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THE INFLUENCE OF SOCIAL MEDIA

ON ESTABLISHING A

RESTAURANT'S IMAGE AND REPUTATION

Case study The Kafe Village

Hotel and Restaurant Management

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ABSTRACT

The aim of this research was to study the impacts of social media on contributing to the brand building process. The research focused on The Kafe Village's activities on social media in order to evaluate the restaurant's image and reputation.
Both qualitative method and quantitative method were used in this study. The media team leader of The Kafe Village shared his experiences and problems encountered in managing social media. On the other hand, a questionnaire for customers was designed to study customers' evaluation towards the company's image and reputation. Furthermore, the research results indicated both social media management problems and quality management problems. The conclusion part presents some suggestions for future improvement.

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1   INTRODUCTION

The rapid growth of social media has offered the fastest means of communication for organizations to communicate with millions of customers across the globe. According to The Statistics Portal, in 2016 it is forecasted that the number of social network users all over the world will hit 2.13, up from 1.4 billion in 2014. Facebook is the market leader by being the first social network to surpass 1 billion registered accounts. These facts and figures show 93% of marketers utilizing social media for business (Social Media Statistics) either by currently deploying social media channels or having social media plans in the marketing field. Additionally, the Internet-based social media has been increasingly used by organizations to understand customers and connect with them instantly rather than by using the conventional mass media such as radio or television. In addition, for travelers who are planning a vacation, booking a hotel room or reserving a restaurant table, Trip Advisor or Yelp can be very useful tools for checking reliable reviews from thousands of customers. Therefore, it is obvious that social media has offered an immense opportunity for the companies to communicate with millions of customers, send out messages and get fast feedback at a relatively low cost. Given these comparative advantages of social media in comparison with conventional the media method, it is not surprising that many companies, especially in the hospitality sector, utilize the immense influences and large networks of social media to make a difference in their business in establishing their reputation and image. Even though social media can bring many benefits to any business with an online presence, it comes with risks as well as potential public backlash and other potential negatives which may rapidly collide with the business's image.

There is a true successful story of Domino's Pizza, the second – largest pizza chain in the United States when they have used social media to change their reputation. It used to be the situation that companies could control what customers knew or thought about a brand, says Doyle, CEO of Domino's Pizza. But now people trust friends and family more than they trust big business, he says: "What people are

saying about our brands online is more important than what we say about our brands. That process of listening and responding with real changes is a big part of how we manage our brand".

1.1 Research problem and objectives

The aim of this thesis is to analyze the influence of social media on establishing restaurant's reputation and image in Vietnam with the case study of The Kafe Village restaurant, Hanoi. This restaurant opened at the end of 2014 in Hanoi, Vietnam. The Kafe Village, along with many new restaurants in Hanoi are struggling to gain customers' attention in a mature business environment, thus social media has been considered to become a potential solution. The research aims at investigating the advantages of social media which help restaurants establish their image and reputation, and the drawbacks that could affect their brand. The result will deliver a clearer view of the impacts of social media in the restaurant field. Suggestions concerning future improvement to the bonding between the hospitality industry and social media will be included based on the findings.

This research studies the main reasons for The Kafe Village to choose social media as the main channel. From analysis the characteristics and different aspects of social media, the results will indicate the main factors which affect the company reputation and image in creating process via social media. Furthermore, the findings present how the restaurant can apply the benefit and handle the threats from using social media as a communication channel. For the empirical study, this thesis uses two research methods including an interview and a customer survey. The information used in this research is provided from by the case company and the customers.

The results of this research may provide useful information for new restaurant businesses and entrepreneurs who have interest in the restaurant industry. Investors may find better directions and appraisal in building up a reputation and an image.

1.2 Thesis structure

The theoretical study begins with a short introduction of the case company, and the current situation of the restaurant in social media. The second chapter of theoretical study introduces the definition of social media and its impact on hospitality industry. The following chapter presents the definition of an image and company image, this part also explains the importance of company image, and how to create a good form of image. The definitions of reputation and corporate reputation are presented in the fourth section, which emphasizes how online communication affects to company reputation. The literature looks closer into social media's aspects such as strengths, weaknesses, opportunities and threats to see social media's effects on the process of establishing reputation and image. The methodology's structure is explained in chapter six, to which the interview questions, the design of the survey, participant and data collection are included. An interview at the case study is made to understand their strategy of using social media as the main channel for establishing reputation and the image process. In addition a survey is conducted both online and offline among customers of the restaurant. The next chapter will present the research result. In the last chapter, final conclusions are reached based on the theoretical and empirical study, some suggestions are also presented in this chapter.

2   CASE COMPANY

The Kafe Village restaurant belongs to The Kitchen Art Company. The Kitchen Art Company was founded by a young entrepreneur Ms. Dao Chi Anh (CEO of Kitchen Art Company) in 2012. From the beginning of the business, the company focused on delivering high quality kitchenware, bake ware and tableware from famous kitchen equipment brands around the world, such as: Jamie Oliver, Kitchen Aid, Norpro, Safico, Giesser Messer, and Gordon Ramsay Royal Doulton Blue. This company is the equipment supplier for many fine dining restaurant s and five stars hotels' kitchens in Hanoi including Sofitel Metropole Hanoi, Hotel Intercontinental Westlake Hanoi, Hotel JW Marriot Hanoi, and Lotte Service Apartment Hanoi. (Kitchenart.vn)

Within a short period of time participating in the market, The Kitchen Art Company was distinguished from the competitors. The business strategy is to provide high quality products and to offer competitive prices for customers and this young firm had found its stand in the market. This firm also associated in food industry and hospitality field by expanding their activities in different sections such as operating cooking class, cooking training programs, consulting media development, cooking and kitchen periodical magazine, and especially restaurant business. (Kitchenart.vn).

 On August 2014, The Kafe Village was regarded as the second biggest restaurant under the Kitchen Art Company's chain, located in an ancient street in Hanoi. The Kafe Village restaurant is a development of food style and service concept from the previous restaurant, the combination of different cuisines in the world and the Vietnamese delicate cuisine making The Kafe Village becomes a unique fusion kitchen in Hanoi. The restaurant menu is divided into two sectors: Food and Drinks. There are totally 60 food options and the drink menu offers more than 50 drink options. Customers are able to find the menu from the official webpage. (Kitchenart.vn).

The menu represents the restaurant's idea by offering famous dishes from all around the world, however the menu is selected and manipulated in order to harmonize it with the local cuisine and Vietnamese's taste. The kitchen mainly uses fresh, authentic and seasonal ingredients from the local markets and greenhouse garden. The priority is to maintain the freshness and natural flavor of the ingredients in each food item. Two chief elements which help The Kafe Village stand out from the market are the high quality of ingredients and the unique food style.

The Kafe Village is located in an old villa house with architecture French style, which was designed to generate a vintage atmosphere and represent Hanoi's image during the French Domination Period. The combination of urban design and vintage atmosphere highlights both the food style and restaurant concept. The target customers of this restaurant are young adults, students, families and office workers. The restaurant also set a price range based on customer income level and market's average price in order to attract more customers.

2.1 Opportunities and Challenges

Today Hanoi had become one of the most popular destinations in Asia, and the number of tourists coming to Hanoi and Vietnam is increasing rapidly. The most well-known travelling review website (TripAdvisor.com) has ranked Hanoi as the 4th Traveler's choice destinations 2015. Together with the development of hospitality industry in Hanoi, the number of restaurants, hotels and café shops are increasing incredibly. There are more than 1.200 restaurants in Hanoi area and approximately 500 new restaurants within 2015. Along with the opportunities and advantages of the development, the maturity of the market creates a very tough business environment due to large number of competitors in a small market area, lower level of loyalty, copying concept and business idea. For instance one of the most popular food review websites in Hanoi enumerates the number of restaurants located in the same area with The Kafe Village as more than 20 (Foody.vn), leading to a tough competition among the restaurant in order to stand out from the crowd.

Furthermore, the company is using social media (Facebook and Instagram) as an official gateway is becoming more and more popular, because the trend of communicating and sharing information via social media is getting prevailing. The number of active accounts of restaurants on Facebook is uncountable, and the diversity of restaurant types is enormous. Along with its popularity, The Kafe Village is facing some issues coming from social media. There are competitors who use the restaurant's image and photo without its permission, some restaurants try to use similar brand names and logos to get the customers' attention. Moreover, negative feedback that were published on social media has affected the restaurant reputation and image. The freedom of sharing information and messages leads to the thread of uncontrolled negative feedback and rumors. Nowadays anonymous customers in social media affect the reliability of customers' review. Therefore, the Kafe Villages aims at extending company image, affirming its reputation in order to create a reliable brand, image and reputation

2.2 Company on Social Media

From the beginning of running its business, when the concept of social media was very new in Vietnam, The Kafe Village has recognized the advantages of social media and its potential in popularizing the company's image and reputation. Considering the benefits of social media, the company has found opportunities while choosing social media as a main channel in its brand-building process. Continuing the success of previous the restaurant, The Kafe Village leapt to fame within a short period of time by utilizing social media (The Kafe Village Facebook, The Kafe Village Instagram). After being opened for almost one year, the Facebook page of Kafe Village achieved more than 22.000 followers and the amount of followers on Instagram was approximately 8600 followers (the data took on April 2015).

The Facebook page also analyses the number of visitors' view and weekly access (Figure 1). Among the competitors of the Kafe Village, it can be seen that the restaurant is quite well-known based on their followers on social network.
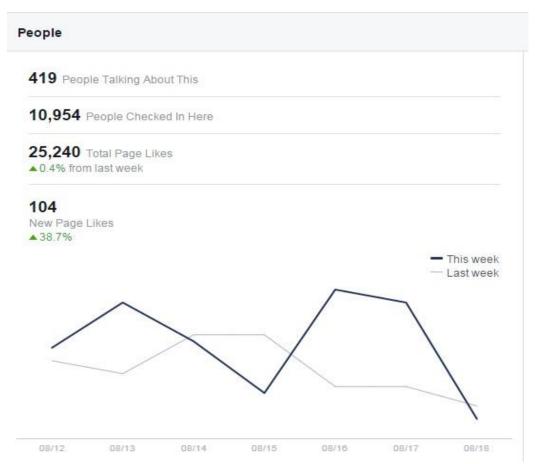
Figure 1: Accession Activities Estimation Chart of The Kafe Village on Facebook (from 12/08/2015 to 18/08/2015)

Understanding the importance of social media and its influences, The Kafe Village has its own media team who is specializing in managing Facebook and Instagram's activities and other media channels of the restaurant. They are responsible for designing and editing the posts, advertising and publishing information. In order to achieve the followers' attention and curiosity, the posts deliver a short message with pictures and links. Furthermore, the media team takes care of customers' responses to evaluate and focus on constructive feedbacks. To maintain the activities and the

connection between customers and the restaurant, the team has different media communication tactics such as analyzing customer online behavior in different ages and genders, selecting online communication methods base on media trends.

