# MASTER THESIS

To attain the academic degree of
Master of Arts in Business
from the
Degree Programmes
International Marketing & Sales Management
of *CAMPUS 02* University of Applied Sciences

## DEVELOPMENT OF A SOCIAL MEDIA CONCEPT TO REACH SUPPORTED BRAND AWARENESS FOR THE HEALTH TOURISM INDUSTRY ON THE EXAMPLE OF THE GESUNDHEITSRESORT KÖNIGSBERG GMBH

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Graz, 11.05.2018

## Declaration of authenticity

I hereby certify that I have written the present thesis independently and without help from third parties. I have not used any sources other than those which are clearly indicated and have duly provided details of the sources both direct and indirect quotations.

The present piece of work and parts thereof have to date not been presented to this or any other examination board in the same or similar form, nor have they been published. The present version is the same as the electronic version submitted.

Graz, 25.06.2018

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Bianca Hornik, BSc (WU)

## Explanation of principle of equality

For readability purposes, gender-specific formulations have not been used in the present piece of work. It is, however, hereby expressly stated that when the masculine form is used to denote people, both sexes are being referred to.

# Acknowledgement

This thesis could not have been realised without a great deal of guidance, and both – mental and practical – support. Therefore, I would like to thank all people who, during the process of writing my master thesis over the last year, have provided me with everything I needed.

First of all, I would like to thank my master thesis supervisor Stephan Wenger, BA, MA for his professional input, advices and patience during the whole process. His guidance constantly helped me to challenge myself and get to grow further within the writing process.

Besides my advisor, I further would like to express my gratitude to the rest of the thesis committee: Mag. Dr. Karin Madenberger, MSc, DI Dr. Martin Duque as well as a.o.Univ.-Prof. Ing. Mag. Dr. Otto Krickl for their encouragement, insightful comments and challenging questions.

My sincere thanks also goes to my company mentor Sandro Weichselbaumer for supporting me not only while writing my master thesis but also during my complete master programme. I really appreciate his patience while providing me with all information and inputs necessary as well as his constant mental support while motivating me and cheering me up anytime.

I also thank my fellow colleagues, who really have become good friends in the last two years, who helped me through tougher times and offered help and feedback whenever necessary.

Last but not least, I am really grateful for my parents, who have supported me during my years of study (you survived 20 years!!) and being there by my side. You always believed in me, even when I did not. Hence, I really must have cost you lots of nerves and therefore I am even more grateful to have you as my parents.

Thank you for everything!


Bianca Hornik

# Summary

Nowadays people tend to recollect on their physical needs as health is given again a high priority. Thus, it is no surprise, that the demand and supply for health offers constantly increase – online and offline. An industry that thereby profits from, is the health tourism industry. Therefore, it is no surprise that also the competition in Austria is tough and it thus plays a key role to stand out and attract potential guests. Thereby, it is of specific interest to generate brand awareness and be set in customer's mindsets.

An instrument, that thereby offers great opportunities due to its possibility to communicate with people worldwide without hardly any boundaries, is social media. Therefore, this master thesis strives to develop a social media concept for the health tourism industry on the example of the Gesundheitsresort Königsberg to increase the supported brand awareness in the target market Hungary.

The first part of the thesis strives to gain know-how about the health tourism industry, brand awareness as well as social media and concludes with the theoretical social media concept to increase the supported brand awareness.

The second part initiates with a short secondary analysis about the differences between the target market Hungary and the home market Austria. Further, within the practical part, a social media concept with the objective to increase the supported brand awareness was developed based on a primary research.

The thereby conducted online survey questioned 130 Hungarian social media users with special interest in health / healthy lifestyle inter alia about their health as well as social media behaviour.

The concept commences with a situation analysis as well as a SWOT analysis, followed by strategical decisions regarding positioning and SWOT norm strategies. Based on the findings and decisions of the research, the recommendations for the implementation were given with special focus on social media channels, content and resources needed. The last step of the concept defines necessary KPIs for the company that should be tracked to reach the objective.

The master thesis concludes with a summary about the recommended actions that need to be followed and later controlled to reach the objective to increase the supported brand awareness with social media.

# Abstract

Gegenwärtig besinnen sich die Menschen wieder zunehmend auf das wichtigste Gut in ihrem Leben - die Gesundheit. Ein Markt, der von diesem Umschwung profitiert, aber zugleich unter einem hohen Konkurrenzdruck leidet, ist der Gesundheitstourismus. Demnach ist es von Notwendigkeit, sich von der Konkurrenz abzuheben, um so potentielle Gäste zu gewinnen. Hierbei sollte eine (gestützte) Markenbekanntheit generiert werden, um in den Köpfen der Kunden präsent und verankert zu sein.

Ein Kommunikationsinstrument, das in diesem Zusammenhang eine bedeutende Rolle spielt und zudem eine Möglichkeit bietet mit Leuten weltweit zu interagieren, sind soziale Medien. Deshalb beschäftigt sich diese wissenschaftliche Arbeit mit der Entwicklung eines Social Media Konzepts zur Steigerung der gestützten Markenbekanntheit im Gesundheitstourismus mit Fokus auf den Zielmarkt Ungarn am Beispiel der Gesundheitsresorts Königsberg GmbH.

Der erste Teil der Arbeit widmet sich der theoretischen Begriffsdefinierung von Gesundheitstourismus, Markenbekanntheit sowie Social Media und schließt mit einem theoretischen Konzept zur Steigerung der gestützten Markenbekanntheit mit Hilfe der sozialen Medien.

Im zweiten, dem praktischen Teil der wissenschaftlichen Arbeit wurde zunächst eine kurze sekundäre Forschung zum Zweck der Definition der Unterschiede zwischen dem Ziel- und Heimatmarkt durchgeführt. Gefolgt von einer primären Marktforschung, bei der 130 Ungarn zu ihrem Gesundheits- und Social Media Nutzerverhalten befragt wurden.

Das entwickelte Konzept ist demnach wie folgt aufgebaut:

1. **Analyse** von Stärken, Schwächen, Chancen, Gefahren und Ist-Situation
2. **Strategische** Entscheidungen unter anderem zur Positionierung
3. **Implementierungs**-Empfehlungen für Channels, Content und Ressourcen auf Basis der Ergebnisse der Umfrage
4. Definition von KPIs und Keywords für das **Controlling** zur Zielerreichung

Der finale Punkt der Arbeit fasst Empfehlungen für die Gesundheitsresort Königsberg GmbH zur Umsetzung zusammen, die zur Steigerung der gestützten Markenbekanntheit verfolgt werden sollten.

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# List of Abbreviations

| | |
|---|---|
| AMA | American Marketing Association |
| B2C | Business-to-Consumer |
| BG | Beste Gesundheit |
| Bmwfw | Austrian Federal Ministry of Science, Research and Economy |
| CEO | Chief Executive Officer |
| GKBS | Gesundheitsresort Königsberg Bad Schönau |
| GDP | Gross Domestic Product |
| KPI | Key Performance Indicators |
| ROI | Return on Investments |
| USP | Unique Selling Proposition |
| WHO | World Health Organisation |
| WKO | Wirtschaftskammer Österreich |
| WTO | World Tourism Organization |

# 1. Introduction

## 1.1 Initial situation

- 102,863,435 overnight stays by international tourists
- 25.5 billion euros tourism receipts, thereof 6.26 billion international
- a share of 16.1 % of the Austrian GDP

Those figures from the year 2016 already point out the essential impact of (international) tourists for the Austrian economy (cf. Katzenschlager 2017). To meet all the expectations, Austria offers several opportunities depending on the motives, such as winter tourism and health tourism (cf. Freyer 2015, p. 101).

Especially, the health tourism - 23 % of all commercial overnight stays -  is playing an increasing key role due to on-going health trends and demographic changes (cf. Cassens et. al. 2012, p. 26; Dostal/Dostal 2015, p. 15; Steiner 2015). In addition, the sector constitutes an assured source of income, regardless the weather conditions and seasons (cf. Bohuslav 2017). Therefore, it is no surprise that the competition is high and tough with 1,224 health resorts all over Austria. Hence, it is essential to gain brand awareness and to stand out (cf. Grabs et. al. 2017, p. 32; Alt/Reinhold 2016, p. 1, bmwfw 2014, p. 11). A spa town that is especially aware of this high rivalry is Bad Schönau - on 13.58 km$^2$ the Gesundheitsresort Königsberg and two hotels of the Vivea group compete for the guests' attention (cf. Bad Schönau 2017).

For this purpose, the GKBS strives to offer its Kur, rehab and private guests a holistic concept for body, mind and spirit within the four indications. Thereby, the 4**** health resort obtains annually 85,000 overnight stays in 216 rooms ($\varnothing$ 90 % occupancy rate) and was repeatedly awarded for its high quality in all sectors (hotel, medicine and culinary). Moreover, additional tips and relevant information are provided to the guests over the Facebook page, which has been the only existing social media channel since July 2016 (cf. GKBS 2018).

## 1.2  Problem statement and challenge

According to the high competition in Austria as well as in Bad Schönau several challenges occur:

Referring to the tough Austrian health tourism, it is essential for the Gesundheitsresort Königsberg to generate brand awareness and to stand out against the 1,224 health resorts in Austria to increase its private overnight stays (cf. Bmwfw, p. 11). Especially, the Hungarian market – 1.5 % of all international overnight-stays in 2016 – is thereby of great interest (cf. SU/Tourismusforschung 2017).

Regarding the situation in Bad Schönau potential guests are often confused with the offer of health resorts locally. The guests are sometimes even not aware that there do exist three resorts in the spa town and just point out, that they want to stay in Bad Schönau, even though they can't distinguish between the resorts. Therefore, the health resort strives to be mentioned in one breath with the spa town Bad Schönau in the future.

Due to the three guest types the health resort offers, the marketing focus should lie on the private health stays: Even though the Kur and rehab guests can name their preferred location, they still get assigned by the social insurance agencies.

In order to attain these objectives, the challenge should be to explore the potential of social media to increase brand awareness by means of a primary research within this master thesis.

In the end, the analysed findings should contribute to give concrete recommendations for the Gesundheitsresort Königsberg regarding their future social media activities.

## 1.3  Company objectives

The first target of the Gesundheitsresort Königsberg GmbH is to improve the supported brand awareness with the help of social media until March 2020.

Thereby, the second target aims to increase the total organic reach on the Facebook page @gesundheitsresortkoenigsberg from an average of 650 persons per period to 2,000 persons until March 2020.

The third company objective of the Gesundheitsresort Königsberg GmbH is to increase the private overnight stays by Hungarian guests by 10 % to 2,900 overnight stays with the help of social media until March 2020.

The target group is described as follows: men and women resident in Hungary between 25 - 45 years, from the higher middle to high income group. They pay attention to a healthy lifestyle and are willing to spend money on their health as well as looking for a holistic concept of treatments and wish for an overall high-quality stay.

## 1.4  Master thesis objectives

The target of this master thesis is to develop an international B2C social media concept to improve the supported brand awareness in the industry of health tourism on the example of the Gesundheitsresort Königsberg GmbH in the specific market of Hungary.

With the help of the developed concept, recommendations for the implementation regarding content, channel, budget and resources are given.

## 1.5 Frame of reference

The frame of reference should give a brief overview of the dealt with topics in this thesis as well as their relations to each other.

| INTRODUCTION | |
|---|---|
| **Initial Situation** | ▫ (Health) Tourism in Austria + Bad Schönau ▫ GKBS |
| **Challenge** | ▫ Competition ▫ Brand Awareness ▫ Social Media concept |
| **Company Objectives** | ▶ **Master Thesis Objectives** |

| THEORETICAL PART |
|---|

| **Health Tourism in Austria** <br><br> » Facts and Figures <br> » Structure of Health Tourism <br> » Motives for Health Tourism | **Brand Awareness** <br><br> » Brands <br> » Terminologies <br> » Objectives | **Social Media Marketing** <br><br> » Social Media Concept <br> » Terminologies <br> » Objectives and risks <br> » Social Media in the Purchase Decision Process |
|---|---|---|

**Theoretical Social Media concept to increase Brand Awareness**

» **Analysis** ▫ Influence of Social Media on Brand Awareness
*Competitor Analysis | SWOT Analysis*
» **Strategy** ▫ Tools to increase Brand Awareness
*Brand Differentiation and Brand Positioning | SWOT Norm Strategy*
» **Implementation** ▫ of a Social Media concept to increase Brand Awareness
*Social Media Channels | Content Marketing | Resources*
» **Controlling** ▫ *Controlling of Brand Awareness in Social Media*

| RESEARCH DESIGN |
|---|

| **Secondary Analysis** <br> *Competitor Analysis | SWOT Analysis* | **Primary Research** <br> Quantitative Analysis ▫ 130 social media users |
|---|---|

| PRACTICAL PART |
|---|

**Gesundheitsresort Königsberg GmbH (GKBS)**
Facts and Figures ▫ Natural remedy ▫ Holistic concept ▫ Guest types ▫ Quality awards

**Social Media concept for the Health Tourism industry to increase Brand Awareness
on the example of the GKBS**

» Strategy ▫ *SWOT Norm Strategy*
» Implementation ▫ *Social Media Channels | Content Marketing | Resources*
» Controlling ▫ *Monitoring and Measurments*

**Recommended Actions for the GKBS**

| CONCLUSION |
|---|

Figure 1: Frame of reference (own presentation)

## 2. Health tourism in Austria

*"Health is not everything, but everything is nothing without health"* (Schopenhauer n.d. quoted from: Tunder 2011, p. 1544). Even though Alois Schopenhauer lived nearly 250 years ago, the German philosopher still meets the spirit of time. In today's fast-moving age, people are constantly exposed to elevated expectations and pressure in professional as well as in private life. Hence, the probability to suffer a physical and/or psychological illness is increasingly likely. Thus, people recollect on their physical needs as health is given again a high priority in people's mind sets and values (cf. Groß 2017, p. 10; Berg 2008, p. 5). With its definition the World Health Organisation (WHO) perfectly addresses to the importance of a holistic state of health: "*Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity*" (WHO Constitution 1948). Therefore, it is no surprise, that more and more people seek out for professional advice from doctors, physiotherapists and other medical experts within a holistic health stay to reobtain their health.

### 2.1 Facts and figures

The term health tourism is defined as followed by the World Tourism Organization (WTO): Health tourism is "*tourism associated with travel to health spas or resort destinations where the primary purpose is to improve the traveller's physical well-being through a regimen of physical exercise and therapy, dietary control and medical services relevant to health maintenance*" (WTO n.d.). As seen from the WTO's definition the health tourism thus represents a very stable industry independent from the economic situation. Health much more constitute an important inherent value for all human beings that needs to be fulfilled. Therefore, the health tourism embodies a significant and growing market which successfully contributes to the Austrian tourism (cf. Bmwfw 2014, p. 4; Bohuslav 2017).

With about 23 % of all commercial overnight stays, the health tourism makes up already one third of all 103,000,000 international overnight stays, which represents an important share for the Austrian income (cf. SU/Tourismusforschung 2017; Steiner 2015). According to the Austrian Federal Ministry of Science, Research and Economy the health tourism can be divided into five segments, which should be explained in detail in the following paragraph (cf. Bmwfw 2014, p. 5).

## 2.2 Structure of health tourism

Referring to the structure of health tourism the literature offers several approaches and definitions. Within this scientific work, the structure is based on the classification of the Austrian Federal Ministry of Science, Research and Economy.

- **Wellness**

    Represents a composition from "well-being" and "fitness" and is therefore seen as a holistic concept consisting of indulgence programmes, relaxation and body styling as well as individual responsibility regarding eating habits, stress management and fitness to bring body, mind and spirit into harmony (cf. Cassens 2013, p. 22; Rulle et. al. 2010, p. 8f.; Groß 2017, p. 15). Thus, the approach of wellness should contribute to take preventive measures to avoid illnesses with the help of a healthy lifestyle (cf. Kagelmann/Kiefl 2016, p. 254).

