ISSN 0973 - 8703
Included in UGC's List of Recommended Journals (J. No. 20802)
NAAS Rating = 4.24
Indexed in Scopus
Indexed in Google Scholar
Indexed in Indian Citation Index [ICI]

JOURNAL METRICS
Source Normalized Impact per Paper (SNIP) : 0.537
SCImago Journal Rank (SJR) : 0.196 ; H - Index : 3 ; CiteScore = 0.26
Google Scholar Metrics :
Google Scholar h5-index : 7 ; Google Scholar h5-median : 10
ICI Journal Current Index : 0.059 ; ICI Research Impact Indicator : 0.262

₹ 350/-

Indian Journal of MARKETING

VOLUME : 47 ISSUE NUMBER : 12 (MONTHLY) DECEMBER 2017

In This Issue

Analysis of Breakfast Attributes and Utility Among Indian Urban Youth — Vivek Singh Tomar

Sales Behavioral Intentions of Distribution Channels in the Insurance Industry : A Systematic Review — Ankitha Shetty, Savitha Basri

Perceived Disempowerment as a Deterrent of Inpatient Complaining — Fezeena Khadir, R. Swamynathan

A Comparative Study of Facebook Marketing Practices of Selected Theme Based Restaurants in India — Ajay Chandel, Amit Sethi, Punam Mishra

A Comparative Study of Facebook Marketing Practices of Selected Theme Based Restaurants in India

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Abstract

Speculations that the Internet user base in India will reach a whopping number of over 500 million by 2018 - making India the second largest population of Internet users in the world is presenting a myriad of opportunities and threats to businesses in India. The compound annual growth rate (CAGR) for the digital Ad-spend in India accounted for 25% from financial year 2011 to financial year 2013. Social networking sites like Facebook, Twitter, and LinkedIn have emerged as an interactive means of communication for businesses. With a user base of 100 million in India, Facebook is valuable to any marketer (Singh, 2014). This paper attempted to understand how Facebook pages are being leveraged by selected theme based restaurants in India. The restaurants were chosen on the basis of presence on Facebook, number of likes and visits (people checked in) on Facebook's page, average public reviews, regularity and frequency of posting of content, and "culture" as a common theme from Northern and Western parts of India. The Facebook page posts (content) of these restaurants from their Facebook page presence till January 31, 2015 were collected, analyzed, and compared. These posts were categorized into distinct Facebook marketing practices and then were benchmarked with the global Facebook marketing best practices globally.

Keywords : **digital media, social networking sites, Facebook, Facebook marketing best practices, theme based restaurants**

Paper Submission Date : November 4, 2016 ; Paper sent back for Revision : October 7, 2017 ; Paper Acceptance Date : November 20, 2017

There were approximately 7 million Internet users in India by the year 2001. Internet users' base grew to 25 times in the past 12 years at a compounded annual growth rate of 30 % year over year. India, today, has one of the largest and fastest growing populations of Internet users all over the world. There were 243 million Internet users out of which 192 million were active Internet users who accessed the Internet at least once a month as of June 2014 in India. Approximately 40 million Indians get online every day, spending 40-45 hours over the Internet monthly. The penetration of active Internet users is nearly 36% in urban cities of India ; whereas, in rural villages, the penetration is approximately 6%. After China with 620 million and the U.S. with 275 million Internet users, India already hosts the third largest Internet population in the world. As per some estimates, Internet user base in India will touch a whopping number of over 500 million by 2018, thereby making India the second largest population of Internet users in the world (Shah, Jain, & Bajpai, 2015).

Social Media

Organizations are confronted by the advent of social media as they face a volatile business environment where

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consumers have adopted social media on a massive scale (Effing & Spil, 2016). The total ad spend in India across all media with a year on year growth rate of 12% was INR 38,598 crore in 2013, with television having the highest ad spend (44% of the total ad spend).