Based on the historical data of The Kafe Village Facebook page, there are approximately two posts per day, and the posting time is mainly before lunch or dinner, the content is about the restaurant's services, products and activities. In order to make the posts more attractive, the media team uses many visual aids such as photos and videos to convey messages. To create a friendly and professional service, the team is very active in replying to customer feedback and answering their questions. Negative and positive feedbacks are considered equally, the target of the media team is communicating with the customers, understanding customer desire, building customer credibility, and improving customer service via social media.

3 SOCIAL MEDIA AND WEB 2.0

The definition of social media and web 2.0 was mentioned in many articles and previous studies; however, the meaning was explained differently depending upon the topic. There are more than 66 million results on Google which related to "social media and web 2.0 definition" topic. The term web 2.0 and social media was popularized by Tim O'Reilly in 2005, and it was defined as a new internet platform. The most common definition is: "that it is a software application and digital platform where users are able to freely communicate and share information"(Tim O'Reilly in 2005).

Social media is known as a new platform of digital communication, it supports the human need for communicating and sharing information. Basically, this application uses the internet and social network to connect internet users, therefore, the interaction between users is its core value. Then, social media provides a digital environment where users are able to two-way communicate, share knowledge and information, transfer and disseminate message content from customers to customers. According to Efthymios Constantinides (2014) social media is a social website which include seven functions: identifying object, sharing information, communicating, connecting, participating, socializing and defining reputation. Many social media applications enable internet participants to create an individual communication space where users are the message producers (Facebook, Tumblr, Instagram, Forums, Blogs). Furthermore, this application supports users to create both internal communities and external communities where information is controlled by a group of administration (Forums, personal Blogs).Social media functions support users' creativity and interactivity, in each functions users are able to customize and control the message content. Briefly, it is considered that Social media are recognized as the most innovative way in online communication, making users more creative and sociable in communicating on the internet. Besides, it enables users to interact with others based on the similarity of needs and interests. In social aspects, internet natives use social media as an entertainment source and for self-expression. Therefore,

social media's abilities and functions support online activities and digital engagement, which affect to users emotional and behavioral on the internet. (Efthymios Constantinides 2014).

On the other hand, many researches have proved that social media is a new channel in brand communication. Even though the potential of social media is recognized, its negative impacts are still being examined. Some previous studies have showed that social media's facilities and abilities support the corporate communication, and thereby affecting to the brand communication process. Firstly, social media supports interactive brands communication on the internet, consequently companies are able to communicate and cooperate with customers in creating and disseminating information. In this case, social media empower users to control the brand communication stages, participants are able to change or supplement the content without limitations. Furthermore, brand owners cannot control user's activities in the communication process, they cannot interrupt the connection between users to users and change the message content. (Mangold & Faulds, 2009).

3.1 Social media in hospitality industry

During the last decade, the benefits and facilities of social media have been recognized not only in the digital network but also in other industries. Today in hospitality industry, the number of businesses in this field is growing rapidly and the competition between brands is becoming elemental. In fact, an enormous number of companies have difficulties in establishing reputation and image, though they desire for success in brand building process. Social media has become a potential option in hospitality industry since many businesses have considered social media's abilities in marketing and brand building process. Companies have the opportunities to advertise corporation image and reputation to potential customers who are active on social media. The process is when social media enables companies to communicate and interact with online customers, the firms are able to build public relationship and improve customer service, finally, all with low cost. According to Khan MA (2012) in order to manage image and reputation on social media, companies

must have a consistent marketing strategy and specific media plan on social network. In fact, companies who succeed in brand building process have gained customers' trust and a group of loyal customers, social media also supports in brand equity and brand awareness.

According to Mangold & Faulds (2009) social media and its impacts become an important element on online marketing and brand communication. As a new platform of digital communication, social media are being used to exchange and share information. The population of social media's participants has been increasing over expectation, therefore the influence of social media on customer's online activities and behavior becomes an important topic for many businesses. According to Nielsen's report (2011) social media occupies more than 60% of online time spent by per users, and blogs or internet forums become popular applications on the internet. Furthermore, user's major activities on social media are communicating, interacting and transferring information. The popularity of social media has attracted an enormous number of companies. According to Mangold & Faulds (2009) several companies are using social media to promote company image and reputation. Social media applications such as Facebook, Twitter, YouTube, Tumblr, and Instagram enable the firms to interact with customer without limitation of time or distance. Overall, social media have shortened the distance between brand and customers; it also increases the possibilities of improving public relationship.

Considering social media functions, this digital application have been used in many hospitality businesses, for instance hotels, restaurant, tourist offices, travel agencies, transportation companies, and many other hospitality businesses. Moreover, social media facilities support corporations' activities and business strategy such as brand promotion, product advertising, establishing image and reputation, corporate communication, disseminating image, managing reputation, announcing and updating information, attracting potential customers, building customer relationship. There are many applications which are becoming popular icons as social networks, for example Facebook, Instagram, Trip Advisor, Twitter, and LinkedIn. The social

networks provide special features, for example updating and sharing information, communicating and entertaining. On the other hand, Instagram's features are sharing and editing photos, updating and popularizing photos and videos. Trip Advisor's special features are providing and analyzing information, reviewing and evaluating information, sharing and updating. Those applications have one common characteristic of interaction which allows users to interact with other users. Accordingly, businesses in hospitality industry are able to select suitable social media channels to approach the business target. The positive and negative impacts of social media are still a controversial topic and the influences of social media in hospitality industry are expanded surprisingly. Thus, in order to manage social media sites more effectively, managers and business owners should understand its characteristics and abilities. (Khan MA, 2012).

4 IMAGE

According to Oxford dictionary the meaning of *Image* is defined as "the impression that a person, an organization or a product, etc. gives to the public". In this case this definition emphasized two elements affecting to an image. The first element is a person or a subject who create the image. The second element is the public who receive the image. The image creator is able to form and select a suitable image that they want to publish; meanwhile the public and audiences evaluate and acknowledge the image based on their perspectives. The impression that image creator provides can be understood differently from the receiver's point of view. On the other hand, Cambridge dictionary defines image as "a picture in your mind or an idea of how someone or something is". This definition only focuses on the receiver's judgment toward an image.

4.1 Corporate image

The image of a corporation is the first impression that endures through time in customers' mind. An image can be expressed by the company's colorful logos, its artistic designs, creative web site, unique business cards, attractive product packaging, company slogan or company uniform. However, the company's image means more than that. The company's image not only supports the organization culture but also represents the business idea of a company. Image is essential because it directly informs customers, the public and competitors what kind of business the company is running. If the company image is well constructed, it may help company stand out from its competitors in the market, and gain customer attention.(Christian Gronroos, 2007).

A company image is the impression based on public's perception and how a company is perceived in the market. According to Gronroos (2007) casual action and daily work performance of an employee can lead to either to good or bad corporate image in the customers' eyes. However, the overall image is a combination of many different factors which come from

- The core business and financial performance of the company
- The reputation and performance of its brands ("brand equity"),
- Company's reputation for innovation or technological prowess, usually based on concrete events.
- Company's policies toward employees such as: labor union, employee treatment, salary and award.
- Company's external relationship for instance: public relationship, customers, stockholders, and the community.
- The perceived trends in the markets in which it operates as seen by the public.

4.2 Establishing image

Establishing image is actively shaping the image using communications, brand selection, promotion, use of symbols, and by publicizing its actions. Corporations trying to shape their image are analogous to individuals who dress appropriately, cultivate courteous manners, and choose their words carefully in order to obtain favorable impression. A company can have several images depending on different elements such as customers, market, owner, organization, and stakeholder; however the priority is the audience's point of view. The corporation may choose one essential image and its can be seen differently from customer's opinion. (Argenti 2007, 66).

According to Marconi (1996, 67) corporate image should be precise and match the reality. Furthermore a company's image and the customer's imagination should be identical. If they are not, the result may lead to the opposite of the intended one. Therefore the importance of company image impacts the company profit directly. Today providing good product and service is not enough as the connection and communication between supplier and customer become essential. A company image is based on both business idea and customer expectation. Hence, to combine the elements, companies must understand the market situation and customer expectation. In order to evaluate corporation image, a firm may use several re-search

methods for instance customer interviews, market research or professional studies. Using the internet and telephone in conducting surveys was become the most effective method, because this research method reduces financial costs and time. Furthermore, media channels and public relationship method also contribute a great influences in establishing company signature image. (Bromley, D. B. 1993)

In order to ensure that the target customer receives company image and message, choosing advertising method and media channel is the significant factor in spreading company identity (Doorley & Garcia, 2007, 68-69.) By selecting specific advertising channel, a corporation will have chances to get familiar with their target customers, knowing customer concern and interest. Furthermore, they can understand customer attitude and behavior, and build a connection with the customer's community and establish the relationship between company and customer (Doorley & Garcia, 2007, 68-69).

A young business may have different methods while establishing their image and brand, this process is a part of advertising campaign and company promotion stage. Beside the development of the advertising industry, a firm has many alter-native possibilities of choosing the most effective and suitable method to popularize their image such as radio, television, magazine, newspaper, or word-of-mouth (Peter j. Danaher & Tracey s. Dagger, 2013, 157-158). Firstly, an effective advertisement should be based on customer buying behavior. A company that wants to reach customer attention should try to create the feeling of trust, friendliness, reliability and security. An advertisement should not just be a cold commercial or a sale tool, but provide necessary information, useful guidance for the customer and create a harmony connection between supplier and consumers (Ernest Dichter, 1966, 147-148). Companies who own reliable images may reach customer sympathy, and customers' belief. According to Ernest Dichter (1966, 147- 148) customer is tend to rely on recommendations and reviews which are provided by their friends or family. In this case, word-of-mouth influences customers' evaluation on a product.

Today, under the pressure of a competitive market and chaotic business environment, many young companies have found social media as an optimistic strategy. Being parallel with the digital revolution, the term of social media was represented as a new platform for digital communication (Maria Vernuccio, 2014, 211-213). According to a Nielsen's research (2012) on 28,000 internet users, 46% of participants believe in traditional advertising, 92% trust in word-of-mouth, surprisingly 70% trust online reviews. It can be interpreted that the social media platform such as Facebook, Twitter or Instagram have become a major method of online advertising and word-of-mouth.

4.3 The influence of image

A favorable and well-known image, overall company image or local image, is competitive advantage to any firm, because image has a significant affect to customer perception of the communication and operation of the firm in many aspects. Firstly, image is the core content in external marketing campaigns such as advertising, promoting products and services, meetings, events. Furthermore, image has an impact on customer expectations, it helps audiences to evaluate the information. A positive image not only helps the firm to communicate more easily and effectively, but also increase customers' favorable feelings. In contrast, a negative image has an opposite influences, a neutral or unfamiliar image may not cause any dam-age, but it does not increase the effectiveness of communication and word of mouth. (Christian Gronroos, 2007).

