Social Media Marketing Plan for Hard Rock Cafe Helsinki

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The importance of social media marketing for brands relies on its ability to reach target audience cost-effectively and in a measurable way. Therefore, the goal of this thesis is to create social media marketing plan for Hard Rock Cafe Helsinki to improve visibility and customer engagement rate. PR Smith SOSTAC planning framework was used as the guide concept since it makes it easy to structure different marketing activities.

Three social media platforms were analysed – Facebook, Instagram, and WhatsApp. Two of these channels are utilized by the restaurant already and one is introduced as a new way for marketing and communication. Based on the various tools and methods that was explained and utilized, detailed strategies, tactics and actions were offered for each platform. In addition, content marketing calendars were created for Facebook and Instagram.

The scope of the research is to collect data from Hard Rock Cafe Helsinki and three competitors – Naughty BRGR, Friends & brgrs and Pizza Hut Suomi – to analyse their social media performances. Therefore, this work aims to improve social media marketing efforts based on information researched in theory part as well as provided during small qualitative research that was conducted to gain customer insights. Data collected from interviews was combined with literature reviews and implemented into the product.

Table of contents

1 Introduction

This work is a product-oriented thesis that aims to create Social Media Marketing Plan for Hard Rock Cafe Helsinki that will be up-to-date, ready for implementation and useful for company's marketing team. This work is an opportunity for the author to broaden the knowledge of the topic, apply it on practice and get more involved in the marketing activities of the organization.

Efficient ways to improve social media performance are researched and analysed in this work. Though the main goal is to formulate a social media marketing plan, other objectives include:

- Increasing community engagement by encouraging followers to communicate more with the brand online.
- Increasing customer understanding by collecting customer insights.
- Increasing brand awareness by being more active and present online.
- Growing the conversion rate from follower to a customer by producing targeted offers to cover the demand of the audience.
- Creating more structured flow of guests by offering well planned marketing activities on regular basis.

As the results of implementation offered in this thesis marketing efforts, more functional dialogue with the guests should be created, that will improve effectiveness and efficiency of sales. In addition, WhatsApp marketing channel is introduced, that have never been used by the company before. PR Smith SOSTAC planning framework was used as the guide concept since it makes it easy to structure different marketing activities for every social media platform.

Due to unusual circumstances in the world and a pause Hard Rock International took from the operations, it is more crucial than ever to prepare clear Social Media Marketing plan to communicate with the customers and continue operations.

2 Theoretical framework

In this chapter short introduction to social media marketing is presented, including explanation of the key terminology and detailed description of methodology used to create the product of this thesis. In addition, content marketing concept is described and analysed.

2.1 Introduction to Social Media Marketing

Importance of digital marketing is growing every day and more jobs are created to support the demand. Digital marketing is aiming to achieve marketing objectives through applying digital technologies and media (Chaffey & Ellis-Chadwick 2012).

Every year more people all around the world are spending more time online, being able to do more things remotely – from paying the bills to ordering the dinner. From total population of 7.75 billion, 4.54 billion are internet users and out of it 3.80 billion are active social media users. Technically, every online activity might be seen by 49% population of the planet (Kemp 2020).

2.2 Key Terminology

Since social media is the focus of this thesis, content is the first thing that is important to acknowledge – content marketing is the core of social media strategy. Content marketing is a strategic marketing approach focused on creating and distributing valuable, relevant, and consistent content to attract and retain a clearly-defined audience — and, ultimately, to drive profitable customer action (Content Marketing Institute 2020). It requires a lot of work and attention to detail. Each piece of content being posted brings company closer to the audience. Content should be helpful for the users, interesting and continuous. Commitment to deliver large amount of content on the regular basis is extremely important and creates valuable trust and customer loyalty (Lieb 2011).

Inbound marketing is the concept within content marketing, that works on answering questions and solving problems of the users. There are three strategies it is focused on: attracting, engaging, and delighting. The main idea is not just to bring people to the website or Facebook page, but also to continue to help, support, and empower them well after they become a customer (Halligan & Shah 2014).

Social media is a big part of the inbound marketing, where social media platforms are used to promote the services (Felix, Rauschnabel & Hinsch 2016). To build successful plan, firstly, social media platforms company should be using are analysed. Next, clear

objectives are established that should be achieved, research of the target audience and the competitors is conducted, the most important metrics established and engaging content with specific timelines offered (Barnhart 2020).

Facebook is the main social media channel Hard Rock Cafe Helsinki is using for the communications with the guests now. This platform has great potential that should be used. Facebook marketing offers unlimited possibilities to reach bigger audience (Rouhiainen 2016).

In 2012 Facebook purchased Instagram – popular photo-sharing start-up (Rusli 2012). Nowadays, Instagram has over 1 billion users (Omnicore), that makes this platform incredibly effective in reaching target audience and advertising services.

Important terminology to be explained about social media marketing:
- User generated content is any content created by people, rather than businesses. Instagram is the primary platform where followers create and share content exposing brands to their own audience (Newberry 2019).
- Engagement rate – index of how actively followers are engaging with each post. It is calculated by obtaining the average interactions per post and then dividing this figure by the total reach on the account. The algorithm analyses numerous posts on the account to find the average interactions (Phlanx).

WhatsApp is an amazing tool to provide more personal one-to-one communications. It helps to build trust and brand loyalty (Rouhiainen 2016). WhatsApp does not sell ad space or have any business-specific features yet, so the marketing approach have to be innovative (Mazereeuw, 2018). This is the channel that is introduced in this project, since Hard Rock Cafe Helsinki does not use it at all now. Important to note, that for Instagram use customers must agree to get the messages. It calls opt-in and means that customers agreed to receive messages via WhatsApp from the business by providing their mobile phone number through a different channel. It should be done for both new and existing customers (Butara 2019).

3 Methodology

The most efficient way to create well-structured and ready to implement social media marketing plan is to use PR Smith SOSTAC® planning model. With six steps, that are the first letters of the SOSTAC abbreviation – situation, objectives, strategy, tactics, actions, and control - it is possible to cover all the areas that should be taken into consideration when planning marketing activities. Each step is important and has variety of tools and methods to be implemented effectively. Below the detailed analysis of each part is presented.

In addition, content marketing and inbound marketing will be analyzed and explained, as an important part of digital marketing process.

The ultimate target of this thesis is to use the theoretical knowledge and build a vital social media marketing plan for Hard Rock Café Helsinki based on it. Problems that are going to affect the work are the restrictions issued by Hard Rock Corporation, since every initiative must be approved and accepted by the company. It is obligatory and time-consuming process, that will take place long after the thesis is written. Therefore, actual implementation of the digital marketing plan developed in this thesis will be postponed until further approval by the corporate.

3.1 SOSTAC® planning model

SOSTAC® model was originally created by Paul Smith in 1990s as a communication framework to help planning marketing activities and now is the guide to the perfect digital marketing plan. (Reed 2014).

In modern world, where businesses are shifted online, this model is one of the best ways to create digital marketing strategy with a lot of advantages: it is detailed, structured, accessible, flexible and, most important, it is effective to implement (Rouhiainen 2015). The original model was developed from traditional marketing and was adapted to be more suitable for the digital marketing, however it is still answering the same questions: Where are we now? Where we want to be? How we get there? What we need to get there? How we monitor the performance? Subchapters below will explain each of these questions in detail.

3.1.1 Situation Analysis

First step of implementing SOSTAC framework is situation analysis, that aims to determine what exactly the company is doing, what is the product, how online interaction is performed. It should provide a detailed overview of the organization (Swan 2019). Combination of analytical tools are used to assess the environment and existing KPI's help to narrow down successful approaches.

Marketplace SWOT is the most visual way to start the process – it will show the strengths, weaknesses, opportunities, and threads to the company. TOWS matrix is an expansion of SWOT analysis, that identifies various factors and combines them with the intention of stimulating a new strategic initiative (Dyson 2004).

Customer insight is crucial data to gather to make better decisions about how, when and what to offer (Botibol 2018). Digital customer profile should be created. It is essential to have a clear picture who the target audience is. Creating customer personas helps to understand guests' needs and motivation, as well as determine future marketing activities – what are the best messaging, offers, products, and services to deliver to attract the ideal client (Pingrey 2020).

Online competitor benchmarking is one more important insight. It shows how the company's marketing effectiveness rates comparing with other organizations within the areas of customer acquisition, conversion, retention, and growth. Public sources are used and analysed to gather necessary information for the comparison data (Chaffey 2019).

In addition, it is extremely important to take into consideration market trends, as well as internal resources and capabilities.

3.1.2 Objectives

Second step of SOSTAC digital marketing planning is to focus on the objectives of the strategy. PR Smith developed simple, but very powerful framework – 5Ss, that is covering the whole digital marketing plan. 5Ss stands for: "Sell" – highlights the importance to grow sales, "Speak" – focuses on getting closer to the customers, building the communication; "Serve" – covers the role off add value to the brand; "Save" – emphasizes the necessity to save costs when possible and prioritize the budget; "Sizzle" – explains extension of the brand online (Chaffey and Smith 2017). One more great tool to implement when setting goals is S.M.A.R.T. method. It stands for specific, measurable, achievable, relevant, and

time-bound (Chaffey 2019). Each objective should be assessed for meeting SMART requirements. However, many organisations have adopted SMARTER method, where last two letters stand for evaluated and reviewed. These two letters are the reminders to stay on top of the game and follow up with the process (Yemm 2013). Using these two methods combined helps to set, review and control performance across all digital marketing initiatives.

3.1.3   Strategy

Third step of implementing this digital framework is to determine the plan in terms of achieving the objectives. It should also specify what market segments are targeted. Clear integration between objectives and strategies is the biggest challenge.

Multi-channel marketing strategy should define company's commitment, set an appropriate value proposition, and identify how different marketing channels should integrate and support each other. Each channel should be used according to its characteristics and consumer usage of it (Chaffey, Chadwick, Johnston & Mayer 2006).

Segmentation, Targeting and Positioning (STP) is one of the most applied strategic approaches. It is based around the customer, not the product, therefore helps to create more tactical, personalised, and relevant communication with different audiences. In addition, STP focuses on commercial effectiveness, selecting the most valuable segments for a business and then developing a marketing mix and product positioning strategy for each segment (Hanlon 2020). As it is clear from the name, STP has three steps to implement:

- Segment the market. The most common approach to do that is to divide the customers into groups with common characteristics and needs is to. It can be demographic - age, gender, or occupation; geographic – country, neighbourhood; psychographic – lifestyle, values, personality; behavioural – level of loyalty and what benefits people are looking for.

Table 1. Customer segmentation for Hard Rock Cafe Helsinki (Musumano 2019)

Geographic	Demographic	Psychographic	Behavioral
Locals	Family focused	Active social media users	High spenders
Helsinki area	Couples	Music lovers	Reward members
Tourists	Office workers	Big brands lovers	Raving fans
	Higher education	Social drinkers	People in a search for discounts
	25-42 y.o.	Environmentally concious	People in a search for free staff
		Health concious	
		Party people	

- Target the best customers. After the segmentation is established, it is important to assess each group within three factors: profitability of the group, size, and potential growth and if the company itself can provide the service. Below in the table 2 target groups are analysed and structured for Hard Rock Cafe Helsinki.

Table 2. Customer targeting for Hard Rock Cafe Helsinki (Musumano 2019)

Segment	Couples	Family people	Office workers
Geographic	Live or work close by	Live close by	Work close by
Demographic	Two people aged 25-40	Have kids	Normally come in small groups
Psychographic	Spend a lot of time on the table	Value price/quality ratio	Look for business lunch offers
Behavioral	Enjoy time together alone	Appreciate kids menu and entertainments	Enjoy happy hour drinks

- Position the offering is the last step, where company should identify how exactly the product should be positioned. In this part questions "Why the customer will choose this product over competitors'?" and "What problem the product helps to solve for the customers?" should be answered (Mind Tools). This part will be presented in 5.1.3 Strategy subchapter of present work.

3.1.4 Tactics

Tactics cover the specific tools that are used to implement the goals of the digital marketing plan. 7Ps framework for the digital marketing mix is a powerful tool that helps to structure the work before executing marketing activities. It was developed from 4P model, that was designed mostly for the companies who sell products and the role of customer service was not acknowledged yet (Hanlon 2019). This approach focuses on the key areas that should be considered: Product, Price, Place, Promotion, People, Process and Physical evidence. Each part of the marketing mix should be detailed and aligned with specific

KPIs (Swan 2019). 7 Ps detailed analysis for Hard Rock Cafe Helsinki is available in the 5.1.4 Tactics subchapter of this thesis.

3.1.5 Actions

The fifth step of the SOSTAC plan is to bring conscious and intelligent planning to the proper execution. There are five questions that should always be asked during the process: Who, What, Where, When and How? Responding to these questions is fundamental, since it is verifying that marketing efforts are complete and targeted towards an appropriate audience (Antevenio 2019).

3.1.6 Control

The final step is to monitor and measure the performance. This stage is the most often neglected by the companies, however it is extremely important. Effective way to control is to implement weekly/monthly set of monitoring dashboards, based on the established KPIs. This method ensures that the company is on track to meet objectives and shows what should be changed in case of a failure (Swan 2019). In addition, it allows to implement corrective measures timely, if needed.

3.2 Content Marketing

Content marketing is a part of the inbound marketing and no marketing is possible without a content. Content marketing is a strategic marketing approach focused on creating, publishing, and promoting valuable and consistent content to attract and retain customers. It often replaces traditional marketing and is the basis of social media marketing. Instead of pitching and promoting products and services, content marketing is focused on providing useful and relevant information for the audience to help them solve their problems (Content Marketing Institute 2020). It drives visibility, boosts brand awareness, and connects the company with the audience on more personal level (Perricone 2020).

There are three goals of content marketing: sales, saving and "sunshine".

- The goal of sales is to create subscribers who know and trust the brand and lately convert them into customers. The approach is to spend some marketing efforts into engaging a group of people who are interested, but not ready to purchase. Whenever they will be ready, the company that managed to create relationships with the subscribers will be the one they will purchase from.
- The cost saving goal is aiming to use already existing program running in the company to enhance or even replace it with better solutions derived from the content marketing approach.

- The goal of "sunshine", also known as growth, is all about creating a better customer for the organization. It means to invest in creating more customer loyalty, retention and improving customer behaviours, increasing cross-selling and upselling (Pulizzi 2016).

Very powerful tool to audit company's assets is content marketing matrix. It is a key part of content strategy and is used to develop ideas, generate leads, and brainstorm potential prospects. There are two dimensions that shows what types of content will best support the customer's path of purchase – awareness through the purchase conversion funnel and emotional/rational content engagement formats. These dimensions are structured to review how content assets support the business to achieve its marketing goals, as well as how different activities appeal to different types of customers (Chaffey 2020). Below the matrix for Hard Rock Cafe Helsinki is presented (figure 1).

