Designing a Social Media Marketing Plan for Brand Awareness Enhancement: Case Study of KOKORO restaurant

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The main objective of the thesis is to build a practical social media marketing plan suggestion where the purpose is to enhance brand awareness of KOKORO sushi restaurant. KOKORO is a small restaurant located in Helsinki, Finland. It is facing the problem of lacking attention from potential customers. With the limited resources, social media is one of the best choices for KOKORO to boost their brand awareness and improve their brand position in the market. The theoretical framework includes the definition of brand and the factors that impacts the success of a brand, also the meaning and importance of brand awareness; social media, the concept of social media marketing plan and the stages of building a social media marketing plan. All of these mentioned theories incorporate published books, articles and online sources.

For the research and development section, semi-structured interview and survey are applied. The semi-structured interview with KOKORO sushi owner is conducted with the purpose to clearly understand the brand and all of its elements and is used as foundation for the marketing plan. The survey research method is applied to examine the social media habits relating to eating activities of metropolitan inhabitants and the competitors of KOKORO restaurant in the market. Another survey is conducted to understand KOKORO's customers at engagement stage to point out the target customer segments, their demographics, habits and insights.

The social media marketing plan as the outcome of this thesis defines clearly the business situation, marketing objectives, customer segmentation and suitable social media channels for KOKORO. A content and publication schedule is also planned in detail as a suggestion for KOKORO, together with how to measure the performance when the campaign ends. The plan is built based on the theories and data collected through research and development. It is up to KOKORO to apply the social media marketing plan built by the author to improve their business.

Keywords: brand, brand awareness, digital marketing, marketing plan, social media

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1 Introduction

Nowadays, a company no matter small or big in size, has to spend more and more time and also money in market research, marketing and advertising campaigns in order to raise their brand equity and maintain the image that has been created. Relationships between customers and businesses are no longer automatic since people expect more personal experiences through their journey with the business. And a bulk of high-tech systems and applications are available in the market in order to boost the strength of each company, which even raises the competitive spirit in the market higher.

The definition of a brand is believed to be born at the same time with the definition of business, which shows the importance of it in every business. Some say the customers nowadays are no longer choosing a product itself, but they are buying the brand values behind that. A brand is not only about the logo, slogan, design or the visions and concept behind every products and services, but also the values that companies want to deliver to their customers and partners. Brand is about how people both from inside and outside see and feel about your business. (Davis 2005, 26)

We all know the importance of branding, but for small businesses with a low budget – specifically in this thesis study is KOKORO, a 2 years old small restaurant located in Helsinki, Finland. How should KOKORO promote their brand to raise brand awareness in order to stand out in the market without running out of money, or paying too much but gain too little? This thesis focuses on using social media as a marketing tool to enhance brand awareness for KOKORO.

1.1 Objectives and theoretical backgrounds.

This thesis answers the question for small scaled restaurants on what the ideal strategies to enhance brand awareness to stand out in the market are. The outcome is to build a practical brand-focused marketing plan focusing on social media, using theories gained from self-researching and conducting suitable research methods. For KOKORO restaurant, their most concern problem is that they are not really well-known among the locals and need a proper plan to enhance their brand awareness.

The theoretical background of the thesis firstly covers brand. It defines the concept of brand and the key elements forming a brand. The theories give the author the overview of what forming a brand and what brand elements are and also their importance to a business. The second theoretical section discusses about social media and social media marketing plan to raise brand awareness for the study objective KOKORO sushi restaurant. The theories provide the author the aspects that put effects on applying a marketing plan for a business, so the

author can identify which is the needed information and data for brand strategies planning process.

1.2 Limitation of the thesis

In the practical sections of thesis, when create the social media marketing plan suggestion for KOKORO restaurant, the financial point of view of KOKORO is not included directly. Although that the finance situation of a company has a huge impact on branding and marketing activities, it is impossible to have detailed financial statement from the restaurant owners. This leads to a miss in financial part for brand marketing plan.

In the research and development methodology and implementation, when collect information and necessary data, there will be a limitation in the number of interviewees approached so the accuracy of the research is not at the greatest point. Consequently, the analysis based on the researches should be taken into account to only represent a part of the business.

Moreover, the author is not an expert in branding and marketing field and also does not have much experience in practical working life. The practical part of this thesis will be built mainly based on the knowledge from theories and personal perspective of the writer whose has limited ability to really measure the effectiveness of this brand marketing plan. Further researches based on this thesis should consider this limitation carefully.

2 Brand

2.1 Definition of Brand

Despite the current perspective about brand, Wilson and Sidney (2012, 248 – 349) stated that the term "brand" was firstly came from the need of marking the social identity for a personal, a community or even animals. Although that at first it was just simply naming something under tangible and intangible signs to express the social identity, the idea had soon been applied in a much more dramatic way. People started using different names for targeted objects including humans and animals in order to show that they are the same with some specific community or group, or different than other people. To make the "social name" visible, some started putting label, stamp, or even directly put a mark onto the targeted objectives, and from that point of time, the word "logo" and also "brand" started to appear and was also the root of branding.

There is more than one definition and concept of brand. In the Pocket Oxford Dictionary of Current English published in 1934, brand is defined as a burning mark considered as a stigma or trademark. It is the very old definition based on the born history of the word brand (Blackett 2003, 13). Another definition from The American Marketing Association states that brand is a name, the visual elements such as design, symbol, logo or any other features that are able to distinguish the seller or company from other sellers (Cohen 2011). In a different per-

spective, according to Allen P. Adamson (2006, 3 – 4), a brand is defined in human mind. Each experience relating to the specific brand or company includes not only services and products, but also what clients hear, see, smell and feel when in touch with the business. In other words, brand is built based on customer's mental point of view created by their experiences and emotions. It is no longer the company who fully controls their identity through customer's eyes in the exact way that they want.

In this era, customers buy rather a brand than the products. "You are what you buy" is a popular statement which shows the reality of customer behaviours in the modern time. According to Baran, Jin, Land and Kang (1989, 46), the society makes judgement based on the purchasing activities of a person about their characteristics and lifestyle. For example, a vegan who uses cosmetic products from an animal testing company will potentially receive criticism from the society. It is maybe conscious or unconscious for a person to choose a product based on their need to express or label themselves as they wish. In this case, a brand can be considered as a guideline to assist customers in making buying decision and understand why its products or services are better than other alternatives. (Clifton 2009, 14)

2.2   Key Elements of Brand

A successful brand is not only big brands like Apple or Mercedes, more elements should be taken into account when assessing the success of a brand (Lloyd 2017). A successful brand can be measured by the recognition of the brand when mentioning about the business they are involving in. For instance, when mentions about energy drink, people constantly think about Monster and for sneakers are Nike and Adidas. Besides, not only the recognition is important but also the attitude of the customers toward a brand. In March 2019, Dolce&Gabbana faced harsh criticism for releasing a video commercial with some inappropriate images which are considered racist toward Asian culture. Consequently, the reputation of the brand in the business world and in customers became ugly although they are still so well-known, but now just negatively (National Public Radio 2018).

Every company have their own elements forming their brand. According to Schultz (2001), there are usually five important factors which all play different but also relevant and supportive role in forming a brand: brand position, brand promise, brand personality, brand image and brand story. Building and enhancing these elements to suit the business strategy of the company is necessary to create a strong and successful brand. The Figure 1 illustrates the mentioned elements that play critical role in forming a brand of any company no matter the size.

Figure 1: Key elements forming a brand (Schultz 2001)

The first element illustrated in Figure 1 is brand position. It defines the expected position of the company in the market, a clear image for both the company, customers and partners to understand where the company is standing in the market. Making comparison with the firm's competitors also helps define the position of the brand in the market and in customer's mind. Every brand need to position themselves in order to express their products and also their influence on the market. Three important parts of brand positioning is about customers, competitors and the company itself. (Kotler, Keller, Brady, Goodman & Hansen 2009).

Competitors identifying is spotting who are the direct (same products or services) and indirect (same market) competitors of the company. Learning about competitors is a great way to understand the company own products and services even better. (Kotler et al. 2009). For customers, company should build a clear image of the most potential and frequent customers or personas. This helps the company to clarify exactly who is paying for the product and who is using it, which usually be mixed up and also learn about their demographic and emotional aspects.

The second brand element is band personality. Personalities of a brand are believed to be formed based on the mental perspectives of the consumers (Aaker 2010, 347). However, each person can have a distinctive perspective about a brand depends on their experience and emotional connection they have with that brand, which cannot always be controlled by the firm (Leslie 2001, 6). On a more psychological aspects, brand personalities function in helping customer in self-expression. When buying a product, besides its functions, clients tend to buy

the brand based on its well-known personalities to label themselves with the certain desirable image. There are five main types of brand personalities: excitement, sincerity, ruggedness, competence and sophistication that are related to the connection between a brand and customers. (Idris 2013). On social media, the personalities of a brand also play an important role in deciding the brand voice tonality.

Allen P. Adamson (2006) states that brand promise is a weapon to stop people from the things they are doing and start listening to the brand, and it is also the third element presented in Figure 1. Brand promise has both functional and emotional effects on company and its customers or partners. Functionally, it is a statement from the company to targeted customers about the products and its best features and benefits to attract them. On the emotional aspect, through brand promises, customer can have different feelings and reactions, unconsciously or consciously, their mind starts building or reshaping the company identity. This usually leads to the changes in the engagement stage (Bhimrao 2008, 6). A company that cannot keep its promises will lose its values to customers.

The fourth element to be mentioned is brand image which include the visual elements forming a brand: brand name, brand logo, key visual look, packaging, products design and also the visual appearance of personnel. The brand name and logo usually the first impression of customer towards the brand. Ideally, company should leave some impressive or memorable feeling, and somehow features the main services or products (Keller 2008). The slogan plays role in both deliver the position and promise of a brand through it visible or hidden message. Professional advices from Keller (2008) state that slogan should not be too long, it would be most ideal to be concise and impressive enough to be memorized, but still able to communicate the messages.

People love hearing stories, which is what human beings are continuously doing since the very early stages of development. It is why brand story is one of the most important elements forming a brand. A business story is how a company introduces itself to targeted audiences and educates their audience about the business or its services (Huang 2010). Stories have a huge effect on brand experience of audiences and can raise brand awareness from listeners. In online marketing, storytelling is not only about one tell story and others listen, audiences in the current days can interact with the storyteller and share their opinion, their feeling or even their own stories. Those interactions will create emotional connection between company and customer. (Senehi 2002, 9 -17).

2.3 Brand Awareness

There are different definitions and opinions about brand awareness. According to Rossiter and Percy (1987), brand awareness is the ability of consumers in memorizing a brand by the effort in creating impression of the brand. A newer definition from Decker (2018) points out that

brand awareness is the stage when company using marketing and advertising to make their targeted audiences recognize and acknowledge their identity. Based on both two mentioned definitions, brand awareness is the measurement of the level of popularity and position of a brand among their targeted customers or on the market. It is crucial for every business, especially new ones to raise their brand awareness in the former stage of launching a business to attract customers.

Company brand awareness can be measured based on the ability of customer in recalling the brand when mentioning about the specific categories or products (Fan 2018). For instance, when mentioning about soft drink, people will come up with the brand Coca-Cola in their head no matter they have use or purchase its products or not, which shows that Coca-Cola has a very strong brand awareness. The visual recognition ability is also a scale to measure brand awareness of a company. If targeted audiences can recognize the company's products from visual appearance, or think about the brand seeing a relative clue, the company has done a great job in raising brand awareness (Fan 2018).

To enhance brand awareness, every brand strategies must follow these core things: be different, be focused and be relevant (Lee 2018). Being different is the key for people to start noticing the company before deciding if the brand is worth remembering or not. Nevertheless, company should not try too hard on being different but in the end fails in delivering the core values to audiences (Allen 2006). And the strategy moves need to focus on what people really care and it has to be relevant to the business of the company. A public article from Inkbot Design, a Creative Branding Agency (2018) points out a new and very effective way to raise brand awareness for modern businesses is using social media to provide useful, interesting and relatable content. That will create connection and relationship between audiences and company and turn audiences into potential customers.

3 Social Media Marketing Plan for Brand Awareness Enhancement

3.1 Social Media Marketing

In this decade, almost every person owns at least one electronic device which is Internet-accessible. The Internet is a powerful tool that company can use for different communication purposes: proceed digital advertising and marketing researches and campaigns, educate and inform customers. And social media is also a total new mean of two-side interacting with customers to build relationship with them (Watson, Zinkhan & Pitt 2000, 97). A proper plan using online sources will assist company in enhancing brand awareness and recognition, by hearing audience's opinions to understand their expectation and to improve the products and gain trust from customers (O'Guinn, Allen & Semenik 2009). The Figure 2 below presents a clear picture on different sectors of digital marketing. In this thesis, the author focuses on social media marketing.
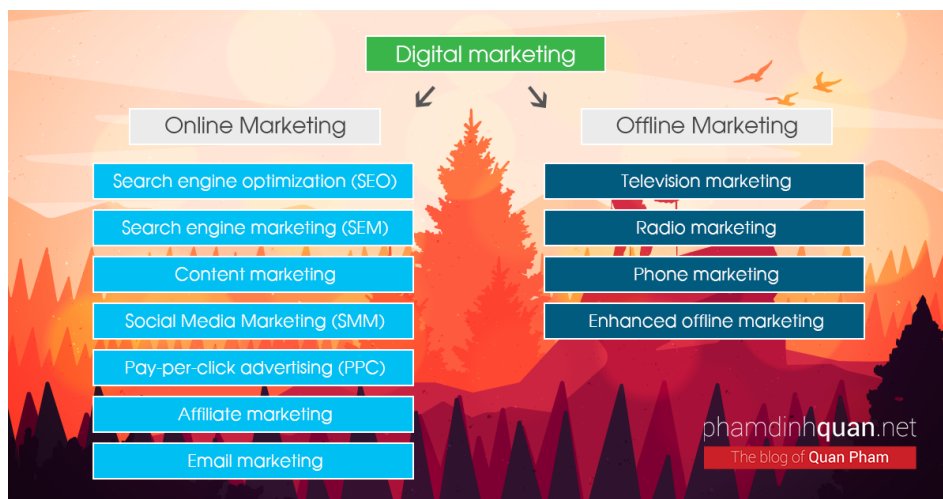
Figure 2: Overview of Digital marketing (Pham 2020)

According to Boyd and Ellison (2007), social media is Internet-based technology platforms that allow users to connect, communicate and create networks with each other. Moreover, it is functioned to work on both desktop and mobile devices, so almost everyone can use social media at any place and anytime of their daily life without any problem. Social media also let its users exchange different kinds of information and also personal stories in a real fast and convenient way, assisting companies to reach out more potential customers to accomplish different objectives including brand awareness enhancement.

There is different definition about marketing. On Dictionary.com, the word "marketing" is defined as, "the action or business of promoting and selling products or services, including market research and advertising.". According to Forsey from HubSpot Academy (2016), marketing is defined as every process from different aspects of a business from product development, distribution methods to advertising, sale and customer care that is related to getting people interested in your business. And the outcome should all get through foundation stages of market research and customer analysis.

Social media marketing is the smaller part of online marketing illustrated in Figure 2. It is the channel where business uses to promote its brand, products and services (Felix, Rauschnabel & Hinsch 2016). Marketers for a long time have realised tons of its benefits and consider social media as an efficient branding channel, with includes raising brand awareness and loyalty (Ashley & Tuten 2014, 15). Figure 3 proves that raising brand awareness is the top objective of marketers when applying social media marketing since it takes 80% of social media marketer's biggest goals. The success of a social media marketing effort can be measured based on the engagement of audiences and how they discuss and about the brand or the products (Wairimu 2012).