With the fast growth in Internet penetration in the urban and rural India, marketers are concentrating more on spending a major portion of their total media budget on different digital avenues. The digital ad spend in India was estimated to be around INR 2750 crore by the end of the financial year 2014 with a year over year growth rate of 30%. The total compound annual growth rate for the digital ad-spend in India accounted for 25% from financial year 2011 to financial year 2013. Across India, there are 143 million users of social media. Urban areas witnessed a growth of 35 % with 118 million users as of April 2015. On the other hand, the number for rural India stood at 25 million, up from close to 12 million last year, showing a growth of 100%. Facebook emerged the leading social media website with 96% of urban users accessing it, followed by Google Plus (61%), Twitter (43%), and LinkedIn (24%). The largest segment of users was college-going students (34%), followed by young men (27%), and schoolchildren constituted 12%. If used smartly, social media can become a very powerful tool for engaging the audience. Social media can help to achieve massive scalability with each other to create or co-create value through online conversation and collaboration (Scott & Jacka, 2011). As per 63% of the companies using social media, social media increased marketing effectiveness among other benefits, and increased exposure is one of the major benefits a business can achieve from social media marketing (Stelzner, 2012).

Social Networking

Facebook, Twitter, LinkedIn are few examples of social networking sites taking the world by storm and making their mark in this field lately. Communication and maintaining relationships with their peer and with brands was found to be the main motivation for social networking (Dwyer, Hiltz, & Passerini, 2007).

The content shared by brands on Facebook pages creates brand awareness and communicates the brand personality which, in turn, helps to create the much-needed brand knowledge. Such capabilities of social media can help influence the consumers present over these social media platforms (Sharma & Kalra, 2011 ; Yadav, 2017). The social network marketing is a way to let the customers create the content for their favourite brands, like their activities in terms of the content they share and share the same in their personal networks (Sharma, 2012). This is one of the ways brands can reach, engage, communicate, and maintain long lasting relationship with their existing and potential customers. This all relates well with the very meaning of customer based brand equity - the differential effect of brand knowledge on consumer response to the marketing of that brand (Keller, 1993). Social network marketing can help create communities. These social communities have similarities and distinctions among them, but they offer opportunities for engagement and brand promotion for brands that learn to leverage the unique attributes of the community type in question. Social networking, if approached strategically, can help find talent, build brand awareness, find new customers, and help conduct brand research (Weston, 2008). The communication in social networks lets shoppers to listen to one another, learn from each other's experience, review ratings for products and services, and provide product knowledge and personal information (Burke, 2006).

Facebook : What's on Your Mind?

People start their day with "What's on your mind?" updating their status, posting public and private messages, poking, creating, and sharing their life events and sharing some nostalgic moments by uploading photo albums. Social networks like Facebook also make it easier for users to monitor activities of people they could not be in touch with in a while as well as reconnecting with new and old friends with a focus on building relationships (Kietzmann, Hermkens, McCarthy, & Silvestre, 2011 ; Quan-Haase & Young, 2010).

Facebook was ranked as the world's most viewed website in January 2013 with a customer base of 972 million

regular users (Socialbakers, 2013) which touched a whopping number of 1.35 billion monthly active users as of the third quarter of 2014 (Statista, 2014). In this information age, social media sites such as Facebook seem to be growing rapidly, especially among young adults across the world (Pempek, Yermolayeva, & Calvert, 2009).

Review of Literature

Social media has been described by many researchers in many different ways. This involves activities, practices, and behaviours among communities of people who gather online to create and share information, knowledge, opinions, experiences, and perspectives throughout community-oriented websites used as a conversational media regardless of geographical barriers (Burke, 2006 ; Kaplan & Haenlein, 2010 ; Safko & Brake, 2009 ; Weinberg, 2009). Hence, social media can be referred to as online communities that are conversational, participatory, and fluid in nature that connect people from different places with each other. These communities allow members to develop, publish, control, critique, review, and interact with online content.

By creating and nurturing collaborative relationships with multiple stakeholders using social media, businesses can quickly innovate (Anderson, 2010). The social media marketing tools can be used largely for free and very easily in comparison with other promotional tools (Levinson, 2010). The main incentives of using social media marketing could be amplification of word-of-mouth marketing, market research, general marketing, idea generation, and new-product development, co-innovation, customer service, public relations, employee communications, reputation management, and creating brand fans. As per a study which included responses from 2,000 participants that compared Facebook fans and non-fans based on a number of factors, including product spending, brand loyalty, likelihood to recommend, media value, cost of acquisition, and brand affinity, a Facebook fan was found to be worth $174 to a brand, up 28% since 2010 (Wasserman, 2013a).