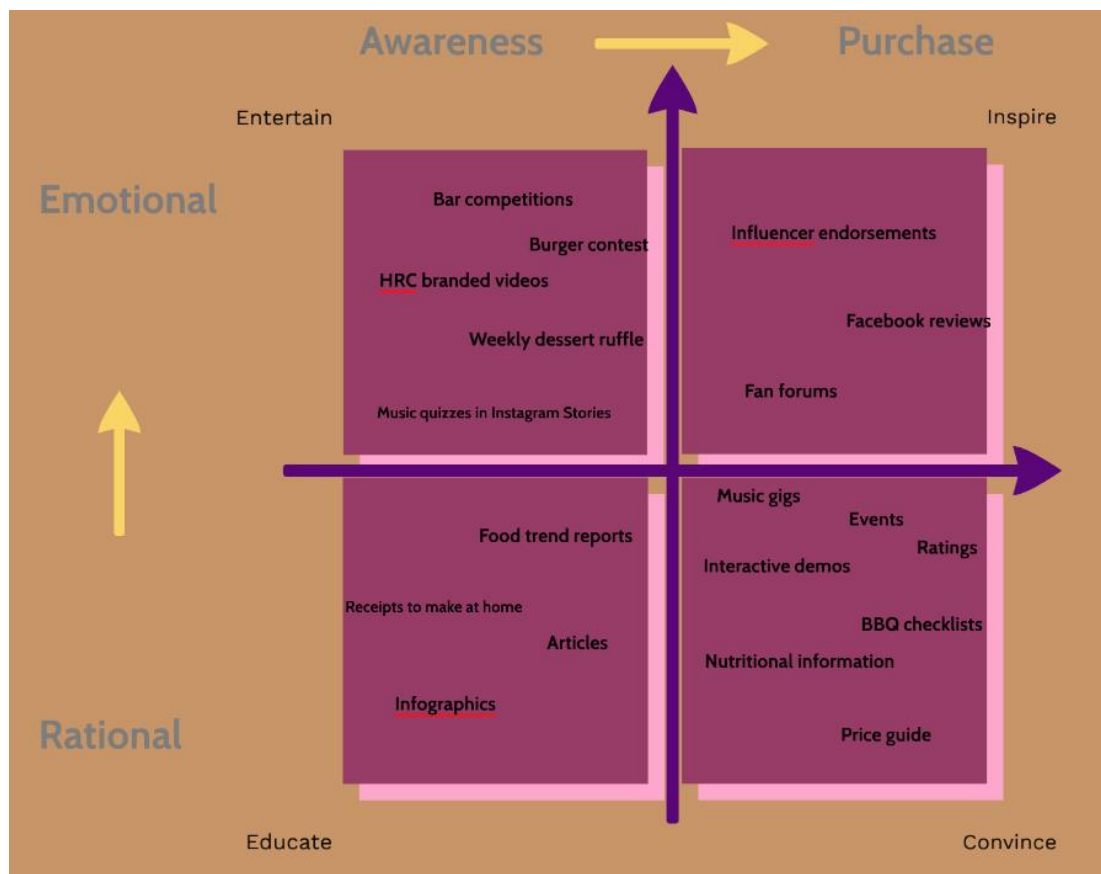Figure 1. Content Marketing Matrix (adapted from Chaffey & Bosomworth)

One more tool that was developed from content marketing matrix is content distribution matrix. It shows in very simple and visual way what marketing efforts had the best investment/effectiveness ratio. This method reviews how successful different types of media – paid, owned, or earned – are in promoting or distributing their content. Content distribution

matrix structures use of media options, reveals the gaps against the competitors and allows to select and prioritize new methods of content promotion. Example of content distribution matrix for Hard Rock Cafe Helsinki is below (figure 2).
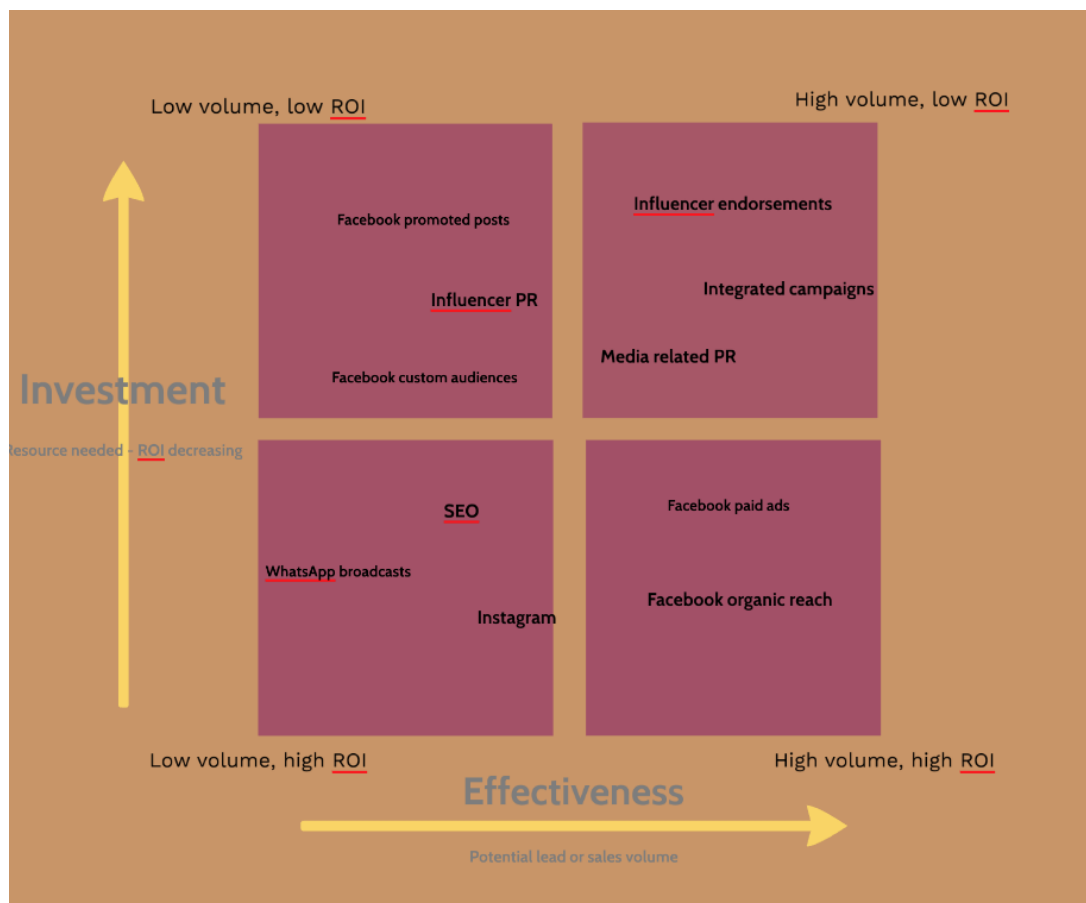

Figure 2. Content Distribution Matrix (adapted from Chaffey & Bosomworth)

Effective and impactful content marketing is vital to the success of the company and its ability to develop. It is the foundation of the marketing strategy (Perricone 2020). How content marketing is used by Hard Rock Cafe Helsinki is explained in Social Media Strategy part of present work.

4 Social Media Strategy

According to the GlobalWebIndex's survey, 53% of respondents aged 16 to 64 are using search engines when researching brands, products, or services. However, the company also reports that social media has already overtaken search engines as the most popular method of online research for younger generation – people aged 16 to 24. In addition, 43% of users around the world aged 16 to 64 admitting that they use social networks when researching things to buy. Therefore, social media's role in the purchase journey and brand visibility continues to expand (GlobalWebIndex 2019). It is also interesting to highlight, that one third of the time spent online is spent using social media platforms (Kemp 2020). To boost social media development, it is crucial to integrate social media platforms with forms of already established marketing. Besides, it is important to maintain a steady social media presence and to deliver the brand's voice through all the platforms (Leo 2017).

Social media strategy is a fundamental part of content marketing. Below are the steps how Hard Rock Cafe should organize the content within social media platforms it operates.

Storytelling. Hard Rock Cafe has unique long history that should be used in building the communications with the customers. It has the story to share, the advice to give based on long experience and it is authentic. Storytelling trends Hard Rock Cafe should utilize more:

- Mini ads. Since there is huge amount of content available every day, attention span of users is getting shorter, therefore shorter ads are valuable. Facebook offers six-second ads for business to tell a story to the target audience (DMI Blog). This feature should be used by Hard Rock Cafe Helsinki.
- Customer-led storytelling. Brand should provide its customer with the opportunities to tell their story (DMI Blog). Trustful content might be created just by asking the opinion from the audience and permission to share it.
- Philanthropic storytelling (DMI Blog). Hard Rock Cafe participates in big amount of charity events. However, it is not discussed through franchise cafe's social media. To introduce the audience to this sort of operations is extremely beneficial for the brand.

Video marketing. Video marketing is capable of increasing conversion rates by over 80% (Collins & Conley 2020). In addition, according to a report from HubSpot Research, more

than 50% of consumers want to see videos from brands more than any other type of content (An 2019). Thus, creating video content is crucial. Types of videos that are relevant to Hard Rock Cafe: brand videos, demo videos, event and educational videos, life stream videos and personalized video messages in WhatsApp.

User-generated content. User generated content is a big part of social media. Images and videos created by customers boost brand's credibility and increase the reach since users share it with their own audience. It is authentic, creates trust and drive purchasing decisions. In addition, it helps to grow brand desire and inspire brand loyalty (Newberry 2019). Besides, user-generated content is a great way for Hard Rock to build content library and always have a material to share.

Focus of this thesis is on Facebook and Instagram marketing, since these two platforms are already used by Hard Rock Café Helsinki. In addition, WhatsApp marketing is going to be analysed, as the one with great potential, but not yet utilised by the restaurant.

4.1 Facebook Marketing

Facebook is on the second place in the global mobile app ranking of active users (App Annie 2020) with over 1.73 billion daily users reported during the first quarter of 2020 (Statista 2020). With over 2.6 billion active users per month, Facebook accounts for over 45 percent of monthly social media visits. In addition, it has strong mobile integration and mobile messaging capabilities (Clement 2020), making it one of the most powerful marketing tools available for businesses today (Rouhiainen 2016).

Facebook has great amount of inexpensive marketing opportunities and even tools to analyse effectiveness of the page for free: BuzzSumo, Google analytics, Hubspot Marketing Grader. In addition, Facebook analytics allows to explore users' interactions and collect actionable data (Widmer 2017). Nevertheless, all these tools require admin rights to gather statistics. Therefore, to perform competitor analysis, Fanpage Karma service was used in this thesis. Full report with the summary is available in the Appendix 1.

Algorithms of Facebook are one of the most important factors that affect the reach of posts, and they are changing regularly. To make the time people spend on Facebook more efficient, in 2020 Facebook gave people more direct control over what they see. Therefore, next to each post there is a button to click if user wants to know why this post was showing up in the feed. Facebook has three major categories of ranking signals: users' typical interactions, type of media in the post and popularity of the post (Cooper 2020).

It is crucial for the company to make sure their marketing strategy on Facebook is aligned with the Facebook algorithms. Therefore, there are several important strategies to follow:

- Make people talk to each other. Genuine, inspiring, ask-a-question posts, as well as sharing a memorable moment will increase engagement. Strong emotions or curiosity makes people want to respond and share their thoughts (Cooper 2020).
- Timing. Recency is another ranking signal the algorithm is looking for – newest post will show up in the feed before older one. According to Hootsuite Analytics, B2C brand posts perform best at noon on Monday, Tuesday, and Wednesday (Cooper 2020).
- High-quality videos. Video length and view duration are considered by Facebook: people should watch it for over 1 minute, and the video itself should be longer than 3 minutes. In addition, it should be original, and something people are searching for (Cooper 2020).
- Staff empowerment. Employees that advocate for the brand they work for is unique and desirable content. These are the people who knows the company from the inside, therefore the message is authentic and trustworthy (Newberry 2019).
- Consistency. Posting frequency is one more ranking signal that can affect how high up in the newsfeed the post is placed. Social media content calendar is a great tool to plan high quality content to be posted regularly (Cooper 2020).
- Paid ads. As much as organic growth is important, paid ads can reach the exact target audience of the company. There is countless amount of different options, from traditional photos and videos, to playable that includes gaming experience (Newberry 2019).

However, Facebook's original goal is to connect people with the content they want to be connected. There are four things algorithm takes into consideration: who posted it, how people engaged with it, what kind of post it is and when it was posted. The more engagement post gets, higher rank this one and the next ones will get. For companies it is important not to share too much, but to share quality content. Facebook tracks the amount of time user spend reading the post or watching a video and decreases visibility of it if people bounce from it or scroll past. In addition, Facebook algorithms are intelligent enough to know what users want to see. Therefore, it offers brands to use preferred audience tracking – that way less people will be able to see the post, but the reach will be much higher (HubSpot).

It is important to highlight, that the organic reach is decreasing on Facebook every year. Firstly, there is more content published than there is space to show. Secondly, since Facebook tailors the content for each user, algorithm might not show the post at all in the feed (Patel).

4.2 Instagram Marketing

Instagram is one of the most visual social media platforms with fifth place in the global mobile app ranking of active users (App Annie 2020). It is designed for in-the-moment content; hence it is crucial to post regularly to stay relevant (Collins).

Instagram allows to post different types of content to encourage engagement with followers: pictures, videos, and Stories. There are different practices to activate each of them. Instagram users are looking for genuine posts from companies, so it is important to share diverse content and to avoid blatant advertisements (Collins).

Images is the most common Instagram post. There is countless kinds of concepts and styles that can be shared. Some of them proved to be extremely successful.

- Behind-the-Scenes posts allows the audience to get an inside look on the production process, company culture and have a glimpse of everyday life. *It could be food preparation processes, preparations for the gigs, cleaning procedures.*
- Reposts from employees is a great authentic content that helps to humanize the brand and connect with the customers. Moreover, photos with faces get 38% more likes (Omnicore).
- Reposts from the followers is unique piece of content. It makes original poster to feel good and in general shows that the brand cares about the customers. In addition, user-generated content has a 4.5% higher conversion rate (Omnicore).
- Educational posts provide free tips or how-to instructions. It should be entertaining, quick, and easy to follow.
- Influencer posts help to reach bigger audience and promote the brand to the people who would not normally see it. *Hard Rock Cafe should find local bloggers. It is possible to do by running a Google or hashtag search.*
- Motivational posts combine simple visual with uplifting message. These posts are a great way to amplify brand values and mission.
- Newsjacking posts use trending holidays to generate relevant content connected to the events (Collins).