- **Thermal baths**

    Nowadays, it does not exist any prescribed classification for the health tourism to be named as thermal baths, but most of them at least have a thermal water like sulfuric water. The natural remedy within the water contributes to relieve sufferings as for example muscle tension or skin diseases (cf. Bmwfw 2014, p. 19; Erfurth-Cooper/Cooper 2009, p. 26).

- **Alpine wellness**

    The alpine wellness benefits from the relevance of the Alps for the Austrian tourism industry (cf. Kagelmann/Kiefl 2016, p. 45; Hartl 2017). Thus, Österreich Werbung defines four requirements for hotels to be certified as alpine wellness. The alpine character, alpine well-being, alpine fitness and alpine health – all referring to the necessity of the alpine environment (cf. Österreich Werbung 2017; Bmwfw 2014, p. 23).

- **Medical wellness**

    The term medical wellness refers to a combination of medical-therapeutic and wellness treatments. This kind of private health stay is addressed to people who aim to actively and in individual responsibility want to improve their lifestyle and thereby their health. The success thereby depends on one's own motivation and perseverance. For that reason, the medical wellness stay constitutes to preventive measures. During their stay, the guests receive special adapted medical treatments within a pleasant and relaxing

environment to achieve the best possible outcome (cf. Groß 2017, p. 18; Rulle et. al. 2010, p. 11). Characteristic for hotels of medical wellness segments are the provided diagnosis and final meetings with the doctors, which again distinguish medical wellness from normal wellness stays. The diagnosis serves as basis to generate an individual therapy plan and within the final meeting the guest receives tips and recommendations (cf. Rulle et. al. 2010, p. 12).

In 2014 already 125 hotels pertain to the segment medical wellness in Austria and thereby rank second after the wellness hotels within the health tourism industry (cf. Bmwfw 2014, p. 125). The Gesundheitsresort Königsberg, the company, which functions as example for this master thesis, operates in the sector for medical wellness. Hence, this sector is of specific interest for this thesis.

- **Aesthetic medical tourism**

  Those hotels offer their guests minimally invasive interventions and aesthetic treatments such as anti-aging. The aesthetic medial tourism has only recently been added to the health tourism as it is quite a new market within the industry (cf. Bmwfw 2014, p. 34f.)

## 2.3 Motives for health tourism

The motives for a health stay inherent in a contrary attitude (away-from-stays). Thereby, the guests have the need to escape from their daily routine by entering an alternative world – the tourist destination - where they receive the opportunity to relax, recuperate or to recover (cf. Rulle et. al. 2010, p. 16).

With reference to the Gesundheitsresort Königberg – the hotel offers its guests four different specialisations for treatments all referring to different motives for stays (cf. GKBS 2018):

- **vascular diseases –** Kur
- **disorders of the muscular-skeletal –** prevention and Kur
- **psychosocial health –** prevention and rehab
- **active health care –** prevention, health promotion and Kur

### 2.3.1 Health promotion

The term health promotion refers to all preventive activities, which have a positive impact on the quality of life regardless of the outbreaks of diseases (cf. Rulle et. al. 2010, p. 4). Health-promoting measures are thereby independent of medical therapies and focus more on the personal environment. Hence, the literature distinguishes three levels, where those actions can take place:

- The **empowerment** focuses on personal activities such as the reinforcement on the active competency and the right of self-determination in the course of one's own health. This level is of special interest for the health tourism as people there can learn how to achieve this empowerment.
- The **setting** relates to the individual environment, such as the apartment or the workplace, where health-promoting measures could be smoke-free rooms or disinfectant dispensers.
- Within the **intersectoral level** social and political group aim to create health-promoting frameworks for all human beings (cf. Cassens 2013, p. 14).

### 2.3.2 Prevention

Guests, who book a private health stay for preventive reasons reach for medical measurements, which should discourage health impairments. The main purpose is thereby to reduce the risks of disabilities, illnesses and premature death (cf. Skoumal/Graninger 2018). Thereby, it is irrelevant whether the preventive activities take place before or after a disease. The World Health Organisation therefore distinguishes three steps of prevention, as follows:

- **Primary prevention** represents activities for mainly healthy people to avoid illnesses and decrease the probability of new diseases. Educational work and measures thereby play a key role, especially for people at early age.
- In the areas of **secondary prevention**, diagnosis is a principal factor. By means of medical check-ups, illnesses should be discovered in an early stage, to apply early treatments and avoid incapacity for work.
- **Tertiary prevention** targets patients, who have already been affected with a disease. Within this step of prevention, exacerbation should be prevented and health-promoting activities get deployed. The main purpose is a full recovery (cf. Rulle et. al. 2010, p. 4; Cassens 2013, p. 11f.).

### 2.3.3 Kur and rehabilitation

Has the disease already erupted, the motive for a health stay will very likely be either a Kur or a rehabilitation. In contrast to the other described motives, those kinds of stays are prescribed by a doctor and financed by health insurance companies (cf. Kagelmann/Kiefl 2016, p. 144; Berg 2008, p. 39). The major difference is the focus of its medical-therapeutic process. Whereas a curative stay's purpose is to maintain one's health and has therefore a preventive effect, the rehab aims to recover after an accident, operation or disease (cf. Sieber 2016; Beste Gesundheit 2017).

Patients at a Kur are treated with the help of natural remedies under medical supervision to cure chronic diseases, like disorders of the muscular skeletal or vascular diseases. The Kur initiates with a medical consultation, on its basis the guest receives an individual therapy plan that should contribute to a successful health stay. After completing a three-week stay, the patient's health should be enhanced, functional impairments should be resolved, and the workability should be resorted (cf. Sieber 2016; Beste Gesundheit 2017; Jankl 2014).

In contrast to curative stays, the goal of a rehabilitation is to recover and restore one's independency after for example an accident (cf. Beste Gesundheit 2017; Sieber 2016). Within stay at a rehab centre (duration of 22 – 29 days), the patient is supported by a team of medical and therapeutic experts to receive the best possible and necessary treatments (cf. Jankl 2014).

### 2.3.4 Wellness

For the sake of completeness, it is to mention that wellness also represents a motive for a health stay. As already described within the structure of health tourism, wellness stays aim to create a relaxing environment for those who want to escape their daily life and stress. However, even though the main goal of wellness is relaxation, the stay can be subjected to different motives to reach the striven state, such as

- **Work-life-balance** – Hotels offer special programmes to strike a balance between work and life. By escaping the routine, the guests are given the possibility to recover.

- **Pampering and attention** – This motive addresses the original goal of wellness, where the guests only do things that nourish them, like beauty treatments or fasting cures.
- **Prolongation of life and eternal youth** – This kind of stay aims to slow down the aging process by medication or other special treatments.
- **Spiritual stay** – The contrary attitude of the stay may be exploited to a kind of isolation and thereby to refocus on oneself, one's values or religion – to find oneself again.
- **Creative self-expression** – The state of relaxation can also be attained with the help of creative activities, like gardening, playing music or crafting.

It is for those reasons, that not every wellness stay in Austria is equal. Instead businesses follow upcoming trends and thereby constantly adapt their therapy programmes differently (cf. Berg 2008, p. 23f.).

# 3. Brand awareness

Every company's goal is to create a successful brand that immediately pops up in customers' minds while thinking about a specific product category and thereby get preferred over the competitors. To reach this goal, brand management has become a key marketing priority for lots of companies (cf. Keller 2009, p. 139). "*The market creates the brand, but the company must manage it*" (Hakala et. al. 2012, p. 446) Hence, brand managers not only have to manage brands, but also must manage associations. First-hand experiences, family's reports, company's ads or official test result – each contact with a brand builds up a complex set of associations in one's mind and thereby create brand awareness (cf. Kotler et. al. 2017, p. 384).

## 3.1 Brands

When going through literature, one can find several definitions for the term brand. Those differ according to the background and the reference object it is applied to or whether it is seen from the customers', the companies' or the legal perspective (cf. Kotler et. al. 2017, p. 385).

A successful brand is able to convince its buyers and to stand out. To reach this state of success, it needs time and a salient, exclusive and trusted living system. Therefore, it is, according to this definition approach, impossible to consider just one function/side of a brand. Hence, a brand should be treated as a living system made up of three poles: products or services, name and concept as shown in the graphic.
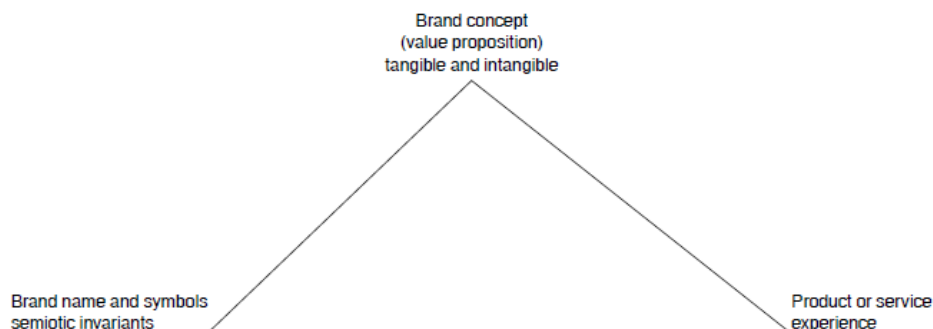


Figure 2: The brand system (Kapferer 2012, p. 10)

The definition approach of brand as a label focuses on the communicative function of a brand via the brand name, design and other **semiotic elements**. Companies use brands to protect their ownership as well as distinguish it from competitor's products in the legal and communicative sense. Legally seen, a brand is "*a sign or*

*set of signs certifying the origin of a product or service and differentiating it from the competition."* (Kapferer 2012, p. 8; cf. WKO 2017).

The **brand concept** refers to the definition of brands as continual assets - brands are linked to a product or service to generate their beneficial effect and to constitute to the value proposition of the brand. Thus, a brand asset refers to all sources of influences of the brand, e.g. brand awareness, brand image and brand preferences as well as patents. (cf. Kapferer 2012, p. 8).

Brands are a complex system in customers' minds, built up with every touch point, hence, also an extraordinary **experience** at the point of sale, like a particularly friendly employee, a modern and interactive interior of a shop or an unusual service will lead to a positive association with the product or the service (cf. Kapferer 2012, p. 10).

On the basis of the varieties of definition approaches, the problem arouses how to measure for example the strength of a brand correctly (cf. Kapferer 2012, p. 15). Therefore, based on the different approaches, the American Marketing Association (AMA) focused on the function of the brand as label and formed the following, most common and used definition for brands:

*"A brand is a name, term, sign, symbol, or design, or combination of them which is intended to identify the goods and services of one seller of group of sellers and to differentiate them from those of competitors." (AMA 2017).*

Hence, with a successful implemented brand management, brands also fulfil major benefits for the customer in combination with their added value (cf. Kotler et. al. 2017, p. 385).

**Information efficiency**

A brand often serves in its traditional function as an information carrier and recognised sign that facilitates choice and offers orientation in a booming market. Hence, the first brand's function has a practical application for the customers to identify easily and quickly and make the right choice (cf. Kotler et. al. 2017, p. 385).

**Intangible use**

In this context a brand serves as a kind of badge, that confirms one's self-image and the image that is presented to others. It can show one's belonging to a social group, might help for self-actualization and strengthen one's self-confidence (cf. Riesenbeck/Perry 2005, p. 29; Kapferer 2012, p. 23).

**Risk reduction**

The third function illustrates the brand's ability to convey trust and to prevent customers to minimize the economic risk as it for example justifies that its added value is worth the price. Further on, a successful brand promises to be the best choice and have a constant quality within its category and thereby reduces its functional risk regarding performance break-downs (cf. Kapferer 2012, p. 20; Riesenbeck/Perry 2005, p. 29).

## 3.2 Definition of brand awareness

The creation of a strong brand which obtains several strategic advantages for a company, initiates with the creation of brand knowledge. In other words, if customers are not aware that a brand exists, the brand does not have any (financial) value (cf. Shrimp 2010). On this account, it is essential to create brand awareness and enhance the customer's familiarity with the brand via repeated exposure (cf. Kapferer 2012, p. 16). Thus, brand awareness represents a measurement of the effectivity of company's communicative marketing activities to place a brand in the mind of potential demanders (cf. Aaker 2012, p. 16; Gustafson/Chabot 2007, p. 1; Hiller 2008, p. 21). *"Brand awareness is the probability that, consumers are familiar about the availability and accessibility of a company's product and service"* (Malik et al. 2013, p. 168). Just with an existent brand awareness and knowledge, customers can create their individual association system. Therefore, brand awareness illustrates a necessary condition to build up in further steps brand image, which is the customer's personal image of and preferences for a brand (cf. Esch 2010, p. 63; Keller 1993, p. 3).

However, it is not enough to be just aware of a brand, the company's goal is to be associated with a specific product category. Hence, the literature distinguishes three types of brand awareness.

## 3.3 Types of brand awareness

The **supported brand awareness** refers to the passive ability of a customer to recognize a brand among a list of alternatives (cf. Surveymonkey 2017). Hence, the supported brand awareness is formed from marketing activities regarding advertising and other promotions. In the purchase decision process, the supported brand awareness assists with impulse buys, as seeing a specific brand stimulates

the need for it (cf. Hiller 2008, p. 22). From this, the knowledge results, that an actual recall of a brand is necessarily not required to contribute towards a purchase. Instead, the brand awareness functions as stimuli to recognize a category need (cf. Percy/Rossiter 1992, p. 264f.).

In order to find out how high the supported brand awareness of one's brand is, it is necessary to carry out a recognition test. Thereby, subjects get asked to recognize brands from a list. This analyse whether people are aware of a brand while getting presented the name (cf. Esch 2010, p. 588).

In contrast, the **unsupported brand awareness** examines the capability, whether customers are able to actively recall a brand when a specific product category is named. Thereby, the customer's relevance of a brand can be identified (cf. Esch 2010, p. 588; Hiller 2008, p. 21). This type of brand awareness is more challenging in the purchase decision process, as customers have to recall a brand when the need for a product arises (cf. Hakala et. al. 2012, p. 441). Hence, it is especially interesting within planned purchasing decision, as it immediately excluded irrelevant brands and just takes relevant ones into account. Thus, the unsupported brand awareness results out of previous purchases as well as product/service experiences (cf. Hiller 2008, p. 22).

Regarding the unsupported brand awareness, the recall test goes one step further and examines the test person's ability to recall a brand within a given product category. In doing so, it is also of relevance in which order the brands be named, based on the fact that it additionally informs about the customer's preferences within a product category. The brand which is mentioned primarily is in all likelihood also the subject's favourite and thus top-of-mind (cf. Esch 2010, p. 588).

A brand is **top-of-mind** if it is named first of all in a product category and is therefore most likely preferred within a category (cf. Hakala et. al. 2012, p. 446).

## 3.4  Tools to increase brand awareness

Thus, it is no surprise that companies strive to reach top-of-mind awareness in the head of their target group. Hence, it is necessary for companies to put effort into creating brand awareness up to the top-of-mind position. For this purpose, companies can choose from a variety of possibilities to boost their brand awareness online and offline, such as

- **Referral programs**

  Referral programs are an effective way to stimulate consumer's word of mouth and thereby expand awareness by offering incentives to existing customers by recommending the firm to friends, family members or followers (cf. Schmitt et. al. 2011, p. 47).

- **Freebies**

  Another way to get customers attracted and involved in the process of increasing brand awareness, is to give out freebies – companies should brand a broad range of products and give them out for free. By for example using the company's thermos cup or carrying their bag, people will get aware of the brand (cf. Marrs 2017).

- **Competitions**

  By carrying out a competition online, people will share links or posts, to get votes, simultaneously the brand will gain awareness as their reach hence will get expanded (cf. Marrs 2017).