Another utility of image is that image is a filter influencing the perception of the performance of the firm. Technical quality and functional quality are both seen through this filter. If a company has a good image, it can become a shelter for the business. When the company has minor problems, even occasionally some serious problems of a technical or functional quality nature, the business quality can be overlooked due to this sheltering effect. However, this image-shield only works for a short period and with limited value. If such problems often occur, the effect of this shelter decreases, and the company image will be diminished. Furthermore, this

filter also has a negative effect. An unfavorable image can makes customers feel more dissatisfied, angry, disappointed with bad services/products than they would be or expected. A neutral or unfamiliar image does not cause any harm in this situation, however it does not provide a shelter either. (Christian Gronroos, 2007),

A company image has both internal impact on their employees and the external effect on customers. From employees' point of view, the clearer and more distinct the image is, the more it affects employees' working attitude and overall working performance of the organization. As mentioned before, the employees working attitude and service quality are those elements which affect the company image, as well as, company image may decide the service style and employee's professional ability. Furthermore, a positive image will present the firm with excellent service, communicates clear values, internally and may thus strengthen positive attitudes towards the business among its employees. Thus, the employee work performance influences both on customer relationship and company quality. (Christian Gronroos, 2007).

4.4 Managing image

Image development or image improvement programs should be based on reality and the company's current situation. If the company image is unknown, but the performance is good, the company should improve the marketing strategy, for instance marketing technique, media channel, communication with the audience or advertising campaign. On the other hand, if the company image is not so bright or in critical situation, then the problem is different. The real problem is not only about communication or marketing. Firstly, the organization should analyze and evaluate the company image in order to recognize their risks. There are two possible reasons. The first is that the company is well-known but with bad image. The second is that the company is not popular, the image is unclear or the company's image and customer expectation do not match. (Christian Gronroos, 2007).

If the image of a company is negative, the reason may come from different factors but the result will lead to poor impression and the experiences of customers are unpleasant. There are maybe problems with technical and functional quality. There is one possible solution, calls upon an advertising agency to plan a new advertising campaign, the campaign may cost both time and money. However, there are cases where such actions have had much more serious consequences. Other problems may come from the difference between company's image and customer's experience, it is important that, company image should be based on reality, if the gap between company's image and customer's experience is too large, company image will be threatened and the level of reliability is decreasing. A new advertising campaign can only help the firm within a short period. In long term if the gap is not filled, the company may have a bad image and face to other dangerous problems. (Christian Gronroos, 2007).

It can be seen that only real actions can change the image problems. In this case, company's performance and products can be the problem cause. Company image affects customer's expectations, thus a company presents itself as a high quality supplier or producer, the expectations of a customer will be increasing. Therefore, if customer's experience do not meet their expectations, the company can faces the threat of unreliable image. In order to improve the image, the company has to improve both the product and service quality (Christian Gronroos, 2007).

5 REPUTATION

The term of 'Reputation' has been defined in many different ways, according to Britannica Concise Encyclopedia (2006) 'Reputation' means "overall quality or character as seen or judged by people in general, and the recognition by other people of some characteristic or ability". Reputation of a company is the general judgment from the public, gained by evaluating from real experience, first impression and based on company's performance. Reputation exists in many sectors, therefore, an individual company may have its reputation in many aspects such as finance, product quality, employees, business strategy, business concepts, company development, and corporate communication. The company's reputation is decided by the public opinion and sense (Doorley & Garcia, 2007, 3-8). Accordingly, reputation is the combination between three main factors: Performance, Behavior and Communication (Figure 2).
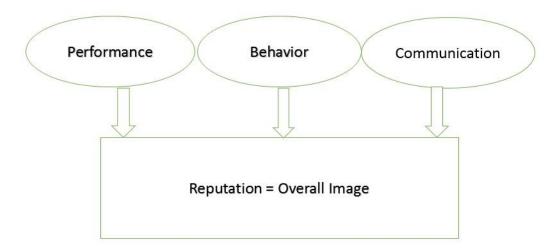
Figure 2: The relationship of Performance, Behavior and Communication in building Reputation and Image (Doorley & Garcia, 2007, 3-8).

5.1 Corporate reputation

Corporate reputation is "a collective representation of a firm's past behavior and outcomes that depicts the firm's ability to render valued results to multiple stakeholders". Thus, reputation is an important intangible property of a company, formed as the company's achievement. A positive result is based on the stakeholder's direction and the actions taken during a period of time. The impact of corporation reputation can increase corporate worth from the stakeholder's point of view, change customers' expectation and acquire competitive advantage in the market. The company performance and company reputation are strongly connected to each other, the consequence of this interaction create either advantages or disadvantages for a company. (Fombrun, C. & Van Riel, C. 2004)

A company may need years to build their reputation. The concept is to concentrate on the credibility of the firm and the respect in both business field and society. The reputation can be affected by many different factors, such as labor union, environment expenditure, ethical issues, competitive strategy, support the society, and also financial performance, business development, innovativeness and stabilization. In the business line and investment sector, reputation is an essential element to attract investors and stakeholder. A solid reputation is the price-less asset which all businesses wish for. (Doorley & Garcia, 2007)

Corporation reputation affect many business sections. Firstly, it is a necessary measure in selection process of consumers and suppliers. Potential customers tend to select firms which have good reputation, they are willing to pay more for reliable brand and customer's trust in the quality is higher. Good reputation can build entry barriers for competitors, it helps to increase the level of customer loyalty, and customer retention. Positive reputation attracts more customers, therefore improves the competitive advantage and higher market value. A favorable reputation is a shield which can protect the company from crisis and rumor. Finally, good reputation is a jewel, which helps the firm attract investors and acts as a guarantee for stakeholders who are willing to invest. The reputation also affects the firm's internal condition,

helping attract higher quality human re-source. In a fragmented market with tough competitions, companies with positive reputation are able to change products and services without losing customer's trust, it supports company development and improvement in time of crisis. (Craig E. Carroll, 2013, 14-18).

5.2 Corporate communication

Interactivity and *Openness* are two important tactics which are closely related to corporate communication via social media. In a specific situation, when a company is able to characterize both internal and external relationship by openness and interactivity, the positive result can help the company to achieve a consistent company's tactic vision, solid company's culture and image (Maria Vernuccio, 2014). Sharing and communicating are the essential actions that represent the characteristic of interactivity and openness. This allows companies and their stakeholders to equally contribute themselves as co-creator and be interactive in brand-building process. (Maria Vernuccio, 2014).

The definition of *Interactivity* has been defined in different ways. The earliest definition of '*Interactivity*' focused on the communicator's activities: the control level of active user, two-way communication and the connection between users. Interactivity in Web 2.0 allows users to access and communicate directly to the organization without time and distance limits. This definition also mention users' power in online communication by controlling the message content (Kaplan and Haenlien, 2010)

The characteristic of interaction in social media are divided into two modes "consultation interactivity" and "conversational interactivity". The "consultation interactivity" emphasizes the control level of online users in popularizing and adapting information which comes from a specific central source. In this case, users are allowed to select available information that they want to use, and decide when to use. Thus, the characteristics of interactivity goes beyond providing variety source and information by allowing communicators to access specific source on demand.

Furthermore, users are empowered to fully control the dialogue content. They are able to create and popularize the source, and the central source cannot interrupt or influence two-way communication. Two-way communication enables the users to create and disseminate messages content and information. An individual user can become an independent source by selecting and changing the original content. These abilities affect the information quality and reliability, and the level of customization and the attractiveness of the source. Interactivity's ability is an important part of "social connection" and "knowledge sharing", in specific example, social media or forum websites is the consequence of "social connection" where users have found internet platform as a self-expression activities (Kaplan and Haenlien, 2010). The characteristic of interactivity have been represented through the communication method in social media. By personalizing and customizing the adapted source, communicators are able to increase the attractiveness of information. Nowadays many social media applications such as Facebook, Instagram, Twister, and Tumblr are no longer just digital platforms to communicate but have also become a diverse information central source (Maria Vernuccio, 2014).

The idea of *Openness* in communication has been increasing in corporate communication, the connection between firms and their stakeholders was shortened by co-operating in brand-building process. Openness in communication allows both parties to negotiate and contribute themselves to achieve the target brand. While internet and media become important part of brand building and establishing reputation, the role of stakeholders and customer has changed into the main players in the creation process. On the internet platform, openness and interactivity in communication promote the concern of participants, and the benefit of listening to and communicating with stakeholders will affect the firm's outcome. In fact, openness in online communication shortens the process of analyzing and evaluating stakeholders' desire (Maria Vernuccio, 2014).

The diversity of participants depends on the level of openness in communication. A company may choose a specific group of stakeholders to communicate with, for

instance internal stakeholder and external stakeholder (Figure 3). Each participant demands different communication methods and they also take different role in the brand-building process, therefore, branding or establishing image and reputation are acknowledged as "dynamic and social process" (Merz, He, & Vargo, 2009).
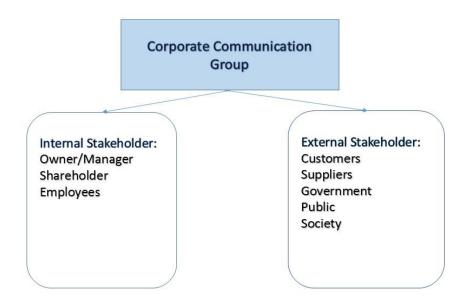

Figure 3: Corporate communication group (Merz, He, & Vargo, 2009).

Depending on the level of interactivity and openness on social media, threats and disadvantages in communication can be changed to opportunities and advantages, the positive consequence offers a higher level of flexibility and diversity in connecting with intangible participants. In this case, a young company that is staying in the brand-building process will have the opportunity of connecting and communicating to a variety of participants, this is an advantage that every businesses wishes for (Maria Vernuccio, 2014).

To some extent, an "open" brand seem unreliable and unstable, however many studies have proved that, companies which own an authentic brand and consistent business's culture are unable to affect, the core value of a company is remained when interactivity and openness are under control. While many new software applications are created on social media, brand openness have accessed many applications such

as Facebook, Instagram, Tumblr, Twitter, and Trip Advisor (Maria Vernuccio, 2014).

Many companies have opened their fence in order to interact, communicate and co-create with their stakeholders in social media platform such as social network, forums, blogs, internet communities, and others applications. The characteristic of Openness allow different stakeholders including both external and internal stakeholders to participate in the brand-building process. Stakeholders who are interested in the corporate brand are able to contribute themselves as co-creators in establishing reputation and image process. In this case, the stakeholders' role and responsibility are more than those of just consumers, they do not simply accept the predetermined results but also are involved in forming and developing the company's reputation and image. Hence, responsibility is shared equally among the stakeholders who contribute in brand building process. (Maria Vernuccio, 2014).

Therefore, an "open brand" is not a single player in the brand-building process and interactivity. An individual stakeholder who contributes in the brand-building process can become a new central source, participants are able to create a new communication environment separately. By customizing an independent interactivity, the communication content is not only about the company or its brand but also about the customer's world and people who participate in the company' social media platform. The social media platform allows participants to freely share information and source which may not be related to the brand, in this case brand's experiences is no longer the sole topic, stakeholders can share their interests, personal ideas, and many additional information. This openness of interactivity may cause a missmatched information which damages the brand's quality and reliability. In fact, many companies have faced the situation of uncontrollable or overloaded information, it costs the companies both time and finance in order to improve the balance. (Maria Vernuccio, 2014).