Videos is another type of possible content in Instagram. Format allows to have them maximum one minute long, however IGTV app offers the opportunity to share videos up to 10 minutes long with the ability to make a running video series as well (Loren 2020). In addition, Boomerang and Hyperlapse formats are available. Boomerang takes three-second, looping videos that play forwards and backwards. Hyperlapse allows to speed up the video up to 12 times, so the one-minute format can be met without cutting the content (Collins). According to Omnicore, Instagram videos get over 2 times more engagement than photos.

In 2016 Instagram introduced Stories feature. It is less-polished, more organic images and videos, that disappear after 24 hours. It is a great way to showcase company's culture and share authentic genuine content. This feature is very time-sensitive, however there is a way to preserve Stories with Story Highlights feature. It allows to save best stories and post them semi-permanently, so the followers can watch them later. It can serve as an extension of the bio and is a great way to showcase products, business hours or current promotions. In addition, it can include external links (Collins).

One more feature Instagram offers is live stream. Live viewers can comment on the live video using the built-in chat. Live videos are used to share real time content, that should be exciting and engaging (Collins).

Important part of managing an Instagram account is to write the captions. It can be up to 2200 characters long, however followers will see only first part of it, so the first lines should be interesting enough for people to click Read more. Instagram recently changed its algorithm, so now users see the posts, depending on the number of likes and comments it receives. Therefore, content should be engaging and delighting, encouraging activity from the audience. Tagging location gives customers another way to find a post, that leads up to 79% higher engagement (Collins).

Finally, hashtags are one more tool Instagram offers to create more engagement. Hashtags collect posts from a wide variety of users into a single feed. It makes it simpler for followers to find the content. Posts with at least one hashtag get on average 12.6% more engagement than posts without (Omnicore). For business it is great to create branded hashtags – they are great to promote events, campaigns and collect user-generated content, by encouraging the followers to use them. As in any other social media, it is important not to spam. It is recommended to use one to four hashtags per post not to overwhelm the caption (Collins). In addition, is important to structure hashtags, so it will be

easy for followers to navigate, like a menu. Below are the examples recommended by author (table 3).

Table 3. Hashtags for Hard Rock Cafe Helsinki (Tcivina 2020)

Hashtags	Category
#HRClunch	posts related to the lunch offers
#HRCfamily	posts related to kids' food, kids' merchandise
#HRCstyle	posts related to RockShop
#HRCdinner	posts shared in the evening
#HRCgig	posts related to the music gigs
#HRCevent	posts related to any events
#HRCstaff, #HRCstars	posts with employees
#HRCguests, #HRCstars	user-generated content
#HRCpatio	posts related to summer terrace
#HRCbday	posts with bday sparkle
#HRCgreens, #HRChealthy	posts with salads
#HRCglutenfree	allergy related posts
#HRCdrinks	bar related posts
#HRCstories	storytelling posts and memorabilia

In addition, it is crucial to share Hard Rock Cafe Helsinki location under each post, so there will be one more way for users to find it.

4.3 WhatsApp Marketing

Use of smartphones makes up most of the customer's media consumption (Nwokeabia 2019) and the popularity of private messaging platforms continues to rise. It makes mobile marketing an important part of the marketing strategy with an opportunity for organisations to engage with local audiences and to provide fact-checking services (Granger 2019).

WhatsApp is on the first place in the global mobile app ranking of active users (App Annie 2020). Here are some reasons why: it is simple and easy to use, faster than email, free of charge. It often replaces phone calls and traditional messages. In addition, it works on any mobile platform. From company's perspective, WhatsApp is an attractive marketing channel, since it has very high opening ratio, consumers are using it frequently and prefer this channel over others and it supports voice and video messages. Furthermore, it allows to create higher quality communication, creating more loyalty, retention, and trust among the customers with higher conversion rate (Rouhiainen 2015).

First step to implement WhatsApp strategy is to get a business phone number to use for communications – this way it is easier to control the activity. In addition, clear working hours should be established. Next step is to promote this number through the channels that are already used – Facebook, Instagram. Besides, it is useful to add this number in the email signature and business card. Since communication and service in WhatsApp should be very speedy, it is important to have the materials ready on the phone – photos of the products and premises, videos, allergen list and prices. In addition, pre-written messages should be created. In customer service people tend to ask similar questions, so it is a great advantage to prepare answers in advance: generic messages and information, product inquiries, follow up messages with "thank you" expression, as well as polite request to recommend the company to the friends. In addition, it is a great way to collect information about the consumers to start customer database (Rouhiainen 2015).

WhatsApp communication is personal and emotional. Therefore, using emojis - a small image that represents a facial expression, emotion, an object, or symbol in digital communications (Stroud) – is a great strategy, that is used in social media marketing. Using emojis helps to add personality to advertising, official communication or customer service chat, boost engagement and humanize the perception of the brand (Decker).

WhatsApp is allowing to create groups to send the message simultaneously for many recipients. However, using this feature in business is tricky – it is easy to spam and send unnecessary information for people who might not be interested (Rouhiainen 2015). In addition, it is against the rules of WhatsApp to send advertising, marketing, or promotional messages (WhatsApp 2019). Acceptable way to connect with big groups of customers at the same time is a broadcast feature. The main difference between a broadcast and a group chat is that in the broadcast, the recipients do not know other participants' names or contacts, making it more private (Bulk Q 2016). The broadcast message will appear as an individual message for every recipient, as well as when someone is responding, it will be sent privately to the company (WhatsApp). In addition, broadcasting is free of charge and helps to increase customer retention.

Important strategies to implement in creation of WhatsApp communication:
- Segmentation. To make sure the message will resonate with the audience, tailor approach should be used to different target groups. Therefore, different broadcast list should be created: families with kids, students and young people, office people who come just for lunch or people who are only interested in the music gigs (Quartey 2017).

- Brand voice and tone. Every organization has its own personality and should be aware of the message it is sending. The voice is the same all the time, but the tone changes, according to the situation. However, it is important to always be appropriate, clear, and friendly. There are also grammar and mechanics rules that should be followed: to use plain English, to avoid jargon, swear words and negative sentences, to use active voice (Malchimp Content Style Guide).
- Timing. The timing of the brand's advertising is critical to make sure the message is heard. One of the worst outcomes - a poorly timed promotion could turn customers off the product (Forbes Communications Council). Therefore, careful consideration of when the target audience is most likely available to engage with the message is a must (Quartey 2017).
- Engagement. The goal of the WhatsApp marketing is to make the customers think of it as a two-way communication channel, where they can approach the company directly. Hence, encouraging people to respond to the messages is important, so they will see it as a personal service line instead of mass advertiser (Quartey 2017).

4.4 Social Media Crisis Management

Due to outbreak of COVID-19, businesses all over the world are affected. Hospitality industry takes a big hit, since it is based on personal communications and the idea of people being close to each other. Under these extreme circumstances business should adapt and introduce new ways to communicate with the customers.

- Stay safe and informed.

It is crucial to follow credible, official sources such as the World Health Organization (WHO) and THL (Finnish Institute for Health and Welfare). This way business can adjust quickly to changes and respond accordingly (Facebook).

- Stay in touch with the customers.

Though the restaurants are closed, it is extremely important to be proactive and share important information with audience using typical ways of communication – email, Facebook page, Instagram account. Information about any changes of the services availability should be shared, as well as the measures that were taken to make premises and products safe or how the customer requests are going to be handled (Facebook).

- Bring the business online.

The key to save the business in this challenging moment is to shift as much services online as possible. Webinars, live sessions, digital gift cards and promotion of food delivery. People should be able to easily discover the company to support it (Facebook).

- Customer service plan.

To be responsive and transparent, business should be ready for incoming requests and questions. Drafted responses for calls and emails should be discussed with management team with information company expects the customers will be looking for (Facebook).

- Frequently asked questions (FAQs).

It is a great idea to provide a list of responses for questions the guests are likely to ask, and provide as much detail and reassurance as possible in the answers (Facebook). Examples of the questions that should be included in the FAQ sections:

Q: When the restaurant is going to be open again?
A: According to Finnish government, restaurants will be gradually permitted to open from 1. June. There may be limitations on the number of customers we will be allowed to serve at the same time, but we cannot wait to serve you again! We will update the information as soon as we will know more.

Q: Can I place my order online?
A: Of course, it is possible to do through the Foodora app. Once your order has been placed, it will be delivered within an hour. We look forward to serving you again soon.

5   Social Media Marketing Plan for Hard Rock Cafe Helsinki

In this chapter social media marketing plan for Hard Rock Cafe Helsinki will be discussed and established. The product of this thesis focuses on three social media platforms – Facebook, Instagram, and WhatsApp. The reason to choose these channels is that they are used the most by the target audience, according to customer insight interviews available in Appendix 2. The plan is based on PR Smith SOSTAC planning model, since it is detailed, structured, accessible, and effective to implement. Every stage of implementation has strong relation to theory provided in previous chapters. In addition, detailed guidelines in a form of social media content calendar for each platform is available in Appendix 1.

5.1   SOSTAC® planning model

In this chapter the theoretical framework described earlier is implemented into the practice. Using PR Smith SOSTAC planning model, each step is analysed using the tools recommended in previous parts of the thesis.

5.1.1   Situation Analysis

To determine what is the present Hard Rock Cafe Helsinki social media situation and how online interaction is performed by the company, two audit reports for Facebook and Instagram accounts were performed. Below is general SWOT analysis introducing current social media performance (table 4), more detailed separate reports for both platforms are available in Appendix 1.

Table 4. Social media SWOT analysis for Hard Rock Cafe Helsinki (Smith)

Strengths

Strong brand with good reputation, worldwide

Recognisable logo

Very long history (first restaurant opened in 1971)

Excellent central location

Multicultural staff

Ambitious marketing team

Support from the corporate when needed

Fast responsivity to follower's comments and complaints

Many positive reviews (4/5 on TripAdvisor)

Big group of followers on Facebook

Instagram account has 59,9% active users

Good looking food and cocktails

Beautiful premises with places to take pictures

Premises suitable for buy-outs (with customized food and music)

Regular life performances to attend and share

Collaboration with local artists

Rock Shop with clothing and accessories with visible logo

Unique experience with only one restaurant in the city

Weaknesses

Price range (higher than average)

Low budget for social media marketing

Small marketing team

Limitations by corporate to perform marketing activities

International customer base

Only one restaurant in the city, means limited reach

Only one delivery platform used (Foodora)

Small group of followers on Instagram

Insufficient interaction on Instagram

Not active social media presence during COVID-19 outbreak

Consistency in the social media voice

Low integration between social media platforms

Not enough video content

New menu with different receipts that all regulars got used to – increase of bad feedback

Lack of options made from local products

Facebook page is not found unless looked for Hard Rock Cafe specifically

Opportunities

Attract more local customers

Create more clear marketing strategy (to advertise patio during the summer period (some people don't even know it is part of our restaurant))

More social media content and exposure

Increase customer engagement via social media

Develop Instagram account into bigger community

Using more branded hashtags

Collaborate with influencers

Use more paid ads on Facebook and Instagram

Introduce new marketing channels

No competitors on WhatsApp

More takeaway options (to collaborate with more delivery companies and promote it)

Technological advances for ordering food

Food truck, to be mobile and visible outside the premises

Catering opportunities to promote

Tweet-it-before-you-eat-it is trendy on social media now

Seasonal menus

Threats

Competition (strong social media presents from the competitors)

Competition from low-cost restaurants

Competitors located next door

Fast food joints with big budget for online adds and big marketing teams (easier and cheaper choice)

Customer needs (more people are using delivery services)

Market saturation (many similar players entering market)

Too much information on Facebook, it is hard to stand out

Negative customer feedback

Low engagement rate

Not enough reach to customers through social media

Increasing amount on bad reviews after the new menu launch

People might prefer delivery over dining in

Uncertain economic environment

Rising costs of ingredients and alcohol

Market trend for healthy food and lifestyle

Hard Rock Cafe Helsinki is a part of a big corporation with recognised brand and reputation that was established even before it was open. This helps to avoid some troubles that small start-ups are experiencing, however it also brings a lot of responsibility and expectations. The biggest challenges are the competition with many establishments serving similar type of food with lower prices, as well as big number of restaurants offering lunch and dinner nearby. Therefore, it is important to reach for bigger number of customers through social media, which is not easy with too much information available for consumers online. However, Hard Rock Cafe has great advantage of being unique establishment in excellent central location and gigs and life performances on regular basis. Hence, increasing amount of customer engagement via social media platforms, developing Instagram account, and collaborating with influencers is the great way to become more visible online and attract more customers.

To find the approach of delivering the message to a consumer successfully, company should understand who the customer is. It is crucial to understand key factors that define their everyday lives, not just the connection to the company. Knowing what the customer does for entertainment, how they interact with their friends and how they use social media will help with establishing right communication (Bourelly). Therefore, seven interviews with people who are visiting restaurants regularly were conducted. Questions were aimed to gather the insight from the customer's point of view - what kind of content they want to see when following the restaurant online and what social platforms they use the most. Results of the interviews are not a statistical finding. Since it is a product related thesis, they were qualitative and indicative with the purpose to get some customer insight to validate the marketing plan. Questions and the summary of these interviews are available in Appendix 2.

Creating the personas is a great marketing tool. Below are three profiles created for Hard Rock Cafe Helsinki, based on customer insight interviews and an interview with digital marketing specialist from Hard Rock Cafe Helsinki. Though tourists are a big part of the target audience, because of the current situation in the world with people not being able to travel, this thesis is focused on attracting local customers, Therefore, three personas presented are concentrated on those, who lives in Finland.

Persona 1. Jari lives in Helsinki not far from the city centre. He is married with two young kids. He is 33 old IT specialist with the salary over average. He is ready to pay for the high-quality foods or a good experience, but the value/price ratio is important for him. Before eating out Jari makes the research online about the place and reads the reviews. Nevertheless, he is not active on social media and using it only for business communications. Normally he travels a lot for both work and pleasure, however, stays in Helsinki for this summer. Therefore, Jari knows the big international brands and he enjoys good burger time to time. He values availability of children menu and fast service.