- **Testimonials and influencer**

  Integrating of testimonials and influencer in a brand awareness strategy can easily contribute successfully. Unlike companies, influencer and testimonials are perceived as "friends" and thus, the presentation of products or services is perceived as recommendations and thus more authentic. Further, their prominence contributes to an awareness creation on all channels they are active at and thereby reach all followers (cf. Hermann 2017, p. 11 - 13)

- **Impressive content**

  Despite taking advantage of one's own customer to generate awareness, companies themselves can also intend on spreading awareness. By creating interesting and impressive content, it is more likely that other companies will share the content or may invite the creator as guest publisher. Hence, brand awareness will be extended (cf. Marrs 2017).

- **Local partnerships and sponsorships**

  An effective offline method to boost brand awareness is to engage in local partnerships. By joining forces, the partners will "exchange" followers and thereby extend their awareness. The same result can be achieved by sponsorships as the other brand will get exposed to the other one's audience (cf. Booker 2017).

These six tools to increase brand awareness are just some examples to reach the set goal, however the choice which instrument should be implemented depends on the objective the company wants to reach with its increased brand awareness.

## 3.5 Objectives of brand awareness

Ideally, a brand is a name with power that has the ability to influence, independent whether the target group are customers, financiers or competitors. To grow such an influencing brand, it is again essential to grow awareness (cf. Kapferer 2012, p. 9). With a high degree of awareness lots of advantages arouse, therefore the following objectives should be reached by brand awareness strategies:

The first objective goes hand in hand with the third type of brand awareness – to **reach the top-of-mind status** (cf. Gilles et. al. 1995, p. 171). Brand awareness helps customers in a purchase decision process either to recognize a brand to drive category need or the category need strives to recall a brand (cf. Percy/Rossiter 1992, p. 265). Thereby, the top-of-mind awareness represents the essential objective to reach, as the brand in this case will be recalled fist within a product category and will be chosen primarily when a customer's need arises (cf. Magestore 2015). Furthermore, by holding this state of awareness, the relationship between customers and clients will be strengthened too, what will in a further step increase customer loyalty as well as the probability of repurchases (cf. Riesenbeck/Perry 2005, p. 29; Fanaras 2013).

However, improving brand awareness focuses not only on the customer perspective. By establishing a strong brand, the company also gains a **competitive advantage** (cf. Magestore 2015; Fanaras 2013). In a world, where a customer has the possibility to decide between thousands of products and everything is comparable easily, it is essential to be known and to be familiar. Customers hence tend to decide on products they are aware of and thereby exclude the competitive products (cf. Magestore 2015; Riesenbeck/Perry 2005). This condition not only represents a market entry barrier for competitors, but also a big advantage to introduce new brand's products. Thus, it is also desirable to increase brand awareness regarding competitor elimination (cf. Magetore 2015).

Further, being known is not only important respective customers, also investors and suppliers should be aware of the high reputation of the brand. A high brand awareness further stands for a strong brand (cf. Kapferer 2012, p. 9). Hence, the

objective should be striven to increase brand awareness to enhance the **company's bargaining power**. The stronger and the more known a company is, the better is the company's influence to make a better deal (cf. Fatteross 2018).

Therefore, it is essential to increase brand awareness to achieve the previous named goals and thereby obtain a significant advantage over competitors and negotiating partners as well as get recalled as top-in-mind. A tool that thereby is of increasing importance, is social media.

# 4. Social media marketing

In the age of digitalization, generating awareness is not merely the task of companies, of course they provide the demanded and necessary input, but instead of just perceiving the information from companies, the internet allows users to actively search for the wanted content. Social media thereby plays an increasingly significant role (cf. Ceyp/Scupin 2013, p. 4). With its development customers were given the opportunity to exchange information, experiences and knowledge constantly without any barriers of time and space among each other or with companies (cf. Grabs et. al. 2017, p. 32).

## 4.1 Definition of social media

Only a few years ago, companies represented the main source of information for customers regarding products and services. Hence, customers had to rely on the information they received from companies through advertisements via radio, press releases, newsletters or TV spots. However, with the development of social media the classic business-to-consumer or one-to-many communication has been replaced and thus involved lots of new ways in order to inform them. With this change, companies did not longer hold the information power, now customers have the opportunity to interchange within a many-to-many communication, regardless of businesses or other customers. On this account, social media is defined as all channels and tools that allow users to exchange, communicate and interact and thereby create user-generated content within a many-to-many communication (cf. Holmes 2015, p. 14; Grabs et. al. 2017, p. 32; Ceyp/Scupin 2013, p. 7)

Hence, it does not come as a surprise that more and more businesses also want to benefit from the new possibilities offered by digitalisation and reach their potential customers on social media. With shifting marketing activities to social media also lots of advantages as well as disadvantages arouse for companies.

In comparison to the classical media, social media offers the opportunity for companies to **communicate directly** to their potential customers. This possibility involves the advantage to target directly the appropriate customers without significant scattering loss (cf. Lammenett 2017, p. 25f.). The direct connection to the target group moreover offers the possibility of **interaction** to learn their wants and thus adapt the marketing activities according to their needs (cf. Jackowski 2015).

While communicating with the target group and showing interest in their wants, companies gain **credibility**. Social media is often used by customers due to the potential to interact with other users to exchange experiences, which is often more trustworthy than companies' information. However, if companies invest in enhancing their credibility through direct dialogues instead of overwhelming them with advertisements, they can also take advantage of the **electronic word-of-mouth.** As a positive review in the world of social media is often more worth and of higher quality for customers (cf. Lammenett 2017, p. 25; Weller 2012)

Besides having the opportunity to target a specific group of people, social media also helps to quickly and easily **expand the reach**. Just with a click, it enables companies to share information or to start a communication with their followers. Furthermore, this post can easily be shared by users and thereby will expand the reach further to other users and so on (cf. Lammenett 2017, p. 24; Jackowski 2015).

Out of these advantages also **cost advantages** arouse. In comparison to the traditional media, the promotion as well as their distribution via social media is way cheaper (cf. Kohli et. al. 2015, p. 38; Gabriel/Röhrs 2017, p. 19). An example that demonstrates such a cost-advantage is the distribution of messages. Instead of hiring a company to bring the message and the media to the customers, the followers are, besides sponsored ads, responsible for sharing the messages of interest online and thereby companies can avoid significant scattering loss. Hence, social media enables a high scalability by reaching out more users at lower budget (cf. van Looy 2016, p. 82; Jackowski 2015). This advantage is also important in terms of customer service as social media facilitates the process of communication (cf. Parveen et. al. 2015, p. 73).

Hence, being available on social media is already expected from companies by customers, therefore more and more companies get active and strive to reach their objectives via social media.

## 4.2 Objectives of social media

Social media does not only represent an effective instrument to stay in direct contact with the companies' users, but also it is a tool that helps to achieve companies' objective, such as

**Increase brand awareness**

Unlike with traditional media, increasing brand awareness is also a task of building an interactive environment, in which customers can exchange and interact with each other and the company. Therefore, social media managers have to pay attention to their users and hence be imaginative (cf. Grabs et. al. 2017, p. 51) In the best case, the shared posts, pictures or videos go viral, which describes the intended tripping of (electronic) word-of-mouth. (cf. Langner 2009, p. 27; Lammenett 2017, p. 99).

Within this context, acquiring brand ambassadors and influencers can contribute to achieve this objective by communicating the brand and attracting their followers to the company's social media site (cf. Lammenett 2017, p. 99; Grabs et. al. 2017, p. 56).

**Boost sales**

Social media activities could also lead up to the goal to increase sales. Besides the first step gaining awareness with social media, also the customer acquisition and loyalty is an important topic to boost sales. Therefore, companies must strive to share their added value through viral effects to attract new followers, who should become customer subsequently (cf. Lammenett 2017, p. 99; Grabs et. al. 2017, p. 54)

Regarding customer loyalty, a strong customer relationship can be build up through social media as well. Due to the direct and quick communication possible, it easily can be established and provide an efficient customer service (cf. Holmes 2015, p. 37; Lamemenett 2017, p. 99). Moreover, users can be asked for opinions and thereby be involved in product development processes through social media (cf. Holmes 2015, p. 36)

**Employer recruiting**

Social media has evolved to an important source within the employer recruiting process for companies as well as future employees. Companies have the possibility to find out more about their applicants via social media and find appropriate future

employees via platforms like Xing (cf. Bärman 2012, p. 70). However, also applicants use social media to get to know their prospective employer. The possibilities rank from general information up to experiences and opinions from former employees (cf. Lammenett 2017, p. 99; Grabs et. al. 2017, p. 68; Holmes 2015, p. 38).

Further objectives that should be reached by social media activities might be (cf. Lammenett 2017, p. 99; Holmes 2015, p. 35 – 39; Grabs et. al. 2017, p. 5):

- **Improve corporate image** – through direct communication
- **Targeting** – without significant scattering loss
- **Internal communication** – social media as a tool to ease internal communication
- **Financing** – money can be raised through crowdfunding
- **Public relations** – attract journalists and bloggers

## 4.3 Company risks arising from social media

The use of social media does not only provide benefits, it also bears lots of risks for companies. Especially, with respect to the sensitive topic of health, social media has to be applied carefully within the company's (online) marketing mix.

Social media is a place that allows free interaction with hardly any boundaries. Hence, it is no surprise that already 50 % of all Austrian are already active on a social media platform on a regular basis (cf. Statista 2018). Correspondingly high is also the number of postings that come up daily on Facebook, Twitter or Instagram. Consequently, more and more users experience an **information overload** as people only have a limited amount of mental resources to process information (cf. Bright et. al. 2015, p. 148). This phenomenon is of specific interest for companies as their followers thus start to blend out the content posted. On this account, it is each companies' task to find the appropriate content and amount of posts to stand out and get noticed. Too many postings, especially commercials, bare the risk to bore and annoy followers. Social media further create mistrust due to perennial fake news and technical leaks, which leads in the context of the important asset health, to a **distrust of companies' integrity**. However, also fewer postings could also harm the company's reputation as users will **lose interest** (cf. Unger 2017; Ball 2018).

The many-to-many communication not merely allows companies to communicate and advertise online, also customers have the opportunity to post content. Hence, social media enables users to express their positive as well as negative opinion. Nevertheless, this is a blessing for customers as they get first-hand insights, it is also a curse for companies as they can't control what information get shared. A social media channel that is of significant interest within this context are rating platforms, where customers are free to share their experiences (cf. Lammenett 2017, p. 28f.).

Referring to the chance of sharing one's opinion via social media, another problem for companies might arouse: **trolls and shitstorms**. Trolls are users, who strive to provoke and just express negative opinion. Shitstorms instead are often traced back to companies' own mistakes. Users then get aware of the issue and this provokes a surge of indignation online. Hence, it is essential to be transparency and find an appropriate way to deal with trolls and shitstorms to avoid further negative comments and issues (cf. Grabs et. al. 2017, p. 82; Weinberg et. al. 2012, p. 26).

Health as well as the health tourism has to deal with lots of confidential data that is necessary to provide individual customer care, hence a topic that instantly comes up, is **data protection**. Especially, in the context of online and social media people still express concerns regarding their data (cf. Gigerenzer et. al. 2016, p. 22). This is based on examples such as the retailer target that tracked their consumers behaviour and detected pregnancies based on the shopping behaviour. This information was then used for direct marketing (cf. Duhigg 2012). Hence, it is no surprise, that online users act sceptically in consideration of revealing personal data. Therefore, it is the companies task to convey trust and act according to data protection regulations.

Another challenge that needs to be taken into account is that, nevertheless it is easy to expand the reach quickly, it does not necessarily mean that success comes **over night**. Often companies fail to be patient and focus their efforts on social media over a longer period. According to the speed of time and social media they instead expect positive results quicker (cf. Lamenett 2017, p. 28)

## 4.4 Social media in the purchase decision process

Due to the previously mentioned objectives, social media also plays a key role within a purchase decision process. Hence, it is necessary for companies to implement social media in the whole purchase decision process (see figure 3) and thereby be constantly present. However, also customers are aware of the benefits of social media to ease their whole purchase process, starting from the need recognition (cf. Ertemel/Ammoura 2016, p. 86; Bagadiya 2017).

| need recognition | → | information search | → | evaluation of alternatives | → | purchase decision | → | post purchase behaviour |

Figure 3: Purchase decision process (Based on Kotler et. al. 2017, p. 219)

### 4.4.1 Need recognition

The purchase decision process starts with the customer recognizing an inconsistency between the current and the desired state and thereby graves to fulfil this gap. This discrepancy can be triggered either by internal (e.g. illnesses within the context of health) or external stimuli (e.g. advertisements, health tips) (cf. Kotler et. al. 2017, p. 219). In the context of social media, external stimuli play a key role to detect a need that should be solved for example with a health stay. Hence, it is essential for companies to be present on social media and showcase their offers in their feed. Referring to the external stimuli, also the users' followers have an influencing impact on the need recognition process. Since social media aims to offer a platform for exchange, users also have the possibility to talk about products and services and thereby contribute to a need recognition (cf. Ceyp/Scupin 2013, p. 138; Yun 2012; Grabs et. al. 2017, p. 56; Barker 2017; Gigerenzer et. al. 2016, p. 78). Furthermore, followers often have more trust in other user's opinion then in the company's contribution, therefore a huge potential for companies lies in the engagement with brand ambassadors. By including brand ambassadors, companies can contribute from the influencers number of followers, to expand reach and further their advertising messages are presented as recommendations which are more likely to be heard. (cf. Hermann 2017, p. 11). This important opportunity is also of special interest for the health tourism industry as with brand ambassadors a lot of doubts may be solved due to the higher trust level.

### 4.4.2 Information search

After the user is aware of the need and strives to clear away for example a specific health issue, the user will gather all information about their symptoms as well as possibilities to alleviate the problem, like a health stay (cf. Gigerenzer et. al. 2016, p. 73). The literature thereby distinguishes two ways of information search – the active and the passive. The passive refers to the state of users being more receptive for information but not actively looking for information. Whereas active searchers browse various sources to find data needed. Hence, it is essential for companies to be seen and recognised actively and passively, which can be achieved by social media (cf. Kotler et. al. 2017, p. 219; Gabriel/Röhrs 2017, p. 130)

As more and more people use social media to compensate the lack of time within medical care, social media managers of health resorts use the potential and strive to provide relevant information online. Thereby, treatments and therapies for frequently looked up symptoms have to be presented, as well as reputation, awards and recommendations of the health resort and its medical team to convince the information seekers (cf. Gigerenzer et. al. 2016, p. 73f.).

Within the research phase users also tend to approach friends and family members. Hence, the potential of social media in this context lies in its role as exchange platform. Besides the direct contact with relatives, also strangers become consultants due to their opinions and experiences (cf. Ceyp/Scupin 2013, p. 138; Goodrich/de Mooij 2013, p. 5). Especially, regarding a sensitive theme like health, an honest and trustworthy recommendation based on an experience is essential and beneficial. Thus, social media manager should take advantage of this knowledge and include a possibility for users to share their experiences on the company's channels (cf. Gigerenzer et. al. 2016, p. 78). Further, managers should also take review platforms into account as they represent a valuable tool for users as source for accumulated knowledge, experience and opinion for nearly every topic (cf. Gabriel/Röhrs 2017, p. 134).

### 4.4.3 Evaluation of alternatives

If the customer has in his opinion gathered enough information, it is now essential to process it by evaluating the possible alternatives. However, there is no common evaluation process the customer can rely on, instead it is a more an evaluation of credence, search and experience attributes (cf. Kotler et. al. 2017, p. 221; Ceyp/Scupin 2013, p. 138). Search attributes are those characteristics that can

already be evaluated prior purchase and within the information gathering process, such as the offers at a resort. Whereas experience attributes can only be assessed after the consumption such as a specific treatment. The third attribute, the credence experience attributes refer to the ability of consumers to trust in the product attributes they cannot judge due for example know-how, for example technical conditions (cf. Arora 2006, p. 286).