Social Marketers' Biggest Goals

- Increase Brand Awareness — 80%
- Increase Community Engagement — 65%
- Increase Web Traffic — 54%
- Generate Sales/Leads — 41%
- Distribute Content — 30%
- Increase Brand Advocacy From Customers — 25%
- Support Customers — 21%
- Grow Our Influencer Marketing Program — 15%

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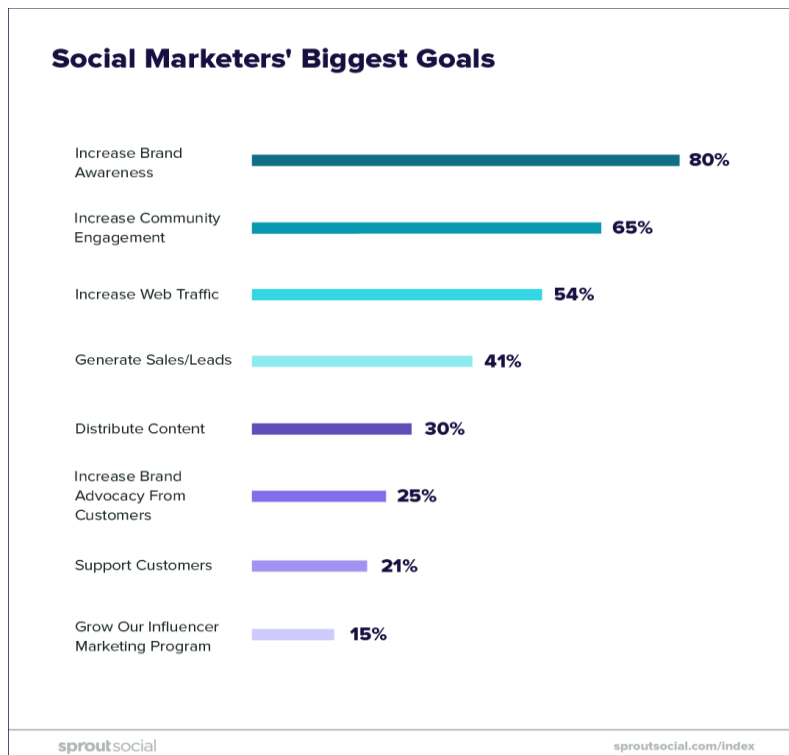
Figure 3: Social Marketer's Biggest Goals 2018 (SproutSocial 2018)

A statistic from the 2019 Restaurant Report conducted by Snalderman on ToastTab over 800 restaurant owners and managers points out how social media perform on the food and beverage industry. Restaurants with annual growth in profit confirmed that 82% of them use social media in communicating with customers and the social media channels they mostly use are Instagram and Facebook. According to Gathoni (2012), in comparison with other traditional marketing and advertising methods such as television commercials, promotion campaigns, prints placemen, using social media not only has more financial benefit, but also is a faster way to communicate and interact with leads and customers. With that popularity, the number of users and advantage functions of social media mentioned above, there is totally understandable why so many brand drivers and marketers are paying more and more attention on social media-focused branding and marketing strategies.

3.2 Social Media Marketing Plan

Marketing plan is the process of applying market research and using different marketing resources to achieve marketing objectives, which vary depending on the purposes of each company (Westwood 1996, 7). Another definition is that marketing plan is the logical step by step plan with a defined schedule and based on marketing strategies to successfully reach the targeted objectives (McDonald & Wilson 2011, 24). Social media marketing plan is simply marketing plan using social media as the main channel in order to fulfil the goals, which in this thesis is to raise brand awareness for KOKORO sushi restaurant.

According to Pham Dinh Quan, Marketing Director of Printup, besides the main functions mentioned, a marketing plan also assists companies to guide all of the employees to take actions aiming the same goals (2020). The plan indicates in details the final objectives and how to accomplish them, the needs of targeted customers and how the budget should be used to avoid risks. For small restaurants in a big market, a marketing plan helps find out the competitive or exclusive points in order to compete with the other competitors.
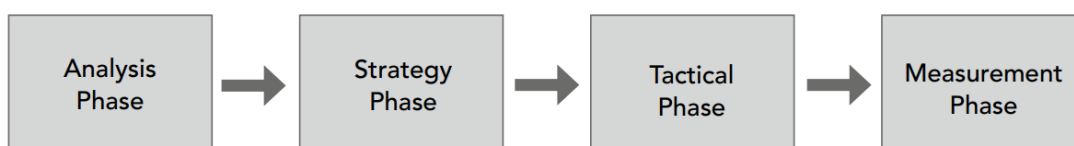
The Marketing Planning Process

Figure 4: The Marketing Planning Process (Boyd 2014)

There are different ways to build a proper marketing plan. Drew Boyd in 2014 shared in an indepth discussion about creating a Marketing plan; there are fourth stages in the planning process for a marketing plan in general. The Figure 4 indicates fourth mentioned stages based. The first stage is analysing the whole situation including market summary, competitors, product offers, SWOT or 5C analysis and critical business problem. The market summary needs to include the market needs and growth prediction, all the attributes and risks (Pham 2020). The second phase is strategy phase which is built based on the analysis phase. It relates to setting a specific goal, segmenting the audiences and brand positioning. The third stage is to create tactical steps following the strategies from the second phase. And the last stage is to measure all of the marketing effort paid to see if the goals have been accomplished or which works the best at what time of a period.

Social media marketing however needs a different plan compared to other marketing plan. Based on McDonald and Wilson (2011), there are eight stages in building a social media marketing plan. The initial step is financial analysis and budget identify. However, as mentioned in the introduction part of this thesis, it is impossible to ask for finance statement from KOKORO owner so this step will not be mentioned. Consequently, there will be seven phases in a social media marketing plan process which is illustrated in Figure 5 below.

Figure 5: 8 steps to build social media marketing plan (McDonald and Wilson, 2011)

As seen in Figure 5, the first step is to analyse the current situation of the company. A definition states that situation analysis is the overview of company's capacity and position, the market and the current business problems of the company (Boyd 2014). All the mentioned factors put an impact on building an appropriate strategic marketing plan. Another definition says situation analysis is used to evaluate the realistic assessments of the business and define the potential of the marketing plan or business plan (Pham 2019). To build a decent situation analysis, not only the marketing department, but also all the other departments of the business need to work on to provide useful and relating data.

To actually understand the current situation of the company, it is required to have both internal and external analysis (Pham 2019). The internal review needs to reflect the strengths and weaknesses within the firm, by considering all the elements forming the brand, also financial situation and human resources. The external analysis carefully considers the opportunities and threads that the brand might face to achieve the goals. External analysis also defines the current problems of a brand in the market that the brand involves in. There are different methods to make the analysis, which can be mentioned for the popularity is SWOT analysis (Strengths, Weaknesses, Opportunities, Threads), and the 5C module (Company, Competitors, Customer, Collaborators and Climate).

As for traditional marketing, marketer needs to carefully choose the suitable channels. And social media marketer also needs to wisely pick the right social media platforms that can reach targeted audiences the most effectively. The platforms are usually chosen by considering the characteristics and functions of it, also with the number of targeted users (Yan, 2011). Depends on the platforms, there will be different strategies based of its functions and the best way to use it. Marketers should never treat all of the channels and its audiences the same way. By doing this step, marketers will be able to avoid wasting time and money in the wrong way and gain less than what have been paid for achieving the goals (McDonald & Wilson 2011).

To identify a specific goal and have a clear, effective action plan for the social media marketing campaign, it is essential to first understand clearly and deeply about the chosen platforms. Marketers need to get information on how the platform works, how the target audiences behave and take actions on the platforms, what functions or benefits they have that can assist in accomplishing the final goals. Facebook is clearly placed on top for years by the number of users and is also the most used by marketers. However, Instagram for those recent years has become a phenomenon in social media marketing industry. The Table 1 below indicates the clear information about Instagram and Facebook to provide the author of the thesis a better look and knowledge to develop the action plan. The Table 1 is built based on the knowledge gained from the article "Instagram versus Facebook: which is best for your brand's strategy?" (Jackson 2018)

	Facebook	Instagram
Number of users	2.38 billion.	1 billion.
Age range	Biggest group is from 18 to 34.	90% younger than 35.
Similarities	Sharing media (photos/videos). Comment/Like/Unlike/React or Share/Repost the content on the platforms and Like/Subscribe /Follow the account of brand or influencers, which is called social media engagement. Instagram and Facebook users can also tag their friends on a shared content. Facebook and Instagram stories is the semi-new function first started from Snap-chat, and then Instagram, following is Facebook. It changes the habit of using social media of users from sharing only their important or memorable moments to sharing every aspects and details of their life. Moreover, it encourages people to spend more time on the platforms since stories will disappear after twenty-four hours. Hashtag and check in function. Those functions are the key to make an audience become the ambassador of the brand. Coming up with a trendy, relevant and in-time hashtag can help brand connect with potential audiences rather than just the followers and can spot when someone talking about the brand on social media. The check in function is especially useful for restaurant business to promote their place. Having an appropriate way to encourage your customers to post a picture with your location checked in can help to gain more awareness from other potential customers as well. Direct/Private message to communicate in private with your customers. Paid advertisements.	

Differences	Intended for networking and connecting people.	First launched as a visual sharing platform and it is up to now still developed in that way.
	Can share links and curation posts from other profiles or websites directly to the account. This can attract audiences who do not have enough interest in the business of the brand itself.	It is all about mobile. Instagram was first launched as a mobile phone application and it is still developed strongest on mobile platform. In the ego when people prefer spending time on their phone, this can be considered as a benefit when using Instagram.
	Can post longer content in text in comparison with Instagram.	
	Can create groups for people who share the same interests or have similar demographic profile and also can create online and offline events.	Instagram check out function launched in 2019 assists both brands and customers in a better shopper experience. In brief, customer can be able to shop for a product directly on Instagram without go to the website of the brand.
	Have local discovery function which allows users to discover their place, where can they eat or entertain.	
	Have recommendation/review section for customers to leave their opinion about the brand. This can also affect the local discover function mentioned above.	
	Have New Feeds. Usually, Facebook updates all the activity information on a user feed about pages that they follow, groups that they join and also from their friends and even friends of friends. This lead to the activities on Facebook of a brand will nearly be disappeared on customers feed the next day.	

| Advantages in comparison with the other | So far Facebook is still the platform with the most active users, which mean the larger number of potential audiences.

Have multiple connecting and engaging ways with potential audiences.

Rich analytical inputs (interests, age, associations, marital status) for targeting the right audiences when using the paid advertisement function.

In comparison with Instagram, Facebook have better function in building an in-depth bio and personal/company information with full details.

Blog posts or long content can be posted directly on Facebook without a need to post on third party sites.

Chat bot or automatic chat. | Instagram users engage with brands 10 times more frequently than Facebook users (SproutSocial 2015) and are actually the highest engagement rate among all of the social media platforms.

Raised from the fourth place in 2017 (54%) to the second place (66%) in the top most used social media platforms by marketers in social media marketing (Stelznr 2018). It is recorded to continuously rise up to 73% in the first two quarters of 2019. Instagram is newer than Facebook, however, marketers start realizing more and more potential from the platform in its functions and the fast raising numbers of user.

Users will be less distracted by posts or activities they are not interested in than when using Facebook.

Easier to look for favorable content or old post from an account than Facebook. |

Table 1: The characteristics and functions of Facebook and Instagram (Jackson 2018)

The next stage in building social media marketing plan is defining targeted groups of audiences. Defining audience segments is crucial to understand who should be focused on and how those groups usually behave, also which groups can be skipped. The traditional segmenting usually based on the demographic such as age, gender, income, social status, belief, area and so on. Those mentioned information will help create an overview to represent different groups, however, it is not enough to make a more visually completed one. Psychological elements should also be taken into consideration since there are some vital differences in mental profile leading to the differences in though and behaviours among the same demographic group (Chin-feng 2015). The below Figure 6 demonstrates the way to create customer segmentation that put more personal aspects into account (Keller 2008). This helps marketers and also every departments of a company in general have a better point of view and prepare

for effective approaches to reach desirable outcomes. Building personas is also a great way to have clear images of audiences.

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                    ┌──────────────────┐
                    │   CUSTOMER-      │
                    │   SEGMENTATION   │
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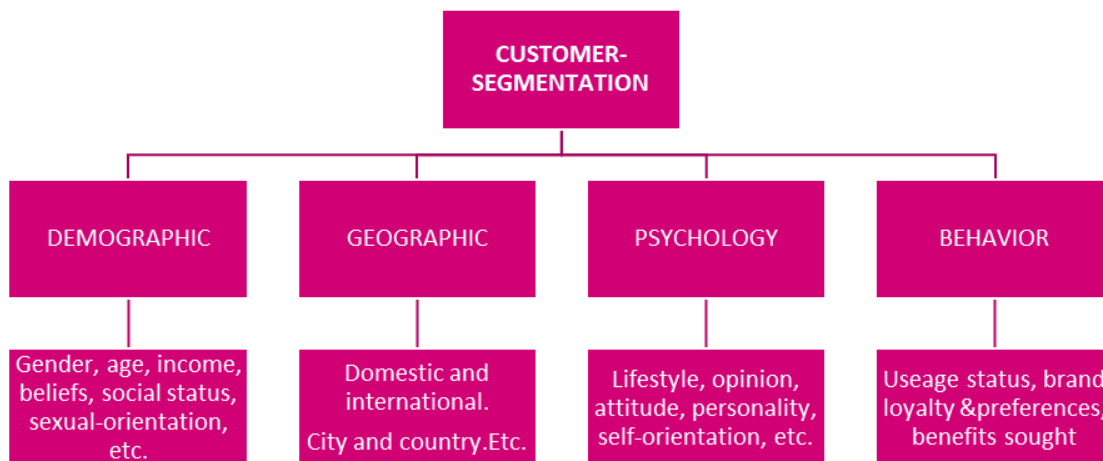| DEMOGRAPHIC	GEOGRAPHIC	PSYCHOLOGY	BEHAVIOR
Gender, age, income, beliefs, social status, sexual-orientation, etc.	Domestic and international. City and country.Etc.	Lifestyle, opinion, attitude, personality, self-orientation, etc.	Useage status, brand loyalty &preferences, benefits sought

Figure 6: Customer segmentation (Keller 2008)

To collect the information to create the personas, multiple research methods can be used such as survey, interview, and observation. However, for the information about psychological aspects, joining a certain community and listen to what the audiences say can also a great way. According to QuickSprout (2019), Reddit is a great way to know more about targeted audiences. Marketers need to use relating keywords to the company business and find out what are the most concerned topics or questions. Marketers can also check if the thread is supported by images or not to understand the preferences of the targeted groups.

To have a successful marketing campaign, marketers need to not only identify the current customer segments, but also predict the changes of the groups. Market research can help company define the exact potential customers and their habits, however, changes are happening frequently and the information collected may not be correct anymore (Pham 2020). Besides, marketers may find that the defined targeted groups are not the most ideal ones during the campaign. The customer segments of a company should be flexible for upcoming changes without causing confusion.

The fourth step in Figure 5 is marketing audit. It is an overview of what is working and what is no longer effective or causing losses and negative impacts for the company (McDonald & Wilson 2011, 42 – 43). McDonald also states that marketing audit put an important impact on the action plan to decide what are the next strategic and tactic steps, and also the initial information to measure the result of the plan. Company should create a social media audit spreadsheet to memorise and organise all of the details and changes using Microsoft Office Excel or

tools from other sources depending on the needs of the company. Some basic information that should be included in the spread sheet is the Channel profile information, Engagement metrics, Publishing metrics, Referral traffic, Audience demographic. (SproutSocial 2017)

The most essential steps for not only social media marketing plan, but also every business plan is defining the objectives of the plan. As illustrated in the Figure 3, the three biggest goals of social media marketing are increasing brand awareness, increasing community engagement and increasing web traffic. However, when setting objectives for a marketing plan, marketer should go more into details, more specific but also logical. According to Westwood (1996), a decent objective should follow the S.M.A.R.T. criteria which are demonstrated in the Table 2 below. The criteria state that a good objective needs to be specific, measurable, achievable, realistic and time-bound.

SPECIFIC	The objectives should be in details and clear, this will assist you in pointing out the right direction leading to your goal and limit the avoid the misunderstanding between departments or teams in a company.
MEASURABLE	It is necessary that you can measure your objectives in the measure part of the plan (precise number).
ACHIEVABLE	The objectives need to be attainable to achieve (human resources, finance, technique, etc.)
REALISTIC	An unrealistic objective to the goal and purpose of the company is meaningless. The objectives need to be clearly relevant to the goals.
TIME-BOUND	The timescale to reach the goal.

Table 2: S.M.A.R.T. criteria (Westwood 1996)

The next stop of a social media marketing plan is action plan. **B**ased on the objectives defined, marketers need to plan the strategy accordingly and come up with tactic steps to reach the final goals. A goal can be understood as the destination the company wants to go to, strategy is the route that company sets to effectively reach the destination and tactics is the vehicle the company uses to reach the destination on the route set before. Goals, strategies and tactics need to be linked to each other and to the brand elements (Pham 2020).