Persona 2. Stephen is 35-year-old expat from Canada who lives in Helsinki for last 8 years and 4 of them is in long-term relationship. He is a PhD graduate and his girlfriend works in the marketing. Both have an average income. Stephen's office is in the very centre. Few times a week they go out for lunch with the colleagues or order food delivery. Few times a month on the weekends he goes out with his girlfriend for a romantic dinner or for some music entertainments. Stephen is very active and likes to bike, taking runs with his dog, and play hockey. However, being user of many social medias, he utilizes all of them to be in contact with his family and friends and doesn't follow any brands. Stephen

is trying to eat healthier but doesn't make too big deal out of it and an occasional fast food is present in his diet.

Persona 3. Wilma is single 27-year-old office worker with an average income. Though she lives 40 minutes away from Helsinki, she likes glamorous lifestyle and parties every weekend with her girlfriends in the clubs and bars in the centre. She likes to dress up and spends a lot of time doing online shopping. Wilma is extremely active on Instagram. She is always with her phone and uses WhatsApp to chat with her friends non-stop. She adores beautiful aesthetics, and follows social media pages with engaging content, beautiful pictures, and open communication with the client. Wilma loves good looking foods and drinks a lot of cocktails, that she posts on Instagram. She is cost conscious and always in a search for good offers and loves to get staff with discounts.

Competitor benchmarking is the second big step in identifying the current situation. Hard Rock Cafe Helsinki has casual dining concept with unique history, decor, and table service. Food served is healthier than fast food, but more affordable than a fine dining establishment. There are no direct competitors since other restaurants operate under a different service model or serve different type of cuisine. Therefore, three competitor restaurants with the closest to Hard Rock Cafe concept in Helsinki were chosen to be analysed on Facebook and Instagram. The reason for choosing Naughty BRGR and Friends & Brgrs restaurants is the similarity of the foods offered. Pizza Hut was chosen because like Hard Rock it is an international well-known brand with American style cuisine. All competitor restaurants operate under a different service model – more casual counter service. In addition, all these restaurants have central location. All companies own business pages on Facebook and Instagram and appeal to the similar target market. The summary of the competitor benchmarking is available as a part of the product in Appendix 1.

In addition, it is important to highlight, that there are 16 Pizza Hut restaurants in Finland, nine of which are in Helsinki (Pizza Hut), Friends & Brgrs has 4 restaurants of the chain in Finland with one operating in Helsinki (Friends & Brgrs) and Naughty BRGR opened 8 establishments in Finland (Naughty BRGR) with one restaurant in Helsinki and two in Espoo. Hard Rock Cafe has only one restaurant in Finland.

Price range is also different – cheapest burger meal from a la cart menu in Hard Rock Cafe is 19.95€, in Naughty BRGR 14.90€ and 12.90€ in Friends & Brgrs. Cheapest small pizza in Pizza Hut costs 13.90€. There is no official information online about the sizes of the portion, however from authors' personal experience, the size of portion is noticeably

bigger in Hard Rock Cafe Helsinki. In addition, all four restaurants offer lunch menu with the same price range with meals available from 10€.

Market trends are changing with time and it is hard to follow. Today media is increasing focus on identifying healthy foods, social media is full of healthy lifestyle content. Influencers are supporting the trend and promoting different types of food that Hard Rock Cafe is normally offer. People are more concerned of gluten and red meat consumption, staying fit and paying attention to the nutritional value. Trend on fit bodies pushes people to change dietary habits and follow low calorie diets. However, fatty food doesn't mean unhealthy, and burger made of high-quality products with salad instead of a deep-fried fry is a good meal option. Vegan food as well has become one of the biggest global trends in contemporary societies (Oilinki & Karjalainen). Hard Rock is very limited in vegan options and without modifications there is none available in a la cart menu. Nevertheless, restaurant is always trying to fulfill the needs of the customers and adjust the dishes according to the diet requirements.

As a final step of situational analysis for Hard Rock Cafe Helsinki it is important to assess internal capabilities and recourses. Marketing team consists of two people, one of which oversees social media. Therefore, it is very tight time wise to expand social media presence and the efforts are concentrated on existing performance. Because it is one-person job, time for interacting and connecting with the audience is limited. In addition, the budget is very restricted.

5.1.2 Objectives

Second step of SOSTAC digital marketing planning for Hard Rock Cafe Helsinki is to set goals. In this work PR Smith's 5Ss framework was used as a starting point of the planning since it is covering the whole digital marketing plan for Hard Rock Cafe Helsinki.

First part is the "Sell". Online channels offer great ways to maximize company's financial success – from ecommerce sites to end conversions from social media platforms (Prideaux). Since Hard Rock Cafe Helsinki is not having online store and is not allowed to have one by the corporate, the best way to increase sales is to increase the conversion rate through social media accounts. The main conversion goal to begin with might be assigning people for WhatsApp broadcasts, since it is the new platform introduced in this thesis for the company to use. Therefore, it is easily measurable. The specific goal is in the list of goals for Hard Rock Cafe Helsinki below in this subchapter.

Second element of the framework is "Speak" – to get closer to the customers. Building the communications through company's site and social channels is very important part of social media strategy. In addition, improving engagement rate with the followers and showing that the brand cares, leads to increase of customer retention and referral (Prideaux). Hard Rock Cafe Helsinki can achieve these goals by inviting the followers to a dialogue through surveys, ruffles, or competitions, as well as simply asking questions, and responding to the comments in timely manner.

The third phase is "Serve". This part of the method highlights the importance of being useful for the users. Hard Rock Cafes' Facebook page is the desirable destination if customers have a query, want to address an issue, or gather more information. Having quick response rate, relevant content with gig schedules or creating a FAQ section on the page are one of the ways to add value. In addition, introducing new channel - WhatsApp -provides one more route to get a customer service, thus making it easier for the followers to be in touch with the brand (Prideaux).

Fourth segment of the framework is "Save". Reducing the costs when possible is an important part of organization's financial performance. For Hard Rock Cafe Helsinki, the main communication channels with the guests are social networks, that are already free of charge. In addition, saving on traditional media like printed materials is a great way to save up more funds.

"Sizzle" is the final element of the method, that highlights the importance of extending the brand awareness online (Chaffey and Smith 2017). Hard Rock Cafe Helsinki can achieve it by providing high-quality content that followers can relate to through different platforms and building positive customer experience. Hard Rock Cafe can organize interesting competitions with exciting rewards for the winners or events to support local charity organisations.

Therefore, list of objectives to for Hard Rock Cafe Helsinki was created:
- To gather 500 people to join WhatsApp broadcast list in half a year after the launch.
- To gain 200 followers in Instagram by the end of the summer.
- Achieve 10 reposts on Instagram per month.
- Gain 10 5-Star reviews on TripAdvisor in one month.
- To engage at least 10 customers on both Facebook and Instagram within three months about their customer experience.

As explained in theoretical part of present work, SMARTER method is the great tool to set the objectives and filter the unrealistic ones. Below are the questions to doublecheck that the set of goals is acceptable.

- Are the goals specific? *Yes, each of them has specific requirements.*
- Are they measurable? *Yes, it can be easily tracked by comparing the numbers from the beginning of the period.*
- Achievable? *Yes, each goal is not set up too high. For example, 10 reposts can be achieved with one successful competition.*
- Relevant? *Yes, because all the goals are aiming to achieve better brand awareness, build community of advocates and establish better communication with followers.*
- Time-bound? *Yes, every goal has a specific time limit.*

Last two questions of the SMARTER approach – evaluated? and reviewed? – are about following up after the implementation of the plan, therefore should be answered in "control" part of SOSTAC model (Chaffey and Smith 2017).

5.1.3   Strategy

STP stands for Segmentation, Targeting and Positioning and as explained in the theoretical part of this thesis is one of the most applied strategic approaches (Hanlon 2020). Segmentation and targeting parts were used in creation of three customer profiles and the detailed tables are available in 3.1.3 Strategy subchapter. Therefore, only positioning step is going to be described below.

Position the offering is the last element of STP model, where company should identify how exactly they want the product to be positioned and perceived by the audience. In addition, this step helps to target the relevant customer group.

According to the manager of Hard Rock Cafe Helsinki, brand wants to be perceived as casual dining, with fast friendly service and high-quality foods and drinks. It has two parts – restaurant side is bigger and welcomes families with kids and the bar side with higher chairs and more chill atmosphere. Examples of positioning statement for different segments:

Target audience: Office workers.
Problem statement: Limited time for lunch and the price should be covered by the lunch voucher.
Value proposition: Lunch offers with lower prices than in a la cart menu without losing the quality.
Differentiation: Unlike the competitors table service is still provided. It is also possible to pre-order meals, so the food is ready upon arrival. In addition, delivery to the office to the agreed time available for arrangement.
Social media promotion: *Have lunch with us and get every fifth lunch meal on the house with Kliento card.* This offer will stimulate people to dine at Hard Rock Cafe to collect necessary number of visits.

Target audience: Families with kids.
Problem statement: Need of keeping kids entertained, so the parents can eat.
Value proposition: Kids menus, highchairs for toddlers, colouring books with crayons, balloons.
Differentiation: A lot of interesting memorabilia on the wall for kids to look around.
Social media promotion: *Welcome, little ones! With two orders of regular meals, kid food is on us!*

Target audience: Couples.
Problem statement: Place to spend romantic time together.
Value proposition: A lot of cosy tables and delicate table service, big portions that can be shared.
Differentiation: Option to choose the music that plays from the dynamics.
Social media: *Take your favourite person with you and share the biggest brownie ever!*

One more great way to establish the strategies is to generate TOWS matrix (Dyson 2004) based on the SWOT analysis provided in 3.1.1. Situation Analysis subchapter. The goal is to create the strategic solutions using the strengths, weaknesses, opportunities, and threats of the company. Therefore, there are for sections in the table – SO strategies combine strengths and opportunities, WO strategies are based on weaknesses and opportunities, ST part offers strategies created from strengths and threats and WT strategies cover weaknesses and threats.

Table 5. TOWS matrix, based on the SWOT analysis presented in 5.1.1 subchapter (Smith)

SO strategies

Introduce new communication channel

Launch HRC Helsinki app

Improve online ordering food system to make acquiring food more easy

Promote appropriate offers through social media for the target audience

Organize online competitions with valuable prizes

WO strategies

Partner with businesses - to ensure flow of local workers

Promote and offer more ways to order takeaway

Promote new pricing strategies

Launch seasonal menus with seasonal products

Promote natural and local ingredients

Offer products that show value for the money

Offer half portions to order

ST strategies

Promote what other restaurants do not provide

To offer guests a choice of what they want to listen while dining with us

In addition to Foodora to join Wolt for better market penetration

Improve communications with the followers

Share educational posts with nutritional value information

To make sure every meal served is "Instagrammable"

Promote low calorie products from the new menu

Increase customer loyalty and retention

Collaborate more with influencers

WT strategies

Monitor competitor's performance on regular basis

Invest more in paid ads to spread the brand awareness

Follow closely the industry trends

Focus on finding local suppliers.

SO strategy for Hard Rock Cafe Helsinki could be creating new communication channel, since the strength of the company is a good brand reputation and the opportunity is to increase the customer engagement. This way there will be more channels for the guests to gather information they are seeking for. Therefore, brand becomes more customer friendly and accessible, creating positive customer experience. Being the only representative of the chain in whole Finland is the strength of the restaurant, combined with the opportunity to offer more food deliveries for the guests, the strategy is to create better online ordering system. Now the only way to order takeaway food is through the Foodora app, that is limiting restaurant's options. Since takeaway food is becoming a new trend, this problem should be fixed as soon as possible.

Example of WO strategies is to show the value for the money. The weakness of the company are the prices that are higher than of the similar product competitors offer and the opportunity is to expand brand awareness in the local market. Therefore, it is critical to justify for the customers pricing and explain the difference, making the product worth it from their perspective.

Important ST strategy is to promote what other restaurants do not offer – in case of Hard Rock Cafe Helsinki it is table service and unique atmosphere, as well as an opportunity for the guests to request the music they want to listen while dining in. This strategy is justified by the strength of the company – unique experience offered and the threat – market saturation. Therefore, one-of-a-kind offers should help to stand out. It is also critical to make sure every meal Hard Rock Cafe Helsinki serves looks great, so the guests are stimulated to make the picture and share it. The reason for this strategy is the strength of the company – attractive foods and drinks, as well as the threat – not enough reach through the social media. Creating more user generated content is one of keys to solve this problem. In addition, it is great to share nutritional value information with explanation what ingredients are good for what, making educational posts with added value. This strategy is supported by the strength – big audience on Facebook and the threat – overflow of the information, so it is harder to get noticed.

WT strategy to invest more in paid ads is explained by the company's weakness – small marketing team and the threat - strong and diverse competition. Therefore, with little extra funding, the brand awareness can be spread faster even in these conditions. The solution to focus on finding and maintaining long-term relations with local suppliers is based on the weakness - lack of options made from local products and the threat - market trend for healthier food choices.

Specific set of strategies with detailed explanation for Facebook, Instagram and WhatsApp can be found in Appendix 1.

5.1.4 Tactics

Tactics part of the SOSTAC planning framework helps to achieve the objectives that were set. 7Ps focuses on the key attributes that should be considered by the company to do so (Swan 2019).

Product: American cuisine: with kid menu available; cocktail bar with boozy milkshakes; Rock Shop with clothes and accessories with recognisable logo; regular events and music gigs.

Price. Over average, value for the money should be justified. To review pricing where possible.

Place. Franchise restaurant in city centre with unique Rock&Roll decor, easily accessible by public transportation, spacious premises with an elevator, delivery service and takeaway options are available as well. To establish approachable online presence.

Promotion. Social media platforms, corporate email marketing, outbound marketing (billboards and display ads, magazine ads), word of mouth, special offers and campaigns.

People. Young staff with friendly attitude and great communication skills, customer service orientation. This advantage should be utilized in creating more user-generated content, as well as engaging with the customers.

Process. Table service, standard menu for all Hard Rock Cafes, flexibility in adjusting the orders up to the customers' needs. Online ordering system should be improved.

Partnerships. Collaboration with Hop on – Hop off busses, Info angels in Helsinki centre, Quandoo booking system, Kliento, City-Shoppari, local artists and bands, influencers.

Therefore, marketing tactics for Hard Rock Cafe Helsinki should be the following:

Tactic 1. Content calendar for Facebook, Instagram and WhatsApp. This tool helps to structure marketing efforts and plan them in advance. As discovered in the competitor audit reports, these platforms might be utilized more efficiently. Tactics to be employed include a variation on what content should be created and shared. As it was shown in situation analysis, the weakness of the restaurant is small marketing team and the restriction from the corporate on what can or can not be posted. Content calendar might be done for half a year in the future, therefore giving time for approval and adjustments. In addition, marketing managers will be able to have more time for other marketing activities. KPIs for this tactic are audience growth rate, post reach, average shares rate, average interaction rate, average engagement rate, comment conversion rate. Detailed content calendar for each platform is available in Appendix 1.