A previous research emphasized the rational motivation based on the willingness of sharing knowledge with others (knowledge sharing) and the activity of agreement or disagreement in a specific issue (advocacy), however the emotional motivation focuses on creating social connection (social network) with family, friends and other users. Furthermore entertainment is an important activity which is included in the emotional motivation (self-expression). The ration element is expressed by the activities of sharing/transferring information, studying/researching or doing a business transaction. On the other hand, the emotional element describes the relationship and personal interactivity between users, in this case, the motivation starts from user's desire, it produces both emotion and personal impression during experiment process. (Kaplan and Haenlien, 2010). Understanding the motivation of participants is an essential factor affecting communication and interactivity. Each participants have different purpose, in order to attract participant's interest the company itself must understand and capture the core motivation of the participants (Blackshaw, 2011)

5.3 Corporation's reputation on social media

In order to establish company reputation and image via social media, the firm should understand its policies, activities method, and have a specific communication strategies. In fact, social media has proved to thean efficient channel in brand-building process, however company reputation can either be intensified or be damaged depending on the company's strategy. Company reputation on social network is created from the corporation between company and users, therefore company reputation is influenced not only by the firm's action but also by customer's perception on social media. Nowadays, many applications such as Facebook, Instagram evaluate a company reputation base on the numbers of "fans". In this case, the social network applications allow both customers and a company to analyze the firm reputation base on the number of followers, likes, comments, sharing or repost, average accession, customers reviews, and ranking. Company reputation can be

categorized as low, medium or high depending on the number of followers. (P.B. Floreddu et al, 2014).

The meaning of reputation has been understood in different ways on social network. Firstly, online reputation helps internet users to identify the position of others, including other users, companies, brands and even themselves. The media setting enables users to evaluate the company's reputation by analyzing the accession quantity. Usually, reputation and the quality of product/service are related to each other. Reputation also stands for the reliability of a company. However, since the internet and social media are not able to identifying high qualitative criteria, many social network applications such as Facebook, Instagram are based on the number of followers, average likes per post, average shares and responses per post to evaluate the reputation, that means reputation on social media based on the quantity method. Moreover, a voting system on social media helps the firm to catch customers' attention. In this case, companies which have a large number of followers seem popular and reliable, which may affect customers' expectations and evaluation. (J.H. Kietzmann et al, 2011).

As mentioned before company reputation directly affects its benefits, thus when companies decide to use social media for building reputation, they should have a specific strategy while active in digital network. User's activities and their behavior in social network contribute a major part in brand building process. For example, on Facebook a single user can "follow" and "like" as many pages as they want. Moreover, users can participate in both internal and external forums, therefore users are able to access in many pages at a same time. At this point, the voting system or calculating accession may not be precise enough to evaluate a company reputation. Furthermore, an anonymous user can damage company's reputation in many different ways such as spreading rumor, giving negative comments, sharing disadvantages information, spamming. Another example, on Instagram, a company can set as private page, only users who "follow" company's page can access the post's content, it means followers are customers who have interest in the firm, and the

company is able to limit the number of followers, however an unwell-known company or new business may lose a big amount of potential customers, and the chance of being popular because of this limitation. Depending on company strategy on social media, the firm can decide either they use qualitative method or quantitative method to establishing company's reputation. (J.H. Kietzmann et al, 2011).

According to C. Dijkmans et al (2015), businesses in hospitality industry such as travelling agencies, restaurants, hotels and tourism offices may encounter higher risks than other businesses, mainly because of the characteristic of service. Hospitality companies provide intangible products and services which need real experiences in order to evaluate the quality, furthermore there is no such a standard in hospitality products, and each consumers/customers have different experiences and standards. Thus, the product's quality is evaluated differently from each customer. The gap between customers' expectations and real experiences may increase if the products/service are unable to be evaluated without experiencing. In this case, customers or potential customers may use social media or internet forums as central source to pre-evaluate the products. This increase the chance of online complaints, rumors and crisis, which is uncontrollable by the company. An unfavorable feedback or dissatisfied experiences shared in social media can lead to the consequence of bad reputation. (C. Dijkmans et al 2015).

As mentioned before, being active, interesting, and especially, honest will help a company gain customer sympathy. A favorable image or reputation is built base on customer belief and their interest. In fact, the level of reliability on social media has decreased because of brand competition. Many previous studies have proved that, managing brand and reputation in social media are more difficult than establishing brand and reputation. In fact, a company that has succeed in building reputation and image, should ensure that their brand is protected from social media's risks, which may come from both internal and external factors. For example, an unhappy employee can spread negative information about company's ethic, or an unsatisfied customer can give negative comments about their experience via social media, the

reliability of those information is unproven but its impacts will reduce company's reputation (Craig E. Carroll, 2013). In the future, reputation management may become more passive in brand building process. Nowadays, many companies are willing to cooperate with a group of internet users as their assistants in order to support the brand, those "digital natives" can work with bloggers, celebrities on social media to expand company image and reputation. Moreover, since "internet natives" understand social media environments and user's behavior, they can create an unprejudiced effect on others users. Depending on the media strategies of a company, they can decide whether they want to be active or passive on social media to shorten the distance between customers and company. (P.B. Floreddu et al, 2014).

According to Y. Gregoire et al (2014), one essential characteristic of social media is word-of-mouth, it is a powerful electronic tool in disseminating information. As mentioned before, social media enable customers to communicate and interact with others users, therefore this is an ideal environment for word-of-mouth advertising. Understanding the potential of electronic word-of-mouth in social media, many companies have taken this advantage to popularize their reputation and image. There are several social network where customers can share their experience and opinion to others such as Facebook, Instagram, TripAdvisor, Twitter, customer-to-customer communication become important activities of social media. Internet users tend to rely on others' information than the companies, especially if the information comes from their friend or family. This means that internet users become reliable central source for work-of-mouth on social media.

Comparing word-of-mouth on the internet generation and the traditional work-of-mouth, the difference is presented through scope and quantity. Many years agothe danger of word-of-mouth was described as 'a bad reputation can be transmitted to ten people', nowadays, while the development of social media is increasing, electronic word-of-mouth also becomes more difficult to control. Since social media enable users to freely communicate and transferring information, the number of receivers increase to thousands or hundreds. Electronic word-of-mouth is effective

and immediate, information can be sent to any users without limitation of time or distance. In this case, a stranger, a foreigner or a random customer can receive negative (or positive) information about an unfamiliar company via social media. Furthermore, a company cannot note the danger which comes from customers' online activities, the level of damage depends on the popularity of the company or users. There are two possible cases, if a well-known company is threatened by electronic work-of-mouth, there are group of users interested in this topic, because a company itself had a certain amount followers. If the sender is a popular or a celebrity on social media, they can spread the information faster than others. The influence of word-of-mouth in both situations are equal, therefore, being popular on social media may cause many risks for company's reputation. Thus, it is important for companies to understand the impact of electronic word-of-mouth on social media. (W.G. Kim et al, 2015)

Y. Gregoire et al (2014) have proved that, since using computer and the internet are becoming essential for trading, doing business, investigating, and people have started using online review as a reference. Especially in restaurants, where products are unable to evaluate without real experience and service is an intangible product, online review or electronic word-of-mouth have a strong effect to restaurant's reputation (W.G. Kim et al, 2015). In fact, many restaurants are investing a lot of time and money in online ranking in order to improve their reputation and image (Ana Margarida, 2014).

According to Omer Torlak et al (2014), online review and electronic word-of-mouth can change customer's expectation and satisfaction, in this case, customers can be affected from positive review or negative review on social media. For example, a restaurant which has high ranking and positive review on social media can attract more customers and customers' trust, however, those customers also have high expectation toward the restaurant. This situation leads to two possible results satisfied customers and dissatisfied customers. The cause of dissatisfied customers

may come from the gap between customers' expectations and customers' real experiences. However, the satisfied customers can spread their positive experiences on social media. Another example from negative review, the company may faces to the threat of decreasing in sale and unfavorable reputation, customers may have low expectation and it affect to customer's satisfaction. In this case, the company should understand both side of online review, positive review or high ranking are not always an advantage, the performance evaluation can be damaged by online review.

Since customers are more empowered in brand-building process, managing online reputation becomes more and more difficult. Negative online reputation is threatening many companies and businesses, this is the consequence of uncontrolled online reputation. Reputation management on social media is more challenging since there are multiple participants join in the brand-building process, external stakeholders such as the publics/customers own an important role and their activities on social media affect the company benefit (Vesna Žabkar, 2013). Y. Gregoire (2014) suggested that, in order to manage online reputation, company should combine all five online managing activities which include predicting potential risk, predetermining solution, diminishing negative impact, problem solving and defending threat. Many companies have considered that improving public relationship on social media is a potential strategy in managing online reputation, building good relationship with social media users may help them to avoid online crisis. (Y. Gregoire et al 2014)

6 RESEARCH METHOD

According to Kothari, C.R. (2004,1-3) research is a study activities aimed to search for knowledge and information, research also known as a scientific work which require analyzing and searching information in a particular issue. As a knowledge searching process, research requires academic study and scientific work such as: defining research problem, selecting information, collecting data, analyzing and evaluating research result, summary, conclusion and suggestion. Thus, research is a part of learning process and developing the knowledge (Kothari, C.R. 2004, 1-3).

There are many different methods that can be used, however, the most common methods are Qualitative method and Quantitative method. In order to verify the theoretical part and the reality, there are two research methods including qualitative and quantitative used in this thesis. The research choice is based on research problem, research purpose, and time and finance budget. Besides, the outcome of two researches will present the difference between the theoretical framework and the real situation in case company.

6.1 Research method

Quantitative method of study focuses on collecting and analyzing the quantitative of data, this method emphasizes the percentage of population in order to conclude an unbiased suggestion (Kothari, C.R. 2004, 3-4). This is the most common method which is used in many studies. Quantitative method supports authors to test the theoretical framework or draw a general conclusion based on reality data. However, this methodology requires a certain amount of participants, furthermore the quality of research result depends on participant's knowledge and experience. Hence, the reliability and validity of Quantitative method can be affected by selecting the participants group (Jha, N.K. 2008, 47-48).

On the other hand, Qualitative method concentrates on the quality of information. Compare to Quantitative method, this method's main criterial is concrete and precise information. The collected information should relate to the topic, furthermore only reliable information are usable. According to Kothari, C.R. (2004,3-4), depending on the depth of interview questions, the research result can lead to specific or non-specified, Furthermore, interviewers must have certain knowledge in the chosen topic. Jha, N.K, (2008, 45-46) and Kothari, C.R. (2004,3-4) suggested that in order to use Qualitative method more effectively, researcher should have specific criteria in selecting interviewees and designing interview questions.