Therefore, the health tourism industry should apply social media into their marketing mix as communicative tool to convince users of their therapies, remedies and medical team. Within this phase the offers presented, determine whether the customer is willing to book a health stay and hence prefers resort over the alternatives (cf. Yun 2012; Gigerenzer et. al. 2016, p. 74). In addition, it is also necessary to engage with customers to establish trust, which will be taken into account when deciding on a product (cf. Sandberg Jensen 2015).

### 4.4.4  Purchase decision

Before the actual purchase takes part, the act may be influenced by two factors – third parties' opinion and unforeseen events. Hence, the more people are consulted to make a decision, the more complex the process gets. In times of social media, the number of consultors is nearly eternal. The unforeseen events relate to the different risks the customer is exposed. Ranging from functional risks regarding the insufficient product's functional risks up to social risks by violating a social taboo. Depending on the price of the investment, the riskier the purchase decision is for the customer the more carefully reconsidered the purchase decision will be (cf. Kotler et. al. 2017, p. 224f.).

Within the actual purchase decision, social media managers should provide direct links to landing and sales pages to ease for example the booking process for customers. Furthermore, by linking the user directly to the transaction process, it is more likely that customers won't cancel the purchasing process as they get excluded from distractions (cf. Yun 2012). A further instrument, that contributes to convince customers to actually make a purchase, are promotional tools, such as discounts and coupons that can only be redeemed via social media links. Even exclusive offers that are advertised on the Facebook feed can work as external stimulus that leads up to the purchase (cf. Sandberg Jensen 2015).

*4.4.5  Post-purchase decision*

However, has the customer completed the purchase and has already got the product or has made use of the service, the purchase decision process is still not done. After experiencing the investment, the consumer can either be satisfied or disappointed with its purchase. Depending on the outcome, the customer will trigger its further steps, such as recommending the product or expressing its negative feelings (cf. Kotler et. al. 2017, p. 225f.)

The post purchase phase offers several opportunities for social media managers to address their users. Firstly, it is important to provide a highly integrated and working customer service management at the social media channels. As social media functions as tool to express one's opinion, they tend to talk about their post purchase experiences too, positive and negative. Hence, it is important to engage with the customers, which in a positive purchase also might help to lead up to a repurchase or contribute to customer loyalty (cf. Sandberg Jensen 2015). Secondly, it is advisable to integrate the social media Channels in the post purchase confirmation e-mails as they have the highest open rate. Thus, people are more likely to visit the company's social media sites and thereby gives the chance to bond with customers easily (cf. Yun 2012).

Either way the purchase ends, it is essential to implement social media activities effectively in the entire process and thereby engage customers.

## 4.5  Customer engagement with social media brand management

Besides all mentioned advantages and disadvantages during the whole purchase decision process, social media also represents an important tool for brand management. Within this context, customer engagement is a topic that is of specific interest. Besides the fact, that customers, who rate themselves among a brand's community are excellent brand ambassadors, they also spread the brand and its message and hence, increase brand awareness (cf. Ashley/Tuten 2015, p. 17).

Therefore, it is essential for a brand or company to consider where their customers are. This rule is also given within the world of social media – hence, the choice of the appropriate channel according to the target group may not be overlooked (cf. Ashley/Tuten 2015, p. 23). Thus, social media brand management efforts offer the potential to contribute successfully to a marketing goals as to engage customers

and to increase brand awareness (cf. Godey et. al. 2016, p. 5839; Harrigan et. al. 2017, p. 597).

The reach of a company's social media site or its posting may be a great indicator to see how often it showed up in a social media users' newsfeed, but this does not necessarily mean, that users actually became aware of its content. Hence, it is relevant to achieve an engagement. With likes, comments or shares, social media manager will gain feedback and rewards about their content but also indirectly it will contribute to increase the brand awareness. A follower that shares or likes a posting, will indicate his or her follower that it is worth having a look at (cf. Carter 2018; Sukhraj 2017).

Within this context, it is also important to consider that social media offers followers the possibility to express them. This condition correlates significantly with the users' intention to participate in the brand's social media activities (cf. Gao/Feng 2016, p. 888). Managers therefore have to consider this awareness while creating their content. Hence, it is important to give the followers the feeling that they have a real impact by liking, commenting or sharing a post of a brand. For example, by a co-creation of a product or conducting a survey regarding preferences, the followers feel valued. This in further consequence strengthens the bond between the user and the brand (cf. Lund et. al. 2017, p. 8).

Especially in the hypercompetitive sector of (health) tourism, customer engagement is a relevant key factor to refer to (cf. Harrigan et. al. 2017, p. 606). Therefore, the literature especially defined variables, that should be targeted by creating a content strategy, which are

- **Identification** – user's feeling of belongingness to a brand
- **Enthusiasm** – user's degree of excitement and interest in a brand
- **Attention** – user's attentive focus towards a brand
- **Absorption** – user's state of positive feeling by being a brand's customer
- **Interaction** – user's participation with a brand outside of a purchase

Considering the previously mentioned necessity for an emotional bond, in particular, the entertainment, interaction and actuality of the content is most important for establishing a customer engagement (cf. So et. al. 2014, p. 311; Godey et. al. 2016, p. 5840).

Only by considering those implications, companies will think on the longtail and will create a personal and emotional bond, that transforms followers into brand

ambassadors. With the help of a social media concept a successful implementation to reach the companies' objective can be achieved.

# 5. Theoretical social media concept to increase brand awareness in the health tourism industry

According to the previously gained information about brand awareness and social media it is no surprise, that more and more companies implement a social media strategy to increase their brand awareness. To achieve this objective, it is essential to develop an objective-appropriate social media concept, following the steps of analysis, strategy development, implementation and controlling (cf. Lammenett 2017, p. 15). Hence, the following graphic should give an overview of the theoretical social media concept with the aim to increase the supported brand awareness which this thesis is based on. In the following abstracts each step will be explained in detail.
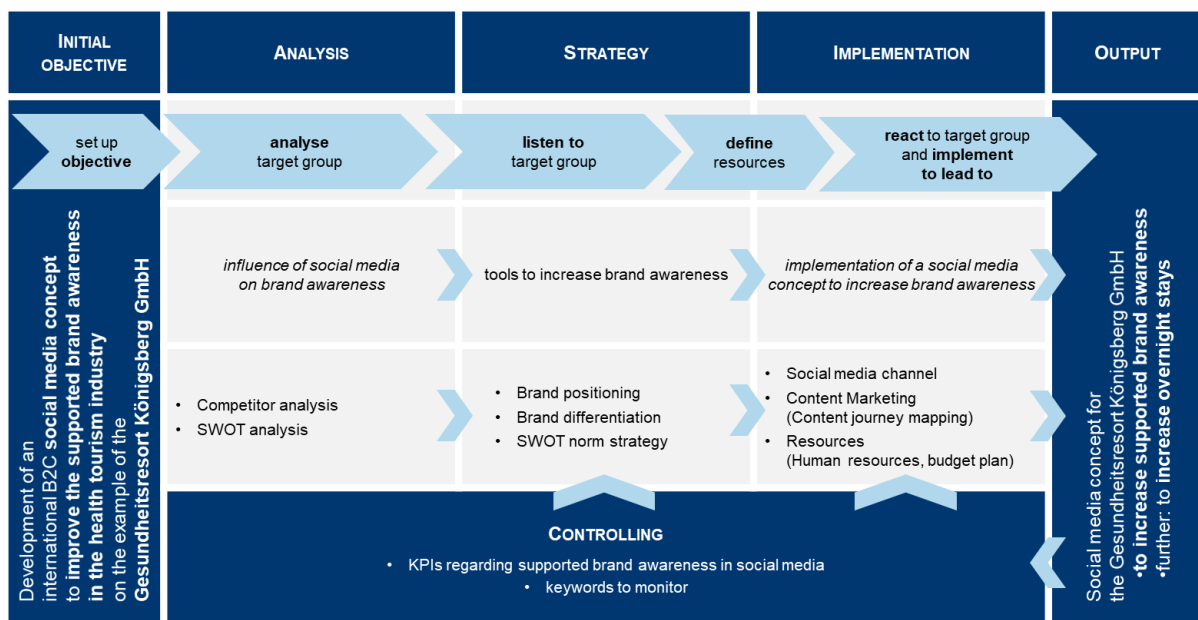


Figure 4: Theoretical social media concept to increase supported brand awareness (own presentation)

## 5.1 Influence of social media on brand awareness

Companies put a lot of effort in their branding strategies to position and differentiate their brand, however, those who decide what a brand stands for, are the customers (cf. Ceyp/Scupin 2013, p. 7). With each contact with a brand, customers create their own complex concept of a brand and what they associate with and think about it (cf. Kotler et. al. 2017, p. 384). Therefore, in the course of a brand's function as label, it is also essential for brand managers to consider that every brand is formed out of different elements, which each contribute essentially to the success of a brand, such as (cf. Kotler et. al. 2017, p. 385):

- The first part is the so-called **brand name** that distinguishes products by their names. Famous examples are therefore Apple, Coca-Cola and Disney (cf. Kotler et. al. 2017, p. 384f.; Forbes 2017).
- Wordmark, device mark or a combination of both – **brand signs** can appear in different kind of symbols, sounds or other non-verbal characteristics that help to stand out, like the Adidas stripes or violet Milka cow. (cf. Wei et. al. 2007, p. 386; Kotler et. al. 2017, p. 384f.).

Those primarily visual elements are essentially while building up brand awareness, thus, brand manager must ensure that a brand and its elements are omnipresent. Therefore, it is essential to address customers directly with the help of social media, which represents a very effective and efficient tool to pursue this objective.

Besides the labelling task of a brand, managers also have to outline a customer-relevant USP that seduce consumers to buy the product within the brand's function as continual asset (cf. Kapferer 2012, p. 8). Again, social media can be applied to highlight the added value of a brand within the whole purchase decision process. Either through the effort of companies itself via adds or posts or through the followers who recommend each other specific brands according to experiences (cf. Yun 2012). In the course of this effect, brand awareness will further be increased.

As well as within the approach of a brand as continual asset, also social media adds an experience necessity for generating brand awareness (cf. Kapferer 2012, p. 10). It is essential for companies to stand out against competitors. In the world of social media this can be experienced and provided through interesting or viral content on the different social media channels that improve brand awareness and further to convince users to buy the product/service (cf. Grabs et. al. 2017, p. 54; van Looy 2016, p. 6; Ansari/Müller 2017, p. 18).

Depending on the degree of awareness a company's brand is shown in customer's mind, social media can support the brand awareness and customer's decision within the purchase decision process. Hence, the supported brand awareness triggers impulse buys as internal stimuli while seeing a brand (cf. Hiller 2008, p. 22). Social media thereby contributes to activate this process of need recognition by placing brand's display ads in the customer's news feed and hence stimulate the need (cf. Ceyp/Scupin 2013, p. 138). On the contrary, the unsupported brand awareness is essential within the evaluation of alternatives, as by actively recalling a brand due

to experience, other brands will get excluded (cf. Hiller 2008, p. 22). Social media hence helps to give the final boost to a decision (cf. Yun 2012).

Therefore, it is no surprise that social media also is essential for reaching brand awareness' objectives, such as standing out against competitors by implementing a successful social media strategy (cf. Fanaras 2013).

## 5.2 Situation analysis of social media regarding brand awareness

However, the first step before implementing a strategy, is to analyse the current situation. For social media activities it is therefore essential to take a closer look at the company's actual situation as well as the competitive environment with regard to social media.

### 5.2.1 Competitor analysis

Increasing brand awareness especially strives to achieve top-of-mind awareness and thus, generate a sustainable competitive advantage (cf. Gilles et. al. 1995, p. 171; Fanaras 2013). Social media thereby represents an effective tool to reach this goal as it easily expands the reach and addresses customers directly (cf. Jackowski 2015). However, before implementing a strategy that pursues to fulfil this target and stand out differentiate the company from competitors, it is primarily important to analyse the competitors and their actions to stand out. A competitor analysis contributes to identify relevant competitors as well as their strengths and weaknesses. This knowledge is especially necessary for the development of one's own strategy, to be able to react appropriately on competitors' actions and to improve the company's advantage (cf. Kerth et. al. 2015, p. 135). Furthermore, it is used as a basis for the SWOT analysis.

Before conducting a competitor analysis, a company has to detect its most relevant competitors as well as the distinguishing factors, such as products and services as well as their online appearance (cf. Tighe 2017).

### 5.2.2 SWOT analysis

The SWOT analysis aims to analyse companies' internal and external factors and thereby strives to elaborate the strengths, weaknesses, opportunities and threats. To develop a social media concept with the aim to increase brand awareness, the SWOT analysis contributes to examine the micro- and microenvironment of a brand and thereby helps to develop subsequently strategical options as well as

recommended actions. As source for the SWOT's input serve on the one hand human resources such as the know-how and experience of company's manager or long-time employees and on the other hand or other analytical tools such as the competitor or portfolio analysis depending on the wanted outcome (cf. Kerth et. al. 2015, p. 174f.).

Nevertheless, the procedure of conducting a SWOT analysis remains the same regardless the objective. First, the internal strengths and weaknesses need to be identified which arise from the brand's values added. Second, the external business environment has to be analysed to determine opportunities and threats regarding economical, demographic, technological, etc. factors. In the last step those findings are brought together within a matrix (cf. Kerth et. al. 2015, p. 176).

## 5.3  Tools to increase brand awareness with social media

The implementation of a social media strategy with the goal to increase brand awareness is a matter of time and a lot of effort, so does the growth of successful brand. To reach this goal companies might attend different marketing mix approaches. However, what all have in common is the basic agreement that strategic differences arouse from the added values of the products or services. Therefore, the challenge for companies is to identify their individual strategic advantage and then increase brand knowledge by communicating it (cf. Keller 2009, p. 140). Hence, most brands initially fulfil their function as label for the innovation (cf. Kapferer 2012, p. 59). Over time, companies gain knowledge about their brand associations and their own strengths and initiate to communicate them externally. Thus, the brand associations develop from an ingredient of the product or service that differentiates itself through a tangible value from its competitor, such as a hydrating cream, to an attribute that highlights the tangible value (e.g. softening). This is the first step of converting the tangible value into an intangible added value, as seen in the following figure.
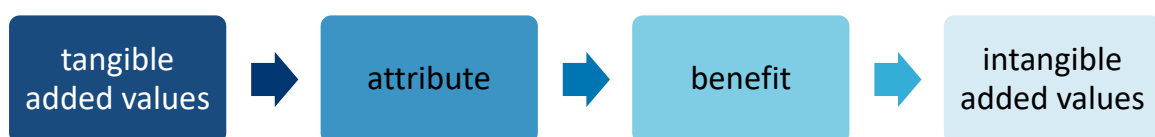


Figure 5: Brand building through time (Based on Kapferer 2012, p. 59)

In the next step, the company communicates the benefits arousing of the attribute, like the protection in the case of a hydrating cream. At the very top intangible end the brand value added will be communicated, which is, as already mentioned especially important for the improvement of the brand awareness. (cf. Kapferer 2008, p. 59).

Hence, it is essential for the company to position and communicate its intangible added value and thereby differentiate the brand from competitors.

## 5.3.1 Brand differentiation

The term brand differentiation refers to the qualification of a brand to stand out against the perceived brand parity and thereby differentiates itself against its competitors. In other words, brand differentiation represents a strategy, which strives to achieve a unique selling proposition (USP) and hence to increase brand awareness and brand value. This definition already refers to the relevance of customer's brand associations within the process of differentiation (cf. Görg 2010, p. 16; Willers 2011, p. 40; Meyer et. al. 2010, p. 41). Hence, brand managers need to create a unique association system that differentiates from substitutes through their intangible added value (cf. Görg 2010, p. 16; Kapferer 2012, p. 59).

Even though the goal of brand differentiation is for all companies the same, the applied measurements to reach the objective can be approached differently. One method is the differentiation with the marketing mix. A differentiation and creation of mindsets can thereby be introduced through the product, price, distribution or communication policy (cf. Sattler/Völckner 2007, p. 38; Willers 2011, p. 40).