Tactic 2. Search Engine Optimization for the Facebook page. Keyword analysis should be performed to increase the visibility for the target audience. KPIs to measure: organic traffic, search rankings, quality links (quality score can be tracked with inexpensive tools – Majestic, Ahrefs or Moz's link explorer), average session duration, bounce rate. More detailed explanation for this tactic is in the next subchapter and in the 4.3 Search Engine Optimization chapter below.

Tactic 3. Introduce new communication channel for the followers – WhatsApp. It will provide one more way for the guests to ask the question, gather information or book a table. It can be also used by people who don't feel comfortable to call. In addition, it is faster, than email and not that official. This tactic will be used to engage existing customers and stimulate them to invite their friends to use the service. KPIs to start with: number of opt-in users, response rate, list growth.

5.1.5 Actions

Action stage is the fifth one of the SOSTAC planning model. In this segment everything that was researched in previous stages should be applied and brought into life. Below are the insights for tactics offered previously.

Actions for tactic 1.
- Select social channels. *To use the ones with the demographics aligned with Hard Rock Cafe Helsinki. According to seven customer insight interviews Instagram and Facebook are the most popular platforms for the target audience of Hard Rock Cafe Helsinki.*
- Social networks and content. *Audit reports for Instagram and Facebook are available in Appendix 1.*
- Decide what data needs to be tracked. *Visuals, links, campaigns (product launch, events, contests), geo-targeting (local), paid or organic reach.*
- Create a content library. *Organised preapproved content that stored structurally and can be used when needed.*
- Workflow. *This part organises frequency of posting, when to post and content ratio. It also should include time for the approval of the corporate.*
- Create posts.
- Review post with the team. *Last chance to get a feedback and to improve.*
- Start publishing/scheduling (Cooper & Tien 2020).

Actions for tactic 2.
- Keyword analysis. *Keywords that should be targeted for Hard Rock Cafe Helsinki: burgers, live music, cocktails, kid menu. In addition to choosing relevant keywords it is crucial to place them correctly. Essential areas to place them are title page and "About us" section.*
- On page optimization. *With the targeted words, page should be optimized to ensure better ranking within Google.*

- Content. *Educational, entertaining, encouraging followers to participate in conversation. Reaching to influencers and collaborating with them.*
- Link building. *Pages with many inbound links are ranked better in search results. These links can be from other social media, blog, or Hard Rock Cafe website.*
- Updated business information. *It allows users to locate business. In addition, it is possible to add links and keywords there to make google searches more efficient (Wimbmaster 2018).*

Actions for tactic 3.
- Research available ways to use WhatsApp. *One-to-one chats, broadcast lists, groups.*
- Explore existing campaigns. *Burger & Relish restaurants in Ghana has similar to Hard Rock Cafe establishment and runs successful WhatsApp marketing campaigns.*
- Discover the best WhatsApp strategies. *Creating a Brand persona might be a great start, so the guests will know who they communicate with. Encouraging users to opt-in and provide simple instructions to do it. One-to-one help and advice create personal touch and special service. Fast response rate is the stimuli for the followers to use WhatsApp over email.*
- Investigate WhatsApp campaign Tools. *WhatsApp Bulk Sender, Bulk WhatsApp Sender, WAPanel* (Soni 2019).

5.1.6 Control

Control is the final step of the SOSTAC framework. Two last letters of SMARTER method should be analysed here after the implementation of the strategies. Therefore, each of them should be evaluated and reviewed. KPIs per each tactic created to support the objectives should be monitored and measured. Setting up weekly or monthly dashboards is a great way to do it (Swan 2019). It is important to realize, that after the implementation, the next objectives need to be critically based on the control part, since irrelevant or unreachable goals might demotivate. Therefore, setting a growing percentage around 20% per period is acceptable (Smith 2018).

For Hard Rock Cafe Helsinki Facebook and Instagram Analytics is the great way to monitor the effectiveness of social media campaigns. To monitor competitors Phlanx can be used for the Instagram account and Fanpage Karma for the Facebook.

5.2 Search Engine Optimization

Search Engine Optimization is the art of ranking high on a search engine in the unpaid section. It is also known as the organic listings. It optimizes online content so that a search engine shows it as a top result for searches of a certain keyword (Patel 2020). It is very big topic, therefore in this subchapter SEO for Facebook will be discussed, since this part is relevant for the thesis.

SEO for Facebook is a practice of applying SEO techniques to the Facebook Page to increase its organic visibility in search engines and on Facebook.

Hard Rock Cafe Helsinki already has recognisable brand name of the page and "vanity" URL that is customized to match it. In addition, the information on the page is updates – address, phone number and working hours. Therefore, below are other useful tips for the restaurant to improve brand's SEO optimization:

- Keywords. Thoughtfully including keywords in the page description, in headlines and captions is essential. In addition, using a highly specific keyword won't bring you too much traffic, but will help attract people who are more ready to convert (Ritz 2019). For example, best burger in Helsinki centre will bring people who are already in the area searching for burger. According to Serpstat, Hard Rock Cafe Helsinki uses 11 keywords now, while Naughty BRGR has only 1, Friends & brgrs 8 and Pizza Hut Suomi – 3 (Serpstat).

- Quality backlinks. It is another crucial element for Facebook SEO optimization. For Hard Rock Cafe great idea is to use influencers. Google values it when multiple trustworthy sources vouch for the reputation of the page and uplifts it in the search (Ritz 2019).

- About tab section. It is great place to summarize Hard Rock Cafe's promise, mission and use few keywords like "burger" and "Helsinki".

- Create custom tabs. Customized tabs work as a menu that makes navigation on the page easier. Hard Rock can create Videos, Posts, Photos and Reviews tabs to have page more organized. This way user will be able to find relevant information through both Facebook and search engines faster (Ritz 2019).

- Content. Besides creating useful content that boosts engagement and encourages followers to like, share, and comment, in SEO wording is extremely important. First word of the description should be a key word and 18 first characters Google will use as meta descriptions (Ritz 2019). The meta description is a summary that search engines such as Google display in search results (Moz). Therefore, the beginning of each post is crucial.

- Call-to-action approach. It's important to use action words, such as book now, play video, or learn more. It can be paired with mentioning the outcome of the action (Ritz 2019) – *"Sign up for our new WhatsApp channel and get 20% off your next purchase".*
- Facebook chatbots. Chatbots allow to talk to the customers directly, in real time and separately from the newsfeed (Ritz 2019). In addition, both Naughty BRGR and Friends & brgrs are using this feature, while Hard Rock Cafe does not yet.

KPIs to track the results of the Facebook SEO performance:
- Organic traffic. It shows how many users are visiting the page from organic search results.
- Search rankings. It shows how high in the search the brand page is.
- Search visibility. It indicates how often the page is shown in search results for the keywords it's ranking for.
- Link. As was discussed before, backlinks are among the most important factors behind the rankings.
- Branded traffic. It shows how many users were looking specifically for the brand.
- Bounce rate. It shows how many people left the site without taking any actions.
- Average session duration. Monitoring session duration helps to assess the quality of the page.
- ROI. Return on investment shows if the efforts and budget spent on SEO was worth it and what should be done next (Smart Insights 2020).

Facebook Analytics can track most of this KPIs. Great tools to analyse quality of links are Majestic, Ahrefs, Moz's Links Explorer and Serpstat's Backlink Analysis tool (Smart Insights 2020).

In addition, it is important to highlight that it takes on average from 6 months to half a year to see the results of SEO strategy (Patel).

5.3   Facebook Marketing

The goal of Facebook page for Hard Rock Cafe Helsinki is to be visual online for bigger audience, communicate with the followers, inform them about upcoming events and spread the brand awareness.

The key to success is to gather as much reach as possible by providing high-quality useful content that the audience want to see. Therefore, the question is what kind of content Hard Rock Cafe should post? Below are the suggestions based on the research made for this thesis:

- To publish evergreen content *(Ganguly 2015). Evergreen content is something that stays relevant for long time. How-to video with burger receipt or ribs marinate might be searched for BBQ before every weekend.*
- To post quality content, but less often. *The Buffer blog suggests 2 posts per day is a good number for brands on Facebook (Lee 2018).*
- To post native videos, created by Hard Rock Cafe. *These videos might be inspirational, educational, entertaining, but interesting or useful enough for people to watch till the end. Picplaypost and Quik apps can be used.*
- Post more links. *Posting just links instead of photos with links in the caption drives 82% more traffic (Alberti).*
- Experiment with timing. *Post when competitors are asleep. B2C interactions have the highest reach at: 9 am to 10 am, 12 pm – 1 pm, 4 pm to 5 pm (Sailer 2019).*
- Experiment with the content. *Though different studies and statistics show different numbers, it is important to what the specific audience of each page wants (Ganguly 2015).*

However, in 2020 organic reach is totally dependent on paid reach. The only way to have better organic reach is to launch successful paid campaigns that can boost it. Therefore, Hard Rock Cafe Helsinki needs to figure a way to optimize for maximum reach with minimum cost (Iqbal 2018). It is crucial to invest more in the paid ads to reach the target audience more efficiently.

In addition, according to marketing manager from Starbucks (Appendix 2), Facebook is having "aging" audience. Young people stop using it as much as before because their parents joined the platform. However, according to the customer insights interviews conducted for this thesis, target audience for Hard Rock Cafe Helsinki is people around 30 years old. Therefore, Facebook still stays relevant platform for this restaurant.

5.4 Instagram Marketing

According to digital marketing specialist from Hard Rock Cafe Helsinki, Instagram goals don't differ much from Facebook goals: to create better brand awareness, engage follow-

ers and convert them into customers. Restaurant industry has very strong presence on Instagram, therefore there are a lot of opportunities for Hard Rock Cafe Helsinki to promote the brand.

Using Instagram service "explore the location", it is possible to see all the posts tagged with Hard Rock Cafe Helsinki, as well as locations near the restaurant. It is a great tool to find local customers. For example, people visiting Amos Rex, Stockman, City-Centre might be the potential customers. Company can follow them on Instagram or simply like their posts and drag additional attention to the account.

In addition, timing is important. The best time for Hard Rock Cafe to increase the engagement on Instagram is when people are browsing their phones before work, over lunch, and when relaxing at home late at night. Therefore, the optimal timing would be: 8 am, 1 pm, 9pm (Sailer). However, according to customer insights interviews and the discussion with Starbucks marketing manager, people check on Instagram whenever they have breaks in their day and the tables below proves it.

Figure 3. Screenshot of Instagram Posting Activity for HRC Helsinki (Phlanx)
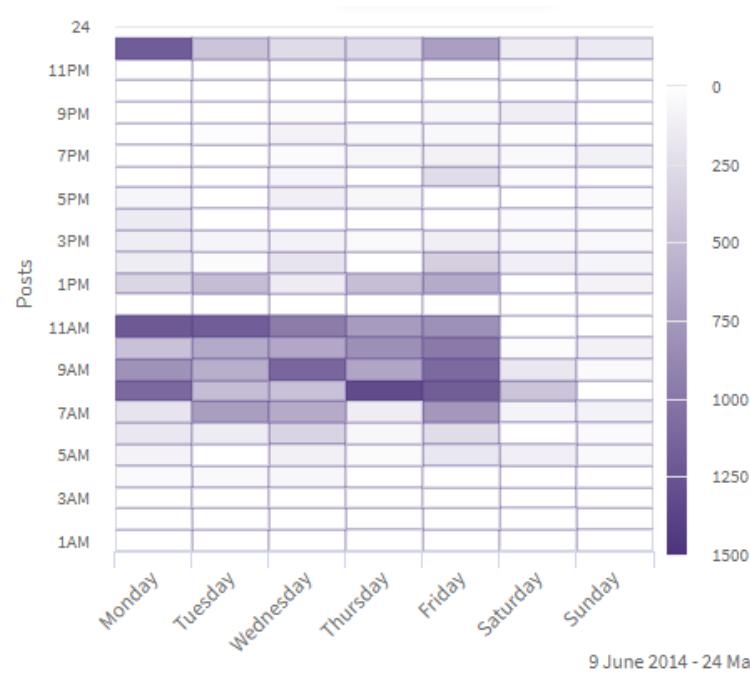
Figure 4. Screenshot of Instagram Engagement Times for HRC Helsinki (Phlanx)

These figures (3 & 4) illustrate times when Hard Rock Cafe publishes posts and the engagement time from the audience, showing that followers react to the posts in timely matter, whenever they were shared. In the identical graphs for the competitors chosen for this thesis, it was observed the same activity, though the times for posts were different. This discovery aligns with the experienced opinion of marketing manager in Starbucks, whose interview is available in the Appendix 2. Therefore, it is critical to experiment with timing and see on practice what is the best time for the company.

5.5 WhatsApp Marketing

In this chapter WhatsApp marketing as an additional communication and marketing for Hard Rock Cafe Helsinki is presented. To avoid random spam, it is offered by author to use WhatsApp as a direct line to the already engaged existing customers (Quartey 2017). It is a unique way for the company to build stronger relationships with guests, providing extremely personalized service. The goal is for the guests to feel that they are able to talk to their friends who work in the restaurant, not that someone is trying to sell something extra.

WhatsApp mobile number will be introduced and promoted on Facebook page, Instagram account and as the part of manager's signature in the email. That way, audience is given one more channel to communicate with the restaurant. In addition, it is an opportunity to

sign up to the broadcasts by just sending a message to the number. First message customers receive after signing up:
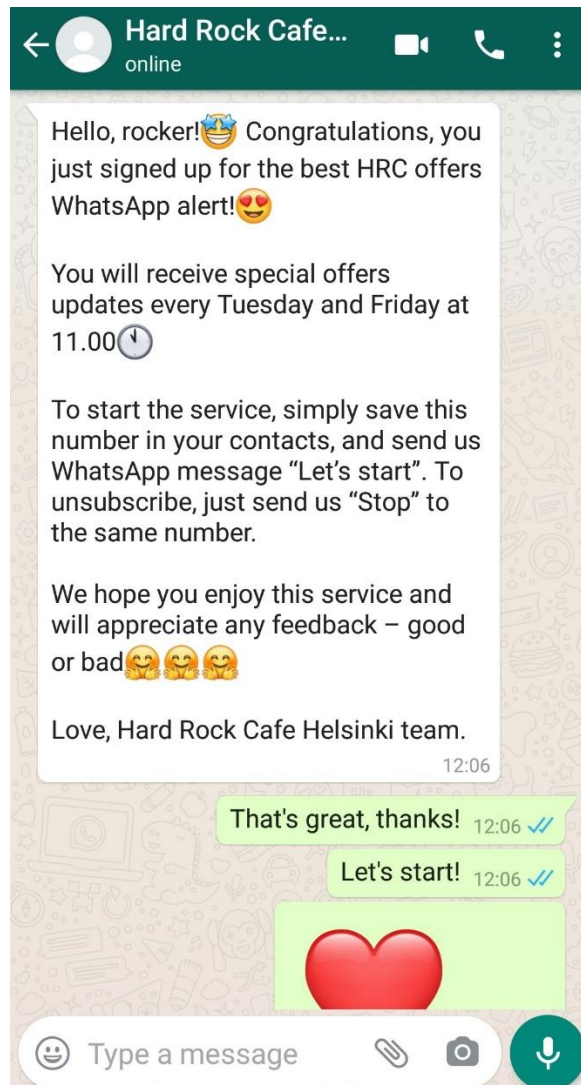
Figure 5. Screenshot of the message users receive when opt -in to WhatsApp broadcasts (WhatsApp).