For social media, content is everything (Boyd 2014). However, it is not as simple as just tell one interesting story and the audiences will listen. To really create boundaries with audiences, brand needs to have both short term and long term plan at hands. Besides, a reasonable usage of curation posts also brings benefits together with the original posts (quicksprout

2019). The details on how content for social media should be built and optimised is mentioned in the following section of this thesis.

The last step of every marketing plan is to measure the performance of every marketing effort. For social media, it can be measured by the number of engaged audiences including like, comment, share, mention, hashtag or the conversion rate to the website. Each company has the own ways to measure the success of a marketing campaign based on the goals set up at first and it is not similar all the time (SproutSocial 2018). By measuring, marketers understand the effectiveness of the current strategies and can optimise it or start to plan for new steps (Pham 2020). However, it is considered complicated to really measure exactly the return on investment for social network marketing activities, especially when the goal is to enhance brand awareness (Stelzner 2018, 8).

3.3 Content on Social Media

Content is the key to success when it comes to social media marketing. According to Theo Arhio, Global Director of Content of TBWA Worldwide in an interview video by TBWA (2019), 90% of audiences said that they only wanted to see brand content if it is possible to benefit or entertain them. He also states that unless the brands can make meaningful and interesting content and put the advertising purpose away, the audiences will not fall for the brand at any cost. If the brand content is able to make audiences trust and become a fan, they will start buying the services or products without the brand telling them to do so.

According to Medina (2018), when a person sees some information, there is a 10% chance that the person can memorise the information, however, with a usage of relevant images or videos, the percentage can raise up to 65%. Using social media allows brand drivers to exploit the potential of visual contents to raise the interest and awareness toward the brand and almost all of the social media channels allow their users to share images and videos. Besides, a proper use of sounds can also stimulate audiences and get the attention. However, an image or video without context could also be boring to audiences, so a story combined with it will be a great idea to make an ideal content for social media (Jensen 2001).

Storytelling is also one of the greatest tools to build the content. In fact, a story can be easily memorised than a statement or facts because of its strong sensational bond with human brain that assists the brain to collect the emotions gained by story and memorize it better. (Senehi 2002, 9 - 17). Storytelling is the oldest, but also the newest way to promote something or someone and change people mind and behaviour without letting them notice (Jensen 2001). A brand story can be the establishment story of the brand or how the employees are developing themselves and even about product development. The important thing is that stories must follow the brand personalities but still have a professional voice tonality to prevent causing misunderstanding or negative arguments.

For social media, marketers are required to pay attention to the keywords as well (Boyd 2014). Keywords are the way the brand can reach customers, stimulate and motivate them to read the content and enhance the brand awareness (quicksprout 2019). To get the ideas for keywords, Google Adwords Keyword Planner is a great tool to find out popular keywords relating to company business. Fill in the search term with one keyword, for example Restaurant and the tool will suggest the keyword ideas to use with the number of monthly average searches. Then with the suggested keywords, marketers can test out on social media and forums like Reddit to see if the targeted audiences care about it.

In the Q3 2016 Social Index by SproutSocial (2016), 75% of users have purchased products they saw on social media, but 60.7% of that percentage needs to see the post from the brand again at least 2 to 4 times before making buying decision. Additionally, one over four audiences will has a high chance of unfollowing a brand if there is no response from the brand to customers. This shows that if the brand is not constantly active on Instagram, there is high chance they could lose potential consumers. Also according to SproutSocial (2016), 71% users have unfollowed a brand because of the uninteresting and embarrassing posts and 57% are annoyed by too many sale and promotion post. Marketers need to be aware that audiences are interested with one post does not mean they will be the same with a similar one. Therefore, testing and researching to find out the suitable time, frequency of posts and which types of content are needed when building the content plan for social media.

For food and beverage industry, there are some specific types of content that are frequently used by brand drivers and are bringing effective results. To enhance brand awareness, restaurant owners can focus on food photos and promotions (SproutSocial 2020). And a nice placement image or staff featured can also visually attract customers by stimulate them imagine themselves in the restaurant. Besides, create engagement with audiences by asking them open question or poll to rate and actively response to all of the questions and feedback. A wise use of paid advertising at the correct time can bring a lot of benefits attracting potential audiences. Promote check in spots, influencers and live videos are types of content that marketers should pay attention on either.

It is necessary to build a publishing calendar to manage the content for different social media channels (Keller 2008). The calendar should point out in details content topics and type to be posted on a suitable time, daily or weekly activities depends on the objectives or season (Pham 2020). The calendar can be built internally within company or using tools from different sources depending on each company. There are also tools to automatically post the planned content on social media at the exact wished time such as Edgar or even Facebook itself. This helps reduce the time spent for posts and more time to interact and listen to audiences. Some tools like Edgar can keep the old content and recycle them to share again on the social media channels when there is no new post (meetedgar 2018)

3.4 Website

One of the greatest functions of social media is to raise the number of conversion to website, and a website is essential in leaving a great reputation in customer's mind and therefore raises the awareness about the brand. Official website of a company is in no doubt an essential source for both potential and former customer to search for necessary information about brand, products, services, promotion (Keller 2008). The basic and also most important information that is needed to be included on the main website is company address, contact information, opening and contacting time. It is recommended to make all these information clear and convenient to find and the business should also link all of other communicating channels for customers to have an easy access (Snalderman 2019).

For restaurant business, the most common thing that people will look for on the website is information about the food and drink. To create a satisfying experience for the audiences, menu is recommended to be in the website format to be easier for customer to browse; a pdf version is also acceptable in some cases. Furthermore, the visual design menu and website should be linkable with the concept of the restaurant. Always keep the information about the products and services up to date to avoid any misconception or inconvenient experience for customers. (Snalderman 2019).

Many businesses usually forget that it is necessary to think about the experience of mobile phone users. In 2016, for the first time, the mobile web (51.3%) browsing took over desktop (48.7%) (The Guardian). This shows the new changes in web surfing behaviour in general. According to Aodhan Cullen, chief executive of StatCounter, this is a wakeup call especially for small business, who need to make sure their website is mobile-friendly. Moreover, on a speech at digital marketing conference Pubcon in Las Vegas (2016), Gary Illyes, Google web master trend analysis provided information that Google search engine would provide a more up to date search result for mobile search in comparison with desktop search, and they also would promote more of mobile-friendly websites for their user over ones that did not. (The Guardian 2016). This leads to a must for company to focus on not only desktop design but also mobile one. And both of them should have the same visual assets that can educate customers and leave impression about the brand in customer's mind.

4 Research Methods

4.1 Semi-structured Interview

It is stated that making question to get proper answers expected has never been an easy work (Fontana & Prokos, 2007). An interview is a communication between interviewer and interviewees to get data and information through a pre-constructed list of questions. The communication can be under different forms: face-to-face verbal interchange with individual interviewee or group of interviewees, or through telephone and also by email and post. Infor-

mation collected through an interview is also varying in usage, from market research, academic research, polling to better understanding on a selected topic.

A semi-structured interview is an interview that offers participants the opportunities for further issues depending on the flow of the conversation, allowing the interviewer or researcher explore the topics or subjects further (Saunders, Lewis & Thornhill 2009, 320-321). Another definition of semi-structured is that semi-structured interview still has to follows a certain structured list of questions, but the answers are not simply yes or no but more flexible and can lead the conversation to a different way (Longhurst 2016). This allows the interviewer to go deeper and gain more details based on the flow of the conversation and the interviewee to comfortably deal with all the questions.

The role of the interviewer when conducting a semi-structured interview is really important. Nevertheless that the questions are planned beforehand, the interviewer needs to understand clearly and deeply about the subjects to be able to ask further questions to develop the topic and make no mistake in knowledge. Moreover, the interviewer need proper training in verbal and gesture skills and preparation beforehand to be able to have proper attitude, avoid inappropriate language or misunderstanding and can handle with unpredicted changes when face to face chatting with the interviewee (Clifford, French & Valentine 2010, 110 – 112). If possible, the question lists should be reviewed by more than one skilled person and tested before the actual talk.

In order to gain deeper understanding about KOKORO rather than just general information published, a face to face semi-structured interview with the owner of KOKORO sushi restaurant was conducted in May 2019. A semi-constructed set of question was built and advised by professional who was the thesis tutor of the author to reach a greater result and to avoid inappropriate language. The main purposes of the question are to find out about KOKORO business concept and other brand elements and its development since the start to now. The owner of KOKORO also received the list of questions beforehand as wished for better preparation. The interview was conducted in a coffee shop privately between the author and KOKORO owner and recorded under agreement, which was later transcribed into paper for further reading and analysing. The interview has given the writer not only information about the brand as planned, but also many interesting brand stories behind. Further analysis will be presented in the following chapter.

4.2   Survey

Questionnaire survey research is a research method using a standardised set of questions with the final goal is to collect needed information used for different purposes (Kothari 2018). This method is useful when researcher or marketer is looking for getting to know about people's attitudes and opinions, or their lives that usually is not available from published sources. It is

vitally important to identify the goals and targeted audiences of the survey before conducting in order to build an efficient and appropriate set of questions. There are different types of question such as multiple choices, single choice, rating, open answer and so on that can be used flexibly in a survey depends on the purposes. And each question should be precise, simple and clear enough for respondents to understand correctly. Testing is also a must to avoid any confusion or offended questions. (Clifford et al. 2010, 77 - 79)

Designing a survey usually contains three main steps. In the first step, researcher has to develop a set of question which should be clear and easy to understand for respondents and need to fulfil the goals in the end. Second step is choosing the right method to conduct the survey. There are many ways to conduct a survey, however, the author of the thesis use two ways to collect information: drop and pick up survey and online survey. And the last step is testing the survey to find out the misunderstanding points or any mistakes in language and knowledge before starting to conduct the real survey. (Clifford et al. 2010, 78).

A definition from Monash University states that drop off survey can be understood as the survey method which the question list is left for respondents to be answered on a certain period of time, and the researcher comes and collects the responses later. This method can be applied directly with hand-delivery or through postal mail depending on the targets and purposes of the research (Singer 2006). This method is considered as more time and effort consuming than the others; however, it also has advantages. When the researcher directly hands over the questionnaires to the respondents, it also provides opportunities to observe the behaviours and emotional changes of the respondents. Moreover, marketers can use this method as a chance to create relationship with the targeted groups.

The purpose of drop off survey conducted by the author is to collect personal information of KOKORO customers to build customer profile or persona. And to also learn about the effectiveness of current social media channels of KOKORO and customer's opinion about the content on these platforms. The collected information provides the author data for marketing audit and is the foundation to brainstorm and build a useful practical action plan. The targeted respondents of this survey are KOKORO customers at the engagement stage. A review with the thesis tutor of the author happened to point out the irrelevant questions. Before the actual survey, a test was conducted with five people who are friends of the author but also previous customers of KOKORO. There were some mistakes in language using that caused misunderstanding for respondents and had been fixed before the actual survey. The actual survey happened in the start of May at KOKORO sushi restaurant with the permission from the owner. The research lasted for three days and at the end, the author collected in total seventy responses for further analysis. The author takes the answers relating to demographics and behaviours as foundation to build customer personas for KOKORO. Other answers are used for other strategic steps.

Online survey is survey conducted via Internet platform (techopedia 2019). The online survey is created using free or paid online tools under web forms with database to collect and store the responses. Some famous tools can be mentioned are SurveyMonkey, Google survey and so on. The advantage of using online survey is the ability to reach a large amount of respondents, which is useful for companies when it comes to market research or customer understanding. Another benefit to be mentioned is the cost to conduct the survey. According to Wright (2005) in the Journal of Computer-mediated Communication, the cost of using the Internet and online software is decreasing, despite its popularity is growing nonstop. Moreover, the cost for material printing and transportation means can also be reduced.

The online survey aims to collect data about social media behaviours relating to eating activities of the inhabitants in Finnish metropolitan area where KOKORO customers mainly live in. The collected data will be used to build customer profile for KOKORO and also for brand positioning. At first, the author was using the tool from SurveyMonkey, however, the platform limited the number of questions and made it hard to complete the survey. The author then used Google survey platform which was free to use and no limitation in question numbers to reach targeted respondents through Facebook. A test on ten people for pointing out the mistakes was also arranged and the author had to fix the name of the survey multiple times for the best result. The online survey was open for answer for one week in May 2019 and there were eighty four responses collected in the end. After the research time, all of the information collected is being automatically sorted and transformed as chart by Google tools, which helps to save time for the author to further analysis.

5   Research Result and Analysis

5.1   Semi-structured Interview

The interview between the writer and the owner of KOKORO sushi restaurant gives the writer necessary information about KOKORO sushi. It includes the establishment stories, the meaning and strategy behind the brand elements as it is important to know every detail about the business before creating the marketing plan. Current business situation, visions and business goals were also shared by KOKORO's owner and will be used for business analysis and the tactics action plan for the social media marketing plan. The list of questions used in the interview is presented in the Appendix 1.

KOKORO sushi restaurant was established on September 2016 and is the only restaurant that sells every single sushi pieces based on customer needs, unlike other sushi restaurants in Helsinki that offer in sets or in pair. KOKORO is also the only sushi bar located in Kalio, the business district of Helsinki. The Table 3 below demonstrate the brand elements of KOKORO sushi restaurant including the current ones and the previous ones if available. The Table 3 was developed from the answers collected through the questions used in the interview.

	Past	Present	Future (vision)
Business concept	Before starting the business, the owner observed that there was no restaurant in Helsinki that sold every single piece of sushi. That is the reason behind the concept. In the first period of the business, KOKORO had about forty different sushi choices with low prices. Students, office workers around the restaurant were the two biggest customer groups at this stage.	After about six month in business, the menu of KOKORO was changed although the concept is still remained. The owner said that the previous way of business caused financial problem and could not bring much profit since it took time and effort in preparing so many different kinds of sushi. The new menu is now only focus on salmon, shrimp and eel. And sushi sets are offered for customers and is playing the main role in bringing profit for KOKORO. The price range in the current time is still affordable but higher than previous. This also changed the customer segments. Students are no longer the major group at KOKORO, but the office workers around the restaurant are still the most important ones.	The owner of KOKORO in the interview with the author stated that she was planning to upgrade the business. In specific, the owner wants to change the business concept to an affordable fine dining restaurant and the location can be moved nearer to the city centre. The owner did not tell exactly the planning time for the change so it is not possible for more planning details.
Slogan	"Pick n' Pay" The slogan illustrates the concept of KOKORO as a sushi restaurant selling every single pieces of su-	"Pick n' Mix" Slogan was changed after six month in business. According to the owner, she received feedbacks from	With the new vision in concept, the current slogan may not stay the same and therefore it is a must to come up with a more

	shi.	friends and customers that the word "Pay" could make some people uncomfortable and feels like they are forced to pay immediately after choosing food. So "pay" was changed into "mix" to demonstrate better the business concept of KOKORO.	appropriate slogan. However, in the interview, the owner said that the details for changes have not been planned.
Logo	According to the interview with KOKORO owner, at the very first stage, the owner wanted to have a bright, cute and "Japanese" image for the restaurant. The color for the logo as this first stage of business is white, blue and red.	Logo was changed as the same time with slogan, which is after six month of business. In this stage, the owner aimed for a more simple but elegant image for KOKORO with the purpose to upgrade the image in general for the restaurant. The change affected not only the logo but also the theme color for KOKORO social media visual content. Besides, the uniform for employees was also changed into black to match with the theme color. The change has	The owner of KOKORO stated that she wanted to again change the image of KOKORO. The design of the logo will stay the same, but there will be some tropical theme mixed with current color. This will affect the visual appearance for the content of KOKORO's social media platforms.

		gained positive feedback from customers.	
Brand promises	According to the owner, KOKORO has three promises that represent the restaurant business. The first one is "A restaurant making top-quality sushi", which is a promise from KOKORO to consumers about the quality of the sushi from the ingredient to the table. As the owner of KOKORO said in the interview, most of the dishes will be prepared only after customers place their order. "A team passionate about services" is the second promise from KOKORO that states the service team of KOKORO will have passion in everything they do and for that they will do their best in serving customers. Moreover, this is a statement shows the care of the owner about human resources. The last promise from KOKORO is "A company inspiring people to better their life". This is a promise for employees to help them in becoming better by following and shaping their skills in both restaurant field and other relating fields. Up to now, KOKORO is still doing pretty well in keeping their promises and proving it to customers through products and services.		
Brand personalities	The owner of KOKORO shared that the three personalities that KOKORO aims to communicate to customers are trustworthy, open-minded and friendly. Trustworthy is always keeping the promises with customers and tell trustful information. Open-minded is to always listen to customer's opinions and feedback and willing to adapt or change if necessary. Friendly is simply about the whole business and how they serve customers.		