Social media thereby can easily be adapted to all four P's to differentiate a brand and gain competitive advantage; however, brand manager tend to use social media for communicative activities. Thereby, companies strive to reach their potential customers via social media, increase brand awareness and thus convince them of their product through personal interaction. This ranges from storytelling to online reputation management (cf. Grabs et. al. 2017, p. 39).

Depending on what "P" the company decides on, several possibilities are given:
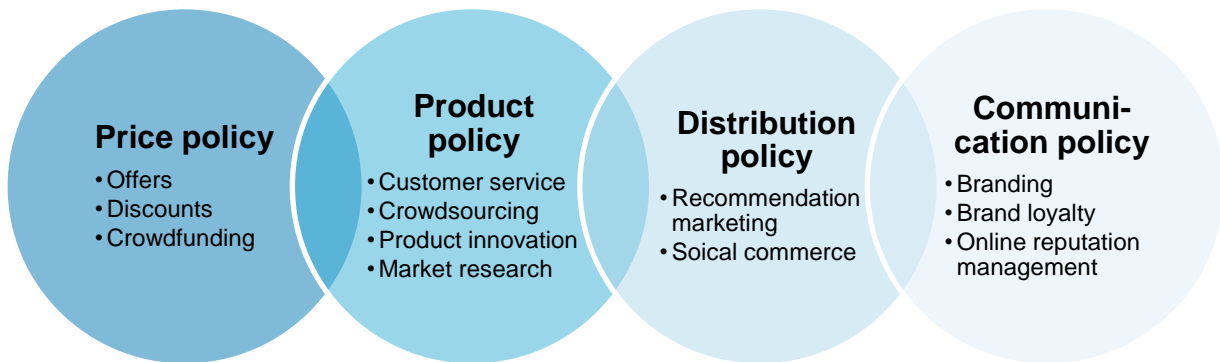


Figure 6: Social media within the marketing mix (Based on Grabs et. al. 2017, p. 39)

If the decision on the "P" has been made, an issue that often arouses within the differentiation process is the correct decision for a distinguishing feature – the brand's value added that should be promoted for example by social media. Hence, the following criteria need to be fulfilled, to avoid this problem (cf. Kotler 2007, p. 402; Görg 2010, p. 26f.):

- The differentiation needs to be *substantial,* hence the feature has to be an added value for all potential customers not only one.

- To differentiate an added value efficiently, it is necessary that the determined element is *distinguishable*. This refers to the requirement of uniqueness or at least rarity.

- Moreover, the differentiation must not easily be copy able and thereby be *superior and secures a competitive edge*.

- A distinguishing feature is also inappropriate when it is not easily *promotable*. If it is impossible to explain the added value quickly and straightforwardly, the element should be reconsidered.

- Besides, it is also essential that customers can afford differentiation's surcharge otherwise the actually great value will lead to losses instead.

### 5.3.2  Brand positioning

With the process of brand positioning, brand managers aim to achieve a specific position in the target group's mind and thus avoid customer's tendency to fade out or to discard any information that seems irrelevant (cf. Meffert et. al. 2015, p. 337). Hence, a successful brand positioning strategy aims to highlight the company's USP to the customers, which points out simultaneously why a product or service is both similar to and different to company's competitors (cf. Davis 2010, p. 164).

In the first step of a brand positioning conception, brand managers strive to analyse the brand's position on the market as well as the relevant microeconomic activities. On basis of the previous defined USP, the appropriate strategy has to be decided on. Finding the best positioning possible for the brands is a process of trying, adding and deleting. In this context, a large number of possibilities are available depending on the focus of positioning (cf. Kuuru/Tuominen 2016, p. 185f.; Sengupta 2005, p. 76). Nevertheless, the literature offers different approaches for companies to define an appropriate brand positioning, such as

**Brand positioning by corporate credentials**

Refers to the brand's origin or roots as secured source, customers rely on and thereby creates a competitive advantage (cf. Sengupta 2005, p. 76).

**Positioning by added values**

If a company decides to position its brand traditionally according to features or characteristics – the USP which should be highlighted in the best way possible. Strategies can differ from category-related positioning over positioning by usage to price-quality positioning (cf. Sengupta 2005, p. 86; Kuuru/Tuominen 2016, p. 188 - 190).

**Positioning by target segments**

This positioning approach aims on giving the brand a distinct position with the help of positioning in specific target segments, such as demographic (age, income, sex, etc.), behavioural (e.g. usage volume), benefits or psychographic segment (personality, lifestyle, social class, …) (cf. Sengupta 2005, p. 107).

Even though, the literature offers a large amount of possibilities, it is the brand manager's task to find the brand's appropriate strategy. Irrespective which strategy is followed, there are still some requirements that need to be considered within the whole positioning process.

- *Be different* - The brand positioning has to affect a distinction to competitors, otherwise the company won't gain awareness and will blend in. This inter alia either can be done through innovative products, extraordinary intangible added values or offering a unique business. Moreover, the positioning has to suit the company. Otherwise, customers won't associate the brand with the company in their minds.

- *Be focused* – it is impossible for companies to offer simultaneously a high-quality broad and thereby depth product range due to lack of appropriate

specialists. Hence, it is more beneficial to narrow one's expertise on a specific and interesting niche and thereby fulfil customer's wants and needs.

- *Be relevant* – Even though a brand is highly specialised, nevertheless it can happen that a brand is irrelevant. Therefore, it is of relevance for companies to pick a niche that is appropriate and demanded. Otherwise the niche is quickly saturated, and further growth is impossible.

Thus, it is essential to focus on the requirements to achieve a successful brand positioning in combination with a target-oriented brand differentiation to gain brand awareness (cf. Görg 2010, p. 16; Frederiksen 2017). If one considers the brand positioning and differentiation strategy as cause-and-effect relationship, the positioning represents the effect and the distinguishing elements the cause referring to the goal of increasing brand awareness (cf. Görg 2010, p. 16). Besides differentiation and positioning also the previously gathered strengths are necessary for the strategy.

### 5.3.3 SWOT norm strategy

Along with the defined differentiation and positioning strategy as well as the SWOT analysis, strategical options for the aim to increase brand awareness can be elaborated with the help of the SWOT norm strategy. By combining the dimensions, strengths, weaknesses, opportunities and threats, action strategies can be developed and subsequently implemented. Due to this approach, the four micro- and macroenvironmental factors are still considered, while developing options, which helps for example to generate competitive advantages. The SWOT norm strategy can also be implemented within the development of social media concept, in which constantly new economical influences arouse. Therefore, this strategy tool, represents a great basis and reduces the complexity of a brand's environment (cf. Kerth et. al. 2015, p. 213f.).

## 5.4  Implementation of a social media concept

While implementing a social media concept with the objective to increase brand awareness, several aspects need to be considered, starting with the right decision on social media channels.

### 5.4.1 Social media channels

Nowadays, social media offers a channel for nearly every requested purpose. Whether it be just sharing pictures with one's followers, explaining product attributes within a video or communicating easily with people around the world (cf. van Looy 2016, p. 6). However, even though social media provides a wide offer of channels not every channel is appropriate for every company, their strategy and their objectives they want to achieve via social media. The social media prisma (see figure 7) gives an overview of the most relevant social media channels and the fact that it gets constantly updated, indicates the fast growth and importance of social media.
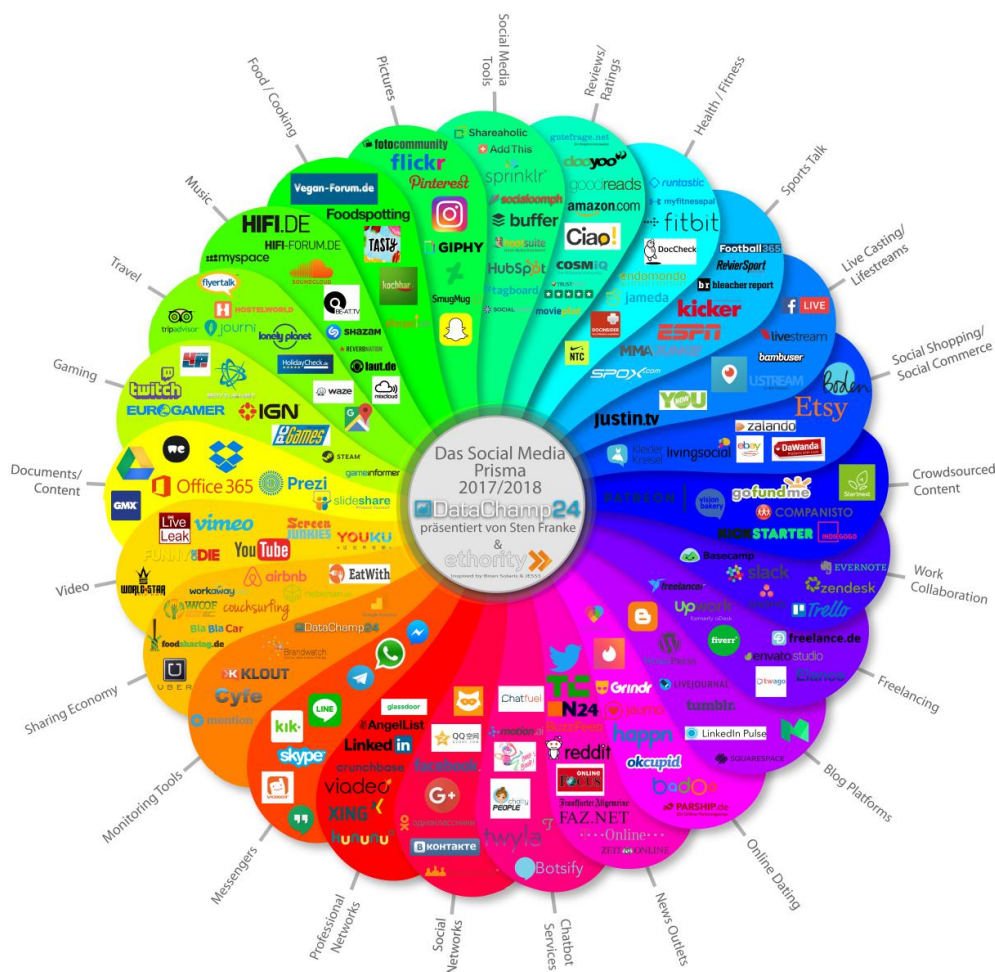


Figure 7: Social media prisma 2017/2018 (ethority 2017)

Considering the wide range of possibilities, it is each company's task to test which channel fits for the appropriate goal and company. Depending on the set objective, each channel has its strengths and weaknesses, therefore also companies need time to find the right social media mix (cf. Grabs et. al. 2017, p. 113; McDonald 2017, p. 28).

**Social networks**

When people talk about social media, they often actually refer to social networks. The social purpose of this network refers to the opportunity to connect with everyone online everywhere and every time. There users can share short posts with their followers, recommend products and exchange about topics of interest. Social networks are not specified to any content and thereby offer a lot of freedom for the users. Users can engage with their community by liking, sharing and commenting one's posts and thereby get in touch. This circumstance is also interesting for companies as thus they easily expand their reach of their posts and gain awareness. However, by using a social network within their communication strategy, companies must consider that their posts should not instantly be detected as advertisement (cf. Grabs et. al. 2017, p. 174; Holmes 2015, p. 50).

The typical characteristic of social networks is the creation of profiles with individual information about oneself, like age, gender, pictures, hobbies or other content, one wants to share with its network.

The most famous and popular social network, Facebook, has already billions of users worldwide and daily more users join the network. Further Google+ can be classified as social network (cf. 1&1-Digital Guide 2017).

**Professional social networks**

The purpose of professional social networks is similar to those of social networks. It should provide users a platform to get in touch with other users worldwide - one start to set up a profile and then get linked to friends. However, the difference to "normal" social networks is that professional social networks are used within a business context. Hence, the friends, whom network one joins are mostly colleagues from present or previous jobs. Xing and LinkedIn thereby represent the most popular networks within this category.

Besides the opportunity of building up a network, professional social networks help customers within the recruiting process. As people share in their profiles their school education, their professional experience as well as their capacities, companies can browse those networks to find appropriate candidates for jobs. On the other side, also employees can find a job as companies post job advertisements on LinkedIn and Xing. Furthermore, companies also use those networks to provide essential information about their companies and build up relationships with potential suppliers (cf. Grabs et. al. 2017, p. 387f.; 1&1-Digital Guide 2017).

**Social picture and video networks**

Social picture networks provide users the possibility to share their pictures with their followers. Thereby the posting of pictures is paramount, and the communication is of secondary importance. Networks like Instagram, Snapchat and Pinterest let users upload, edit and share pictures with their community. Within this context especially the aesthetic and creative aspect is in the foreground (cf. Grabs et. al. 2017, p. 283; Kowalski 2015). Since August 2016 Instagram offers also Instagram stories, with which users can also share short videos or pictures that delete themselves within 24 hours to get in touch with one's follower (cf. 1&1-Digital Guide 2017).

With their Instagram stories, Instagram takes up the importance of moving images. A network that engages with this form of visual engaging, are social video networks. Thereby, one instantly thinks of YouTube the most famous within this category. On the basis of innovative developments, YouTube offers the possibility to share a broad range of videos, who attract people's attention even more than pictures do. Companies are responsible to content that draws attention within three seconds to convince users to watch (cf. Grabs et. al. 2017, p. 225f.).

**Blogs and microblogs**

Blogs were the first social media platform that initiated a rethink in the world of media. Previously the classic media, such as print, TV and radio were the only sources for information and daily news. However, with the occurrence of blogs this changed. Nowadays, everyone has the ability to post on the internet and spread information. Blogs are seen as a kind of diary, in which the content is ordered chronologically, beginning with the newest blogpost. The author then decides if he wants the content to be seen in public, for just a determined group of people or private. Therefore, the main purpose of blogs is the distribution of written information without hardly any restrictions. Everyone gets the possibility to generate its own site with providers such as Wordpress or Blogspot. Furthermore, companies use this opportunity and provide a blog on their website to gather and spread information for their users (cf. Holmes 2015, p. 55; Grabs et. al. 2017, p. 329f.).

Microblogs follow the same approach, but they have a character limitation, which narrow the information on a minimum. Such a microblog is for example Twitter. Thereby, the created content gets distributed over the profile in social media. Regarding this definition, also Facebook and LinkedIn could be categorized as

microblogs as the posts are also limited. However, this example shows that a clear differentiation between channels is hardly possible (cf. Holmes 2015, p. 56).

**Ratings platforms**

Most people are not aware that ratings platforms do also belong to social media. Nevertheless, it represents a great example of people engaging with each other and sharing opinions and experiences (cf. Holmes 2015, p. 57). Especially, during the purchase decision process this social media platform functions as supporting tool to gather information or express one's own opinion after the purchase (cf. Sandberg Jensen 2015). Furthermore, with the users' feedback, companies can learn and adapt to it, which is essential for the company to develop towards the customer's wants and needs. On the basis of this interaction also the company's image and reputation benefits from it according to the customer service (cf. Kowalski 2015).

There exist several ratings platforms for different purposes, such as tourism or gastronomy. Examples for ratings platforms are Google Maps' locations, Yelp!, TripAdvisor or Kununu to rate employers (cf. Holmes 2015, p. 57).

However, to create an interesting social media channel, the choice of content is decisive, as due to it, followers decide whether it is worth following or not.

