE:**

1. Ikäryhmä
   - 19-29
   - 30-39
   - 40-49
   - 50-59
   - 60 ja yli

2. Kuinka usein syöt ravintoloissa?
   - 2-3 kertaa viikossa
   - Kerran viikossa
   - Kerran kahdessa viikossa
   - Kerran kuussa
   - Kerran parissa kuukaudessa

3. Kuinka valitset ravintolan jossa syöt?
   - Googlaamalla
   - Sosiaalisen median haun kautta
   - Ravintolan verkkosivuilta
   - Ruokablogeista/videoblogeista
   - Matkasivustoilta, blogeista tai arviointisivuilta (Trip advisor, Eat.fi tms.)
   - Kaverin, perheen tai työkaverin suosituksiesta

4. Mitä laitteita käytät, Kun etsit ravintoloita?
   - Tietokonetta
   - Tablettia
• Älypuhelinta

5. Kuinka varaat pöydän ravintolasta?
• Ravintolan verkkosivuilta
• Ravintolan sosiaalisen median sivuilta
• Quandoo, Tableonline, Tableagent
• Soittamalla ravintolaan
• En varaa, menen paikan päälle

6. Mitkä asiat vaikuttavat ravintolan valintaan?
• Ruoka (Menu)
• Paikka (sijainti)
• Hintta ja laatu
• Palvelu ja tunnelma
• Asiakasarvioinnit

7. Mitä sosiaalisen median kanavia käytät?
• Facebook
• Instagram
• Twitter
• Pinterest
• Jotain muuta

8. Etsitkö/seuraatko ravintoloiden sosiaalista mediaa?
• Kyllä seuraan ja käytän tarjouksia
• Kyllä joskus etsin sivuja tarjousten perässä
• En

9. Jos vastasit kyllä edelliseen kysymykseen, niin mitä kanavia seuraat?
• Facebook
• Instagram
• Twitter
• Pinterest
• Ravintolan uutiskirjeitä
• Ruokablogeja

10. Kun etsit ravintoloita, niin vaikuttavatko arvioinnit ja asiakaspalautteet valintaasi?
• En valikoi ravintolaa, jos palautteet ovat huonoja
• Etsin paremman vaihtoehdon
• Saatan silti kokeilla ravintolaa
• Ei sillä ole väliä

11. Kuinka usein kirjoitat palautetta ja arvioit ravintoloita?
• Joka kerta kun syön ulkona
• Ainoastaan kun kokemus on hyvä
• Ainoastaan kun kokemus on huono
• En koskaan

12. Mitä kanavia käytät ravintolan arvioimiseen?
• Sosiaalisen median kanavia
• Ravintolan sähköpostia
• Ravintolan palauttelomaketta
• Arvostelusivustoja kuten Trip Advisor, Eat.fi yms.
• Muita kanavia

13. Vastaavatko ravintolat palautteeseen?
• Vain kun palaute on positiivista
• Vain kun palaute on negatiivista
• Joskus
• Ei koskaan

14. Kuinka usein reagoit ravintolan sosiaalisen median sisältöön?
• Usein
• Joskus
• En koskaan

15. Katsotko mainoksia sosiaalisessa mediassa, esim. Youtube videoita?
• Usein
• Joskus
• En koskaan

16. Minkälaisista sisältöä etsit ravintolan verkkosivuilta ja sosiaalisen median sivuilta?
• Menua ja hinnastoa
• Arvosteluita ja asiakaspalautteita
• Sijaintia
• Aukioloajoista (lounasaikaa, happy hours)

17. Minkälaisista sisältöä toivoisit näkeväsi sosiaalisen median sivuilla?
• Kuvia
• Videoita
• Tapahtumia
• Uudet menut
• Tietoa aukioloajoista

18. Kuinka usein ostat lahjakortteja ravintoloihin?
• Usein (2-3 kertaa kuussa)
• Joskus (kerran parissa kuukaudessa)
• Juhlapäylien aikoihin (joulukuus, itsenäisyyspäivä tms.)
• En koskaan