In an attempt to find out how people influence the dining decisions of others and in turn how their personal restaurant choices were made, a survey of food aficionados was conducted. The survey revealed that in most cases, word of mouth didn't work independently, but was supplemented with additional research on social networking websites, consumer generated review sites, blogs, and restaurant websites (Oliver, 2012). Similarly, when consumers plan a hotel or restaurant reservation, they rely on the Internet to choose a restaurant (Kimes, 2011) and commonly rely on online reviews for information (Jeong & Jangb, 2011; Kim, Mattila, & Baloglu, 2011).

Social media has become a major influence in consumer decision making process and in areas such as increasing awareness, information sharing, forming opinions and attitudes, purchasing, and evaluating post purchase experience (Mangold & Faulds, 2009).

Hospitality sector like restaurants embraced the opportunities provided by social media and the so-called "Web2.0" technology over a period of time (Noone, McGuire, & Rohlfs, 2011). Many studies showed that restaurant owners can draw more business and increase sales with Facebook and Twitter (Young, 2010). A survey by the Society for Human Resource Management revealed that Facebook has become corporations' most popular website for external communications, as was cited by 45% of the respondents of the study (Leonard, 2012).

The reasons for Facebook's popularity are quite obvious : Facebook provides an array of features that allow companies to develop communities, humanize their brands from just being non-living entities, and engage with their prospective and existing customers. A lot has been written on the best practices brands must follow on their Facebook pages for better relationship with the customers. In order to excel in business operations, companies must also benchmark their business practices against companies outside their own industry. After all, it could be unlikely that the best practices of any one competitor or string of competitors will shed light on a company's entire value delivery system (Iacobucci & Nordhielm, 2000). On the same note, a review of Facebook marketing best practices by various authors from different websites was conducted to better understand the Facebook marketing best practices.

Review of the best practices led to common best practices like engage the audience and build communities by

having the right content strategy, photos/visuals, run contests, love your fans, create credibility, and indulge in promotional activities. Companies need to build a plan before diving into social marketing in order to appropriately approach the frequent users who are most likely to virally spread their enthusiasm for a new product or service. Use of social networking sites or fan pages must be aimed at (a) focusing on a conversation, (b) developing a close relationship with the brand through "friending" with the social marketing pages, and (c) building a plan for engagement and finding out what interactions, content, and features will keep users coming back (Li, Bernoff, Pflaum, & Glass, 2007).

Need of the Study

Ascertaining the importance of Facebook to businesses, scholars and practitioners could be seen frequently discussing this subject (Bronner & de Hoog 2011; Jeong & Jangb, 2011; Litvin, Goldsmith, & Pan 2008; Mack, Blose, & Pan, 2008). Existing literature provides some insights regarding how consumers research and share information on the Internet. Relatively very few studies , however, have been conducted to examine how theme based restaurants are using social media such as Facebook for building relations with their customers and to stand out of the crowd. Studying the content posted by restaurants on their Facebook pages and the response and attention given by Facebook users may help managers in communicating with their consumers more effectively and possibly developing the right social media marketing strategies.

Scope of the Study

The study was conducted to understand and evaluate Facebook marketing strategies of the selected restaurants by studying the content shared by them on their Facebook pages. The restaurants selected for the study belonged to the Northern and Western parts of India. A brief profile of the restaurants has been presented in the Table 1.

Table 1. Profile of the Selected Restaurants

Sr. No	Name/Address/Website/Facebook Page Address/Founder/Profile	Facebook Presence (Years)	No. of Likes (Till January 1, 2015)	No. of Visits (Till January 1, 2015)	No. of Reviews (Till January 1, 2015)
1.	**Haveli Heritage** **Address:** Grand Trunk Rd, Khajurla, Jalandhar, Punjab 144001 **Website:** https://www.http://haveliheritage.net/haveli/ **Facebook Page:** https://www.facebook.com/TheHaveliHeritage **Founder:** Mr. Satish Jain	March 24, 2009	101,544	66,777	20,000
2.	**Vishalla** **Address:** Opp. Vasna Tol Naka, in front of APMC market, Ahmedabad, Gujarat 380055 **Website:** https://www.vishalla.com/ **Facebook Page:** https://www.facebook.com/VishallaRestaurant **Founder:** Mr. Surendra Patel	May 7,2012	4902	12,610	13,000

Source: Official Websites of the selected theme based restaurants

Objectives of the Study

(1) To study and categorize the content shared by the selected theme based restaurants into various Facebook marketing practices.