6.2 Interview design

The interview question is aimed to study the real situation of The Kafe Village restaurant while using social media. Also it takes into consideration the impact of social media on establishing image and reputation process, as well as the managing strategies that the case company are using in order to interact with online customers. In the beginning, 11 questions are planned to be used in the interview design process. However, during the interview, the total number of questions was increased, the survey results will present some important information which support the research's purpose. Those questions can be divided into 5 parts: *company image and reputation*, *company's strategy on social media*, e*xisting problems while using social media, solution and suggestion in managing, and self-evaluation*. The interview results present the company's media tactics, and how the case company present themselves in social media. The interview results and the survey results will be connected in order to indicate the influence of social media from both company's side and customer's point of view in establish image and reputation process.

6.3 Survey design

Nowadays, the use of internet in conducting a survey becomes common, internet allows researchers to shorten the collecting data process and reduce finance problem. This questionnaire is designed in Google form

(https://docs.google.com/forms/), as this application enable researcher to create and publish the survey. This survey is designed to evaluate case company's image and reputation on social media from customer point of view as well as the effectiveness of social media on customer perception. The questionnaire was formed with multiple choice questions, customer can select more than one option in order to answer the question, and the survey takes approximately 10 minutes to complete. The survey is started with a short introduction about the researcher and the research's purpose. The survey contain 15 questions which are categorized into five parts: personal information, media channel evaluation, image evaluation via social media, customer perception, and social media's consequence.

The *Personal information* part aimed to collect customer's information (age and gender), which supports the analyses of customer activities in social media.

The following part includes 3 questions which focus on the popularity of The Kafe Village on social media among their customer, those questions also emphasize the level of activeness and effectiveness while using social media as a media channel.

Image evaluation via social media is the third part in this survey, which is one of the most important part. There are 4 questions designed to study the company's image from customer point of view and how customer evaluate the restaurant via social media.

The fourth part (*Customer perception*) includes 4 main questions. The purpose of those questions is to understand the influence of online review on customer perception, and their judgment about company's reputation.

The last part presents the consequence social media on customer purchase decision. This part also indicates the level of satisfaction by compare customer expectation and their real experience.

6.4 Participant

An interview with Mr. Nam Nguyen (media team leader) of The Kafe Village was arranged for the research. He has been working for more than 2 years in this company, his responsibility is managing social media channel (Facebook and Instagram). Nguyen accepted the invitation and gave his permission to publish the interview's information.

The target groups for questionnaire are customers who knew The Kafe Village on social media and who have visited this restaurant. According to the available data on The Kafe Village's social media pages (Facebook and Instagram) there are more than 30,000 accounts who are following the company's social media page. Therefore, the responses of online customers keep a major part in the data collection.

6.5 Implementation

The interview was arranged on the 28th of April 2015 with the participation of Mr. Nam Nguyen/social media team leader, who is in charge of managing company's activities on social media, designing post content, disseminating restaurant's image and information, communicating with customer and collecting customer feedback. There are 3 members in social media team, however, because of the time limitation, Mr. Nam Nguyen is the only interviewee. The information provided by Mr. Nam Nguyen is based on his knowledge and working experience in this subject. Therefore, many real situations and problems of the company are explained through the final results. As mentioned before, the planning interview contains only 10 question, however, during the interview process, some questions are added in order to investigate further the issues based on Mr. Nam Nguyen's working experience. Mr. Nam Nguyen also shared his own thought while dealing with social media's crisis. The interview results will be collated with theoretical part in order to clarify social media's impact on company image and reputation. Moreover, some practical suggestions will be presented in the final result.

The survey has been published on The Kafe Village's facebook homepage and handed out for customers who visited this restaurant. During April and May 2015, this survey was available on The Kafe Village's Facebook homepage, customers who followed this restaurant on Facebook answered the survey via internet. On 6 May 2015, this survey was printed in paper form for customer who visited The Kafe Village on that day. The restaurant gave their permission for this survey, researcher was allowed to give the questionnaire for The Kafe Village's customers during that day. During data collecting process, there was some problems coming from online participant. Firstly, the problem of language reduced the number of participant. Secondly, some customers who have never visited The Kafe Village's page on social media, therefore, their answers have no value for this research. There are 50 responses from online customers, and 20 responses from customers who visited The Kafe Village on 6 May 2015. The research process completed at the end of June 2015, the total number of participants is 70 people, however only 64 responses are usable. Finally, this research will use Microsoft Excel to analyses data for the questionnaire survey.

6.6 Validity and Reliability

Validity is a measurement to evaluate the quality of the survey result. The level of validity depends on the usability of data collection, in this case, the survey result must be helpful and focusing on the research's purpose. For instance, a customer survey toward company performance should collect only the information about customer's opinion on company performance. On the other hand, Reliability represents the level of truth, it is important that, unreliable information is useless information. The research's value is affected by the Reliability of data collection. Hence, Validity and Reliability are the research's priority which must be considered while conducting survey, researcher should understand the importance of those elements in order to collect valid data. (Wienclaw, Ruth A. 2015)

At the beginning of this survey process, the questionnaire and the interview questions have been approved by Ms. Helena Alamaki. The language used in the questionnaire and interview has been tested by a small group of online customer in order to ensure the level of understanding. The participants have announced about the survey's language and structure in the beginning of survey process. Moreover, the responses are selected in order to match the research's purpose. Finally, the answers' content are persevered during the conducting process, the conclusion and data collection are based on customer's answers. The number of responses is 64 answers, this amount is enough to draw general conclusion and comment among The Kafe Village's customers.

7 RESEARCH ANALYSIS

In this section, the interview results and the survey results will be presented. The answers which were collected from the interview will be presented in first part, the information which was proved by Mr. Nam Nguyen will emphasize the company's situation and activities on social media. The survey result will be introduced in the following section, this section will illustrate the customers' evaluation toward the company, and furthermore the consequences of the company activities on social media will be reflected through the survey results

7.1 Interview result

The aim of this interview results is to study the social media strategy of The Kafe Village in establishing its restaurant image and reputation, as well as the managing activities of the media team. The interview results are divided to five parts which mainly focus on the case company's current issues.

7.1.1 Company's target image and reputation

According to Mr. Nam Nguyen, The Kafe Village's image is decided mainly by Mrs. Chi Anh Dao (CEO of the Kitchen Art). Mrs. Dao is in charge of creating the business idea as well as choosing and selecting the future image of this company. However, the shareholders, and internal stakeholders such as the media team, chefs and restaurant managers also contribute to forming the final image which will be published. The image is developed, improved and becomes more concrete in each stage, the owner and the staff membder cooperate closely in order to create an ideal image. To ensure that the image will be accepted by the audience, the company studies carefully their target customers in order to understand their needs and interest. Moreover, the company made some market research to study the market trends. Based on Mrs. Dao's ideas, the media team and the art director are responsible for forming and creating visual images such as illustration pictures, campaign posters,

slogan, products images, and logo. Accordingly, The Kafe Village's positioning are divided into seven sections, the image criteria are described in each section:

- Visual look: natural, warm, welcoming, sophisticated, hip, full of life, fresh, organic, bright, urban, global, young.
- Product: High quality, finest ingredients, organic, fresh, tasty, seasonal, unique and innovative, healthy, care about customer's health benefit.
- Price: Reasonable, based on customer income level.
- Communications: Personal, warm, authentic, empowering, energetic, funny, young, hip, passionate.
- Packaging: Organic, handmade, simple, crafty, natural, handwritten, unique, creative.
- Services: Supportive, thoughtful, understanding, respectful, reliable, friendly, professional, comforting, warm, welcoming, personal, energetic, passionate.
- Policies: Kind, polite, careful, honest, fair, clear and neat, people first, strong regard for loyal customers and staff, patient with customer, always shows respect and positive attitude toward the customers.

The media team and the art director are in charge of transforming the idea concept into real images, the media team will disseminate and manage the company image on social media. The purpose of the Kafe Village's image is to gain the customers' favor and trust and to engage customer's interest, therefore the company's image strategy mainly focuses on customer benefits and customer needs. As The Kafe Village is a new restaurant, the brand-building process is still in the developing stage, and according to Mr. Nam Nguyen, the company's target is to have positive reputation and create a reliable brand.

7.1.2 Company's stratergy on social media

In order to execute the target image, the media team has a specific strategy for social media channels. Firstly, the team studies their customer group and target audience

on social media in order to understand their online activities and online behavior. As mentioned before, The Kafe Village target customer are young people and adults who are older than 20 years of age, people who work in offices and young families, their income level is stable and customers have some knowledge about food and cuisine. Accordingly, this group of customer has less free time, their main activities are working, studying or taking care of their family. Thus, they do not have enough time to visit many restaurants. On the other hand, the media team has proved that this customer group also spends a significant amount of time on online activities such as online shopping, blog, Facebook, and other social media applications.

Secondly, based on the market research and customer research, the media team plans specific media tactics for online communication, online advertising, and establishing a restaurant image on Facebook and Instagram. The posts' contents are designed in order to be suitable with the company's image criteria, product and service. The media team is in charge of planning and publishing the posts' content on social media, the messages and picture which are posted on Facebook and Instagram are selected carefully in order to gain customer attention and the visual image is created by professional photographers and designers. Mr. Nam Nguyen has shared that one important method of establishing company image is the story behind a product. In order to increase customer interest and attention, the media team tries to create a meaningful message and tell an attractive story. They believe that having a story beside an image or a product will create a higher value rather than just a commercial advertising, this also help The Kafe Village to get customer engagement. Other important tips while publishing posts on social media are using suitable words and images based on the target audience. Mr. Nam Nguyen believes that words, writing style and image are the essential elements which strongly affect online customers who use Facebook or Instagram. For instance, while introducing a product (food or beverage) the media team focus on describing the product's flavor, the atmosphere inside the restaurant, the feeling and taste that customer would have when experiencing the product. Mr. Nam Nguyen shared that providing only information is not attractive enough, but creating a message or a story can increase

customer curiosity. To ensure that the restaurant's image will be recognized, the media team focuses on the positive side, strengths and the unique image of the Kafe Village.

According to Mr. Nam Nguyen, the restaurant is trying to maintain their target image and refresh the image by having new campaigns. The company has try different concepts in each campaign, for instance, the Kafe Village update their menu based on Hanoi's seasons and Vietnamese's special occasions, online customers can update new information and activities by visiting the Kafe Village on social media. Moreover, this strategy shows an energetic image and innovative work performance of the restaurant.

In order to build a reliable brand and positive reputation on social media, the media team has two main criteria which are being honest and friendly. The company uses only reliable information and true stories when creating a message on social media. Furthermore, the media team always try to be honest and friendly when communicating with online customers. Accordingly, this strategy help the Kafe Village to gain customers' trust and favor.