*5.4.2 Content marketing*

After determining the appropriate social media channels within the social media concept, it is necessary for social media managers to select an appropriate content. Even though each channel strives for a different objective, it is nevertheless necessary that the companies' contents are somehow connected and created for the target group as tool to communicate with them (cf. Grabs et. al. 2017, p. 116f.; Ansari/Müller 2017, p. 18). Hence content Marketing is defined as "*strategic marketing approach focused on creating and distribution valuable, relevant, and consistent content to attract and retain a clearly-defined audience – and, ultimately, to drive profitable customer action"* (Pulizzi 2012). The literature, thus, distinguishes three types of contents referring to their purpose and production effort (cf. Grabs et. al. 2017, p. 117):

- **Basis-content** – refers to those contents that build the basis to interact with one's followers and is hence shared on a regular basis. The purpose of this kind of content is to deliver general information and to be present. This type

includes content, which is easily produced, such as Facebook-posts, links or livestreams.

- **Info-content** – The main purpose of info-content is to inform users about product attributes, promotions, campaigns, news and so on. The content helps to solve problems and answer questions, especially with complex products.
- **Highlight-content** – To produce highlight-content it is necessary to invest lot of time and effort to create appealing content for the followers. However, in contrast to the previous mentioned types, this kind of content leaves a longer lasting mark in the customers minds, such as campaigns or webinars.

Therefore, it is essential for companies to have a critical look at their own brand, before developing a content strategy. As a successful strategy arouses emotions and strives to bond with the followers (cf. Grabs et. al. 2017, p. 118). To achieve these goals, Content manager can make use of different tools, besides taking advantage of user-generated content.

**Text content**

The simplest variant to provide information is via text. Even though this type seems to be the most uncreative, it still offers several possibilities to target the potential customers.

The first type, that the literature mentions, are editorial articles. Interesting, funny or informative articles encourage users to comment, like or share. In addition, articles can be produced cost-effective and offer several other advantages, such as the involvement of keywords. Creators can easily include keywords within the texts and maybe linked to other blogs to expand the company's reach (cf. Löffler 2016, p. 243). Within those articles also lists can be included to create additional value and ease the exchange of information (cf. Löffler 2016, p. 247).

For more professional content, companies have the possibility to create whitepapers, which are offered to free download. This type of text content provide assistance for technical questions or complex applications or offer an overview of a product's attributes (cf. Löffler 2016, p. 244f.).

If a company aims to provide longer content, they could generate an e-Book. This free textual content offers a long-term value for users and can be downloaded at social media sites or at the company's website (cf. Löffler 2016, p. 245).

While offering text content, managers still have to consider within the creation phase that most people want to print the information given as it is easier to read.

**Photos**

By including pictures in a post, they improve the probability that post won't be overseen. Companies thereby can make use of several possibilities, such as product pictures, GIFs, info graphics or even charts. Images can not merely improve a post, but also are a popular competition element or can provide information visually through info graphics (cf. Löffler 2016, p. 258f.).

**Videos**

Creating videos for company's online presence is lots of cost- and time-intensive effort needed. Hence, there exist several possibilities of video-content, such as image and corporate videos, product videos, commercials, fun-videos, personal videos (interviews) and tutorials – also webinars rang among videos. No matter which type of video companies strive to create, to be successful they all have to inter alia include a good story and address the right target group (cf. Löffler 2016, p. 251 – 255).

**Audios**

Besides photos and videos, companies can also include audio-content to their posts. The most common type, that is already used in advertisements are music and jingles. Most people often already associate a brand with a special song or jingle as they were heard constantly on radio or TV. However, those type of content can also be included in social media postings. If a company does not have an audio recognition yet, social media can also be used to invite the followers to create one (cf. Löffler 2016, p. 251).

Another option to create audio-content are podcasts. Those types of contents are spoken blog-posts that are provided for free download. In contrast to radio-shows, podcasts can be heard regardless time and place. As well as with blogs it is thereby essential to create content regularly to animate users to follow (cf. Löffler 2016, p. 249).

However, it is essential not to overfill a post due to the large number of content possibilities. Hence, it is essential to adapt the content to the previously prepared concept and afterwards control the outcome of the whole social media strategy (cf. Löffler 2016, p. 241).

### 5.4.3 Resources

Besides the determination of the right social media channels and content, it is also of relevance for the implementation of a social media concept, to define the necessary resources regarding employees as well as money. However, while planning those resources, it is essential to consider that the concept should go with the whole company strategy and hence shouldn't exceed the resources available. Therefore, it is advisable to note on weekly or monthly basis the needed resources and compare them with the one available (cf. Holmes 2015, p. 180).

Referring to the human resources, the necessity depends on the size of the company, the money available as well as on the social media concept. Nevertheless, hiring a social media manager, who is responsible for the social media presence, monitoring and controlling the success, is recommended. Besides a social media manger also a community manager might be hired. The manager strives to build up a relationship to the company's community and is their contact person in social media (cf. Grabs et. al. 2017, p. 537f.). Depending on the concept, the social media team can also be further extended.

The monetary resources in terms of social media are compared to traditional media comparatively low. However, social media managers still have to invest in paid ads or in the creation of videos for an attractive presence which need to be considered regarding the budget-planning (cf. Holmes 2015, p. 181).

## 5.5 Controlling of brand awareness in social media

After implementing a social media strategy, it is important to control the success of the social media activities and where necessary adapt timely. Therefore, the social media controlling has to be considered as a continuous improvement process which
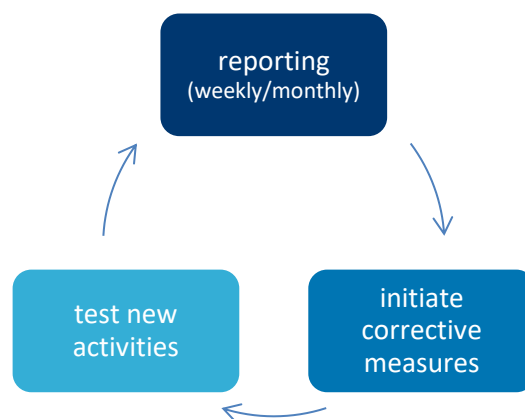
Figure 8: Social media improvement process (Based on Lammenett 2016, p. 204)

includes a regular reporting, a relevant controlling and a testing of new activities as seen in figure 8 (cf. Lammenett 2017, p. 204).

However, social media managers always strive to know their return on investment (ROI) from their marketing activities, but in social media it is nearly impossible to measure all the activities. Instead they need to consider that activities only can be measured regarding individual campaigns with special objectives. Nevertheless, regarding the success of a brand awareness strategy, which needs more effort, the literature describes the ROI further as (cf. Grabs et. al. 2017, p. 75 – 77):

**ROI as return on influence** – shows the improved brand influence via social media

**ROI as reduce of investment** – highlights the cost-reduction through social media

**ROI as risk of ignoring** – shows the risk of ignorant behaviour towards users

However, to control the implementation of the concept, it is essential to monitor the company's channels and further define appropriate KPIs to measure the success (cf. Holmes 2015, p. 194; Grabs et. al. 2017, p. 557).

**Measurements**

For implementing an efficient controlling, companies have to previously decide, which key performance indicators (KPI) are relevant to measure for the respective activity or campaign. The more precisely the objectives and further the KPIs get defined, the more effective the activities can be measured (cf. Grabs et. al. 2017, p. 77). Hence, before defining the appropriate KPI for the aim, companies have to consider the following four questions, that refer to the main four areas of classifications for social media KPIs.

***Reach***: *Is the company reaching qualified people?*

The reach refers to the ability of a company to connect with the right people, at best the defined target group. This measurement indicates the reach of the companies' postings or in general the social media page, hence it gives insight how many users potentially saw it. However, it is necessary to consider that even if there is a high reach, it does not necessarily imply that those people actually have taken note of it (cf. Grabs et. al. 2017, p. 151; Carter 2018; Sukhraj 2017). KPIs to measure the reach, are:

- *Followers* – the number of followers gives insight in the company's reach. However, a reach without engagement won't have lots of impact.
- *Impressions* – this measure indicates how many times a post showed up in a follower's newsfeed. Thereby it is necessary to consider one follower can

have more than one impression of the same post. Hence, this measurement is very vague, as it implicates how many *could* have seen the post.

- *Web traffic* – shows the degree of people that found the way to a company's website through social media.
- *Share of voice* – the share of voice is a KPI that demonstrates social media Manager how often a brand or company is topic of a discussion within social media. Thus, this KPI is especially interesting for the monitoring (cf. Carter 2018; Sukhraj 2017).

Even though, these KPIs seem to have just minor direct impact for companies, it is nevertheless meaningful to gain awareness for a brand, a campaign, a product or the company itself (cf. Carter 2018). The reach is therefore a very important measurement to highlight the effect of social media activities on companies' brand awareness (cf. Perrey/Bauer 2013, p. 231) However, to gain more precisely knowledge, companies have to further conduct recognition or recall tests depending on the wanted outcome (cf. Esch 2010, p. 588).

***Engagement****: Is the company engaging with qualified people?*

The social media engagement is according to literature the most important measurement to consider while implementing and running a social media strategy or campaign. An engaging audience, independent of the size, will organically grow the reach and thus generate leads. Active followers, who like, comment or share company's postings, will contribute to a more frequent appearance in users' newsfeed. The KPIs that give an insight in the engagement vary by social media channel, however those are the most common to consider (cf. Carter 2018; Sukhraj 2017; Ashley/Tuten 2015, p. 17):

1. *Clicks* – point out how often a user activates a link. However, if a link has less likes than clicks, it is likely that the link indeed got attention, but it is not given that it is interesting for viewer to engage.
2. *Likes* – implicates the degree of users' interest in a posting. A post that achieves lots of likes, signals most platform algorithm that the content is of interest and deserves a better spot in search results.
3. *Shares* – is more rewarding than a like, as it causes more effort. Sharing is a conscious decision and is hence an indication of the quality.

4. *Comments* – a main goal of social media is to engage conversions with one's customers, thus a content that motivates followers to comment will generate awareness and in further step loyalty.

Further KPIs that measure the engagement are brand mentions, profile visits and active followers. Referring to the goal of increasing supported brand awareness, the reach and the engagement should be especially considered.

Achieving high KPIs regarding engagement refer to a success, however in the next step it should be ensured that the investments were profitable. Thus, the engaging users should be transformed into leads to achieve the best ROI possible (cf. Carter 2018; Sukhraj 2017).

***Leads****: How many of the social media fans are inquiring about your products?*

Thereby social managers have to convince their followers to make the final leap to translate a share or like into a conversion and thus into money. Reaching this step is often not that easy and has a lot to do with trying and failure. One problem that often occurs while generating leads, is the choice of the wrong platform or content (cf. Sukhraj 2017; Kallas 2017).

**Conversions**: How many actually *become* customers?

In the best case an impression will be turned into a loyal customer and hence represents the ultimate measurement of success of a strategy. Within this step it is important to focus and pay attention to customers' behaviour on social media (cf. Sukhraj 2017). Even though it is difficult to measure the ROI in social media, the following KPIs can each contribute to get an idea of it:

- *Sales revenue* – represent the revenue made from sales
- *Lead conversion rate* – shows the degree of social media leads that actually became customers
- *Non-revenue conversion* – a conversion does not necessarily have to be measured in money, also a subscription to a newsletter or a download contribute to the conversion rate.

Either way, the process does not end with a conversion, instead social media can also contribute to build up a customer loyalty. Just with understanding your customers and approaching them correctly with social media the goal of brand loyalty can be achieved and turn customers also into brand ambassadors and hence spread the reach and thus gain new conversions without direct effort of companies. Then KPIs like the customer lifetime value need to be considered (cf. Carter 2018).

However, the mentioned and other social media KPIs also differ regarding to their effort to collect the data and the gained knowledge. The literature thereby distinguishes three levels. On the first level are those KPIs situated, that are available quite simple and on a daily basis, such as likes, followers, klicks, views or subscribers. On the second level rank those KPIs who express a relation and therefore are measured and compared over a longer period of time, like total reach, recommendation share, channel attraction, and so on. To get aware of these figures, it is necessary to implement monitoring tools and thus are more difficult to collect. The third and last level refers to those KPIs, whose figures have to be gathered through primary and secondary research and hence are more time- and cost-intensive. Those include brand awareness, market share, customer value or customer loyalty (cf. Grabs et. al. 2017, p. 77).

**Monitoring**

After determining the appropriate KPIs, companies apply specific tools to observe the users' discussions to gather together the relevant figures for the KPIs. Hence, it is essential to prepare a list of keywords such as the company or brand name, products or competitors as well as campaign relevant phrases. On basis of the predefined keywords special programmes browse social media and provide companies an extract of all discussions, articles, links and so on, where the keyword was mentioned. These findings then contribute to measure the KPIs and measure the success (cf. Grabs et. al. 2017, p. 77).

# 6. Research design

The following research design describes the guideline on which the empirical research of this master thesis is build up. It should give an overview over the survey method, objectives, sampling, distribution and scheduling.

## 6.1 Survey method

In the course of this academic work and to receive information about the defined research objectives, a primary quantitative research should be conducted. After developing a questionnaire in coordination with the master thesis mentor as well as the company mentor, the survey will be uploaded with the help of the website *www.umfrageonline.com.*

In consideration of the previously defined target group of the company and to bypass the language barrier given, the questionnaire will be conducted in Hungarian. For those who are raised bilingual, it is also an option to answer the questions in German. With the help of the online tool, an evaluation can be done more precisely despite the lack of language skills. The survey, that was then conducted can be found in the appendix.

The distribution of the online survey will follow three approaches:

- With the help of **passive recruitment** through the company's Facebook site: The questionnaire will be presented to Hungarian social media users via sponsored ad over a time period of two weeks.
- In addition, the **employees of the company** will be asked to share the link and hence increase the number of respondents, which is why the Snowball-Technique will be utilized.
- The distribution will also be conducted regarding **personal contacts** in Hungary to again broaden the reach of the survey.

By developing the questionnaire, specific survey objectives were considered, which will be described in detail in the following abstract.

## 6.2 Survey objectives

Based on the objective to increase the supported brand awareness with the help of a social media concept it is necessary to gain awareness regarding the following

objectives. According to the goal and the literature described, the survey is divided into three segments. Hence the first part addresses the participants' health behaviour also regarding health stays, followed by an analysis referring to the supported brand awareness in the health tourism industry. The survey finishes with the examination of the respondents' social media behaviour and their demographic data. Thereby, the subsequent survey objectives should be answered:

**Health (stay) behaviour**

The primary focus of the questionnaire conducted, lies on the health behaviour of the target group, in specific regarding health stays. For this reason, the survey strives to examine the ideal health stay, concerning

- *structure* – Kur, rehab, personal health care and wellness
- *motive of stay,* e.g. time-out, cure of illnesses, …
- *duration of stay* in days
- *willingness to pay* in forint for a one-week stay incl. treatments
- *willingness of distance to drive*
- *expectations of a health stay*

Furthermore, the overall interest in spending a stay in Austria is studied as well as experience with health stays. Within the context of social media, the participants' interest in health tips and consultancy should further be found out.

**Status of supported brand awareness**

Referring to the overall objective to increase the supported brand awareness of the Gesundheitsresort Königsberg, the questionnaire aims to evaluate the current status of the supported brand awareness of social media users in the specific market of Hungary. Moreover, in this context also important competitors will be detected for the further situation analysis.

Additional, through the social media behaviour, it should be found out whether the Hungarian users can be applied to as potential brand ambassadors to increase brand awareness by examining their willingness to share postings and to recommend companies.

**Social media behaviour**

The third topic of the questionnaire strives to gain information about the Hungarian social media users' behaviour as well as their interest in different content that is already posted by the example company – the Gesundheitsresort Königsberg:

User behaviour - Concerning the Hungarian social media behaviour, it is of interest for this master thesis to gather information regarding

- the *channels* used
- the *frequency* of use
- the *reason* of use
- the *behaviour* (active, passive, information gathering)

That information will later provide information for the implementation phase of the prepared social media concept, especially concerning the channels and the effort to motivate followers to act.

Social media content - Besides the social media behaviour also the choice of the right and interesting content is necessary for the concept. Only a content of interest will encourage the target group to like, comment or share a posting. Hence, it is also essential to find out why a specific content won't achieve a reaction by the users.