Table 3: KOKORO sushi restaurant's brand elements interview results

The results collected from the interview provide the author enough information to build the content for social media. As mentioned in Table 3, the owner has a desire to change the restaurant scale; however, changing the whole business into a new concept may lead to many other problems. Firstly, new business concept means everything starts again from the beginning. Customers who just have some idea about the restaurant might get confused later, and customers who prefer the old concept may leave the restaurant. When planning the content and visual materials for social media, it is also necessary to pay attention on how to adapt with both the current concept but slowly change into the new concept without making customer confused or triggered. The price range will also be higher and this will change the customer segments of KOKORO.

As the owner of the restaurants also plans to change the brand image and brand slogan, it is needed for a detailed plan when creating the content for every social media channels. The

content should be able to inform the customers with the new changes and make them interested in the new concept. Additionally, the voice tonality and images need to be linked with the new brand identity in order to create the consistency and strong brand awareness. However, as there is no proper plan for changes, the social media marketing plan for this thesis will still be built based on the current concept.

Brand promises and brand personalities are staying the same as written in Table 3. However, the personalities mentioned in the interview by the owner have not been communicated well enough to customers through social media channels of KOKORO. The content style is friendly and informative, but that is everything up to now. To be stand out from the market, KOKORO should have some significant personalities to make audiences impressed such as humorous or modern.

5.2   Survey 1

As mentioned in the previous chapter, this survey was conducted directly at KOKORO sushi restaurant, and the target respondents are KOKORO customers who have already in the engagement stage with KOKORO. The survey purposes are to know about the background of KOKORO customers and to collect their opinions about the performance of KOKORO's social media channels.
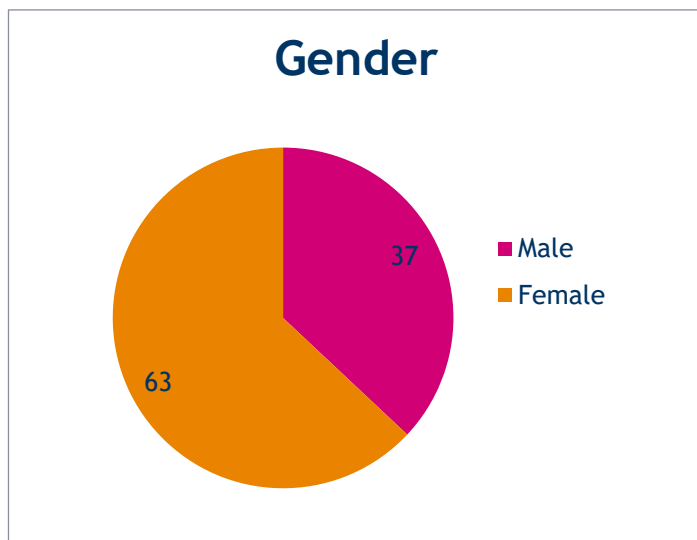

Figure 7: The percentage of KOKORO's customer segmentation by gender (n = 78)
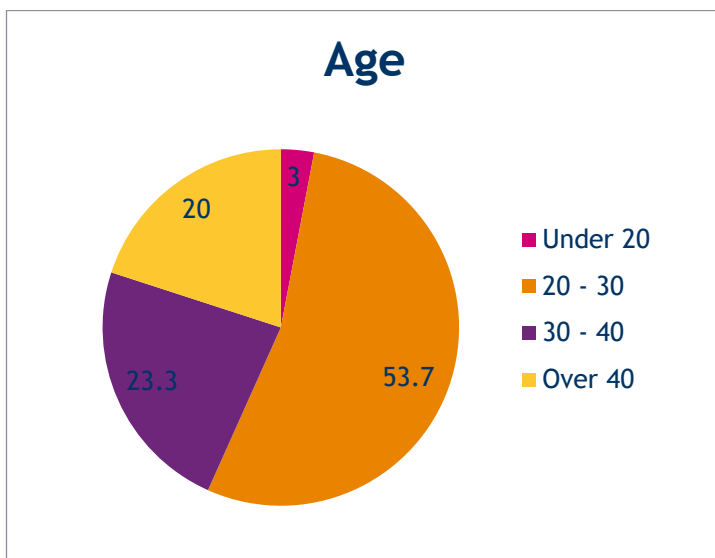
Figure 8: The percentage of KOKORO's customer segmentation by age (n = 78)

Figure 7 and 8 demonstrate the basic background of KOKORO restaurant's customers. As seen in the figures, 63% of customers in KOKORO are female, which outweighs the number of male. And for age, the major part is from twenty to thirty, which is often known as the millennial group and the following one is from thirty to forty. As millennial are a special group with certain habits when using social media, the content for them need to be built specifically. Other groups mentioned also need a proper care. This data can be used in building target customer profile for the restaurant.
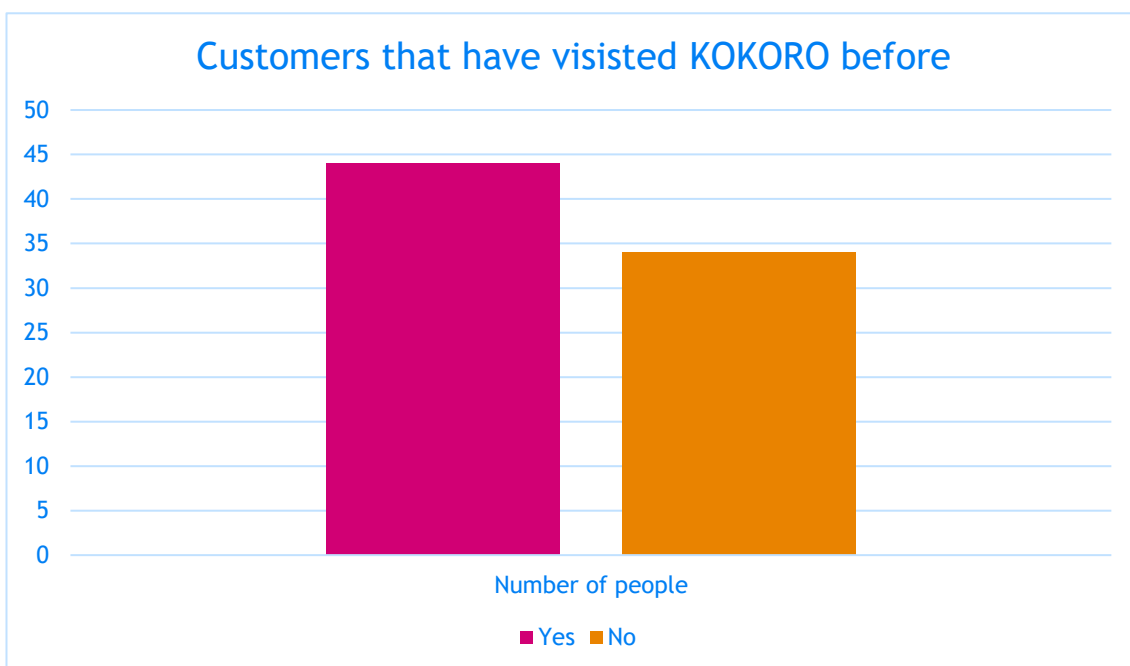
Figure 9: Number of people that have visited KOKORO before (n = 78)

Reasons why customers come back to KOKORO	
Food	36/44
Atmosphere	20/44
Service	27/44
Promotion on social media	0/44

Table 4: Reasons why customers come back to KOKORO (n = 44)

The author of the thesis has a question for interviewees to know about the brand loyalty of KOKORO, the result is illustrated in the Figure 9. 44 people said that they have been to KOKORO before, 34 stated that their current visit was the first time they have been to KOKORO. The result shows that KOKORO has a fair number of both new and loyal customers. But to raise brand awareness, it is considered to be more crucial to raise the number of new customers. In the Table 4 are the reasons why customers choose to visit or come back to KOKORO. As seen in the result, the main reason is the food, and none of the customers come because of the promotion events from KOKORO. This states strongly that the social media channels of KOKORO are weak in attracting customers. This information is useful for auditing the social media channels.
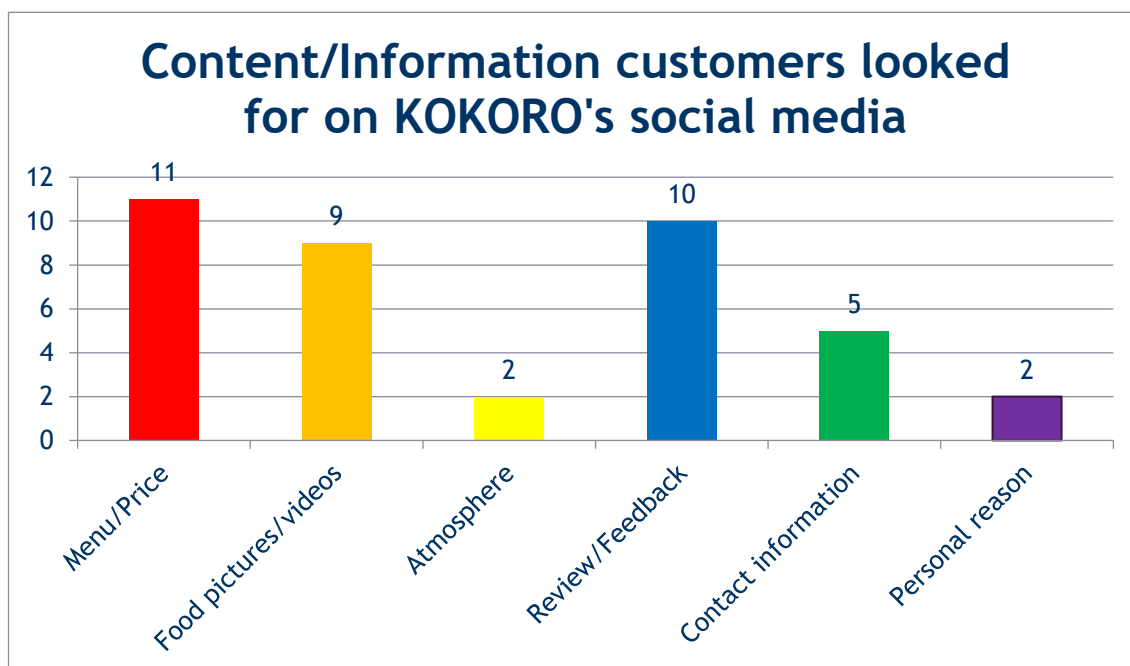

Figure 10: Content/Information customers looked for on KOKORO's social media (n = 16)
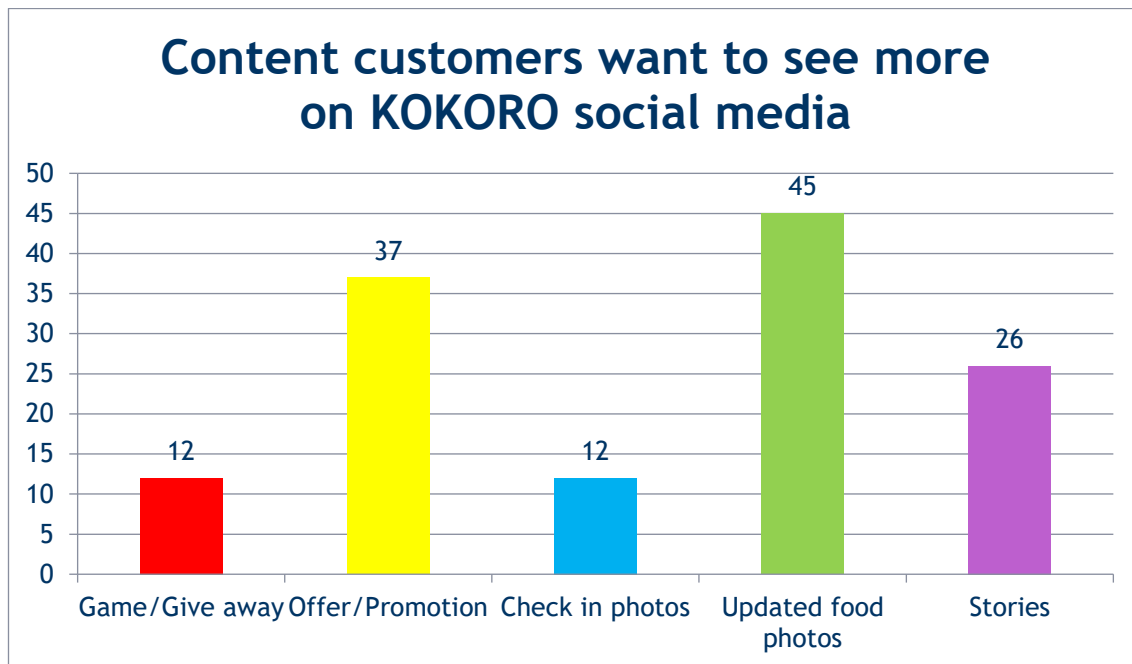
Figure 11: Content customers want to see more on KOKORO restaurant (n = 78)

Figure 10 points out the content and information that usually be looked for the most on social media channels of KOKORO. The information about menu, price, the real food pictures and the check-in photos, reviews from other customers are the three top reasons, and in general, they are all about the food information. In Figure 11 is the opinion of customers about content they want to see the most on KOKORO sushi restaurant's social media. The three top ones respectively are updated food photos, offer, promotion and surprisingly stories about humans, cultures or relating topics. It is shown that customers not only care about the products and services of the restaurant but also the stories behind. From the result, the content plan for KOKORO should still focus on the menu information and food images to stimulate customers, and besides tells customers some stories about the restaurant.

5.3 Survey 2

The second survey is online survey which has been clarified about the purposes, target respondents and process in the previous chapter. The results of the survey will be used for building marketing steps, which further be applied to different stages of the social media marketing plan. Among the respondents, 72.6% are female and 71.4% are from twenty to thirty years old, and 100% of the respondents use social media as a part of their daily life. This result is no different than the result from the survey with KOKORO sushi restaurant customers, moreover, it reflects exactly the theory about social media users from the previous chapter as an evidence for the question why social media matter. Facebook, Instagram and Youtube are the three platforms that are used the most by not only KOKORO's customers, but also the people living in the metropolitan area based on the surveys.
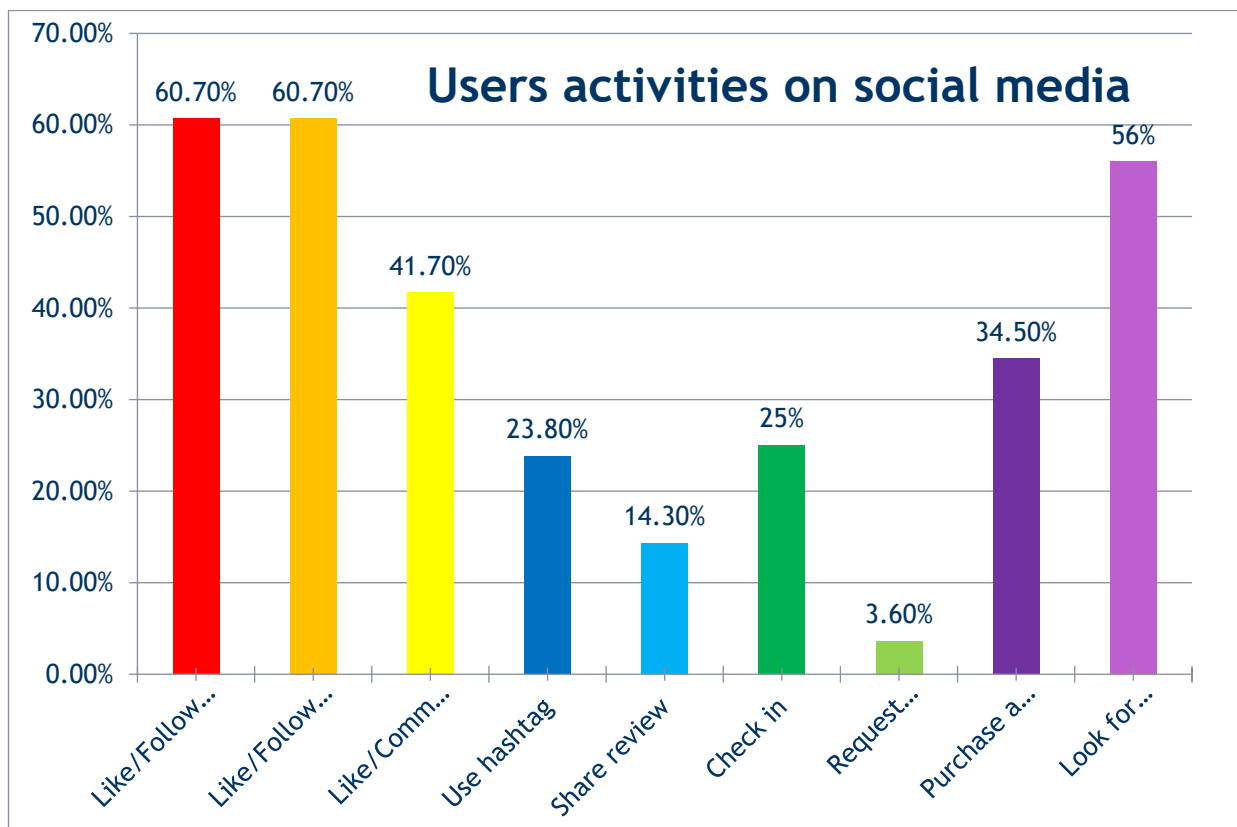
Figure 12: The percentage of respondents' activities on social media during their last thirty days (n = 70)

Figure 12 indicates the activities of social media users over their last thirty days period. As can be seen in the figure, 60.7% of the respondents follow or subscribe a brand and influencer on social media. This proves that it is potential for brand to connect with social media users and make them become a part of the brand community as well as future customers. 41.70% respondents have engagement activities such as like, comment or share post from brands, which can be seen as another evidence of the connection between brand and customers or audiences on those digital platform.