(2) To compare and contrast the use of Facebook marketing practices of the selected theme based restaurants against the Facebook marketing best practices as a benchmark.

Research Methodology

This study was conducted to have a deep understanding of how Facebook is being leveraged by selected "theme based restaurants" in India. The restaurants were chosen on the basis of popularity estimated by the consumer reviews on various online reviewing websites, presence on Facebook, regularity in posting of content on Facebook, number of likes on Facebook page, and "culture" as a common theme for the selected restaurants. The Facebook posts of these restaurants from the day of their Facebook page presence till January 31, 2015 were collected and reviewed for the study. The posts so collected were categorized into distinct Facebook marketing categories and then were analyzed with their basic statistics like number of likes, number of shares, and number of comments and the same were tabulated. Focus was on identification of the topics referred to within the posts and categorization of the posts as an indication of intention of selected restaurants that they wanted to share through the posts.

Each restaurant's Facebook marketing practices were then compared with Facebook marketing best practices revealed through the review of literature. A questionnaire consisting of six categories of Facebook marketing best practices was circulated amongst 23 experts of marketing domain having more than 5 years of experience in academics and business consultancy and seven (7) social media marketing experts in Jalandhar, Mohali, and Chandigarh areas. The experts were asked to assign points (weights) out of 100 as per the relative importance of the categories identified, and no two points must get the same points. The points against each of the categories were then totaled and averaged to get a normalized weight. These weights were multiplied with the average likes, comments, and shares of various posts (photo, contest, engagement, promotion, media, and customer-related posts). The weighted average likes, comments, and shares collected in this fashion were then used to compare the Facebook marketing practices of Haveli and Vishalla. That is, Haveli (Jalandhar, Punjab, North India) and Vishalla (Ahmedabad, Gujarat, West India).

Analysis and Results

(1) Categorization of the Content Shared by Haveli and Vishalla into Various Facebook Marketing Practices : The content posted on their Facebook pages was analyzed and categorized in various marketing activities. The response of customers in terms of like/comment/share (average stats sub-category wise) stats was also tabulated (Table 2, Table 3) to have a better understanding of the results of those posts.

(i) Content Analysis for Haveli : As per a study, engagement rate on Facebook for photos averaged to 0.37% as compared to text, which was found to be only 0.27% (this translates to a 37% higher level of engagement for photos over text) (Bullas, 2012). Photo posts of Haveli were found to be strategically planned. As the restaurant is a "theme based restaurant," posting of photos related to décor, culture/theme, and promotion of cultural showcase on weekends made sense. It made sense not only from the business point of view by creating a differentiation advantage, but also by creating unique associations people form with the restaurant.

Table 2. Haveli Heritage: Content Categorization/Sub-Categorization with Like/Comment/Share Stats