Only by gathering information regarding those topics, the social media concept with the aim of increasing the supported brand awareness can be developed. In addition, the results from this research help to find out, how the increase of brand awareness can contribute successfully to the company's profitability.

The survey translated into Hungarian, German and English can be found in the appendix.

## 6.3 Population and cultural differences to Austria

The objective of this academic work strives to increase the supported brand awareness with the help of a social media concept in the market of Hungary. Hence, the previously defined survey objectives should be evaluated within the Hungarian market. Considering the company's target group, the survey is addressed to Hungarian social media users above the age of 25, who are interested in a health stay and therefore representing potential guests for the Gesundheitsresort Königsberg.

Before analysing the results of the research and developing the concept, it is essential to give a short overview about the Hungarian population to understand their social media behaviour as well as some differences to the Austrian market where the company is present: The overall Hungarian population consists of about 9,797,561 residents, where as 52.3 % are women and 47.7 % are men (cf. KSH 2017). Referring to the labour market, the employment rate in Hungary amounted

54 % in 2016 where as in Austria it is in total 60.2 %. Besides the employment situation, a significant difference between the markets can be found regarding the income situation. Hence, the gross national income amounted 12,970 USD in Hungary and 47,290 USD in Austria in 2016. Therefore, it is no surprise that the average household net-adjusted disposable income per capita in Hungary is 16,821 USD compared to an Austrian of 32,544 USD and the OECD average of 30,563 USD / year (cf. OECD Data 2016; cf. Länderprofil Ungarn 2016; cf. Länderprofil Österreich 2016). These facts should especially be taken into consideration regarding the prize range of the Gesundheitsresort Königsberg.

Regarding the general user behaviour of Hungarian, researches proved that the Hungarian population have the highest social network usage in the EU. Thus, 83 % of all Hungarian Internet users between 16 and 74 years are active on a social media platform and are therefore especially interesting regarding increasing awareness via social media and the development of an appropriate concept (cf. Budapest Business Journal 2017).

According to the target group and population of Hungary the sample of this master thesis should consists of approx. 130 Hungarians, who are active in social media and/or interested in a health stay. However, before distributing the questionnaire online, a group of 20 people should test the survey regarding understanding, problems and to eliminate problems in advance as seen in the survey scheduling.

## 6.4  Sample

The sample of the questionnaire consists of 130 Hungarians, mostly social media users (87 %), who conducted the survey in the time between 13.03. – 28.03.2018 via link that was distributed according the ways described. 82 % of the participants were female whereas only 18 % were men. This distribution also corresponds with the followers on the company's Facebook site, where a female majority can be observed (70 % : 30 %). The average age of the sample is 53 years, which again matches with the existing social media channel. According to the education of the participants, regarding the highest educational attainment the classification shown in figure 10 can be analysed. Concerning the income, the participants ranked them as presented in figure 9.
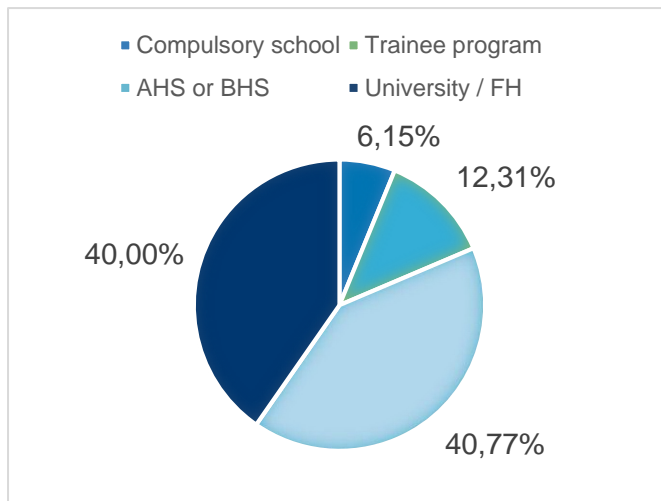
| Figure 10: Classification sample's education (own presentation) | Figure 9: Classification sample's income (own presentation) |
|---|---|
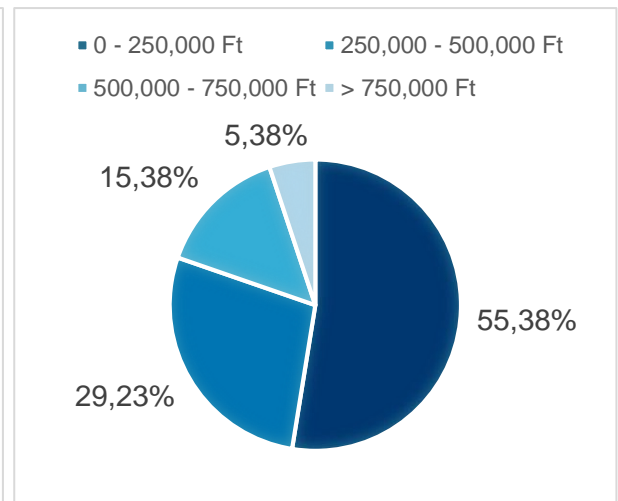
The whole research was conducted according to the following scheduling.

## 6.5 Survey scheduling

The conduction of the survey is based upon the following schedule:

| DATE (START – END) | | TASK | DETAIL |
|---|---|---|---|
| 05.01.2018 | 16.01.2018 | **Definition survey objectives** | |
| 08.01.2018 | 16.01.2018 | **Creation sampling** | |
| 16.01.2018 | 05.03.2018 | **Creation survey** based on survey objectives | Formulation of questions |
| | | | Feedback mentor (MT and company) |
| | | | Integration feedback |
| | | | Approval CEO |
| | | | Translation to Hungarian |
| | | | Implementing in online tool |
| 05.03.2018 | 12.03.2018 | **Testing survey** | Testing with 20 persons |
| | | | Adaption regarding problems |
| 13.03.2018 | 28.03.2018 | **Conducting survey** | 3-way distribution (reg. survey method) |
| | | | Carry out with at least 130 persons |
| 29.03.2018 | 31.03.2018 | **Evaluation survey** | Evaluate findings for concept with SPSS |

Table 1: Survey scheduling (own presentation)

# 7.  Gesundheitsresort Königsberg GmbH

The four-star Gesundheitsresort KÖNIGSBERG Bad Schönau is situated in the Buckligen Welt in the south of Lower Austria. Surrounded by a natural environment the health resort was opened 10th June 1978 as Kurhotel Bad Schönau. Only one hour's drive from Vienna and Graz, Bad Schönau was selected as location due to its rare natural spring of carbon dioxide which was discovered during drilling work in 1950. Based on this finding the spa town has quickly gained awareness and reputation and is nowadays still well-known for its treatments with the natural carbon dioxide.

The former Kurhotel Bad Schönau has also recognised the unique opportunity and has taken advantage of this natural remedy and specialised in health prevention. Hence, the health resort has offered its guests since 1978 high medical competences in treatments of **vascular diseases** (today under the guidance of Prim. Dr. Johannes Schuh) and **disorders of the muscular-skeletal** (today under the guidance of Dr. Sabine Stangl).

In 2001 the health resort was taken over by private shareholders under the guidance of Manfred Pascher. Following the leadership change, the CEO extended the 130 rooms to 219 rooms by adding the Parkhotel to the Kurhotel. Furthermore, the health resort was renamed to Gesundheitsresort Königsberg which refers to the nearby hill and the regionality the health resort stands for. Since 2008 Mr. Pascher's daughter, Doris Walter, has taken the operative lead of the health resort and has been supported by Mag. Hermann Pucher with financial belongings. Another change that was involved in the entire process was the construction of the *Therarama* in 2011 – combination of therapy and panorama – a 600 m$^2$ indoor-movement area, which should help the guests to improve their power, endurance and coordination in combination with modern exercise equipment (cf. GKBS 2018).

In 2013 the indications were broadened to a third specialisation: **psychosocial health**. Already 40 % of all Austrians feel threatened by stress or show burn-out symptoms (cf. Leitner 2014). The 6-week rehabilitation at the Gesundheitsresort Königsberg aims to overcome those health problems and to return to a normal life with the help of Prim. Dr. Hanspeter Stilling and its team consisting of psychologists, psychotherapists specialised in different fields including music therapy and ergo therapists.

In 2018 the Gesundheitsresort was selected by the Pensionsversicherungsanstalt (PVA) to add the **Gesundheitsvorsorge Aktiv** to its offer. This new program, developed by the PVA is primarily addressed to insured employees in the age between 33 to 55 years. During a three-week health stay - that also can be consumed separately – the guests have several active therapies which strive to convince and motivate them to lead a healthier lifestyle (cf. Skoumal/Graninger 2018).

Referring to the treatment focuses, the guests of the Gesundheitsresort Königsberg are currently divided into three guest types, which each make up about one third from the annual overnight stays (in sum 80,000 – 85,000) of the health resort:

- **Private guests** – who visit the Gesundheitsresort Königsberg for a private stay and choose voluntarily their hotel-medical-package (about 29,000 stays).
- **Kur guests** – those stays are prescribed because of vascular diseases or disorders of the muscular skeletal. The 3-week-stay is characterized by diverse medical treatments in combination with the natural remedy the carbon dioxide.
- **Rehab guests** – during a 6-week-stay the patients learn to deal with their mental issues and reobtain their psychosocial health.
- **GVA guests** - the fourth guest type refers to the new introduced Gesundheitsvorsorge Aktiv. As the first guests will at the earliest arrive in July, the impact on the guest numbers cannot be described yet.

Combined, the four indications represent an integrated concept for body, mind and spirit. According to this, the approx. 200 employees, working inter alia in service, reception, housekeeping as well as medical care, try their best to offer a successful and relaxing stay and share their knowledge within several training programmes. Therefore, the Gesundheitsresort Königsberg has also trained doctoral students commissioned by the University Graz as teaching hospital since 2016.

Based on the excellent work, that is done in the health resort, the Gesundheitsresort Königsberg has been awarded several times for its outstanding kitchen (Gault Millau Haube, Grüne Haube and Bio-certificate) as well as for the medical treatments (Best Health Austria) (cf. GKBS 2018).

Together with six other leading Lower Austrian health resorts (Moorheilbad Harbach, Lebens.Resort Ottenschlag, Herzkreislaufzentrum Groß Gerungs,

Lebens.Med Zentrum Bad Erlach and Lebens.Med Zentrum St. Pölten) the Gesundheitsresort Königsberg is part of the cooperation Beste Gesundheit, which was formed to combine a large number of indications and to offer the best possible quality as well as medical treatments to all guests (cf. Beste Gesundheit 2017).

According to the excellent service offered, the Gesundheitsresort Königsberg was able to achieve an average occupancy rate of 90 % in 2016 and thereby generated a turnover of € 11,367,000 (cf. GKBS 2018).

# 8. Social media concept for the health tourism industry on the example of the Gesundheitsresort Königsberg

With the gained knowledge of the literature as well as the conducted primary research, in the following a social media concept with the aim of increasing the supported brand awareness in the specific market of Hungary should be developed.

## 8.1 Situation analysis

The first phase of the concept development is the analysis phase, hence the initial situation of the Gesundheitsresort Königsberg, its competitors as well as the own strengths, weaknesses, opportunities and threats regarding social media should be examined.

### 8.1.1 Initial situation of the Gesundheitsresort Königsberg

In July 2016 the Gesundheitsresort Königsberg GmbH entered the world of social media by introducing its still only existing channel – Facebook besides existing rating platforms. To become aware of the current situation while developing the social media concept, it is at first necessary to get an overview about the initial situation and analyse the relevant KPIs for this topic. Hence, the following table describes the situation on the Facebook site in the period of 21. – 28. March 2018:

| KPI | NUMBER |
|---|---|
| Page Views | 109 |
| Page Previews | 64 |
| Page Reach | Organic: 1,154 |
| | Paid: 19,519 |
| Page Likes | Total |
| | In total: 1,450 |
| Post Engagement | 808 |
| Page Followers | Week: +6 |
| | In total: 1,454 |

Table 2: Situation analysis of the GKBS' Facebook KPIs (own presentation)

Referring to the figures in the table, the number of followers of the Gesundheitsresort Königsberg amount to 1,454. Thereof 70 % are female and

30 % of the followers are men. Regarding the age distribution, most of the followers are between 25 and 64 years old, as can be seen in the following figure.



| | 13-17 | 18-24 | 25-34 | 35-44 | 45-54 | 55-64 | 65+ |
|---|---|---|---|---|---|---|---|
| | 0.069% | 3% | 14% | 14% | 15% | 15% | 9% |
| | 0.276% | 1% | 9% | 7% | 5% | 4% | 3% |
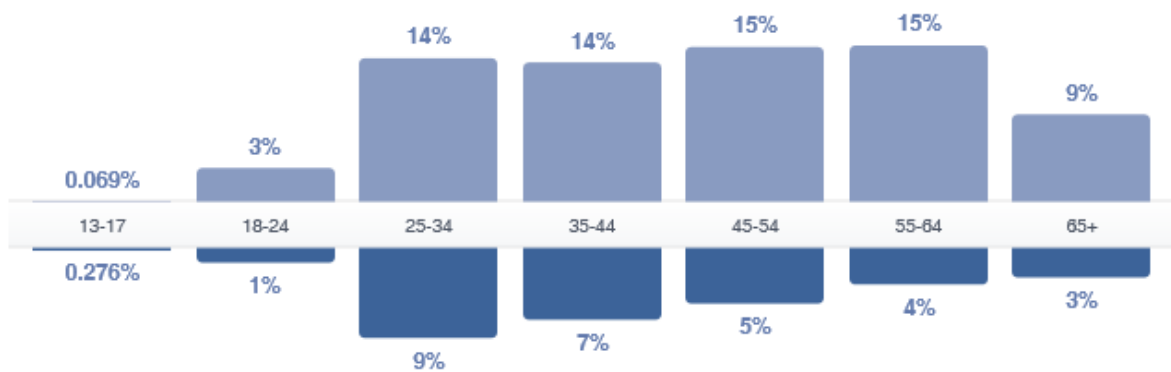
Figure 11: Age distribution Facebook followers GKBS (GKBS-Facebook 2018)

Considering the geographic target of Hungary, the Gesundheitsresort Königsberg disposes currently 352 Hungarian followers, which represent 24.21 % of all followers.

According to the content posted, the postings on the Facebook site can in general be classified into news (such as awards), team news (regarding trainees or excursions), recipes and health tips from the resorts' own experts as well as events and offers.

Those figures and information will especially be relevant in the context of the following competitor analysis which help to benchmark and find out strengths and weaknesses.

### 8.1.2  Competitor analysis

In the first step of the competitor analysis the most important competitors from the Gesundheitsresort Königsberg need to be examined. Regarding researches, experiences and internal interviews, the following health resorts should be analysed considering the social media activities. Even though lots of Hungarians prefer to stay in Hungary due to the more affordable prices, the hotels suggested within the research focus on a wellness and not on a health stay like the Gesundheitsresort Königsberg. Hence, it is of greater importance to look at the competitors within Austria.

- **Gesundheits- and Kurhotel Badener Hof**
  The Gesundheits- and Kurhotel Badener Hof is situated in Baden nearby Vienna and is the partner company of the Gesundheitsresort Königsberg as it is also lead by Doris Walter. The resort is specialised in the treatment of

disorders of the muscular-skeletal as well as rheumatic diseases with the use of the natural remedy sulphur. As the resorts overlap in the treatment of diseases of the muscular-skeletal with a natural remedy and is also not that far away from the target country Hungary a competitor analysis is especially interesting between the partner companies (cf. Badenerhof 2018).

- **Vivea – Gesundheitshotel „Zur Quelle" und „Zum Landsknecht"**
  Referring to the initial problem statement the Vivea health resorts are relevant to consider regarding to their close proximity to the Gesundheitsresort in Bad Schönau. Like the Gesundheitsresort Königsberg the resorts focus on treatments of vascular diseases with the carbon dioxide. Other than Königsberg, the Vivea resorts rank themselves more in the wellness sector (cf. Vivea Gesundheitshotels 2018).