Also in Figure 12, there is only a small percentage of respondents said that they required for customer services on social media, however, the percentage of customers purchase a products from social media or to a link through social media is 34.5%. This information show a surprise number of users having direct interaction with the brand through social media and can be used to develop a plan that focus on interacting experience for customers. 23.8% of the users use hash tag and 25% use check in function, this should be taken into account also when planning the tactic steps for marketing plan.
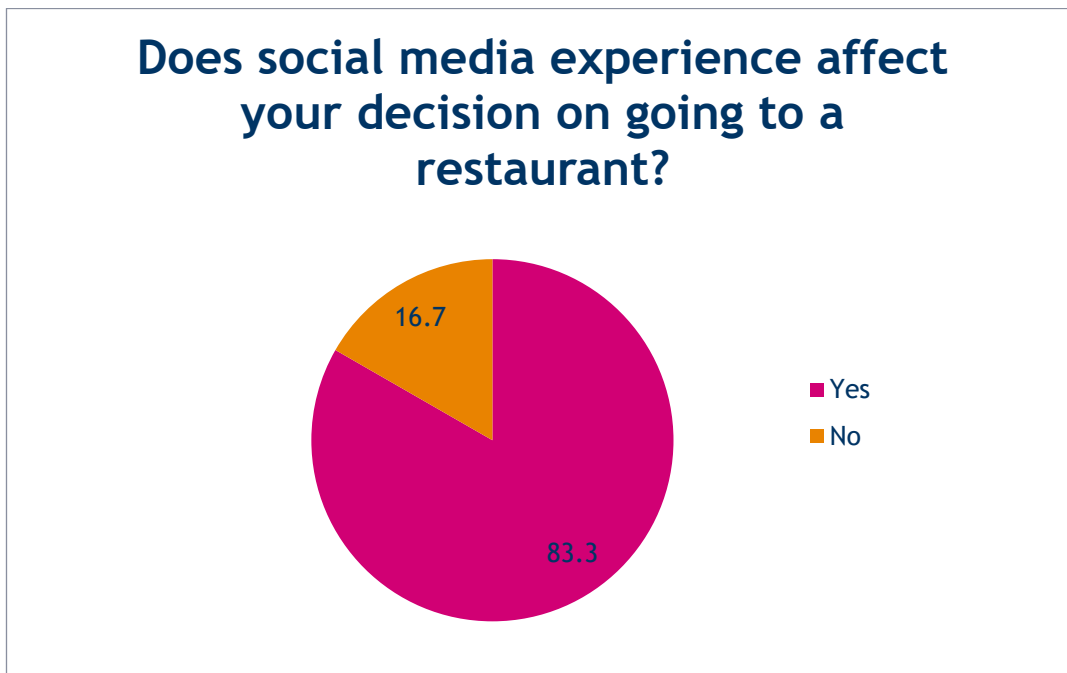
Does social media experience affect your decision on going to a restaurant?

16.7

Yes

No

83.3

Figure 13: Opinion about effect of social media experience on eating decision (n = 70)

Do reviews and rating from other customers affect your decision on going to a restaurant?
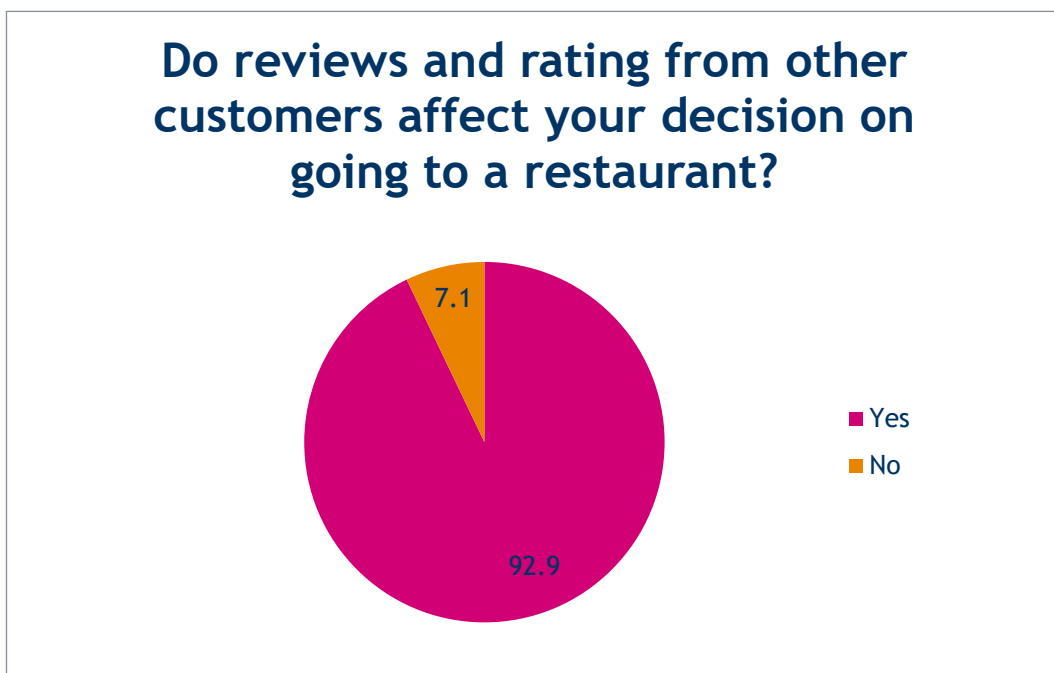
7.1

Yes

No

92.9

Figure 14: Opinion about effect of review and feedback on eating decision (n = 70)

Figure 13 and Figure 14 illustrate the effect of social media and also review feedback from other customer to eating decision. In Figure 13 it is clearly shown that social media experience will put a huge impact on the decision making stage of customers on going to a restaurant, or change their perspective and maybe attitude and feeling toward a restaurant. In Fig-

ure 14, the influence of review and feedback or word-of mouth power is proven, and 91.7% of the respondents agree that a good review is really important for a restaurant to become trustworthy. KOKORO needs to pay more attention on how to get more reviews and feedbacks from consumers.

A review or feedback from customers can be considered as a two blade knife which brings both advantages and disadvantages. A bad review can bring the business down, but in contrast a good one can help to build a decent reputation for the restaurant. However, even with a negative review, if the owner or social media marketer finds an appropriate way to respond, it can also leave a positive impression in customers. In the Table 5, 83.3% of the respondents agree that the restaurant will become more trustworthy when they listen and respond to not only positive reviews and feedbacks, but also negative ones as well.

Social media elements for a restaurant to become interesting/trustworthy to audiences	
Visual appearance (style, color, photos)	3.9/5
Good reviews from other customers	4.5/5
Content	4.1/5
Listen to customers and respond to both positive and negative opinions	4.3/5
Real photo or video of the food, atmosphere, service, human	4.5/5
Actively update	3.8/5
Offers added value (events, game, discount, etc.)	3.8/5

Table 5: Social media elements for a restaurant to become interesting/trustworthy to audiences (n = 70):

The next information is about the elements on social media that affect customers to assume that a brand seems to be trustworthy and interesting or not, which is demonstrated in the Table 5 above. The respondents of the online survey were asked to rate from 1 to 5 respectively from not important at all to strongly important. The purpose of those questions is to find out the insight of audiences about the most important aspects for them when checking on the social media accounts of a restaurant. Two most important factors for potential customers is still real pictures or video of the food, the restaurant atmosphere (4.5) and review from other customers (4.5). The following factors is the way restaurant listen to feedbacks and have appropriate response to not only positive review, but also negative ones (4.3). The content in no doubt is important since it will be the main thing that attracts audience's at-

tention and respondents of the survey have rate averagely 4.1 for that. The post about added value (3.8), visual appearance (3.9) and the require on the active update of the brand (3.8) is not as high as other factors, but it is still a must to pay attention on that since the rating is also not low as well.
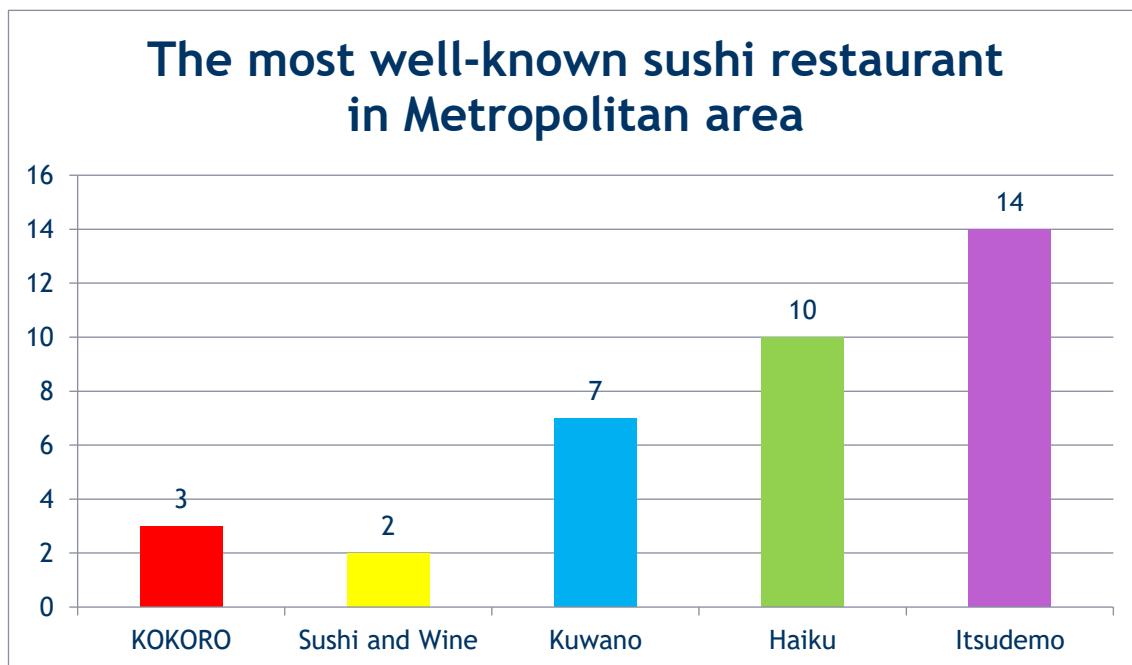

Figure 15: The most well-known sushi restaurants in Metropolitan area (n = 36)

The last information is about the most well-known sushi restaurant in Helsinki, Espoo, Vantaa and Kauniainen. There are in total twenty-one different sushi restaurant were named, how-ever, the Figure 15 above only illustrate KOKORO (3) and the three top mention restaurants which are Kuwano (7), Haiku (10) and Itsudemo (14), and the restaurant mentioned by the KOKORO sushi restaurant owner in the interview Sushi and Wine (2). This data points out the biggest competitors of KOKORO sushi at the moment in the same market share. Among all the answers, only two mentioned KOKORO. Enhancing brand awareness is the best way to help raise this number.

6   Social Media Marketing Plan for KOKORO sushi restaurant

6.1   Situation Analysis

Finance aspect will not be included because the owner of KOKORO refused to share infor-mation relating to financial situation. Other information about business concept, products, and services has been analysed in the previous chapter of this thesis by the information col-lected through the semi structured interview with KOKORO owner. In brief, KOKORO restau-rant featuring Japanese most famous dish sushi. The business concept is to let customers have the ability to order every single pieces of sushi, unlike other restaurants in the same market.

KOKORO sushi restaurant promises to only serve the highest quality food to customers and make their business human centric. KOKORO believes that their employees are their face and therefore they want to share their vision and also educate the employees about the promises and missions of the restaurant.
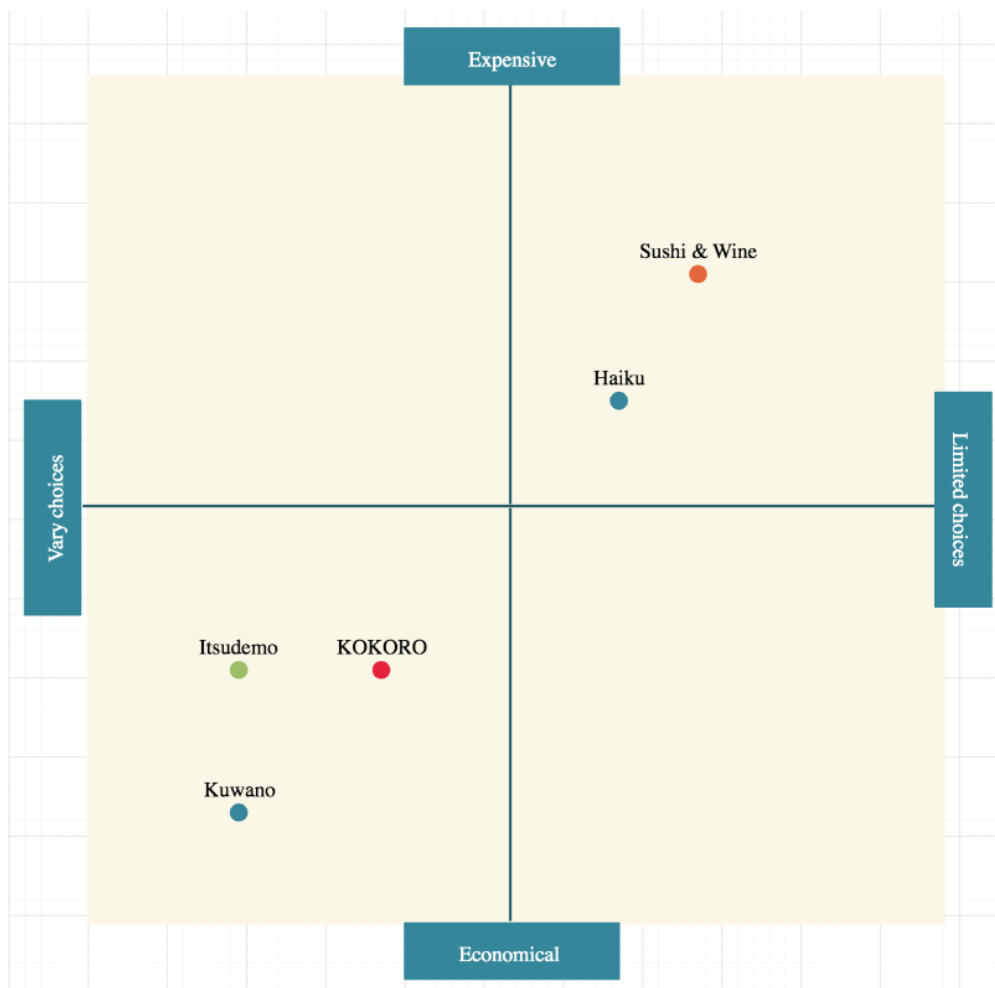