Category	Sub-Category		No. of Posts *(N)*	Percentage of Total Posts (288)	Likes (Average)	Comment (Average)	Share (Average)
Photos	Décor		16	5.55555556	89.375	3.9375	4.3125
	Celebrity Visits		1	0.34722222	11	0	1
	Culture/Theme		28	9.72222222	52.10714	0.7142857	0.928571
	Events		1	0.34722222	34	0	0
	Food		4	1.38888889	124	4.75	1
	History		1	0.34722222	91	7	2
	Information		1	0.34722222	46	5	0
	Promotion		10	3.47222222	122.7	1.9	1.4
	Service		1	0.34722222	45	0	0
Contests	Contest Announcements		9	3.125	24.77778	6.625	0.777778
	Sentence Completion		4	1.38888889	41.75	125.25	5.5
	Weekend Contests		1	0.34722222	29	0	1
	Result Announcements		5	1.73611111	24.4	4.2	0.6
	Appreciation		3	1.04166667	29	3	0.333333
Engagement	Meme/Campaign/Do it the Punjabi way		15	5.20833333	62.93333	0.8	4.133333
	Meme/Campaign/Flavours of Punjab		12	4.16666667	89.33333	2.0833333	3.25
	Meme/Campaign/Jewels of Punjab		9	3.125	34.11111	0.2222222	0.555556
	Meme/Campaign/Nahi Ressan Desh Punjab Diyan		12	4.16666667	102.25	2.75	2.833333
	Meme/Campaign/Punjabi wedding decoded		7	2.43055556	40	0	1.142857
	Meme/Campaign/You know you are in Punjab Campaign		25	8.68055556	71.32	0.92	3.6
	Polls		1	0.34722222	37	7	1
	Quiz		6	2.08333333	38.8	16.8	0.4
	Quotes		1	0.34722222	41	0	1
	Tips	Cooking	4	1.38888889	62	0.25	1.5
		General	1	0.34722222	15	0	0
	Celebrations	Festival/Religious	11	3.81944444	43.09091	0.0909091	8.818182
		General	6	2.08333333	37.83333	0.3333333	1
Promotion	Communication		2	0.69444444	63.5	4	0
	Weekend		3	1.04166667	82	1.6666667	15.66667
	Social Media		1	0.34722222	0	0	0
	Punjab Tourism		1	0.34722222	37	0	1
	Positioning		15	5.20833333	39.4	1.4	0.333333
	Information		11	3.81944444	36.72727	0.4545455	0.636364
	Expansion/New Launch		3	1.04166667	61.66667	2	0
	Events		9	3.125	27	0.4444444	0.222222
	Against Competition		1	0.34722222	62	2	1
Media	Event Coverage		5	1.73611111	20.8	0	0.4
	Food & Theme		19	6.59722222	18.68421	0.2105263	0.894737
	History		1	0.34722222	164	2	4
	Owner		1	0.34722222	52	4	2
	Recipe		7	2.43055556	20.14286	0	1
	Awards/Recognition		7	2.43055556	30.57143	0.5714286	0.857143
Customer Focused	Asked for reviews		5	1.736111111	25.5	1.25	0
	Milestone		1	0.347222222	40	0.3333333	0.333333

Source: Facebook posts of Haveli

One tactic that works wonders for many marketers is sweepstakes or contests. Contests and results seemed to have gathered many responses on Haveli's Facebook page, with 'sentence completion' contests being the most commented and shared ones. Sentence completion and weekend contests were found to be the most popular of all sub categories of all contest - related posts.

One must always keep the "going viral" factor in mind while creating concepts and ideas for Facebook marketing campaign to engage the audience. Marketers must always ask, "will the consumers share it with their friends?" or "will they share it on somebody's wall?" Haveli has created some unique "meme" campaigns to engage the customers. The campaigns were able to generate much-needed word of mouth, including likes, shares, and comments. Cooking tips, festivals of every religion, and quizzes appeared to be the few of the most engaging posts. Amongst the meme campaigns, *'Nahi Ressan Desh Punjab Diyan,'* 'Flavours of Punjab,' and 'You know you are in Punjab' were found to be the most popular. However, cooking related tips and festival/religious related celebrations were found to be most popular sub - categories other than memes.

Posts related to promotion of cultural showcase on weekends positioning Haveli as a unique theme based restaurant, posts against fake restaurants, posts providing information on the various topics related to Haveli, posts related to expansion of Haveli were found to be the most common promotional posts used by Haveli. However, weekend promotions and promotions against the competitors were found to be most popular sub - categories of all promotional posts. Words like palatial wedding destination, majestic, celebration grandeur, lifestyle of bygone Punjab, unique, exclusive, royal, emerald, vintage, regal, tradition, unforgettable, etc. along with the photos of relevant décor were used in posts to position Haveli as a unique theme based restaurant. Haveli was also positioned as a unique recreational weekend destination. The information on Haveli expanding to new places in and around Punjab was also shared on the restaurant's Facebook page to keep the customers informed. 'There is only one Haveli and no other Haveli can share the same passion of Punjab as we do' was one of the campaigns that was run to beat the fake Havelis that have popped up lately in nearby areas.