Segmentation. Great feature of broadcast lists is that they can be customized. It is important to send only relevant information for each guest. Thus, groups can be divided and named: "Families", "Music lovers", "Couchsurfers". This way every group will be receiving relevant messages. For example, Hard Rock Cafe Helsinki normally organizes few music events per week and reminders of those can be sent to the "Music lovers" broadcast list.

Voice and tone. Hard Rock Cafe's tone is polite, respectful, though mostly informal. This style suits perfectly for the WhatsApp use, since this channel utilized the most by speaking to friends.

Timing. According to customer insight interviews, people are checking their WhatsApp throughout the day regularly. Therefore, the message on WhatsApp will reach the user no matter of timing. However, it is important not to disturb customers, and reach them within working hours. Thus, the best tactics is to experiment with timing and see when the audience is the most responsive.

6   Discussion

In the last chapter of this thesis a summary of the whole project discussed. Moreover, the suggestions for further development of Hard Rock Cafe Helsinki social media marketing are provided. In addition, thesis and learning processes are described and critically assessed.

6.1   Thesis process

Thesis process was very productive with gradual progress throughout given period. Personal interest in the topic as well as the desire to implement findings in real life supported the motivation to complete this paper on timely manner.

Participating of commissioning party was extremely beneficial, information gathered helped to find out what research is the most advantageous for the company now. Furthermore, communication with industry professional from another international brand proved to be exceptionally helpful as well. Having both inside and outside point of views opened big opportunities to work with.

In addition, author would like to highlight the importance of the guidance and support from the supervisor – it helped a lot to structure the work, find the direction and keep up with the schedule due to regular meetings. This input contributed a lot into the success of this paper.

6.2   Learning process

Throughout the thesis process a lot of personal learning naturally accumulated. Going through big amounts of information helped to identify the most relevant concepts that were used to create the product of this thesis. PR Smith's SOSTAC planning model was the guiding notion since it helped to build clear, flexible, and ready to implement social media marketing plan. Each step taken described in detail in each chapter.

However, having so much information available was also a biggest challenge. It was very easy to get destructed and hard to prioritize and concentrate on the most relevant to the topic ideas. In addition, it was demanding to analyse what information to use, since on any matter several different opinions were found.

The importance of social media for hospitality industry appeared to be crucial. Maintaining active, thoughtful, and useful social media accounts can boost the performance of the restaurant in real life. However, having business accounts not maintained can also harm the business. Therefore, hopefully the findings made in this thesis will be applied by Hard Rock Cafe Helsinki.

6.3   Analysis and relatability

Present thesis is product-based, therefore qualitative approach was used. Two interviews with industry professional were performed to get professional insights on the topic and find the direction of the research. Both interviews with the answers are available in Appendix 2.

In addition, seven interviews with people who use the services of restaurants on regular basis were conducted to gather customer's point of view. This data is not a statistical finding, but only a qualitative indication of average user online presence. Therefore, only the questions with a short summary are presented in Appendix 2.

Combining the vision of professional marketers with opinions of the people to whom the marketing efforts are targeted was very insightful. It helped to create relevant plan that can be put into real life and is available in Appendix 1.

6.4   Future developments

In this chapter developments suggested by the author to implement by Hard Rock Cafe Helsinki are presented.

WhatsApp channel. The biggest finding is the possibility of utilizing WhatsApp as new communication and marketing channel. It is free service that can improve relationships with existing customers, bond with them and provide unique personal service. In addition, one of the biggest advantages is that the competitors do not use this platform. Therefore, it is a rare chance to stand out and bring on something new.

Paid ads. Due to decrease of organic reach, paid ads should be used more. Especially for the Facebook. Facebook offers very targeted advertising, therefore it worth the investment.

Diverse content. Though paid ads will help with the traffic, users will not stay on the page if it is not appealing to them. Thus, is it crucial to create interesting, useful, and high-quality content. More videos, links, polls as well as more ruffles and competitions should be offered for the followers. In addition, integration of social media platforms should be improved.

Posting frequency. Posting frequency should be improved for both Instagram and Facebook. It is much lower than how often competitors post, and it affects the engagement rate drastically.

7   Conclusion

Internet is changing and consumer behaviors are as well. World has never been smaller in a sense of accessibility and availability. Users are more experienced, with higher expectations and preferences shaped by influences from all around the world. Every marketing effort should be focused on people, not technology. Understanding and satisfying customer's needs is the only way to be successful in the long run. It is crucial for the company to analyze the platforms that target group of potential guests are using and focus efforts and budgets on one or two proven ones. Therefore, Facebook, Instagram and WhatsApp are the choice for Hard Rock Cafe Helsinki to have efficient dialogue and attract people, without overwhelmed them (Kemp 2020).

Establishing target audience, creating unique content and deliver it is a priority. In addition, regular competitor analysis should be performed to stay up to date.

Present thesis offers valid ideas, concepts and call to action steps to implement straight away in social media marketing strategy for Hard Rock Cafe Helsinki.

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Appendices

Appendix 1. Product

SOCIAL MEDIA MARKETING PLAN - Hard Rock Cafe Helsinki

MY DETAILS

Your name: Alisa Tcivina

Contact Information: tcivinaalisa@gmail.com

COMPANY INFORMATION:

Name: Hard Rock Cafe Helsinki

Industry: Restaurant business, American cuisine, fast food

Products & Services: Dining experience for the whole family, cocktail bar, live music

Contact Information: https://www.hardrockcafe.com/

Introduction: First Hard Rock Cafe was opened in 1971 in London by two inspired Americans – Peter Morton and Isaac Tigrett. There are over 200 restaurants open all around the world, with Hard Rock Cafe Helsinki joining the chain in 2012. Guests are coming in with the expectations of great service, rocking atmosphere and specific taste of food and drinks served. Company has recognized membership program, that brings a lot of guests to visit every Hard Rock Cafe when they travel around the world. It creates very knowledgeable clientele and it requires every front of the house employee and especially manager to have deep understanding of the restaurant, its history and the menu.

1. ## Facebook marketing

Situation.

Hard Rock Cafe Helsinki Facebook page performance was analysed by manual research of the page and using Fanpage Karma website. Great insights were discovered that point to the direction of future improvements. Firstly, frequency of posts is not high enough, as well as types of posts are lacking variety. In addition, interaction with guests is on minimum level. However, the rating is amazing with a lot of people sharing their opinions. It is important to highlight, that Hard Rock Cafe Helsinki is a part of a big international brand and therefore is under strict control what can be shared. Thus, each post goes through the approval from corporate before being published.

Table 6. Facebook audit report for Hard Rock Cafe Helsinki account (Fanpage Karma)

Followers	Hard Rock Cafe Helsinki
Date of creation	28 March 2012
Followers	33768
Facebook rating	4,2 based on 2653 opinions
Absolute growth in three-month period	-
Average weekly growth	-
Total amount of posts in the given period	32
Types of posts:	
Picture posts	26
Video posts	3
Link posts	2
Facebook avg engagement rate	0 %
Avg interaction per post	0
Avg reactions per post	42
Avg comments per post	40
Avg shares per post	0,006
Shares of the video posts	6
Posting frequency:	
per day	0,4
per week	2,8
per month	11,2

In addition, it is interesting to see, that though each post has 42 interactions on average, engagement rate is still 0%, because the number of followers is so big.

For the competitor analyses the same tools were utilized. All competitors are having different profiles. Naughty BRGR has the persona – owner, who is famous and known by Finnish audience. Therefore, company has its own influencer to promote services and products. Friends & brgrs main strategy is to highlight that everything is do is from the scratch and handmade. It is seen from all their posts and support the trend of homemade foods. Page of Pizza Hut is not relevant for this comparison, since it is joined page for all the restaurant, not only one located in Finland. However, their posting style is just promotional with eventual special offerings.

Table 7. Facebook audit report for the competitors in 3 months period (Fanpage Karma)

Followers	Naughty BRGR	Friends & brgrs	Pizza Hut Suomi
Date of creation	3 March 2015	20 November 2013	12 February 2010
Followers	28457	45017	32035910
Facebook rating	4,3 based on 601 opinions	4,1 based on 199 opinions	Data is not available
Absolute growth in three month period	398	195	-
Average weekly growth	0,0011	0,00033	-
Total amount of posts in the given period	67	26	10
Types of posts:			
Picture posts	54	21	4
Video posts	7	1	6
Link posts	5	3	0
Facebook avg engagement rate	0,0072	0,00081	0.00
Avg interaction per post	1,3	0,14	0
Avg reactions per post	165	121	36
Avg comments per post	104	2,4	24
Avg shares per post	0,03	0,036	0,013
Shares of the video posts	31	0	5
Posting frequency:			
per day	0,7	0,2	0,09
per week	4,9	1,4	0,63
per month	19,6	5,6	2,52

Objectives.

To increase brand awareness:
- To have an average post reach of 1000 people per post within three months.
- To gain 500 followers by the end of the summer.

To increase community engagement:
- To engage at least 10 customers on Facebook page within three months about their customer experience – to create authentic communication.
- To achieve 20 reposts per month.
- To gather five 5-Star reviews in one month.

To generate sales:
- To have 30 people making a purchase in Rock Shop in June.

- To have ten 5 people Bday party celebrations in June.

Strategy.

Strategies to gain 500 followers by the end of the summer:
- *Use paid ads.*
- *Organize Facebook competition with valuable prizes.*
- *To increase integration between social media platforms - to add Instagram and WhatsApp icons on Facebook page and vice versa.*
- *To improve SEO for Facebook page. Facebook page of Hard Rock Cafe Helsinki often used by guests instead of the website, therefore it is crucial they can find it easily.*

Strategies to have an average post reach of 1000 people per post within three months:
- *To publish evergreen content.*
- *To post quality content, but less often.*
- *To post native videos.*
- *Post more links.*
- *Experiment with timing.*
- *Experiment with the content.*
- *To use preferred audience tracking button when sharing post on Facebook not to reach every follower, but the ones who might be interested in each information specifically.*

Strategies to engage at least 10 customers on Facebook page within three months about their customer experience:
- *Ask the question.*
- *Prioritize comments & replies and respond timely.*
- *Post more frequently.*

Strategies to achieve 20 reposts per month:
- *To organize the contest.*
- *To create compelling content.*

Strategy to gain five 5-Star reviews in one month:
- *Ask customers to leave recommendation if they liked the visit. "Did you enjoy your visit? We'd enjoy your Facebook review!"*

Strategy to have ten 5 people Bday parties celebrations in June and 30 people making a purchase in the Rock Shop in June:

- Promote special offer.

Tactics.

Information from all segments analysed in this thesis was used in the creation of content calendar. This tool helps to structure marketing activities and plan them in advance, saving time and efforts.

Table 8. Content marketing plan for Facebook (Tcivina)

	Type of post	Time	Description	Capture	Notes
Week 1					
Monday	Video	10am	Behind the scenes	"Every day our kitchen staff come to work at 8.00 to start making your lunch. We can't wait to serve you again!"	Video of burger being made from the scratch.
Tuesday	Photo	10am	Special offer	"Family time! Two equals one - kids are eating on the house with two regular meal orders!"	Picture of kid meals and the colouring book with crayons on the table.
Friday	Photo	4am	Bar competition	"We have something REALLY special for you! Would you like to experience how is it to be behind the bar of Hard Rock? Become a part of a team for a day! Make the picture with one of our cocktails, share it on Facebook and let the most rocker win!"	Photo of happy bartender behind the bar.
Saturday	Link	4am	Educational post	Happy Monday! Did you know that about the margaritas?? We did not!	Link to the outside source - funny article how to drink margaritas "the right way".
Sunday	Photo	13pm	Special offer	"We love birthdays, balloons and family time! And, of course, ice cream is on us!"	Guests's photo with our birthday ice-cream.
Week 2					
Monday	Photo	10am	Educational post	"Did you know that avocado offers nearly 20 vitamins and helps to fight the infection? Try out our new healthier version of Cobb salad!"	Close picture of Cobb salad.
Thursday	Video	10am	Staff content	"We are happy that our staff comes here not only for work"	members dining in the restaurant with family and kids.
Friday	Link	4am	Bar competition	"We have so many participants, it is going to be super hard to choose, so we decided to ask YOUR help! Please vote for the one you want to see behind our bar for one night!"	Link to the poll with the pictures people put into the competition.
Sunday	Link	13pm	Evergreen post	"It is BBQ season! Enjoy one of our best receipts at home!"	to make a the best bbq ribs at home.
Week 3					
Monday	Link	10am	Inspirational post	"We are so happy to be a part of an HRC family! Look how the corporate is helping the charity organizations!"	Link to the company's philantropy page where guests can heklp the cause.
Tuesday	Photo	10am	User Generated Content	"Thank you, you are making us better every day and we love that!"	Screen shot compilation of the good reviews from the guests.
Friday	Photo	10am	Bar competition	"And we have the winner!!we looked through so many amazing pictures! Unfortunately, only one can be the winner! @??? Congratulation, you won fair and square!"	Repost of the winning cocktail picture.
Saturday	Video	4am	Inspirational post	"Invite you special someone for a special dinner, everything else we will take care of!"	Video with the staff preparing the balloons and decorating the table for the birthday.
Week 4					
Monday	Photo	10am	Behind the scenes	"Our biggets pride is our staff. We are blessed to work side by side with so many talented amazing people! Happy times"	Picture of several staff members setting up the tables.
Friday	Photo	13pm	Bar competition	"The day has come! @??? - the winner of the bar competition is behind the bar tonight! Come to say hello"	Picture of the winner smiling behind the bar.
Saturday	Video	13pm	Special offer	"Tonight is the night! To enjoy our new summer cocktails!"	Hyperlapse video of a bartender taking a cocktail to the table
Sunday	Video	13pm	Asking for the feedback	"Did you enjoy your visit? We'd enjoy your Facebook review!"	going through the Hard Rock Cafe's doors.