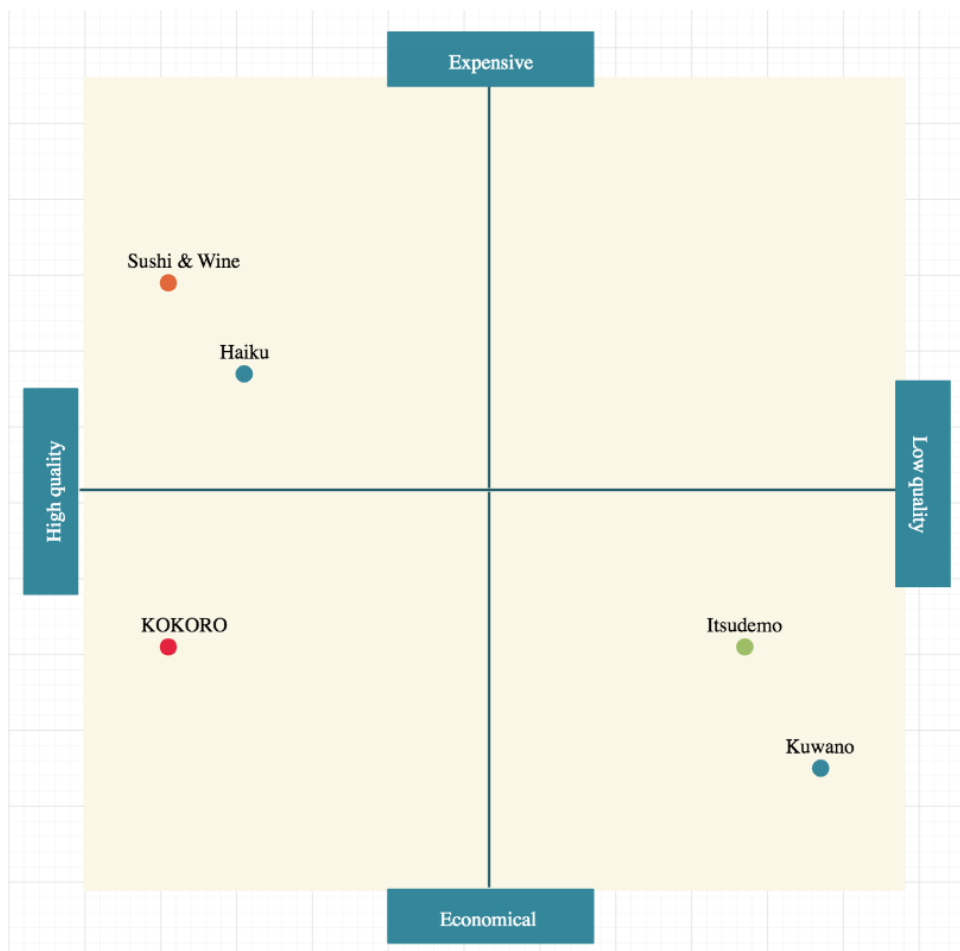Figure 16: KOKORO brand positioning map based on price and choices

Figure 17: KOKORO brand positioning map based on price and food quality

Figure 16 and Figure 17 demonstrate the current position of KOKORO in comparison with other popular sushi restaurants in the same area based on different criteria. All of the restaurants are ones that have been mentioned the most in the online survey conducted by the author, as illustrated in Figure 15. The Figure 16 point out that KOKORO has great strengths as they have varied choices in their menu and competitive prices. Although in comparison with Itsudemo and Kuwano, which are two buffet restaurants, KOKORO still cannot compete in the food choices. However, in Figure 17, when it comes to quality, KOKORO is the restaurant with high quality food and still affordable prices. This gives KOKORO a great strength to compete in the market.

Strenghts	Weaknesses
- High quality food with affordable and resonable choices - The only sushi restaurant in the business district - Young and enthusiast team - Original taste	- Higher prices than the popular sushi restaurants - Few seats in to stay at the restaurant - Limited financial resources
Opportunities	**Threats**
- Loyal returning customers - High needs in delivery/take away services - Cash free --> transparent business	- New sushi restaurants in the Helsinki market - The decrease in eat in customers due to pandemic or natural disaters. - Uncertain plan on business concept changes

Table 6: KOKORO sushi restaurant SWOT analysis

The Table 6 is KOKORO SWOT analysis. The high quality food with reasonable prices is the current greatest competitive point of KOKORO. The location is also an advantage when it brings lots of frequent customers from the offices around the restaurant. For weaknesses, as stated before, in comparison with Haiku and Itsudemo, KOKORO still has higher prices. More-over, at the current time KOKORO only has one restaurant when both Itsudemo and Haiku has several ones, the chance for customers to see and notice the restaurant is low. Besides, the restaurant is quite small and seats are limited so it is hard for customers to relax when enjoy the food especially during lunch time.

For opportunities, because of the location, KOKORO has already had a great number of loyal customers who come back frequently. Since 2019, KOKORO started to become a cash free restaurant to show the support to business transparency in the restaurant industry. This is also a point of difference of KOKORO since no other sushi restaurant in Uusima area is doing the same. The reaction of the customers toward the new change is pretty positive, since KO-KORO also offers several other paying methods replacing cash. For threats, as from the inter-view with the owner of KOKORO, she is planning on some changes but still no details defined yet, which can bring a lot of threats if customers are not interested. Another problem to be considered is natural disasters or pandemic which can affect the unpredicted changes in number of customers.

About the current business problem, at the moment, the biggest issue of KOKORO sushi is the lack of awareness from customers. It has been stated through the researches conducted by the author. It is clear that brand awareness enhancement is a must for KOKORO. But as a

small business, KOKORO has limited budget for marketing activities and for that reason, social media marketing is the greatest choice for KOKORO.

The social media channels are also on big problem of KOKORO since it is lack of attention now from the restaurant. The two channels KOKORO is using are Facebook and Instagram and both two channels have very poor engagement and interaction rate. The content is also not up to date and is not posted frequently, as well as there is no creativity or interesting points in the posts. Besides, KOKORO up to now pays no attention at all in customers posts for example check in photos or stories that mention the restaurant. According to the result mentioned in the Table 5, other customer's review and feedback affects a lot in the image of the restaurant in each customers, so not paying enough attention is a big loss for KOKORO sushi right now.

6.2   Choosing Social Media Channels

From the information collected through the two surveys, the three most used social media platforms by Helsinki metropolitan area inhabitants and also KOKORO customers are Facebook, Instagram and Youtube. However, to create the high-quality content for Youtube, it is required a lot of money and with KOKORO sushi restaurant's financial situation, the platform seems not to be an ideal choice. Additionally, according to Stelzner (2018) in the 2018 social Media marketing industry report, Instagram and Facebook are the most used platforms by marketers when talking about social media marketing, especially for brand awareness enhancement. There is no doubt that those two platforms are the most suitable one for KOKORO sushi restaurant at the moment.

At the moment, KOKORO has already owned Facebook and Instagram accounts, therefore creating a new one is not needed. The author develops the marketing plan based on the current accounts and has plan to optimised them for brand awareness enhancement purpose. According to the results from the two surveys conducted by the author, the biggest potential age group for KOKORO is from 20 to 30 years old. This group is called millennial and they usually are used with all the functions on both Facebook and Instagram. Paying effort for different function such as online booking through Facebook, bot chat or paid advertisement would not be a wasted.

6.3   Defining Targeted Audiences

From the information collected through the previous chapter, the biggest user group on both Facebook and Instagram at the moment is the millennial. According to Ayres (2013), on a research conducted by IDG research group, 75% of millennial wants to see updated news on social media and 62% were interested in food relating posts. This information can be taken into account when planning for the content posted on the social media channels of KOKORO sushi. Another statistics that can be used to indicate how the content should be like are 59%

of millennial prefer content that use great quality and appealing graphics, 57% of millennial prefer a brief but well-written content when 76% prefer content that is clear and easy to understand and 58% stated that for them the best social media account should have a decent engagement between the brand and fans. In brief, a great content that will be able to attract the millennial visually attractive, clear, brief but still be able to communicate the idea to the audiences with interesting style of writing and the brand need to be able to engage and encourage audiences to have the engagement back with them. Besides, the content is supposed to be transparent, accurate, reliable and of course mobile friendly (Ayres 2013)
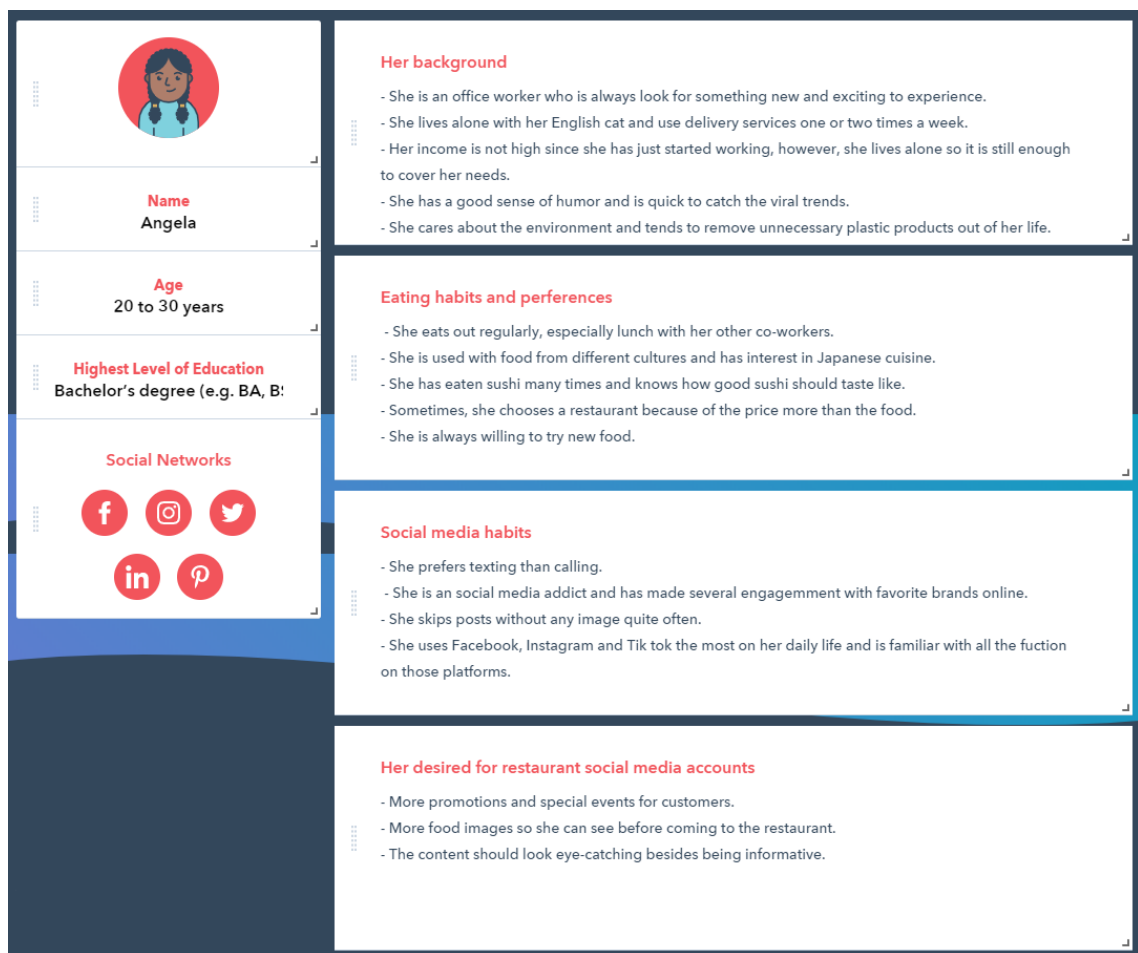

Figure 18: KOKORO's persona 1

Figure 18 is the persona represents the current biggest customer group of KOKORO. The persona is built based on the information collected from the drop off survey conducted by the author. This group is the millennial generation and uses social media as a part of their daily life. As seen in the Figure 18, Angela has an average income; however, she lives alone and therefore she usually is willing to pay for new experience if they are viral or interesting enough. She eats out quite often, but she also loves to try new places rather than sticking one place. These characteristics bring both advantages and disadvantages. On the one hand, she

is the easiest target to draw attention if KOKORO can produce interesting content for her. On the other hand, she can unfollow the restaurant if there is something more fascinating or the content becomes embarrassing or out of date. Another point to be taken into account is that she cares a lot about visual appearance so KOKORO needs more effort on how the content should look like.

Name
Annie

Age
35 to 44 years

Social Networks

Her background
- She is a senior project management who works in the business disctrict of Helsinki.
- She is married and has three kids.
- She

Eating habtits and perferences
- She cares about health and always choose the best quality food for herself and her familly.
- She likes Japanese food because it usually contains less fat and different vegetables.
- She prefers going out on dinner with her family or friends.
- She does not use delivery services regularly.
- She is willing to pay higher for a better quality of food and service.
- She always read feedback from other customers before coming to a restaurant.

Social media habits
- Social media is a part of her daily life, however, she often uses it at night time and in the early morning since she is busy with work and family life.
- She reads long and informative posts regularly.
- She has an Instagram account but does not use it often. Facebook is her most used social media platforms.

Her desires for restaurant social media accounts
- She wants all the information about menu, prices, contact information to be posted on Facebook or website.
- She wants the restaurant to actively update the information and respond to customers.
- She also would love to know more about the team, the products and the stories behind the restaurant itself.
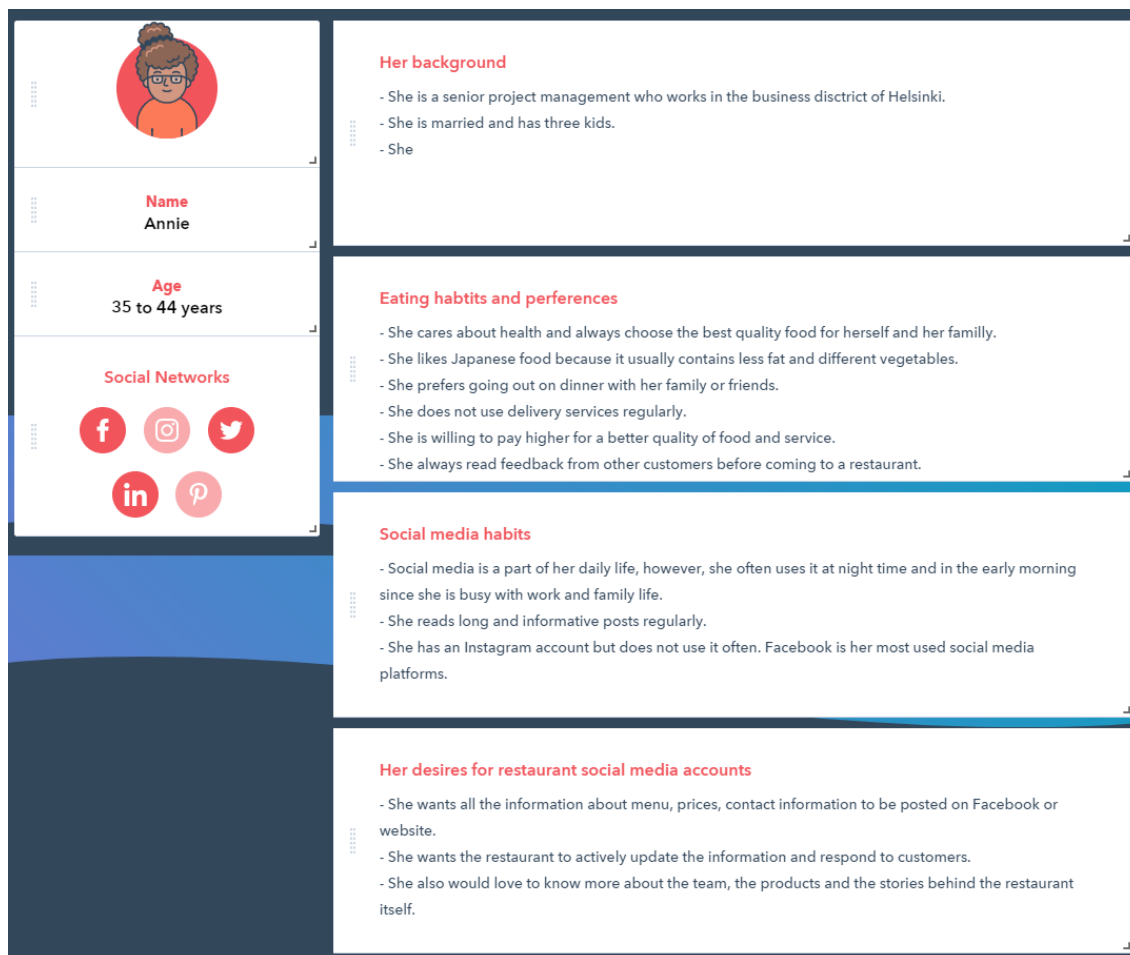
Figure 19: KOKORO's persona 2

Figure 19 illustrates the most potential customer group of KOKORO sushi restaurant. The persona is built using the data and analysis from both two surveys with KOKORO customers and the metropolitan inhabitants. Annie, a 35 to 44 years old woman is the representation of this group. She is married; therefore she has a different lifestyle than the first group mentioned above. She is willing to pay more for the better quality and healthy food for herself and her family. The social media using time of Annie is also different than the first group. She only spent a small amount of her daily time on it, especially on night time and early morning. When planning the content, KOKORO can aim at that time to provide specific information for this group. Facebook should be the channel to pay attention on for Annie as she does not real-

ly active on Instagram. The content should be information, clear and concise to fit her interest.