Publicity is far less controllable and takes more time to work than advertising, but has far greater credibility. Posts having Haveli covered by many leading local, state owned, and national newspapers ; reviewing websites ; and TV shows were shared frequently with the customers. Media coverage on history of Haveli as a true representation of Punjab, the owner's philosophy, recipes, awards and recognitions, and food and theme seemed to be few of the most liked, commented, and shared posts.

Creating interesting content and interactions on the Facebook page is the best way to attract Facebook users to become a fan of a brand page. The goal is to move away from the typical monologue of mainstream marketing and turn towards creating a dialogue with customers. Haveli was still found struggling with the monologue approach with less customer interaction on Facebook.

(ii) Content Analysis for Vishalla : Photo posts included categories like photos of celebrities, customers, food, promotions, décor, art/culture, and theme. Photos of decor, customers, and celebrities at Vishalla were few of the most popular sub categories of photo posts. As per the Facebook marketing best practices, contests are a great way to attract customers and make them participate and act favourably to the marketing activities of the brand. However, strangely, there weren't any posts related to contests or sweepstakes at all.

For engagement, various posts related to facts (art, culture, and food), celebrations (religious and general), tips, quotes, and art & literature were posted. Of all the posts targeted towards the customer engagement, posts of general and religious interest and quotes were found to be the most popular. Posts related to promotions consisted of food & menu, museum, seasonality, PR, and weekend - related categories. Of all the posts targeting the promotions, weekend promotions, PR, and season specific related posts were found to be the most popular. Evening menu promoting posts were very frequent, as frequent as 4-5 posts on a particular day. Promotional campaigns must be designed keeping the interest of customers in mind and must be framed intelligently to not to annoy customers. Media posts on the Facebook page of Vishalla comprised of food, art and theme, & ambience

Table 5. Weighted Average Score of Different Categories

Sr. No	Category	Weight	Haveli						Vishalla					
			Average Likes	Weighted Average Likes	Average Comm-ents	Weighted Average Comments	Average Shares	Weighted Average Shares	Average Likes	Weighted Average Likes	Average Comm-ents	Weighted Average Comments	Average Shares	Weighted Average Shares
1	Photos	**0.15**	68.35	**10.25**	2.58	**0.38**	1.18	**0.17**	7.62	**1.14**	0.59	**0.08**	0.15	**0.02**
2	Contests	**0.10**	29.78	**2.97**	27.8	**2.78**	1.64	**0.16**	0	**0**	0	**0**	0	**0**
3	Engagement	**0.25**	51.89	**12.97**	2.4	**0.6**	2.24	**0.56**	3.34	**0.84**	0.04	**0.01**	0.04	**0.01**
4	Promotion	**0.17**	45.47	**7.73**	1.32	**0.22**	2.09	**0.35**	6.57	**1.12**	2.47	**0.42**	0.01	**0.00**
5	Media	**0.12**	51.03	**6.12**	1.13	**0.13**	1.52	**0.18**	5.03	**0.6**	0.33	**0.04**	0.11	**0.01**
6	Customer Focus	**0.21**	32.75	**6.87**	0.79	**0.16**	0.16	**0.03**	4.83	**1.01**	0	**0**	0	**0**
Total		**1**		**46.93**		**4.29**		**1.47**		**4.71**		**0.55**		**0.04**

Source: Facebook posts of selected theme based restaurants

coverage. The theme & ambience - related posts were found to be the most popular. Customer-related posts were categorized into thanking customers for achieving milestones and customer reviews. Posts related to thanking customers for achieving milestones were found to be the most popular posts of all the sub - categories.

(2) Comparing and Contrasting the Use of Facebook Marketing Practices of Haveli and Vishalla Against the Facebook Marketing Best Practices as a Benchmark : The Table 4 shows the weights assigned by experts. These weights show the relative importance of the various categories. Customer engagement related posts were extremely important and carried highest weight (0.25) followed by customer focus (0.21), promotion (0.17), photos (0.15), media (0.12), and contests (0.10). Ideally, any restaurant must score well on these categories as per their relative weights.