7.1.3 Existing problems while using social media

Mr. Nam Nguyen admits that social media is one of the most effectiveness channels in establishing image and reputation. The advantages of social media support the brand building process and shorten the distance between company and customers. The first advantage that Mr. Nam Nguyen mentioned is that social media enables the company to self-manage, create message content, publish image, self-evaluate company development. In this case, the company is more active and independent in disseminating information. Compared to other channels such as television, magazine, or newspapers, the company must follow the media channel's policy and it can affect the company image's purpose. Thus, social media is an ideal media channel where the company is the main actor and the director. Furthermore, Facebook allows the company to evaluate their customers' interest by checking the Accession

Chart weekly, the media team can self-evaluate if they need to change the story or update the information in order to increase the online activity.

The second advantage of social media is that it is easy to have customers' word-of-mouth. As mentioned before, social media allows customers to give feedback and review immediately. The positive feedback will be showed in the restaurant's home page, this increases the chance of having a favorable image and reputation. The media team believes that having positive word-of-mouth is a significant step in building online reputation.

Social media also help the restaurant to get closer to their customers. Facebook and Instagram enable users to freely communicate and share information. The media team is able to communicate and interact with customers via social media. This improves the customer service and increases the chance of having new customers. Furthermore, the company can study customers' needs and desires more easily by using online interactivity.

According to Mr. Nam Nguyen when comparing the cost of using social media and other media channels (television, magazine) on brand-building process, and the advantages of social media, the company has saved a certain amount of money in the brand-building process. In fact, Facebook and other social media applications allow the firm to pay the advertising cost is necessary. In this case, the firm is more active when choosing the essential topic to be popularized.

On the other hand, social media also has some disadvantages and risks for the company. As mentioned before, social media can help the firm to get positive word-of-mouth but it also brings the threat of unfavorable online word-of-mouth. In this case, customers' complaints and bad feedback spread faster. The consequence of this situation can lead to media crisis. Mr. Nam Nguyen has shared one bad experience that, at the beginning of the brand-building process, the firm had an unlucky problem which come from social media. The Kafe became a topic which received some negative feedback from a group of customers, and the issue becomes bigger

when the rumor and negative reputation spread quickly on social media. Nowadays, negative and positive reviews are published equally on Facebook, this may affect customers' buying decision and their judgment toward the restaurant's quality.

Another problem which has been existing for quite a long time is the problem of copyright. The media team found that there are some competitors who try to use the same concept as The Kafe Village. Moreover, some restaurant even copy the Kafe Village's pictures and posts. According to the media team, this is an unsolved problem of social media, because the copyright policy on this online application is ineffective. In order to be recognized and unmistakable, the media team and the company have to keep their unique image. The firm has to be creative in creating image and messages to ensure that the image's quality are maintained.

Finally, Mr. Nam Nguyen mentioned about the gap between customers' expectation and the real experience. The gap comes from customers' expectation after visiting The Kafe Village on social media. The visual images create high expectations from customers which can affect company's reputation. As can be seen that, the firm has invested both time and finance in the company's image and brand, but the threat of high expectations is a big problem which needs to be solved.

7.1.4   Solution and suggestion in managing

Based on the restaurant policy, the priority of solving bad feedback and negative reputation is being honest and sincere. The media team is in charge of replying customer feedback and reviews, therefore they have a specific method of dealing with this unfavorable situation. Firstly, the media team will read the feedback, consider and note the problem. The team has a specific form to replying to the customer's complaint, they apologize for the negative experience that the customer has had while visiting the restaurant, they promise that they will find and rectify the problem, and they thank the customer for supporting the restaurant. They also ask for another chance to prove the quality. According to Mr. Nam Nguyen, choosing suitable words and inoffensive message will help the firm to improve the situation.

This method is used against media crisis, the media team tries to be honest in communication and showing the positive attitude to their customers. They face the real problems and avoid arguments, the media team believes that showing respect and sincerity to dissatisfied customers can reduce the threat of media crisis. Mr. Nam Nguyen suggests that whenever a problem comes up the firm and media team must take action immediately, the problem should be solved as soon as possible, before the rumor and bad reputation become worse.

The media team is not only responsible for managing the social media channel but also for helping the restaurant to improve the quality. In order to connect online customers and the restaurant, the media team is in charge of collecting and analyzing customer feedback and reviews. They have a weekly report which includes customers' complaints, customer's questions and customers' suggestions. This report will be sent to the particular sections where the problem exists. For instance, when a customer complains about staff behavior, the media team will apologize to customers as a restaurant representative, they will note the complaint and send it to the restaurant manager. The media team and restaurant staff set a specific day in a week to discuss and solve the problem.

In order to solve problem of dissatisfied customers and shorten the gap between customer's expectation and reality, the media team and the restaurant's staff have to support each other. The restaurant has to improve the service quality as well as the product quality. On the other hand, the media team should use genuine images and pictures, only fair information is used. Furthermore, the media team tries to give objective comments about their products, they focus on explaining the products and give customer's helpful suggestions.

Mr. Nam Nguyen shared his thought about social media management "To keep company's image and maintain a positive reputation, the media team is the link between online customers and the company". He believes that the only way to avoid media crisis and bad reputation is to shorten the gap between customer's expecta-

tion and restaurant's quality. The company should have an effective quality management method and keep improve the quality. As a young business, The Kafe Village is trying to improving and develop its brand in order to reach the business target, the firm understands the difficulty of managing social media and its impact on company benefits, therefore the media team is an essential department which supports the company development.

7.1.5   Self-evaluation and future target

Mr. Nam Nguyen believes that The Kafe Village has achieved a part of the image target, and the media management is under control. Based on a customer research, The Kafe Village had a substantial number of loyal customers who are following the firm's activities on social media as well as actual activities. For the long term target, the firm will focus on improving quality in order to meet customer expectations and gain customers' belief. Moreover, the brand target is to disseminate their image, create a reliable brand and a favorable reputation.

7.2 Survey result

This following section will present the results which are gained from customer's questionnaire. The survey result data was collected from The Kafe Village's customer, the questionnaire aimed to study customers perception toward the case study on social media. The survey result is based on 65 responses, 45 participants are online customers and 20 participants are those visited this restaurant on 6 May 2015.

7.2.1   Personal information

According to the survey results, 63% of participants are female which is two times higher than the percentage of males. As can be seen females are more active in online communicating than males.

People who are from 19 to 25 years old are the largest share (Figure 4). 45% of participants belong to this group, which means almost half of The Kafe Village's

customers are students and young adults. The second largest group is people who are 26 to 35 years old, and the other groups hold only 27% of the total amount.
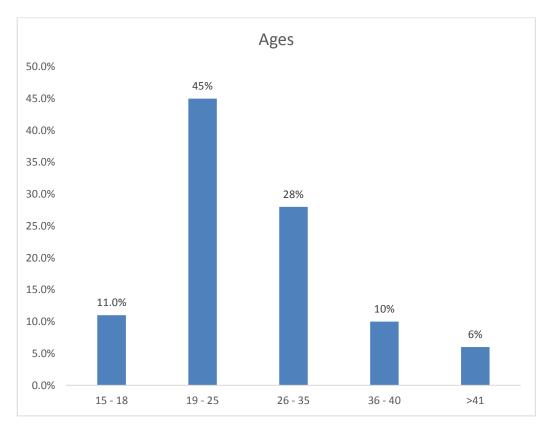
Figure 4: Customer Age

Accordingly, the density of people from 19 years old to 35 years old overwhelms other groups (73%). On the other hand, people who are older than 41 years old from the minority, the disparity between the largest group and the smallest group is 39%. It can be seen that the Kafe Village has succeeded in selecting the target group based on this positive result. (Figure 4)

7.2.2 Media channel evaluation

The question aims to identify the most popular information source from where customer receive The Kafe Village's information (Figure 5).

The results from Figure 5 indicated that the most popular source is social media, which is 14% higher than the second source. The data show that social media and

friends are the most common source when customers search for information. On the other hand, a negligible quantity of customers who use tradition media channel such as magazine is only 5%.
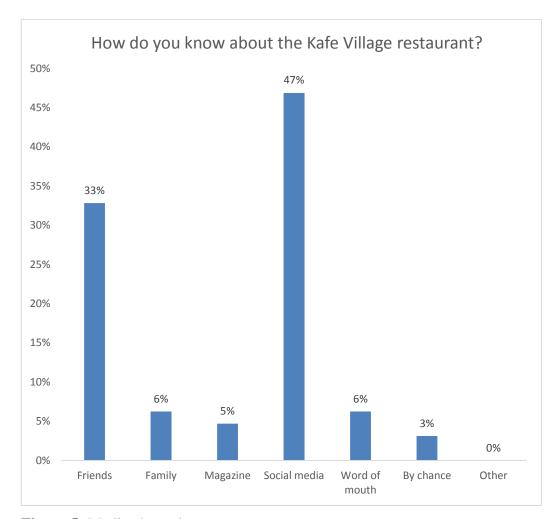
Figure 5: Media channels

The differences between social media and other options such as family, magazine, word-of-mouth, and by chance are notable, the results proved that social media have become an important channel in disseminating information. Furthermore, this consequence indicates the popularity of The Kafe Village on social media. (Figure 5).

According to Figure 6, 64% of participant follow the Kafe Village on Facebook, and more than one third of the total customers answered "Not I don't".
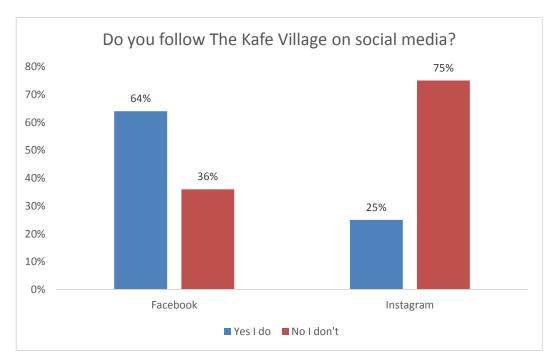
Figure 6: The Kafe Village's follower on social media

As mentioned before, online customers form the largest group who participated in this survey, therefore the number of followers on Facebook is quite positive. On the other hand, the result from Instagram channel is less bright than that of Facebook. Only a minority of customers answered that they follow the Kafe Village on Instagram, 75% of customers chose" No, I don't". (Figure 6)

This difference between two channels emphasizes the level of effectiveness of Facebook and Instagram. The number of followers on Facebook is higher than on Instagram.

The bar chart (Figure 7) below indicates customers' interest in The Kafe Village's activities on social media. This question aimed to study customers' interest and customer activities toward the restaurant.