Action.

Action 1. Bar competition. The goal of this activity is to make people mention Hard Rock Cafe Helsinki on their personal accounts, increasing brand visibility and the customer engagement. Followers will be asked to visit the restaurant, make the picture with the cocktail, and post it on their page. The owner of the most creative picture will win an opportunity to be behind the bar in Hard Rock Cafe Helsinki for a day – to feel how it is to be bartender and to make awesome pictures. This activation supports all objectives set before at the same time: to increase brand awareness and community engagement as well as generate sales, since people will have to order drinks in order to participate.

Figure 6. Screenshot from authors Instagram of author behind the bar of Hard Rock Cafe Helsinki depicturing possible outcome of the competition (Tcivina)

Action 2. Christmas calendar to activate local followers. This activity was successfully implemented by Naughty BRGR on Instagram last year. However, Hard Rock Cafe Helsinki can do it as well with several improvements. Every day from first to 24th of December it is going to be a ruffle for people to participate and to win the prize. Rewards are gradually getting better with the competition developing. It can start with free soda with the meal from the day one and end with the dinner for two on the last day. This activation is directed to engage customers.

Figure 7. Print screen of Instagram page showing Christmas calendar of Naughty BRGR
(Naughty BRGR)

Action 3. Birthday favourites. Birthday happens once a year for everyone, therefore it is great to encourage people to come and celebrate it in the restaurant. The idea is to offer free meal to a birthday person when they come to celebrate birthday with a group from five people. This promotion aims to increase sales.

Action 4. Rock Shop. Person who checked in on Facebook has 20% off the purchase in the Rock Shop. This is straight forward special offer promotion. Company generates more sales and increase brand awareness, while the guests have better deals on the purchase.

Action 5. Seasonality. To change background Facebook picture every season – spring, winter, summer and autumn themes. It might be animated or even have hidden games like Google has. In addition, when followers know that every season there is something new coming, it boosts engagement.

Control.

As mentioned previously, control stage is the most often neglected by the companies, however it is extremely important to follow up with all the activities. Implementing weekly and monthly set of monitoring dashboards, based on the established KPIs is crucial. KPIs for the marketing efforts above are:

- For increasing the brand awareness: followers, impressions, traffic, reach, number of influencers engaged, mentions.
- For increasing community engagement likes, shares, comments, mentions.
- For generating sales: conversion rate, vouchers tracked, monthly bookings, sales growth.

To use Facebook Insights and tools like Fanpage Karma to execute control of Facebook account performance. In addition to measuring Hard Rock Cafes own performance to conduct the competitor analyses on regular basis to be aware of what is going on and get inspired.

2. Instagram marketing
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Situation.

Instagram analysis for Hard Rock Cafe Helsinki was performed via Phlanx website. From the table below it is visible that number of followers is insufficient, taking into consideration that the page exists for six years. In addition, number of local users is low, meaning that the conversion rate can't be high even if the campaigns are well planned and performed. Similar to Facebook, posting frequency is too low and should be improved, as well as the content variety – more videos should be published. In addition, average engagement rate is lower than the competitor's, though almost 60% of the followers are real people that is better than the numbers competition has.

Table 9. Instagram audit report for Hard Rock Cafe Helsinki account (Phlanx)

Categories	#hrchelsinki
Followers	2825
Follower Gender	52.79% Male vs 47.21% Female
Followers from Finland	15.8%
Audience type:	
Real people	59.9%
Influencers	3.05%
Not engaged	37.05%
Total amount of posts	549
Avg Engagement per post	62,1
Avg Likes per post	60,08
Avg comments per post	1,3
Posting frequency	
per day	0,21
per week	1,6
per month	8
Video posts	one within last year
Post with highest engagement:	
celebrity post	315 likes and 3 comments
newsjacking post	185 likes and 2 comments
special offer post	162 likes and 3 comments

Competitor analysis was performed with the same tools. Similar to the Facebook, Friends & brgrs account focuses on very close pictures of burgers and posts, highlighting that the ingredients are local, handmade, and extra fresh, as well as videos with the food processes. Naughty BRGR has an accent on the face, persona, who represents the brand and owes it. Akseli Herlevi is the celebrity chef who opened this restaurant, and his account has almost twice more followers than Naughty BRGR business account. It proves the importance of humanizing the brand. The only content Pizza Hut's account publishing is promotional posts of items and sometimes special offer vouchers. Opposite to Facebook page, they have an Instagram account for only Pizza Hut Suomi, and it shows immediately in the number of followers.

Table 10. Instagram audit report for the competitors (Phlanx).

Categories	#naughtybrgr	#friendsandbrgrs	#pizzahutsuomi
Followers	9229	10081	1639
Follower Gender	46% Male vs 55% Female	43.33% Male vs 57.33%	45.92% Male vs 54.08% Female
Followers from Finland	22,30 %	17,30 %	Less than 9%
Audience type:			
Real people	45 %	43,33 %	51,53 %
Influencers	1 %	0	1.02%
Not engaged	54 %	56,67 %	47,45 %
Total amount of posts	142,6	265,2	46,4
Avg Engagement per post	135,5	2,59	43,9
Avg Likes per post	7,1	6,3	2,5
Avg comments per post	767	731	402
Posting frequency:			
per day	0,56	0,29	0,19
per week	3,91	2,06	1,31
per month	17,28	9.26	5,88
Video posts	10 videos within three months period	No videos withn last three months	10 videos within three months period
Post with highest engagement:			
special offer posts	640 likes and 412 comments		178 likes and 164 comments
newsjacking posts	480 and 13 comments on Women's day		198 likes and 3 comments on Vappu
motivational posts		1.8k likes and 1 comment	
celebrity posts		1.2k likes and 35 comments	
promotion posts		1.3k like and 30 comments	

Hrchelsinki Instagram account has higher engagement rate than Facebook page - 2.33%. However, it is lower than average for the accounts under 5k followers (Phlanx). Naughty BRGR, Friends & brgrs and Pizza Hut Suomi have 2.91%, 3.02% and 5.38% accordingly. Below is the graph that shows engagement rate comparison of #hrchelsinki, #naughtybrgr and #pizzahutsuomi Instagram accounts.

It is also very visual in a sense that some posts gathered much more attention and interaction with the users. Both Pizza Hut and Naughty Burger had Instagram campaigns that

attracted attention, while Hard Rock Cafe and Friends and Burgers have steady amount of interactions without any activity spikes.

It is important to highlight, that these reports are only an estimate guide, since the data relies on statistics from a sample set of followers. The results may vary from real life data. However, it gives a great estimation and the vision of the big picture.
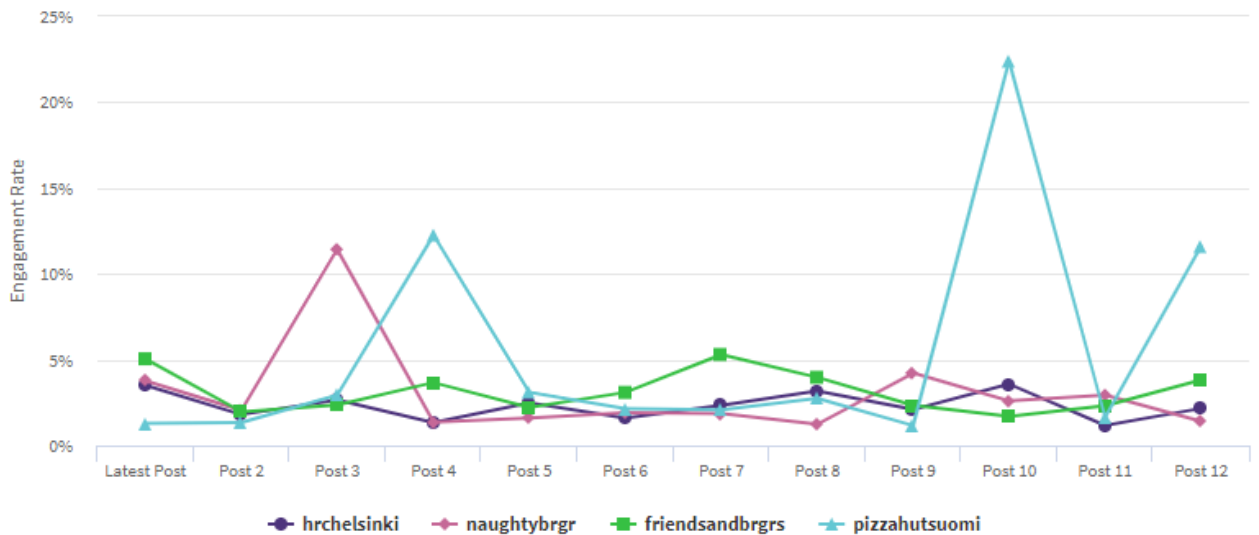

Figure 8. Instagram Engagement Rate Comparison (Phlanx)

Instagram users engage more on weekdays with Tuesday and Thursday being the most active (Omnicore).

Hard Rock Cafe Helsinki voice is the same through both Facebook and Instagram. It is

Objectives.

To increase brand awareness:
- To gain 500 followers by the end of the year.
- To gain 100 local followers by the end of the summer.

To increase community engagement:
- Boost customer engagement rate by 20% by the end of June.
- To achieve 40 mentions in Stories per month.

To generate sales:
- To have 10 people making a purchase in Rock Shop in June.

61

- To have ten 5 people Bday party celebrations in June. *Strategy: Bday person has the meal on the house.*

Strategy.

Strategies to gain 500 followers by the end of the year:
- *Organize contest with valuable prizes.*
- *To increase integration between social media platforms - to add Facebook and WhatsApp icons on Instagram account and vice versa.*

Strategies to gain 100 local followers by the end of the summer:
- To use hashtags. It helps to increase organic reach and drive impressions.
- To use "explore the location" feature *Hard Rock Cafe Helsinki can like posts of people who are already nearby to increase the brand awareness.*
- To collaborate with local influencers.

Strategies to boost customer engagement rate by 20% by the end of June:
- *Prioritize comments & replies, respond timely and ask open-ended questions in posts and in comments.*
- *Post more frequently.*
- *Encourage followers to comment and tag their friends through competition.*

Strategies to achieve 40 mentions in Stories per month:
- Promote special offer.
- To create compelling content – make more videos, live streams and engaging Stories.

Strategy to have 10 people to make a purchase in Rock Shop in June:
- *To organize the contest.*

Tactics.

Table 11. Content calendar for Instagram for June (Tcivina 2020)

	Visual	Time	Description	Capture	Notes
Week 1					
Monday	Photo	10.00	Employee holds an item from the lunch menu	"New week means the lunch is here again! Try our best items with the best price!"	Same day in stories there is a questionnaire "What item is your favorite?" where users choose from ribs and BBQ cheeseburger.
Tuesday	Photo	10.00	Employee introduction	"Hey there! This is Jonas, he works with us for over three years now. He is an the band and you can see him on our stage as well!"	Later the same day in the stories will be the window with the question: "Ask Jonas", where followers can ask him questions. Responds can be written or filmed as a short interview in Stories.
Thursday	Video	9.00	Timelapse of latte art	"Start your day with tasty coffee, art is included!"	Timelapse shows cappuccino being made.
Friday	Video	16.00	Boomerang	"Did you know, that every burger we offer you can have with gluten free bun?	Boomerang shows the knife going into the burger.
Sunday	Photo	12.00	Carousel of photos	"What dessert would you choose? Comment which one is your number one, the one with the most comments will be 20% all next week!"	This competition can be repeated once in a while with different items - drinks, burgers, Rock Shop items.
Week 2					
Monday	Photo	10.00	Close photo of food	"This week's lunch offers the freshiest ribs we purchased this morning! Give it a try!"	
Tuesday	Photo	10.00	Employee introduction	"Good morning! Staff Tuesday is back and today we want to introduce Lisa. She is Spanish and works in the Rock Shop for 2 years. She knows everything about the fashion, so don't hesitate to ask for the advice next time you are buying a T-shirt!"	Later the same day in the stories will be the window with the question: "Ask Lisa", where followers can ask her questions. Responds can be written or filmed as a short interview in Stories.
Thursday	Video	12.00	Boomerang	"Did you know that Elvis was born in the Tupelo city? We haven't been there, but if they serve same Tupelo chicken as we do, it should be a great place!"	Boomerang shows tupelo chicken "stolen" from the plate. Elvis memorabilia shown in Stories.
Friday	Video	16.00	Boomerang	"We offer free refill of sodas with any food order!"	Boomerang shows coca-cola being poured into the glass with ice.
Sunday	Photo	12.00	Competition	"It's a five o'clock t time! Post a picture/video in one of our t-shirts or hoodies, the post with the most likes will win dinner for two in Hard Rock Cafe Helsinki!"	Results will be announced in the end of the month
Week 3					
Monday	Photo	10.00	Employee holds an item from lunch menu	We can't wait for you to try this week's lunch special! It was created by our chefs from local seasonal ingredients!	
Tuesday	Photo	10.00	Employee introduction	"Hey, this is Lee. He work on our kitchen for 5 years and is a father of four adorable children. We know for sure, that everything he makes is done with love"	Later the same day in the stories will be the window with the question: "Ask Lee", where followers can ask him questions. Responds can be written or filmed as a short interview in Stories.
Friday	Video	16.00	Timelapse	Did you know that every Friday evening every server walks on average 15000 steps?	Timelapse shows server going from the bar to the back side of the restarant with the drink and bringing it to the table.
Saturday	Photo	16.00	User Generated Content	Repost from the picture staff shared.	Encourage staff to share posts - post on Instagram something nice - get staff meal on the house.
Week 4					
Monday	Photo	10.00	Close photo of food	"New Monday, new lunch special! Come in to find out what it is this time!"	
Thursday	Photo	10.00	Photo in the T-shirt	"Dress up for this summer with our legendary designs!"	It can be either professional picture ot user generated content
Friday	Photo	17.00	Close photo of wings	"It's time to get your hands dirty. Enjoy your Friday"	
Sunday	Video	12.00	Competition	"Would you want to become LEGENDARY? Create the best burger ever, winner dish will be in our seasonal menu in the autumn!"	Video with our Head Chef talking about it.

In addition to the feed, it is important post everyday Stories about routine way of life. Preparing bags for takeaway, making balloons, chatting with staff, making, and drinking coffees, showing the memorabilia, and asking questions about the favourite music. User generated content should be also utilized as soon as it is appearing and can be a valuable addition to the planned content.