19. Kuinka usein haluaisit saada päivityksiä seuraamiltasi ravintoloihin?
• Joka päivä
• 1-2 kertaa viikossa
• 2 kertaa kuussa
• Kerran kuussa

20. Kuinka haluaisit saada tietoa ravintolan tarjouksista ja tapahtumista?
• Sosiaalisessa mediassa
• Ravintolan verkkosivuilta
• Uutiskirjeenä
1. Age group
   - 19-29
   - 30-39
   - 40-49
   - 50-59
   - 60 and above.

2. How often do you eat out in restaurants?
   - 2-3 times a week
   - Once a week
   - Once in two weeks
   - Once in a month
   - Once every few months

3. How do you choose the restaurant when you eat out?
   - Google search
   - Social media search
   - Restaurant’s website
   - Food blogs and vlogs
   - Travel websites, blogs or review websites (Trip advisor, eat.fi)
   - Recommendation from friends, family or co-workers

4. What tech devices do you mostly use to search the restaurants?
   - Personal computers
   - Tablets
   - Smart phones

5. How do you reserve the tables in the restaurants?
   - Restaurant’s website
   - Restaurant’s social media pages
   - Quandoo, Tableonline, Tableagent
   - Call the restaurant for reservation
   - Walk-in

6. What factors influence you in choosing the restaurants?
   - Food (Menu)
   - Place (location)
   - Price and value
   - Service and ambience
   - Restaurant reviews

7. What social media channels do you use?
   - Facebook
   - Instagram
   - Twitter
   - Pinterest
   - What else

8. Do you search/follow the restaurants in social media?
• Yes, I do follow the social media pages and use their offers
• Yes, sometimes I search the pages for offers
• No, I don’t

9. If yes to previous question, which channels do you follow?
• Facebook
• Instagram
• Twitter
• Pinterest
• Restaurant newsletter
• Food blogs

10. While searching for the restaurants, do the ratings and online reviews influence your choice of the new restaurant?
• I won’t choose the restaurant if the reviews are bad
• I will look for better alternative
• I might still want to try what they offer
• No, does not matter

11. How often do you write reviews and give ratings to the restaurants?
• Every time I eat out
• Only when the overall experience is good
• Only when the overall experience is worse
• Never

12. What channels do you use to review the restaurants?
• Social media channels
• Use restaurant’s email
• Restaurant’s feedback form
• Review sites like TripAdvisor, Eat.fi
• Other places

13. Do the restaurants you review about get in touch (reply) about your reviews?
• Only when the reviews are positive
• Only when the reviews are negative
• Sometimes
• Never

14. How often do you interact in restaurant’s social media pages?
• Often
• Sometimes
• Never

15. Do you watch to the ads in social media, YouTube videos?
• Often
• Sometimes
• Never

16. What kind of contents you look for in restaurant’s website, social media pages?
• Menu and pricing
• Reviews and ratings
• Location
• Opening hours (lunch time, happy hours)

17. What kind of content would you like to see in the restaurants social media pages?
• Photos
• Videos
• Events
• New menus
• Information regarding opening hours

18. How often do you buy gift cards from the restaurants?
• Often (2-3 times a month)
• Sometimes (once every few months)
• During special occasions like Christmas, Independence Day
• Never

19. How often would you like to receive updates from the restaurants you follow?
• Every day
• 1-2 times every week
• Once every 15 days
• Once every month

20. How would you like to be updated about the restaurant offers and events?
• Social media
• Restaurant’s website
• Newsletter
• SMS
Empathy Map Customers

Empathy Map Customers Post
Empathy Map Owner

rics tcte

Empathy Map Owner Post

GREATING

EVENT DESIGN USING THE EVENT CAN-MAP METHODOLOGY

www.eventcanmap.org