As shown in Figure 7, people who sometimes read The Kafe Village's posts on Facebook are a majority, and 28% of the customers answered that they rarely read the posts, and customers who always read the post keep only 8%. The number of

customers who never read The Kafe Village's post on Facebook is more than twice as much people who always read the post
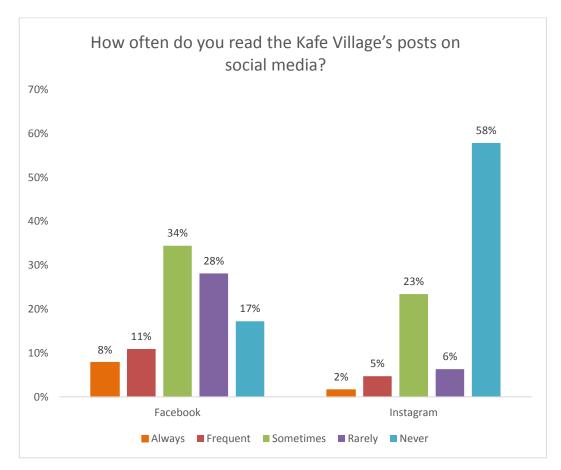
Figure 7: Customer's interest evaluation

.It can be seen that, even though there are many customers who follow The Kafe Village on Facebook, the number of customers who regularly update information about the restaurant is small (19%). Moreover, this result indicates that the opposite fact of social media, while the firm believes that they have a certain amount of followers, the number of actual followers is quite small.

According to Figure 6 and Figure 7, the number of customers who never read the restaurant's posts on Instagram is an overwhelming majority, however, 23% of the respondents sometimes read the posts on Instagram.

7.2.3 Image evaluation via social media

In this section, the data will present customers' evaluation toward the restaurant's image on social media. It is important that the company is able to make self-assessment based on customers' judgment.

Figure 8 shows customers' opinions on Food and Beverage images on Facebook and Instagram.
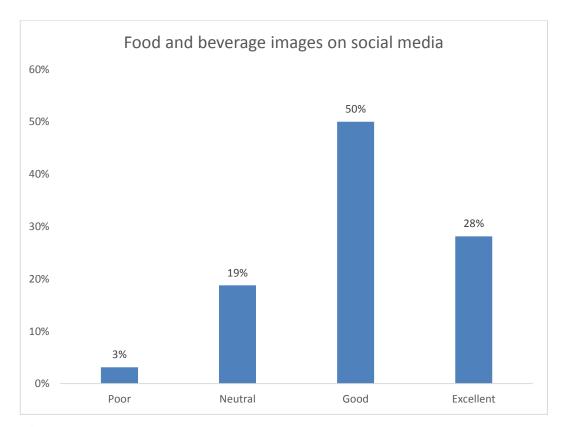
Figure 8: Food and Beverage image evaluation

28% of customers strongly believe that this restaurant has excellent images about their product, moreover 50% of customer evaluate the image of food and beverages as good, some customers' comments that "The Kafe Village has very good pictures about food, which make us want to try". Only a minority of responses have negative opinion of The Kafe Village's products. Accordingly, this positive result have

proved the image quality about food and beverage of this restaurant on social media. (Figure 8).

Figure 9 generally shows customers' estimations about the price. In fact, many customers comment that they usually estimate a product's price based on its image. 34% of customers believe that The Kafe Village's products are expensive, which equal with the number of customers who assets the price is average.
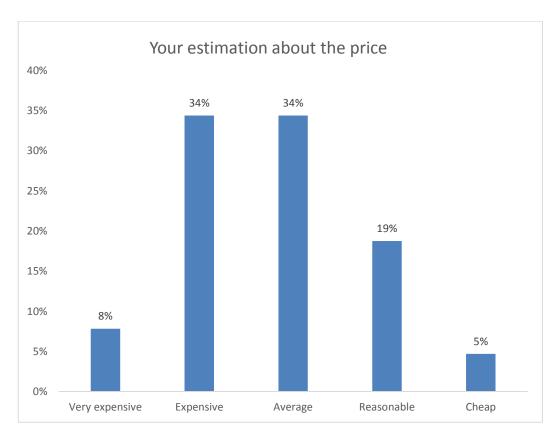
Figure 9: Price estimation

However the total number of customers who have a positive judgment are more than 53%, and only 8% of customers estimate the price as too expensive. Approximately 42% of customers think that The Kafe Village's prices are higher than the market average prices. There is in totally 5% of respondents who comment that the price is cheap compared to the product quality. (Figure 9)

A majority of responses highly valued for The Kafe Village's architecture design (Figure 10).

Figure 10: Restaurant outlook evaluation

More than 83% of customer evaluate The Kafe Village has a good and excellent design, and none of the responses chose the option "Poor". Only 17% of customers think that the restaurant's design does not give any impression to them. Generally, the data have proved that the company sheen successful in establishing the restaurant's outlook. (Figure 10)

The aim of Figure 11 is to study about the information which is provided on social media, the question focus on four main sections including: price, address, food and beverage, and opening/ closing hours.

Firstly, from the information about products' prices based on the posts on Facebook and Instagram. It can be seen that a large number of customers think that The Kafe Village's prices are poorly presented, however 34% of the respondents evaluate that the price was clearly presented on social media. The difference between two opinion is very small (only 2%) and only 3% of respondents chose the "Rich" option.

As shown in Figure 11, more than half of total respondents think that, the restaurant's address is clearly presented, and the number of customers who have marked options "Fair" and "Rich" are equal (17%). This section has the opposite result compare to the Price section, only a minority of the respondents think that the information about location is poor (8%).
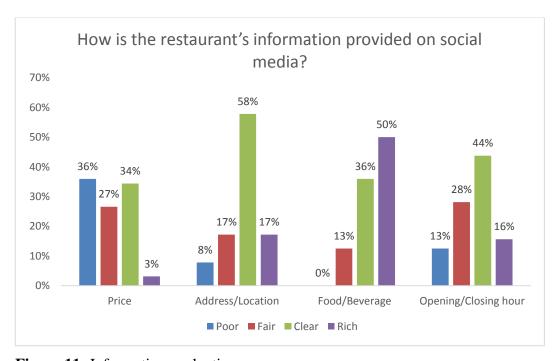
Figure 11: Information evaluation

The third section of Figure 11 presents customers' evaluation about food and beverage's information. In total 86% of the participants highly value the food and beverage's information on social media. 50% of customers evaluated the products' information as rich and none of the answers have negative impression about this section.

The last section in Figure 11 shows opinion about opening and closing hours, the differences between four stages are small, 44% of responses think that the opening and closing hours are clearly presented 16% of the responses give positive results. Only 13% of customer comments that the information is poor.

7.2.4   Customer Perception

This section will present customer perceptions of The Kafe Village based on the online reviews and feedback. There are three questions which are included in this part, and the main purpose is to understand customers' impressions after reading the online reviews and feedback.
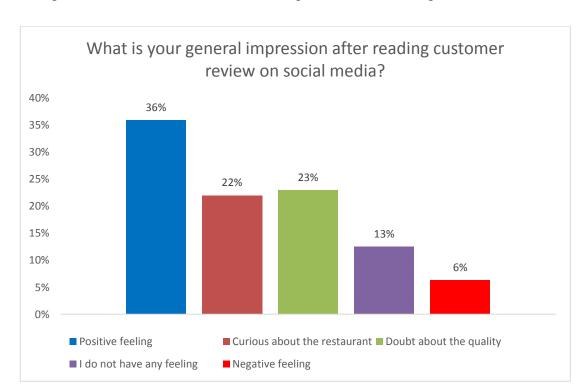
The first question is to analyze the level of activeness on giving feedback and reviews. As mentioned before, Facebook and Instagram enable customers to freely give feedbacks and comments, its facilities shorten the process of claiming and evaluation.

Figure 12: Customer activities on social media

As shown in Figure 12 the number of customers who never read customer reviews and give feedback are a majority. More than half of the responses have never participate in this activities, and only 49% of customers have share their opinions and read reviews on social media.

Comparing the two activities "given feedback" and "read customer review" , it can be seen that the number of customers who have read customer reviews is three times higher than the number of customers who have given feedback. Accordingly, even though Facebook and Instagram provide better facility for interactivity, the number of customers who are willing to participate is low.

In Figure 13, the data shows customer's impression after reading online review.

Figure 13: Customer's impression from online review

Also, customers who have positive impression are a majority (36%). However this percentage is smaller than the total percentage of unpleasant impressions which including customers who doubt the quality, customers who do not have any feelings and customers who have negative feelings (about 42%).

On the other hand, 22% of respondents are curious about The Kafe Village after reading customer's review on Facebook and Instagram. In this case, The Kafe Village has a chance to attract new customers and increase its popularity. (Figure 13)

The Figure 14 below will present customer evaluation on The Kafe Village's reputation on social media.

Figure 14: Restaurant's reputation from based on customer perception

There are totally 66% of customers who believe that The Kafe Village has its own a favorable reputation on social media, 25% of the respondents evaluate the restaurant's reputation as neutral. A small group of customers give negative evaluation 10% in total. According to this result, The Kafe Village's reputation has a fairly high rank on social media, and the company also has a positive impression from online customers.

7.2.5   Social media and its actual impacts

In this section, the actual impacts of social will be presented through customers' action and customers' evaluation. The aim of those questions is to study customers' decisions after visiting The Kafe Village's page on social media. Furthermore, the data indicate the gap between the customers' expectations and customers' real experience in order to determine restaurant's quality.

The data in Figure 15 shows that customer reviews and feedback do affect customers' decision. 50% of the responses believe that online reviews can affect their decision, on the other hand only 11% of customers comment that their decision cannot be affected after reading customer feedback and reviews on social media. The disparity in percentage between the two opinions is fairly large, which can be explained by the number of customer who think online reviews may affect their decision making.
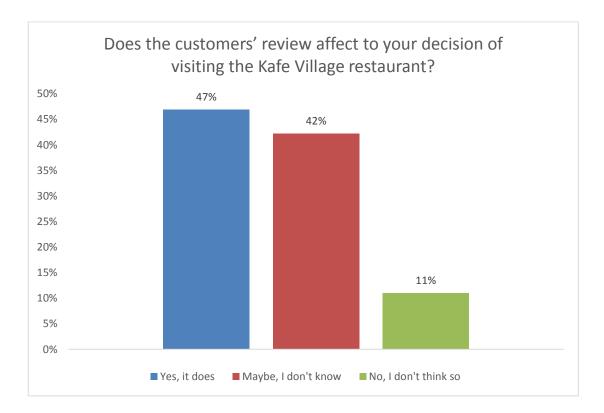
Figure 15: The influence of online review on customer making decision process

Some respondents commented that if the online review is objective and reliable then their decision can be affected, otherwise it will not change. A small group of customers believe that the level of reliability on social media is unguaranteed, therefore they tend to believe only in their friend's reviews. (Figure 15)

According to Figure 16. There are in total 58% of the respondents who give positive answers including customers who have visited The Kafe Village restaurant and customers who are willing to come.
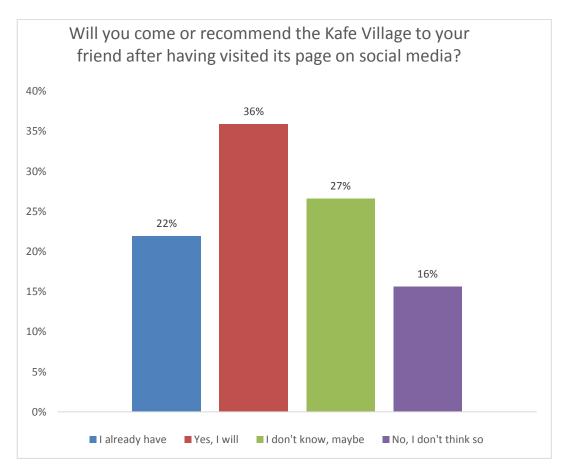
Figure 16: Customer decision

It can be seen that, the number of customers who want to visit this restaurant is two time higher than those customers who refuse to come (only 16%). On the other hand, 27% of the respondents give an irresolute answer, in this case, customer's decision may be affected by as online review. (Figure 16)

It can be seen that, the data in Figure 17 is the essential information which indicates the restaurant quality based on customer's experiences. While social media and an online platforms present the company's image, customers' expectation is built from

its virtual image. In this case, the gap between customers' expectations and customers' experiences may come from the restaurant's image on social media.
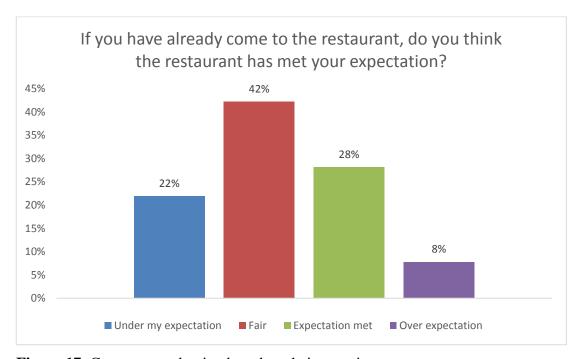
Figure 17: Customer evaluation based on their experience.