6.4 Marketing Audit

As seen in the result from the survey with KOKORO sushi customers illustrated in Figure 9, despite the facts that all of the respondents are active on social media, only very low percentage of them have reached KOKORO Facebook and Instagram. It shows that those two social media channels are not working efficiently at the moment. Additionally, with respondents that have visited those two channels demonstrated in Figure 10, most of them stated that they have no impression about those channels. In conclusion, at the moment, it can be seen that KOKORO effort on social media is low and it does not help much in raising brand awareness. Therefore, it is required to have a proper plan for both the content and how can KOKORO can reach as much as potential customers via both organic searches and paid searches.

In fact, on both Facebook and Instagram of KOKORO sushi, the information about address, contact information, opening time is complete and any changes usually updated in time, which under the author perspective is very useful for customers. However, the food pictures are not updated and there is mostly no picture of the dishes served at the restaurant at the current time. There are only eight pictures in total posted on Instagram and Facebook from the start of 2019 up to now, which shows that the content is not frequently updated. For customers looking for last up to date dishes pictures that may lead to disappointment in them, which is the reason for the uninterest in the brand.

It is not possible to collect the analysis metrics from KOKORO's social media platforms. However, based on observation, both the fan reach and organic reach on KOKORO's social media accounts at the moment are poor, not even mention that the number of followers on each channels are not high neither. It is recommended for KOKORO sushi restaurant to check these metrics which are fan reach, organic reach, engagement, people talking about this (mention), click-through rate and feedback to get a better view on the current performance. Those metrics information usually can be found easily using tools offered by the same platform. For example, on Facebook, most of the metrics can be found and seen directly in the Insight interface section of the page. The Figure 20 illustrates how marketers or anyone with need can get the fan reach metric data from Facebook data centric.

Figure 20: How to get the fan reach metric data from Facebook (Ernoult 2013)

6.5   Defining Objectives

In general, the main goal for this social media marketing plan for KOKORO is to enhance the brand awareness for KOKORO. Nevertheless, goals for the plan must be more specific in order to be measured afterward the performance of the campaign. An objective for a marketing plan must follow the S.M.A.R.T. rule to be considered as an appropriate one. Moreover, for social media marketing, for each platform, there should be different goals to be achieved. The goals set up by the author of this thesis for this marketing plan recommendation can be used in real time business for KOKORO sushi restaurant. However, it can also be optimised and fixed for a better application depends on the situation at the used time or the change in the vision from the owner of the restaurant.

For Facebook, the suggested goal is to increase the number of followers three times in comparison with the current number in the period of one year. In specific, at the moment, KOKORO sushi restaurant has eight hundreds and eight followers on Facebook account, so after one year, the goal is to raise the number to at least two thousand four hundreds and twenty-four followers. Next is the engagement rate, since it is not possible for the author to collect the current rate from KOKORO's Facebook account, it will only be suggested that the number need to be raised as much as possible. For suggestion it could be three times higher than the current since the engagement rates now from both follower reach and organic reach are low. It is believed that for social media, it is not the number of fans or followers that matters, but the ability to gain attention from all of the audiences. The author suggests KOKORO to spend more effort in raising the engagement rate rather than the followers in order to save money and time for other marketing campaign in the future.
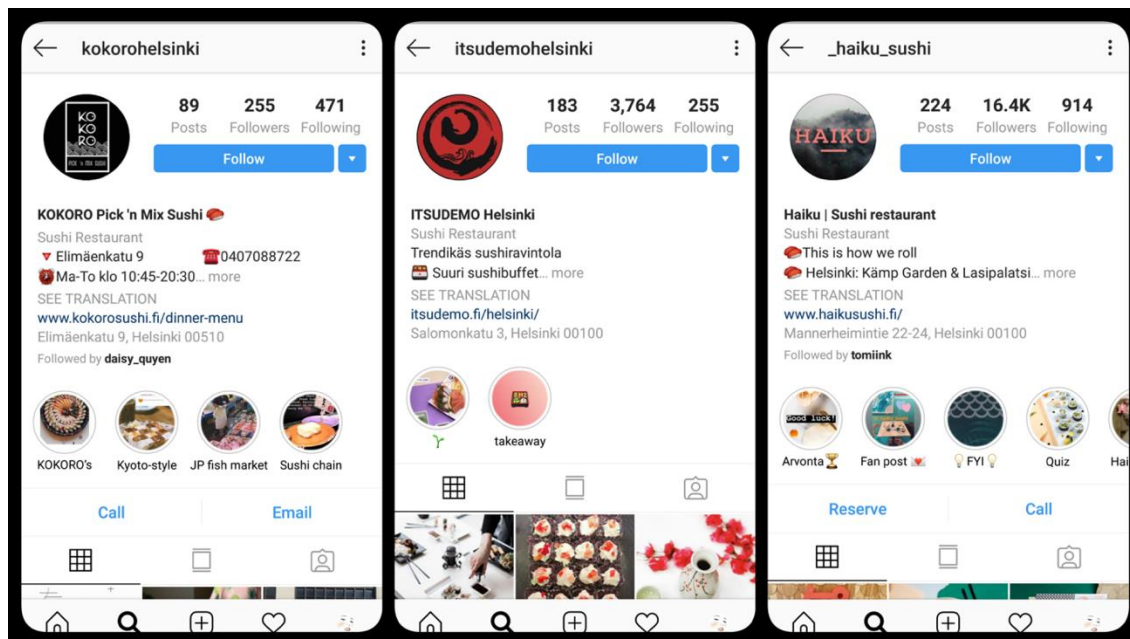
Figure 21: Instagram accounts of KOKORO, Itsudemo and Haiku sushi restaurant recorded on May 2019

Figure 21 above indicates the current follower numbers from KOKOR, Itsudemo and Haiku sushi restaurant on Instagram. Up to May 2019, KOKORO sushi only has two hundreds and fifty-five followers, which is not a high number in comparison with the two most mentioned sushi restaurants from the online survey. For Haiku sushi, they have a massive amount of followers comparing to KOKORO which are sixteen thousands and four hundreds. While for Itsudemo restaurant is three thousands seven hundreds and sixty-four followers, not as high as Haiku but is still a lot better than KOKORO. As seen in the Figure 21, the gap between KOKORO and the other competitors is too high and is almost impossible to have a similar number for a period of one year. The suggested goal will be at least one thousand followers, which means fourth times higher than the current number.

With those tactic goals for Facebook and Instagram, KOKORO sushi or the case company will gain the ability to enhance their brand awareness by spreading their identity and gaining popularity. The goals are planned to be accomplished in a period of one year and will be recorded and measured each month to follow the performance. If there is no effective recognised, the strategies need to be optimized in time for a better result.

6.6   Action Plan

6.6.1   Content Plan

Since KOKORO have low budget to spend on social media marketing, it is suggested to pay attention on the quality of content than paid advertising. The content for Facebook and

Instagram is mainly about these three main topic: product and event, promotion information, stories about brands, humans or related topics and curation posts. Every content posted needs to consistently communicate the significant brand personalities which are trustworthy, open-minded and friendly. As said in the Research result and analysis section, KOKORO needs a more stand out personality to draw attention from potential audiences and current followers. The author suggests to add humorous to the brand personality since KOKORO, because the biggest audience group is millenials and they prefer interesting and funny posts besides informative ones. However, as stated in the previous chapter, a reason that t audiences unfollow a brand is because the content is too embarassing. KOKORO needs to know how to tell a joke without letting the audiences feel clingy.

At the moment, KOKORO sushi restaurant is lack of attention on customers that have engagement with the brand. There is no interaction such as comment or like to customers checked in post on Instagram and have no action in encourage them to keep continuing doing that. As being proven in the previous chapter, review and feedback from other customers play a very important role in building the reputation and identity of a brand. Moreover, listening to your customers will help to know what they really care about and create content about that rather than what we think customers care about. The author suggests KOKORO to repost the checked in photos from customers on the new feeds if the photo is in nice quality and visually atractive. The photos with lower quality can be posted on Instagram and Facebook story with a thank you from the restaurant This can make customers feel appreciated and keep connecting with KOKORO.

To have more checked in photos, KOKORO needs to hold some events to stimulate customers with valued prizes. A suggestion from the author, since KOKORO has just had a new pretty set of eating tables outside, a campaign to ask customers to take photos at that place then post them on social media with checked-in location and receive 5 or 10% discount for the bill. This will help to raise the engagement rate on social media, and also make the place a trendy location to attract locals and also travellers in Helsinki. Not only KOKORO wants attention from the audiences, but some audiences also want attention from other users. A trendy and photo catchy place is in no doubt a great tool to attract the mentioned audiences. The Figure 22 below is the meantioned eating place outside of KOKORO with the trendy pastel colors. KOKORO can also promote this attractive spot by themselves by tagging popular relating accounts. For example, @visithelsinki on Instagram is a popular travelling account among the locals and travellers, KOKORO can tag them to the posts and have a chance to be mentioned on that account and gain more attention.
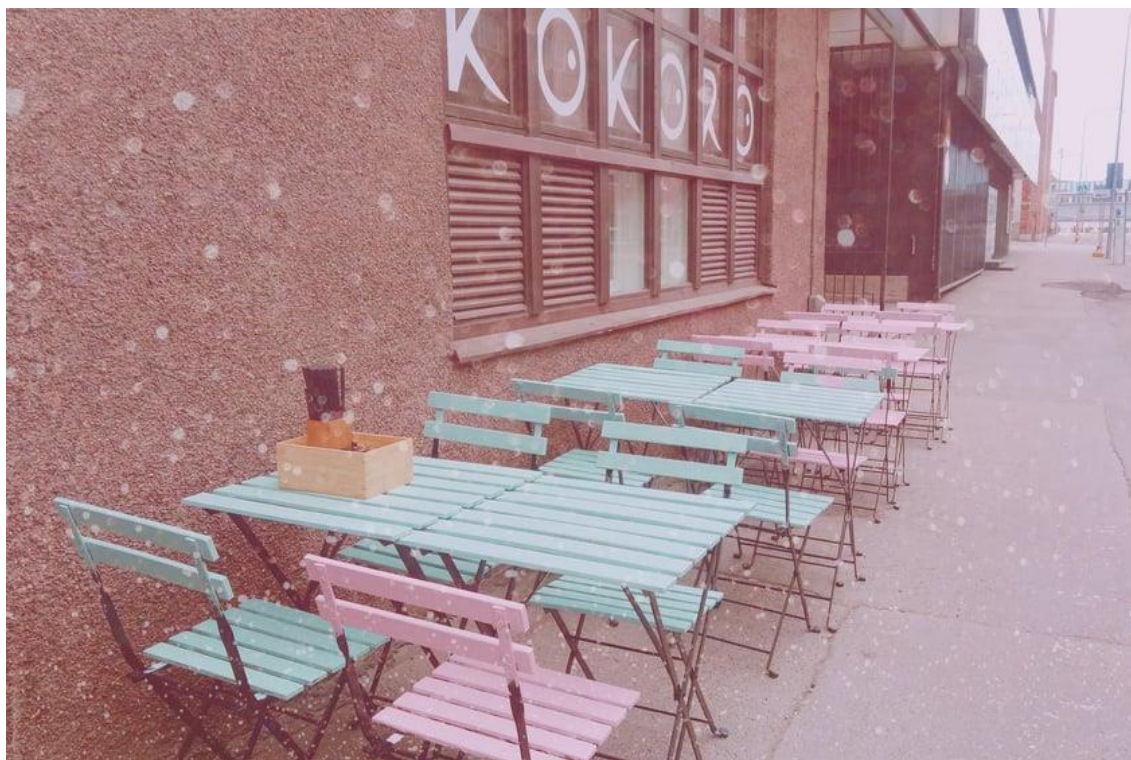
Figure 22: KOKORO's new outside eating place

Apparently, this is the era that people prefer visual content than ones without photos or videos. It is said in the previous section that a post with a nice looking pictures will catch the attention more than the one without and also the information will be memorised much better. Based on observation, KOKORO has high quality photos and videos posted on their social media channels up to now. However, based on the opinion from the drop off survey, the content are quite boring and not really informative to customers. Suggestion for this is more up to date food photos to stimulate customers hunger. Besides, as seen in the online survey conducted by the author, the numbers of people that have engagement with video content is high, so KOKORO can focus on producing videos as well. The advantage when using Instagram and Facebook is that it is not necessary to produce a high quality video that cost lots of money as Youtube, KOKORO can make some simple. The video content can be How-to video, for instance is a thirty seconds video of How to roll a California maki, or a video visually showing the tastiness of some best-selling food. Instagram and Facebook story function would also be a choice for shorter video content about daily things happen relating to KOKORO. One thing to consider is the sound of the content. People can be stimulated and brand can drive audience's feeling and attitude towards them by using the right sound stimulation.

Stories are great material for social media content and storytelling is a marketing method that is effective in increasing brand exposure. Madeleine L'Engle Camup, an American writer once said that "Stories make us more alive, more human, more courageous, more loving"

(goodreads 2019). It is no different for brand, a good story make a brand become more human, more lively and attractive to customers. Stories on Instagram and Facebook can be told under different forms such as blog posts (texts only), photos with caption or not and videos. The stories can be about the brand itself, what KOKORO has been doing or what event is happening that customers might be interested in, the story behind the brand like what motivates the owner to start or any background story that can draw customer attention. Since KOKORO has a very great team, it is a suggestion from the author to start telling stories about team building, or a development story a of any team members. There is a story can be shared about the word "Kaisen" which in Japanese means always look for the better, as told by the owner in the interview, this word is basically the inspiration for KOKORO working style. Stories can also be used to tell customers about the brand vision. Since KOKORO owner is having a plan to change the business concept, using stories is a good way to inform customers and get them be used to the changes. One more suggestion is that KOKORO can have an event to ask customers share their stories about relating topics such as how they felt in love with sushi and share them on the social media channels.

For Facebook in specific, KOKORO can share post from other side such as post relating to Japanese culture or food to educate customer more about Japanese cuisine in general and sushi in specific. The author suggests KOKORO to consider using chat bot from Facebook messenger since it might be financially benefit and time-saving for KOKORO in customer care. Especially on Facebook, users can create different group for people sharing the same interests. KOKORO can create a group for Japanese cuisine and culture lovers and share some stories, recipes and let the members of the group do the same. Brand awareness of KOKORO can be enhanced if the group is able to grab attention of the locals.

For Instagram, KOKORO can be more creative and spend more effort to the visual appearance since Instagram is all about the look. Besides content, the theme feed also plays an important role in drawing attention from audiences, sometimes audiences decide whether or not to follow the brand account based on the feed. As KOKORO image is about simple, elegant and the two main colors are black and white, with sometimes a hint of tropical color, the style must be able to reflect the brand image. Color co-ordinated theme is using two to three colors as a main palette and every images need to have the color from the palette (Laurence 2017). The Figure 23 is an example of how a color co-ordinated theme looks like on Instagram. This theme is suggested for KOKORO and the main colors are black and white following the brand image. Using the same filter on all photos is another way to keep the feed consistent and eye-catching. The photos especially about food should be consistently under flatlay style. Flatlay is a term about setting all the objectives on a flat background, and then take the shot perpendicular to that plane. Usually a flatlay image consists of a main item and auxiliary items arranged layered, to create a harmonious overall layout and color (Lou 2019). This style is preferred when taking food photos because it brings a close, intuitive look to the

viewers since the angle of the flatlay is our normal perspective. Moreover, flatlay images are usually elegant and modern, which suits perfectly to KOKORO brand image. Figure 24 illustrates how flatlay photos look like.