The Table 5 shows that the weighted average likes, comments, and shares score of Haveli and Vishalla. Haveli leads in average weighted likes, shares, and comments for the categories : photos, contests, engagement, promotion, media, and customer focus ; whereas, Vishalla scores less in all the categories.

Discussion and Conclusion

A few years back when Mark Zuckerberg came up with his idea of a social networking site and named it Facebook, nobody had an idea what it would become in the time to come. Facebook has quite literally revolutionized the way we look at social networking. Facebook has become popular with increasing number of companies. The reasons are quite obvious, Facebook provides a bundle of features that allow companies to develop communities, humanize their brands, and engage with their prospective and existing customers. Today, brands are not on Facebook for having a passive presence but are active on almost a daily basis. For the present generation who spends a lot more time on the Internet than on traditional media, brands need to change their approach. Facebook provides the best possible solution in this scenario.

Just like any other business, restaurants and theme based restaurants, in specific, also need to have a Facebook marketing strategy in place to reach to the masses, to convert them into fans and then into advocates. This helps in not only creating an online community by engaging people of similar interests, but also in spreading an electronic word of mouth.

Forrester Research recently came out with a new study that really explains why all these Facebook likes, comments, and shares are so important. The study found that 70% of the consumers trusted brand recommendations from friends, while only 10% trusted advertising. We live in a world where we are bombarded

with hundreds and thousands of advertisements every day. Not to mention, we buy products and services when we are ready to buy, and not when it's convenient for a business. So, if a brand can break through the clutter and get an edge by connecting through our friends and families, they absolutely should take it. All those likes, comments, and shares on Facebook pages are subtle brand recommendations. Which means, when this Forrester Research study shows that consumers trust brand recommendations, and not advertisements, a brand must do its best to make sure it is getting people to engage with its brand on Facebook (Wasserman, 2013b).

Companies have to be on Facebook, not only for being there, but for being able to connect the customers by posting likeable content. This paper explicitly mentions the Facebook marketing best practices. Sharing photos, running contests, engaging the customers through variety of intriguing posts, communicating various promotional offers, sharing the media coverage/awards and recognitions, and keeping the customers at the centre of the Facebook marketing are found to be the best content posting practices as per the review of literature. The study reveals that photos generate more likes and comments than the other post categories which was as suggested by many studies conducted on the discipline (Kang, Tang, & Fiore, 2014 ; Kwok & Yu, 2013). Intellectually stimulating posts that encouraged users to participate were found to be most engaging as suggested in previous studies (Yu, Chen, & Kwok, 2011). However, marketing-related activities like contests were found to engage certain category of customers, but more people were engaged to more conversational messages (Kwok & Yu, 2013). Hence, for any theme based restaurant, it is a must to develop the content that could be a best fit to the mentioned best practices (post categories). Any restaurant must try to benchmark its Facebook marketing strategies with these best practices. The content shared on the Facebook page of Haveli was liked, commented, and shared more on an average than the content shared on the Facebook page of Vishalla.

However, Haveli still has a room for improvement in "customer focus" which was found to be the most important post category as per experts' opinion. Haveli must try to keep itself ahead in all post categories than its competitors, while Vishalla must try to benchmark it with Haveli and should develop a richer Facebook content to appeal to a larger audience. Haveli was able to create a very clear personality through its Facebook page content, whereas Vishalla seemed to be struggling hard to position itself as a unique theme based restaurant. Facebook pages offer a myriad of opportunities for a business. While Haveli seems to have caught the nerve of this innovative promotion tool, Vishalla still has a long way to go.

Managerial Implications

The study can be of use to managers trying to create strong restaurant brands through Facebook marketing. Managers from such brands can use the findings of the study to develop a rich and engaging content for the Facebook viewers. Engaging content entices users to actively participate on social media platforms like Facebook, which can allow managers to have a closer view of consumer behaviour to devise effective future promotional campaigns and a stronger emotional connect with the customers.

Limitations of the Study and Scope of Future Research

The study was conducted on restaurants located in Northern and Western parts of India. Future research can be conducted to compare the Facebook marketing practices of Eastern and Southern parts of India to enrich the results of this study of Facebook's marketing strategies of theme based restaurants.

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