Action.

Action 1. Burger Rocker competition. Followers are encouraged to create receipt from the scratch and share the picture with the description on Instagram. The best receipts are going to be tested by Hard Rock Cafe chefs and the winner will be served as a part of the seasonal menu with the reference to the author. This promotion is directed to boost brand awareness and the engagement rate.

Action 2. It's a five o'clock t time! Post a picture/video in one of our t-shirts or hoodies, the post with the most likes will win dinner for two in Hard Rock Cafe Helsinki. This competition aims to boost the engagement with the guests and increase brand awareness.

Action 3 Secret Santa. Several restaurants are participating and exchanging foods between each other. Later they make a post with review of the food, cross - promoting each other and telling the audience about the competitor. All the participants should represent different cuisines, to avoid the confusion and have a surprise effect. This marketing effort should increase brand awareness.

Action 4. Sugar Crush. Followers are encouraged to type the name of the dessert from Hard Rock Cafe Helsinki in the comment and describe why it is their favourite. Dessert that will get the most votes will be 20% off for all participants until the end of the week, just show the comment. It will generate activity and create followers who will be waiting for weekly votes. This activation should increase sales and engagement rate.

Action 5. Ask Rocker. Company posts the picture of the staff – cook, server, bartender, manager etc. with short introduction. Later in Stories there is a window with the question – Ask Jon/Alisa/Enni something. In the end of the day Story with little interview is shared with the questions asked by the users. This activity aimed to boost the engagement with the users and humanize the brand.

Action 6. Emoji game. It is a game to play in Stories when set of emojis posted as a riddle. Followers need to guess what it means. This game aims to improve engagement.

Control.

KPIs for the Instagram marketing efforts above are:
- For increasing the brand awareness: number of followers, number of local followers, likes, traffic, shares, mentions, number of influencers engaged.
- For increasing community: engagement rate, likes, shares, comments, mentions.
- For generating sales: conversion rate, vouchers tracked, monthly bookings, sales growth.

Monthly set of monitoring dashboards for Instagram should be set based on Instagram Insights. In addition, pages like Phlanx can help with competitor analysis.

3. WhatsApp marketing

Situation.

WhatsApp is introduced as the new marketing channel for Hard Rock Cafe Helsinki to utilize. It is going to be used as a tool to attract local guests who visited the restaurant at least once before. None of the competitors are using this channel, therefore it is one more way for Hard Rock Cafe Helsinki to stand out.

Due to situation in the world with travels limited, there is not going to be too many tourists in the city this summer. Therefore, we need to concentrate our efforts on attracting more local people and WhatsApp is a perfect way to do that. It helps to create more personal relationships with guests and deliver customized service.

Objectives.
- To gather 500 opt-in to join WhatsApp broadcast list in half a year after the launch.
- To get 20 people to send a message via WhatsApp to book a table, discuss group reservation or to ask a question in one month.

Strategy.

Strategy to gather 500 opt-in to join WhatsApp broadcast list in half a year after the launch:
- Increase integration between social media platforms. *Promote WhatsApp number through Facebook and Instagram. In addition, it should be added to managers signature in emails and later in the business cards.*

- Encourage staff to sign people up.

Strategy to get 20 people to interact via WhatsApp:
- Promote speedy service. *Promise of fast respond will encourage people to at least try the service. In order to help fast with any request, materials should be ready on the phone – photos of the products and premises, videos, allergen list and prices. In addition, pre-written messages should be created.*
- Introduce Rocky character*. Encourage guests to contact through WhatsApp chat to talk to fictional character. It can be first manager by a marketer, however, if it will become too popular, artificial intelligence chatbot can be created.*

Tactics.

Tactics to encourage staff to opt-in people. *Every 10 numbers servers or bartenders would bring, they can have a staff meal on the house.*
Tactics to perform speedy service. *To have one person in charge of the WhatsApp communications. In addition, all the materials should be ready on the designated to WhatsApp phone.*
Tactics to introduce Rocky character. *Brainstorm with marketing team more for the best solutions how to utilize Rocky.*

Action.

Action 1. WhatsUpRockers campaign. It is the way to introduce new communication channel to Hard Rock Cafe Helsinki existing guests. People are encouraged to sign up for WhatsApp broadcast list by having a ruffle. It will be announced, that after first 100 people would join, 50€ gift card will be randomly given to one of them. This card can be used to dine in the restaurant or to purchase items in the Rock Shop. Every time when 100 more users would join, one more voucher would be given away. This way people are encouraged to join earlier, since they have more giveaways to participate and therefore more chances to win.

Action 2. WhatsApp persona. Rocky character is created to be associated with WhatsApp communications. This persona might be responding to the guests in variety of campaigns. *"Convince Rocky that YOU are the ones who should win dinner for two on Saint Valentine's day! Be creative"* ; *"Rocky is looking for a person to perform on the stage on Friday night. Maybe it is your chance to let the world know about your talent? Make Rocky pick YOU!"; "Tell Rocky what's up with you and get free coffee with any purchase".*

Control.

KPI for WhatsApp is the number of people agreed to use the service. Therefore, monitoring how many users are in broadcasts lists, how many are using private messaging option and the growth of both indicators is critical.

Appendix 2. Research methods

Interview 1.

First interview was conducted with Elena, Marketing manager from Starbucks. The goal of the interview was to establish what social platforms are the most beneficial and what are the important aspects of using them.

1. For how long you have been working as a marketer?

Seven years and five of them in Starbucks.

2. What are the things you are paying attention to as a marketer when assessing the company?

In my experience, the most successful companies are not just the big corporations with famous brands, but the ones who are building communities of friends and fans around themselves. This is the biggest marketing goal, to create loyal audience.

3. What social media platforms you think are the most useful to use and why?

Depends on the goals. If it is a one-time gig and you need to invite people – definitely Facebook. Target ads are also the best on Facebook from all other social platforms. Facebook knows its audience really well. They build their own algorithms based on the knowledge about the users, so if you want your target ad to be really specific, not just for people selected by their age and gender, but for their interests, need etc. Facebook is the place to be. If you want to reach very young people – TikTok. I think Facebook audience is getting old, because teenagers don't join Facebook since their parents are in there.

4. What platform do you think is best for Hard Rock Cafe Helsinki?

I think Facebook is great, also Instagram. In general, I think Instagram is great for restaurants – great visual content.

5. What should be the strategy for Hard Rock Cafe to engage bigger audience?

There are two main points you need to cover. Despite the brand, you are local restaurant, so you need to be covered in every local resource, like local info pages. Google has a lot of features that you should be using – Google maps, ads in Google, Google my business. Information should be updated everywhere – location, opening hours. The idea is so every person can easily find you when looking for a place to eat, not just someone who is looking specifically for your restaurant. You shouldn't rely just on the brand, but also make sure people who are randomly looking for a random place could find you.

Second way is the retention and engagement of people who already are customers. Social media should be used on regular basis. Also, to have as much user generated content (UGC) as possible. More UGC – more guests feel like they are part of the community. However, you can't use everything people are posting about you, it still should be aligned with the brand's own voice. Otherwise it will look out of place. To gather more user content – you need to ask for it. Engage users with some competition. For example, for each repost – one dessert with your burger order.

6. How often should we post?

If we are talking about Instagram – Stories should be done every day. With posts in your feed is different, it should be tested – one week like this, another week like that and see likes and engagements. Stories are important because they are a great way for the organic growth. They are also free.

7. What kind of content is the best in your opinion?

Backstage always has great engagement rate. Also, user generated content, it should be more or less half of your content. Both from customers and staff.

8. What should be the strategy during the COVID-19 situation?

Do-It-Yourself content. For example, in Starbucks baristas are sharing some make it at home recipes. It is very popular. Also do-it-at home kit, you can send all the ingredients to make Hard Rock burger at home. Not actually cook from the scratch, but to build it up.

9. Is the timing of posts important?

From what we noticed in Starbucks, after 2017 timing is not very relevant anymore. Most people are checking on their phones not on some specific time in the morning or in the evening but checking it out through the whole day. So, if the person is following your page on Facebook or Instagram, just because they are present online so often, they will eventually see it.

Interview 2.

Second interview was conducted with Enni, digital marketing specialist in Hard Rock Cafe Helsinki. The goal of the interview was to establish what social platforms are the most beneficial for Hard Rock Cafe Helsinki, what is the best way to use them and what is our target audience.

1. For how long have you been working as a marketer?

About 10 years, 4 of them with social media.

2. How long do you work with Hard Rock Cafe Helsinki?

Two and a half years.

3. What social media platforms you think are the most useful for restaurants?

In my opinion, Instagram is number one. It is visual and offers different features to present the content. For example, Stories are great to post a lot of behind-the-scenes, catch-in-the-moment insights, it is more personal and not that serious. In regular feed higher quality photos and videos – more professional content. It allows to create a balance, not to spam too much and to be diverse, so bigger audience is entertained.
Facebook is still good but starting to become less relevant with years. Many people want to keep their Facebook pages more personal, not to follow brands, but to keep in touch with friends and family. Some users are leaving this platform. For the companies, there is too much information and it is extremely hard to stand out – Facebook algorithms makes it hard too.
Online reviews platforms are important as well - Google Business, TripAdvisor. There are so many customers now who check reviews online before choosing the place to eat.

4. Why these channels are relevant for Hard Rock?

Facebook is still a great place to be to promote some events and Hard Rock has quite many gigs and happenings. We also have there a big audience from the times it was strong. So, for us it is great platform to communicate with the customers. Also, in Facebook we get more direct messages than from Instagram.

5. Do we use any paid ads in any of the platforms?

Very little, in both Facebook and Instagram, but only for some big events or new menu launch. Nevertheless, organic reach in Facebook is good, especially when there is some competition or ruffle.

6. Are the goals for Facebook and Instagram different?

Not really. But the audience is a bit different. I think in Instagram it is younger.

7. Is there a difference in brand's tone on Facebook and Instagram?

I would say Facebook is more official, but other than that no.

8. What is Hard Rock's ideal customer?

Families, 30+ people who comes to eat after work or weekends. Office people who work in city centre and come for lunch. A lot of tourists, however this year we don't expect them, because of the COVID-19 epidemic.

9. What does it mean to be part of the chain? Is there any restrictions or support?

Of course, as we are a part of a chain there are some requirements. There are guidelines we need to follow, but we have freedom to choose the events and after approval to share things we know is good for our local market. Brand is supporting us, and we always can ask for the advice.

10. What is the language Hard Rock uses in social media?

Mostly Finnish, but I think we should start posting in two languages – Finnish and English. Now we have menus only in English and sometimes we also have complaints of staff not speaking Finnish. Online our primary language will be still Finnish.

Customer insight interview questions and the summary.

1. What social media platforms are you using (Facebook, Twitter, Instagram, Snapchat, TikTok, WhatsApp, Viber etc.)? Please name all.
2. How often you check your social media, what platform the most?
3. What time of the day are you present online the most?
4. Do you follow any restaurants? If not, why?
5. Why do you follow any restaurants you follow now?

6. What content you find interesting enough to follow the restaurant (entertainment, educational, inspirational, beautiful pictures, how-to videos, behind the scenes, ruffles, and competition)?
7. What channel you would prefer to use when following a restaurant?
8. How often you would want to get any content, without getting annoyed?
9. Would you want to get personal WhatsApp message from your local restaurant?
10. Have you ever come to the restaurant because of something you have seen on social media?
11. Did you ever recommend the restaurant, because of social media promotion?

These interviews brought valuable insights of how often and what social media platform is acceptable for the guests to utilize as a communication channel with the restaurant. During customer interviews, surprising and inspiring results were discovered.

Seven people aged from 23 to 35 were answering the questions above and below the touchpoints are presented:

- Five out of 7 customers, who were interviewed, are using both Instagram and Facebook with different level of involvement, but regularly.
- All participants are using WhatsApp and checking on it throughout the day, however only three would like to get messages from Hard Rock Cafe Helsinki through it. Interesting, that all three were male.
- Younger people rely more on social media when choosing where to eat than older people.
- Two out of 7 would not go to the place if Instagram page doesn't look good.
- None of the respondents have specific schedule when they check social media. In addition, 4 out of seven do it regularly throughout the day.
- The biggest motivation to visit the restaurant is a special offer or a discount.

Though this data is not a statistical finding, but only a qualitative indication of average user online presence, it is important to acknowledge significance of well structured active social media pages. It is easy to forget, how many assumptions people have, and marketers are not an exception. It is crucial for the business to gather opinions of people who are going to use the service. More importantly, it is crucial to listen and act accordingly.

Appendix 3. Quick reference guide

Social media marketing plan from this thesis offers ready to implement ideas and concepts that can be performed by Hard Rock Cafe Helsinki as soon as it will be approved by the corporate. Content marketing calendars for Facebook and Instagram for the June 2020 is offered. In addition, WhatsApp strategies are introduced to create more ways to communicate and engage with the guest. Bellow is the quick reference guide for each social platform.

Bullet points for Facebook marketing improvements.

- Post more frequently.
- Experiment with the content. *To publish more videos, more links, create evergreen content.*
- Use more user-generated content – from both customers and staff.
- Start to use live stream.
- Experiment with timing. *Post when competitors do not and track what time has the best respond from the followers.*
- Improve Facebook page SEO.
- Use more paid ads.
- Ask more questions – both in posts and when answering to the comments.
- Organize more competitions and contests to encourage followers to react on posts and share the content.
- Promote special offers.
- Monitor the results through Facebook Insights weekly and monthly.
- Monitor the competitors on regular basis.

Bullet points for Instagram marketing improvements.

- Post more frequently.
- Experiment with the content. *To publish more videos, Stories should be published every day*
- Use more user-generated content – from both customers and staff.
- Experiment with timing. *Post when competitors do not and track what time has the best respond from the followers.*
- Mark the location on each post.
- Create and use more branded hashtags.
- Start to use paid ads.
- Ask more questions – both in posts and when answering to the comments.

- Organize more competitions and contests to encourage users to like, comment, share posts and tag friends.
- Promote special offers.
- Monitor the results through Instagram Insights weekly and monthly.
- Monitor the competitors on regular basis.

Bullet points to establish WhatsApp marketing:
- Get separate sim card and phone.
- Promote this number through social platforms.
- Encourage staff to ask guests if the want to use WhatsApp
- Get materials ready on the phone. *Allergy info, gig schedules, prices, pictures etc.*
- Create pre-written messages with responds for Frequently Asked Questions and follow up "Thank you" messages.
- Create segmented broadcasts lists.
- Use emojis.
- Create and introduce WhatsApp persona – Rocky.
- Brainstorm with the marketing team possible marketing activities.
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