Figure 23: An example of color co-ordinated Instagram feed theme (Laurence 2017)

Figure 24: An example of flatlay images (Lou 2019)

Website is crucial for KOKORO since audiences go there from social media to find information about menu and contact information. Therefore, the website itself also plays an essential role in raising brand awareness by shaping the image of the brand. Figure 25 is the screenshot of how the website of KOKORO currently looks like on mobile. As showed in the Figure 25, the display of the website is not greatly optimised. First, the language is not consistent, Finnish and English is used interleaved and quite confusing. Second, there is an error on top of the site where contact information overlaps with the logo and make it look less unprofessional and hard to see. Lastly, the menu information is not updated, the photos for the food is missing and in fact, the information is also wrong in comparison with the menu at the restaurant. It is suggested for KOKORO to first fix all those mistakes for a better experience for customer. If KOKORO has budget, then it is better to build the website again completely. However, that will cost a lot so it depends on the finance situation of the restaurant. The author of the thesis suggests KOKORO to focus on the social media platform first and the website later on.
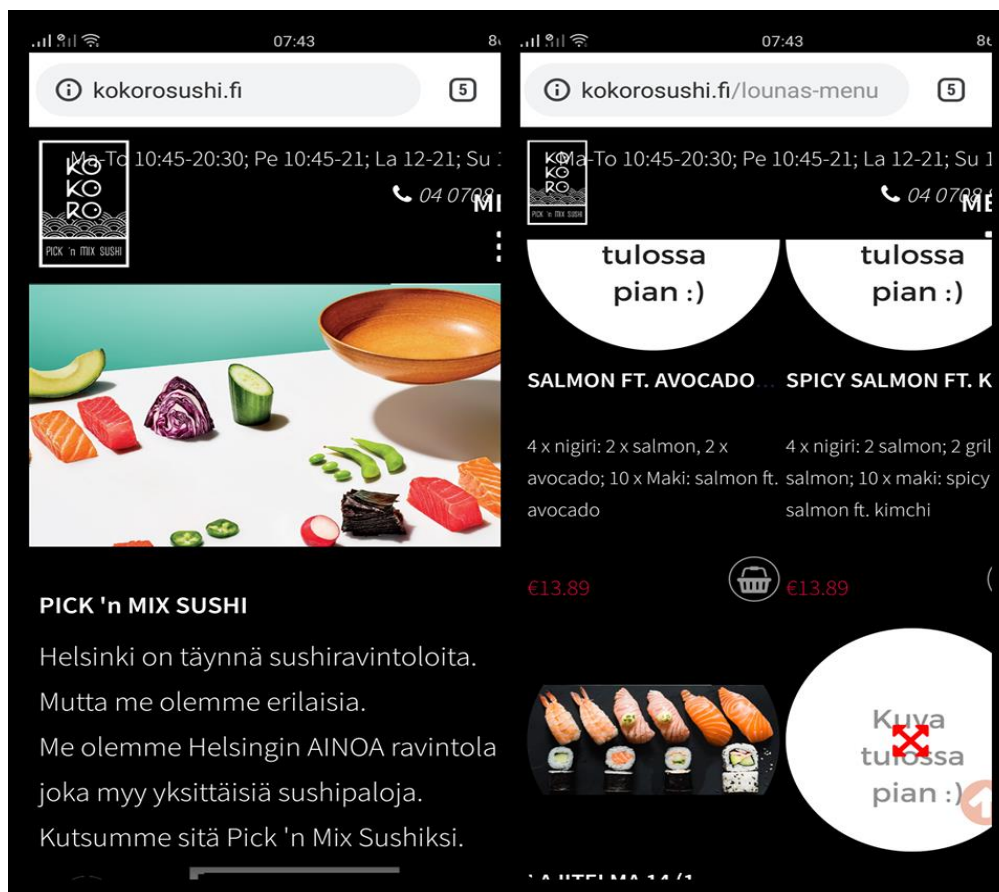
Figure 25: KOKORO sushi restaurant's website on mobile

6.6.2 Publication Plan

It is important to know what content should be shared, who should the content be shared to and when is the most suitable time to share that to them. KOKORO can use insight analytics from Facebook and Instagram about the most effective time to post and type of content that increase fan reach and organic reach and what time is suitable for each type of content. With the collected information, KOKORO can build a suitable and effective content plan on social media. For the schedule, it should be in details what content will be posted at which time frame and how should it be posted, and all the activities such as event, live video or holidays need to be in the schedule also. Calendar can be optimised anytime depends on the context and the effectiveness of a strategy or tactic. KOKORO can create the plan by itself or using online tools, which some of them can even automatically share the planned content to save time for the marketer.
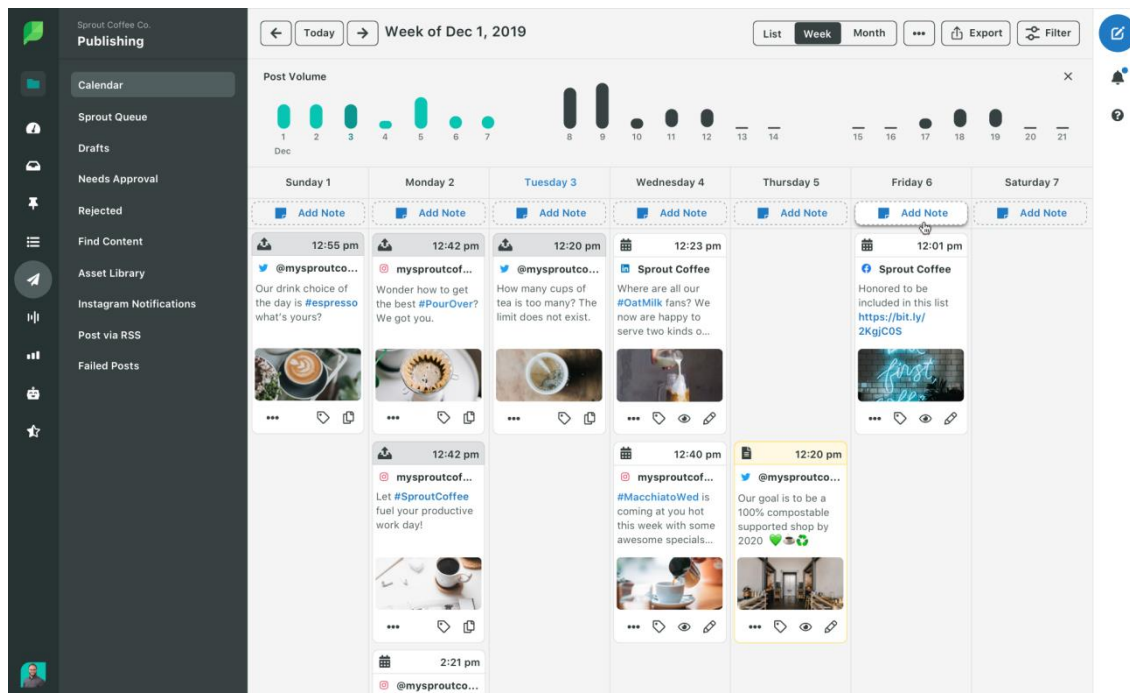
Figure 26: Publication calendar for social media (Aboulhosn 2019)

Figure 26 is an example of how a publication calendar for social media is like using Sprout Coffee offered by SproutSocial (Aboulhosn 2019). This platform lets multiple people to build the content together and ideas can be saved as draft before posting. The platform also provides different statistics such as engagement rate during a specific of time which is useful to analyse the current tactics and optimise in time. It also features a function called Sprout's ViralPost™ to assist the brand define the posting times for each social media platform based on the individual audience data. Internal discussion can also be arranged directly on this platform so it is convenient to keep the communication effective and let everyone involve know what is happening. The author highly suggests KOKORO to build the calendar using this platform.

6.7 Measurement

As said before on the theory section about measuring the effectiveness of social media marketing plan, it is hard to assess especially when the goal is to raise brand awareness. It can reflected when compare the final result with the specific goals set before. However, KOKORO needs to consider also the time, effort and money paid to create content, manage the publication plan and interact with audiences. The author suggests KOKORO to record all the mentioned information and transcript them in a spread sheet to measure easily. Moreover, each type of content should be measured during the marketing campaign to find out if it is effective in comparison with the time and money paid or not.

Type of content	Channels	Targeted audiences	Mission statement	Key measure	Time and money spent	Result/ Assessment
How to do video	Facebook and In-stagram	All of the groups	Entertain the groups. Informative content to help audiences know how to make some-thing. Attract potential audi-ences to follow for more similar content.	Engagement rate (like, share, comment)	Time to create the video: 1 day Money to create a video: 500 euros approxi-mately	
New food image	Facebook and In-stagram	All of the groups	Draw attention from audiences. Stimulate their hunger. Keep the feeds updat-ed frequently. Inform audiences how the food looks like.	Engagement rate (like, share, comment). Conversion rate to the website or to come to the restaurant.	Time to shoot and edit the photo: 1 hour Money to create the photo: 0 to 100 euros de-pends on the quality of the photo.	

Table 7: Measurement table for KOKORO social media content

The Table 7 is built by the author for KOKORO to follow and measure all of the content posted on social media. The table consists of the type of content and the who the content is aiming for on which channels, the mission or purposes of the content, key measure, time and budget spent on the content and the result collected in the end. There are two example presented in the Table 7 for KOKORO. This measurement table can be created using any tools such as Mi-crosoft Excel or writing in paper. This helps KOKORO to understand why the content exists and how to measure it in the end. Measurement table can also be used to optimise the publi-cation plan mentioned in the previous section.

7   Conclusion

As has been clarified in the introduction part of the thesis, the main goal of this thesis is to answer the question on how small restaurant can enhance brand awareness through social media and create a social media marketing plan for the case company: KOKORO sushi restau-

rant. Through the theories, the writer is able to absorb knowledge about brand and its elements forming a brand and what is brand awareness and why brand need to raise it as much as possible. The author also understands how social media works, why it matters in raising brand awareness and how to build a proper social media marketing plan.

The author has used the research and analysis skills learnt from the university to collect necessary information for the practical part of this thesis. Semi-structured interview is applied to find out the current situation of KOKORO and all the brand elements to be developed in the marketing plan. Online survey and drop of survey are carried out to understand the habit of using social media and what people need from a restaurant social media account. Also the date is used to create personas for the restaurant and point out the brand position of KOKORO in the market. Doing researches not only helps with the outcome, but also improve the skills of the author for future use.

For the outcome, the author is able to come up with a potential plan that can be used in real time for with details analysis and suggestions through KOKORO to raise their brand awareness, different stages of a marketing plan. Especially, the author points out many current problems on social media of KOKORO, which is the foundation for further development in the future. For the marketing plan, with the knowledge from theories and analysis from the researches, the author is able to analyse the current situation of a company in details. Choosing the appropriate platforms for the social media marketing plan helps the author learn a lot about the characteristics, function and different aspects about Facebook and Instagram. The author also gain experience in auditing the performance of a social marketing campaign, what factors should be considered when auditing, notwithstanding the lack of certain data made it hard to analyse and develop furthers. For the goal setting, the author successfully applied the S.M.A.R.T. rule and came up with a very specific goals and leave clear suggestion details for KOKORO to continue in the future. A suggestion on how to build a customer persona for different platform regarding their characteristic and dominant users was also clarified in the target audience identifying section. In the action plan, the author came up with a lot of real idea to really boost the popularity for KOKORO from how to response to customers to what kind of content should be posted.

During the process of writing this thesis, the writer gain not only knowledge focusing on brand and social media marketing for brand awareness, knowledge on research and development methods, but also different practical skills. The first valuable skills are self-research and thesis development. And the second skills are English reading and writing skills. Since it is time-wasting to read all the single words in the books or articles, the author learnt and developed the skimming and scanning skills to quickly find out and focus on only the necessary parts. And during the writing process, new words relating to the business were learnt and the author's writing skills has been improved by writing a lot. And lastly, the author finally realised

the lack of knowledge in the marketing field, however the author also confirmed the strong interest in this industry. With those knowledge, experiences and skills gained from this thesis, the author will keep continue to follow the path for further development in the marketing industry.

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Figures

Tables

Appendices

No table of contents entries found.

Appendix 1: Semi-structured interview questions

a. What motivated or inspired you to open KOKORO?
b. How or why did you come up with the concept for KOKORO?
c. What challenges or difficulties you have faced being an entrepreneurship in the food and beverage industry? How did you overcome those?
d. Do you have any remarkable experiences or story when running KOKORO from the first start up to now?
e. Noticing there are some changes in the brand image of KOKORO, in specific is the logo, color and slogan. Would you mind sharing the reason behind the changes and the stories of the old and new ones?
f. How has the concept for KOKORO changed during time? And what was the reason behind that?
g. Do you plan to have any changes in the following time?
h. Imagine that your brand is a human with personalities, how do you want people especially your potential customers to see and feel about you?
i. How has it been proved and communicated to your customers?
j. The last question, how do you see your restaurant in the next 5 and 10 years?

Appendix 2: Drop and pick survey questions with KOKORO sushi restaurant's customers

a. Gender
- Male
- Female
- Preferred not to say

b. Age
- Under 20
- 20 – 30
- 30 – 40
- Above 40

c. Do you use social media?
- Yes
- No

d. Which social media platforms you use the most? (tick)
- Facebook
- Instagram
- Twitter
- LinkedIn
- Tumblr
- Snapchat
- Pinterest
- Youtube
- Other, please specific ……

e. From which channel do you know about KOKORO?
- Facebook
- Instagram
- Google search
- Near by
- Recommendation from friends or family
- Other, please specific …….

f. Have or visited KOKORO before?
- Yes
- No

g. If you have visited KOKORO before, what makes you come back here?
- Food
- Atmostphere
- Service
- Promotion on social media
- Specific….

h. Have you visited KOKORO social networks (Instagram and Facebook) before?
- Yes
- No

i. If yes, what were you looking for? (multiple choices)

- Menu/Price
- Review/Feedback
- Real food pictures
- Offer/Event
- Contact information (address/phone/opening time)
- Other, please specific …….

j. Do you find the content and image …. (multiple choices)
- Informative/Useful
- Interesting
- Eye-catching
- Boring
- Irrelevant
- Crappy/low-quality photos
- No impression
- Other, please specific …..

k. What kind of content you would like to see more on our social networks? (multiple choices)
- Give away/Game
- Offers (discount code/check in event)
- Customer check in photos
- Other, please specific …..

Appendix 3: Online survey questions

a. Gender
- Male
- Female
- Preferred not to say'

b. Age
- Under 20
- 20 – 30
- 30 – 40
- Above 40

c. Mentioning about sushi restaurant, what appear first in your mind? Leave blank if you do not have impression about sushi (Open question)

d. The reason for choosing the restaurant
- Previous experiences (great food, friendly service, etc.)
- Heard from friends or family
- Newspaper
- Social media
- Traditional advertising (flyer, television)
- Digital advertising
- Other, please specific …….

e. Do you follow them on social media?
- Yes
- No

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f. Do you use social media?
- Yes
- No

g. Which platform do you use? (multiple choices)
- Facebook
- Instagram
- Twitter
- Pinterest
- Tumblr
- Other, please specific ……….

h. Your last activities on social media during the last 30 days? (multiple choices)
- Like or follow/subscribe a brand
- Like or follow/subscribe a celebrity/influencer
- Like/comment/share on a post from brand
- Join groups
- Use hastag
- Share review on a product/service/location
- Check in
- Request customer service

- Purchase a product
- Look for checked in photos or reviews from others
- Other, please specific ……….

i. Reasons for your decision to follow a brand (multiple choices)
- Recommendation
- Interesting content/visual appearance
- Personal interest
- Information update (event, discount, new products, etc.)
- Other, please specific …….

j. Do you follow restaurants on social media?
- Yes
- No

k. Does social media experience affect your decision on going to a restaurant?
- Yes
- No

l. Does reviews and rating affect your decision on going to a restaurant?
- Yes
- No

m. Reasons for a restaurant become interesting/trustworthy to you? (rate from 1 to 5)
- Good reviews from customers
- Visual appearance (style, color)
- Content
- Listen to customers
- Response to both active and negative feedbacks
- Real photo of the food, atmosphere, service, human
- Actively update
- Offers added value (events, game, discount, etc.)

l. Content you want to see more on restaurant social media (multiple choices)
- Product/Service/Atmosphere photos
- Product/Service/Atmosphere videos
- Human photos and videos (employees, customers, partners, etc.)
- Reviews (share/repost)
- Mini game/Contest/Offers
- Other, please specific …….