Accordingly, in total 36% of the respondents think that they are satisfied with The Kafe Village's quality, 8% of customers evaluate the restaurant's performance as beyond their expectations. However, a significant number of customers shared that The Kafe Village's quality is under their expectations based on the real experience (22%). The disparity between dissatisfied customers and customers who gave positive evaluation is quite small (only 14%). On the other hand, 42% of customers gave a relatively good evaluation, they believed that the quality was acceptable and they were not disappointed after visiting The Kafe Village.

8 CONCLUSION

The aim of this research is to indicate the actual effects of social media on a restaurant's image and reputation by studying the customers' point of view and company self-evaluation. Furthermore, the interview result will be compared with the theoretical framework in order to identify the management problems. In this chapter, the final evaluation will be presented and some suggestions will be given as social media managing may help the company succeed in the future.

8.1 Research evaluation.

According to the survey results, the company has achieved some success while using social media in establishing its image and reputation. Firstly, they had succeeded in communicating with the target audience, the main online audience is people who are from 19 to 35 years old, which matches perfectly with company's target group. This helps increase the effectiveness of the media communication tactic. Secondly, customers have given positive evaluations about company's image on social media, in this case, the virtual image of The Kafe Village on social media is affectionate. Thirdly, according to customers' evaluations about company's reputation, The Kafe Village has achieved a positive reputation on social media and favorable feelings among online customers. Furthermore, there is a noticeable number of customers who are willing to visit The Kafe Village after viewing its site from social media. This result has proved that this restaurant is successful in attracting online customers and building a noteworthy image.

However, there are some problems which exist in social media activities. The first problem comes from online reviews and electronic word-of-mouth, which is the main problem that can directly damage the company's image and reputation. The problem of copyright is a tough issue which increases the task for the media team. Another problem comes from the gap between customer expectations and the real experience which affects to company's reliability.

On the other hand, the survey results indicates that the number of customers who are following The Kafe Village on Instagram is much lower than on Facebook, which means that the effectiveness of this channel is lower. Secondly, the number of customers who follow The Kafe Village on social media and the percentage of customers who frequently read their posts does not correspond. In this case, only a small group of customers actually read the posts, although the restaurant has many followers on social media. Moreover, there are many online customers who evaluate The Kafe Village as an expensive restaurant, even though the restaurant's price strategy is reasonable. Finally, a certain number of customers gave a negative evaluation after visiting The Kafe Village, this consequence indicates a gap between customer expectation and their real experience, therefore the difference between the virtual image and restaurant quality should be considered.

8.2 Discussion

According to the interview results, the managing of activities of The Kafe Village on social media is specific and detail. The media team has created a precise online communication tactic for specific situations and problems. Furthermore, based on the company's real problem the media team has designed an effective strategy in order to solve media crisis. However, there is a difference between the theoretical study and the real situation. Despite the convenience of interacting and communicating on social media, many customers have never given feedback or read online reviews on social media. Therefore, social media's facilities do not have a strong effect on brand communication. Moreover, it can be seen that The Kafe Village is mainly using social media to communicate with external stakeholders, and the major group is online customers and the media team is primary communication target is their customers.

During the time of conducting the customer survey, there were some minor problems which come from the participants. The survey contains some questions which require customer's knowledge about The Kafe Village on social media and customer real experiences after visiting this restaurant and therefore the responses

which lacked those requirements were rejected. Therefore, the number of responses is lower than expected result. Moreover, the interview was limited in time, and the other members of the media team were unable to participate in this interview, therefore Mr. Nam Nguyen represented the team. The interview result could have had more details if the team could have shared some specific situations from their working experiences.

8.3 Suggestion for future improvement

According to the research results, the Kafe Village has achieved a certain success in disseminating its image and building reputation. The image is acknowledged by many online customers, and their positive reputation is proved by customers' evaluation. However, in order to increase the restaurant's quality and create a reliable brand, the company should concentrate on improving both the quality at products and service. The online image may help the firm to achieve customers' attention and attract new customers, but in the long term the product quality will help the firm to have loyal customers.

As for the information on social media, the media team should add more information about product prices, this improvement will help customers to have a better evaluation of the products. Furthermore, the product price can affect customer expectation, therefore this improvement can help the firm to avoid risks caused by customers' expectations.

In the future, the company can take advantage of social media to communicate with both external and internal stakeholder. This can reduce the cost for corporate communication and even create new opportunities in attracting investment and suppliers.

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APPENDICES

APPENDIX 1. Interview questions

1. Who is in charge of creating The Kafe Village's image and idea?
2. How The Kafe Village's image was formed?
3. What is the image that The Kafe village want to create on social media?
4. Is social media the main media channel that the company uses to create restaurant's image and reputation? And Why?
5. What is the company's strategy in creating image and reputation to get customers' attention on social media?
6. How is the image management done? Managing posts (images, information, presentation, content)
7. How the media team manage restaurant's reputation on social media?
8. What are the advantages of using social media to create restaurant image and reputation?
9. What are the risks of using social media in establishing image and reputation? And what is the solution?
10. What is the company's strategy to handle customers' negative feedbacks and bad reputation on social media?
11. How does the restaurant deal with the threat of having a gap between customers' expectation and reality?
12. Do you think your company has achieved the image and reputation goal?

APPENDIX 2. Questionnaire

Thesis survey: The Influence of Social Media on Establishing Restaurant's Reputation and Image

Hello,
My name is Phuong Tran, I am studying Hotel and Restaurant Management at Vaasa University of Applied Science, Finland. I am conducting research for the influence of Social media on establishing restaurant's image and reputation and my case study is The Kafe Village restaurant. This questionnaire will be used only for my final thesis as the quantitative research. I would really appreciate it if you could spend a few minutes answering the following questionnaire.

Thank you very much.

*Bắt buộc

1. **Gender** *
   Chỉ đánh dấu một hình ôvan.

   ◯ Male

   ◯ Female

2. **Age** *

   _____

3. **How do you know about the Kafe Village restaurant?**
   Chỉ đánh dấu một hình ôvan.

   ◯ Friends

   ◯ Family

   ◯ Magazine

   ◯ Social media

   ◯ Word of mouth

   ◯ By chance

4. **Do you follow The Kafe Village on social media?**
   You can skip the next question if you don't
   Chỉ đánh dấu một hình ôvan cho mỗi hàng.

	Yes I do	No, I don't
Facebook	◯	◯
Instagram	◯	◯

5. **How often do you read the Kafe Village's posts on social media?**
Chỉ đánh dấu một hình ôvan cho mỗi hàng.

	Always	Frequent	Sometime	Rarely	Never
Facebook	◯	◯	◯	◯	◯
Instagram	◯	◯	◯	◯	◯

6. **Evaluate the images of The Kafe Village on social media that you have seen**
Mainly on Facebook and Instagram
Chỉ đánh dấu một hình ôvan cho mỗi hàng.

	Poor	Neutral	Good	Excellent
Food and beverage images on social media	◯	◯	◯	◯

7. *Chỉ đánh dấu một hình ôvan cho mỗi hàng.*

	Very expensive	Expensive	Average	Reasonable	Cheap
Your estimation about the price	◯	◯	◯	◯	◯

8. *Chỉ đánh dấu một hình ôvan cho mỗi hàng.*

	Poor	No impression	Good	Excellent
Your impression about restaurant's architecture design:	◯	◯	◯	◯

9. **How is the restaurant's information provided on social media?**
Chỉ đánh dấu một hình ôvan cho mỗi hàng.

	Poor	Fair	Clear	Rich
Price	◯	◯	◯	◯
Address/Location	◯	◯	◯	◯
Food/Beverage	◯	◯	◯	◯
Openning/Closing hour	◯	◯	◯	◯

10. **Have you ever given feedback and/or read customer review on The Kafe Village's social media?**
You can skip question 9 if you have never read customer review
Chỉ đánh dấu một hình ôvan cho mỗi hàng.

	Given feedback	Read customer review	No, I have not
Facebook	◯	◯	◯
Social Media	◯	◯	◯

11. **What is your general impression after reading customer review on social media**
You may choose more than one
Chỉ đánh dấu một hình ôvan.

- ⬭ Positive feeling
- ⬭ Doubt about the quality
- ⬭ Curious about the restaurant
- ⬭ I do not have any feeling
- ⬭ Negative feeling

12. **Does the customers' review affect to your decision of visiting the Kafe Village restaurant**
Chỉ đánh dấu một hình ôvan.

- ⬭ Yes, it does
- ⬭ Maybe, I don't know
- ⬭ No, I don't think so

13. **What is your opinion about The Kafe Village's reputation on social media?**
Chỉ đánh dấu một hình ôvan.

- ⬭ Very Good
- ⬭ Positive
- ⬭ Neutral
- ⬭ Quite negative
- ⬭ Very negative

14. **Will you come or recommend the Kafe Village to your friend after having visited its page on social media?**
Chỉ đánh dấu một hình ôvan cho mỗi hàng.

	I already have	Yes, I will	I don't know, maybe	No, I don't think so
on Facebook	⬭	⬭	⬭	⬭
on Instagram	⬭	⬭	⬭	⬭

15. **If you have already come to the restaurant, do you think the restaurant has met your expectation?**
Chỉ đánh dấu một hình ôvan.

- ⬭ Under my expectation
- ⬭ Fair
- ⬭ Expectation met
- ⬭ Over expectation