- **La Pura – women's health resort Kamptal**
  The health resort La Pura is currently very active with their marketing activities, hence it is an important competitor to be analysed within the analysis. Furthermore, the Gesundheitsresort Königsberg and La Pura both offer treatments regarding stress management and diseases of the muscular-skeletal. Other than Königsberg, La Pura targets only women for a health stay at their resort (cf. la pura 2018).

- **Gesundheitshotel Klosterberg**
  Even though the Gesundheitshotel Klosterberg strives to offer its guests wellness stays with focus on fasting cure and hence is not in direct competition with the Gesundheitsresort Königsberg. Nevertheless, the Gesundheitshotel adapted towards ongoing health trends and hence gained awareness. Therefore, the resort is of interest to examine within the analysis (cf. Klosterberg 2018).

The following competitor analysis strives to identify the relevant KPIs (engagement rate and reach) with regard of the objective to develop a social media concept to increase the supported brand awareness from their social media and especially Facebook presence. The KPIs were chosen based on the literature findings and their relevance. Then the KPIs were ranked according to their importance for the objective and thus the points were allocated (max. 5). The health resort with the most points is hence the most successful. In the last step, the companies' strengths and weaknesses were analysed for the further strategy development.

| | GKBS | | Badenerhof | | Viva - Zur Quelle | | Vivea - Zum Landsknecht | | La Pura | | Klosterberg | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Engagement (35 %)** | | | | | | | | | | | | |
| ∅ **likes (total)** | 26.1 (261) | **5** | 17.2 (121) | **2.67** | 7 (7) | **0** | 8.3 (25) | **0.34** | 13.4 (201) | **1.66** | 14.8 (74) | **2.03** |
| ∅ **comments (total)** | 1 (10) | **5** | 0.14 (1) | **0.7** | 0 (0) | **0** | 0.33 (1) | **1.65** | 0.07 (1) | **0.35** | 0.8 (4) | **4** |
| ∅ **shares (total)** | 1.6 (16) | **3.04** | 1 (7) | **1.08** | 1 (1) | **1.08** | 0.67 (2) | **0** | 1 (15) | **1.08** | 2.2 (11) | **5** |
| Points sum | | **13.04** | | **4.45** | | **1.08** | | **1.99** | | **3.09** | | **11.03** |
| Points weighted | | **4.56** | | **1.56** | | **0.38** | | **0.7** | | **1.08** | | **3.86** |
| | | | | | | | | | | | | |
| **Reach (25 %)** | | | | | | | | | | | | |
| **Likes** | 1,450 | **0.78** | 1,175 | **0.57** | 540 | **0.07** | 666 | **0.17** | 6,886 | **5** | 444 | **0** |
| **Followers** | 1,454 | **0.78** | 1,173 | **0.56** | 536 | **0.07** | 641 | **0.15** | 6,873 | **5** | 447 | **0** |
| **Posts** | 10 | **3.24** | 7 | **2.16** | 1 | **0** | 3 | **0.72** | 15 | **5** | 5 | **1.44** |
| Points sum | | **4.8** | | **3.29** | | **0.14** | | **1.04** | | **25** | | **1.44** |
| Points weighted | | **1.2** | | **0.823** | | **0.035** | | **0.26** | | **6.25** | | **0.36** |
| | | | | | | | | | | | | |
| **Survey (20 %)** | | | | | | | | | | | | |
| **Supp. brand awareness** | 5 | **0.6** | 6 | **1.2** | 5 | **0.6** | 5 | **0.6** | 7 | **5** | 4 | **0** |
| Points weighted | | **0.12** | | **0.24** | | **0.12** | | **0.12** | | **1** | | **0** |

| Offer (15 %) | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Topics** | 6 | **5** | 4 | **3** | 1 | **0** | 2 | **1** | 5 | **4** | 4 | **3** |
| | news, team news, events, recipe, health tips, others: Quiz | | news, team news, health tips, offers | | others: competition | | events, others: world day | | news, events, health tips, offers, others: shared external articles | | news, health tips, offers, others: quote | |
| **Channels*** | 1,25 | **1,25** | 1,25 | **1,25** | 1,5 | **2,5** | 1,5 | **2,5** | 2 | **5** | 1 | **0** |
| | Facebook, YouTube via BG | | Facebook, YouTube via BG | | Facebook, YouTube and Google + via group | | Facebook, YouTube and Google + via group | | Facebook and Instagram | | Facebook | |
| Points sum | | **6.25** | | **4.25** | | **2.5** | | **3.5** | | **9** | | **3** |
| Points weighted | | **0.94** | | **0.64** | | **0.38** | | **0.35** | | **1.35** | | **0.45** |
| | | | | | | | | | | | | |
| **Reviews (in total) (5 %)** | | | | | | | | | | | | |
| **Rating** | 4.8 | **3** | 4.8 | **3** | 4.5 | **0** | 4.7 | **2** | 4.8 | **3** | 5.0 | **5** |
| **Amount** | 37 | **0.66** | 32 | **0.44** | 46 | **1.06** | 62 | **1.77** | 135 | **5** | 22 | **0** |
| **4 -5 stars** | 35 | **0.61** | 31 | **0.42** | 50 | **1.31** | 57 | **1.64** | 129 | **5** | 22 | **0** |
| Points sum | | **4.27** | | **3.86** | | **2.37** | | **5.41** | | **13** | | **5** |
| Points weighted | | **0.21** | | **0.19** | | **0.12** | | **0.27** | | **0.65** | | **0.25** |
| | | | | | | | | | | | | |
| **Total sum weighted** | | **7.03** | | **3.45** | | **1.04** | | **1.7** | | **10.33** | | **4.92** |

*All health resorts are also present on the rating platforms HolidayCheck and TripAdvisor.

Table 3: Competitor analysis: evaluation of social media relevant KPIs and information (own presentation)

| | STRENGTHS | WEAKNESSES |
|---|---|---|
| **GKBS** | - different and returning content types (health tips, recipes)<br>- gives insight into resort<br>- highest engagement<br>- motivates to engage | - channels: only Facebook and rating platforms<br>- often not harmonious (different picture types, ...)<br>- only in German |
| **Badenerhof** | - gives insight into resort<br>- present competences very good<br>- awareness through Römertherme<br>- uses video content | - channels: only Facebook and rating platforms<br>- only in German<br>- does not invite to engage through questions, call to action |
| **Vivea - Quelle** | - wide social media appearance through Vivea group<br>- despite inactivity 540 likes | - inactivity; just one shared post<br>- does not really use potential<br>- only in German |
| **Vivea - Landsknecht** | - wide social media appearance through Vivea group<br>- despite less activity 666 likes | - only one content type that is more of interest for currently resident guests<br>- only in German<br>- does not invite to engage through questions, call to action |
| **La Pura** | - harmonious appearance<br>- more than one channel: Instagram<br>- frequent posting<br>- shared external postings<br>- different content types | - does not invite to engage through questions, call to action<br>- despite lots of posting little interaction<br>- little insight in the resort and its team<br>- only in German |
| **Klosterberg** | - harmonious appearance<br>- different content types | - does not invite to engage through questions, call to action<br>- little insight in the resort and its team<br>- often only link posts without text<br>- only in German<br>- channels: only Facebook and rating platforms |

Table 4: Competitor analysis: strengths and weaknesses (own presentation)

The conducted competitor analysis revealed that from the six compared health business resorts, in the context of social media, that the la pura – women's health resort is probably the one to learn most of. With 10.33 points, the health resort could score most points due to its high figures regarding likes, followers and postings. Furthermore, it is the only resort that has also implemented its second own channel (without benefiting form a group's marketing activities) besides the rating platforms. However, as the engagement rate of the resort is nevertheless not that high, it is questionable how many of those figures are generated organically. In comparison to that the example company Gesundheitsresort Königsberg shows lower figures regarding KPIs of reach, but their engagement KPIs are relatively higher than the ones from La Pura. Hence, it is a success to see, that according to the analysis the Gesundheitsresort Königsberg ranks on place two and thus can also present quite good KPIs and figures.

What all companies have in common, is the low number of mentions regarding the supported brand awareness in Hungary. However, this might also be an advantage for the example business as it offers lots of potential that should be considered regarding the development of the following strategies.

### 8.1.3  SWOT analysis

The next step of the analysis phase concentrates on the evaluation of the company's internal strengths and weaknesses as well as external opportunities and threats. The environmental factors as well as the input are thereby provided from various sources, such as the primary research, the literature research within this academic thesis and the expert knowledge of the Gesundheitsresort Königsberg's employees and managers (cf. Kerth et. al. 2015, p. 175).

A key factor regarding the Hungarian social media target group is the high potential regarding their **most active social media behaviour in Europe** (cf. Budapest Business Journal 2017). Thereby the 342 Hungarian followers (ca. 25 %) of the Gesundheitsresort Königsberg can already be considered as a strength, however the opportunity thereby lies within the increase of the engagement rate and further the brand awareness.

Further, social media as communication tool provides the possibility to **communicate with people around the world without hardly any boundaries** and hence several objectives can be achieved using a low budget (cf. Lammenett

2017, p. 25f.). As the Gesundheitsresort Königsberg GmbH is already active on social media the first step towards reaching the objective is already undertaken.

Based on the primary research conducted, the Hungarian participants **wish for a high-quality treatment health stay**, thus the health resort's high expertise, experience and several awards prove that this demand can be fulfilled.

The Internet not only offers opportunities, it also can threaten health resorts. First, the ease of use seduces lots of companies to enter the market and thus offer online **alternatives**, such as online fitness programs. Therefore, it is even more important for the company to highlight its experience and expertise to thereby stand out against the online alternatives and to convince the health seekers.

However, a crucial factor regarding the chosen target market, is **the lower income situation** in Hungary compared to Austria (cf. OECD Data 2016). Hence, lots of Hungarians are **not able to afford a stay** at the Gesundheitsresort Königsberg that operates in a relative high prize level. Further, according to the research conducted, the average willingness to pay for a one-week health stay (€ 245.66) is hence below its prices (cheapest offer is € 669.00). Nevertheless, the health resort in Bad Schönau calculates with quite high contribution margin which increases the profit easier. Still, the problem arouses that with the higher prize rage the target group might prefer to choose a Hungarian competitor with more affordable prizes.

Regarding the Hungarian target group, the issue of the **language barrier** due to lack of German language (based on the findings of the research) might also cause problems in terms of social media. Currently the Facebook page is monolingual and hence the potential lies within the Hungarian employees who might serve as translator for future postings.

Further, it should be taken into consideration that the engagement rate might be affected by the Hungarian's **reluctance against sharing company's posts** as they are received as ads according to research's findings.

Moreover, the company currently **lacks a social media concept** due to the missing expert knowledge, which lead up to occasionally postings without an editorial plan.

| STRENGTHS | | WEAKNESSES | | ENVIRONMENTAL ANALYSIS | OPPORTUNITIES | | THREATS | | STRATEGIES |
|---|---|---|---|---|---|---|---|---|---|
| already Hungarian followers | + | | | **Hungarian social media users are most active in EU** | increase engagement rate | +<br>+<br>+ | | | create engaging content with call to actions to increase brand awareness |
| high expertise and quality standards proven via awards | +<br>+<br>+ | | | **want for a high-quality treatment stay** | position company with expertise and awards | +<br>+ | | | communicate positioning via channels |
| experience and expertise | +<br>+ | | | **increase in (online) health alternatives** | | | people can stay at home instead of overnight stays | -<br>- | offer informative content via social media as additional service |
| company is already social media active | + | | | **direct communication with hardly any boundaries** | social media can broaden reach with low budget | +<br>+ | | | invest in social media ads to broaden reach + further brand awareness |
| | | higher price range | -<br>-<br>- | **small number of people can afford a health stay** | higher contribution margin | +<br>+ | | | increase brand awareness to reach those who can afford |
| | | higher price range | -<br>-<br>- | **low income situation** | | | more affordable offers in Hungary | -<br>-<br>- | exclusive offers to attract Hungarian |
| | | monolingual channel | -<br>- | **language barrier of Hungarian followers due to lack of German** | employees with Hungarian as mother tongue | +<br>+ | | | possibility to let Hungarian employees translate predefined editorial plan |
| | | posts are perceived as ads | - | **reluctance against sharing company posts (ads)** | | | negative impact on engagement rate and further brand awareness | - | engage with brand ambassadors or influencers to avoid direct ads |
| | | lack of social media expertise | -<br>- | **lack of social media concept** | | | social media actions are carried out without objective | - | implement social media concept to follow the set objective |

Table 5: SWOT analysis (own presentation)

## 8.2 Strategy to increase brand awareness

After evaluating all necessary strengths, weaknesses, opportunities and threats, it is in the next step essential to find strategies to reach the predefined objective.

### 8.2.1 SWOT norm strategy

The SWOT norm strategy represents the final step of the SWOT analysis. Thereby, based on the evaluated strengths, weaknesses, opportunities and threats, the SWOT norm strategy strives to generate strategic options. Those should contribute to provide impact directions to make use of internal strengths and external opportunities to counteract the company's weaknesses and environmental threats (cf. Kerth et. al. 2015, p. 212 – 213).

Hence, based on the conducted analysis, the following strategy recommendations were developed and ranked according to their priority of implementation to reach the objective as can be seen within the following table:

| STRATEGIES BASED ON SWOT ANALYSIS | PRIORITY |
|---|---|
| Implement a social media concept to follow and reach the set objective. | ↑ |
| Invest in social media ads due to its lower costs to broaden the reach and further increase the supported brand awareness. | ↑ |
| Communicate the positioning regarding expertise and experience via social media channels. | ↑ |
| Increase brand awareness to reach those Hungarian social media users who can afford a stay. | ↑ |
| Based on the findings of the lower ability and willingness to pay calculate special offers to attract Hungarian and hence increase the overnight stays. | ↑ |
| Create engaging content with call to actions to increase supported brand awareness. | → |
| Offer informative content via social media as additional service to stand out against online health alternatives. | → |
| Engage with influencers or attract followers as brand ambassadors to avoid direct ads. | ↓ |

Table 6: SWOT norm strategies (own presentation)

Those developed strategies now function as direction of impact for the following implementation phase as well as for the final recommendations. Thus, these findings should be considered while deciding on the channels, the content as well as on the resources.

## 8.2.2 Brand differentiation and brand positioning

Before developing the appropriate implementation strategy, it is essential to also refer to the brand's differentiation and positioning. Within this concept, the brand differentiation is done on the basis of the communication policy, more precisely with social media with regard on increasing the supported brand awareness. Hence, this developed concept aids to differentiate the company adequately via social media and thus stand out against its competitors. In this context, also the health resort's USP has to be pointed out.

Currently the Gesundheitsresort Königsberg strives to position itself as "*one of the leading health resorts in Lower Austria".* In doing so, the health resort underpins its positioning with statements, like "*your health in the best hands"* as well as highlighting the 40 years of experience and its medical competences by mentioning for example the Best Health Austria certificate (cf. GKBS 2018). Thereby, the Gesundheitsresort Königsberg further emphasises its holistic concept of body, mind and spirit within a guest's stay. Thus, the resort refers to its three indications - vascular diseases, disorders of the muscular-skeletal and the psychosocial health – in combination with the natural remedy and thereby differentiate itself from its competitors with its unique combination. Furthermore, the Gesundheitsresort Königsberg aims to provide its guest a hotel atmosphere and an awarded culinary instead of a hospital stay, which is why also the atmosphere and the natural surrounding contribute to the differentiation.

With this strategy, the health resort accurately refers to those topics, that are according to the primary research of specific importance and interest for the Hungarian target group. Thus, the questionnaire participants point out, that they are seeking in a health stay besides wellness (relaxation, tranquillity, …), especially high-quality treatments by experts for their recovery as well as high-quality stay, as shown in the following graphic.
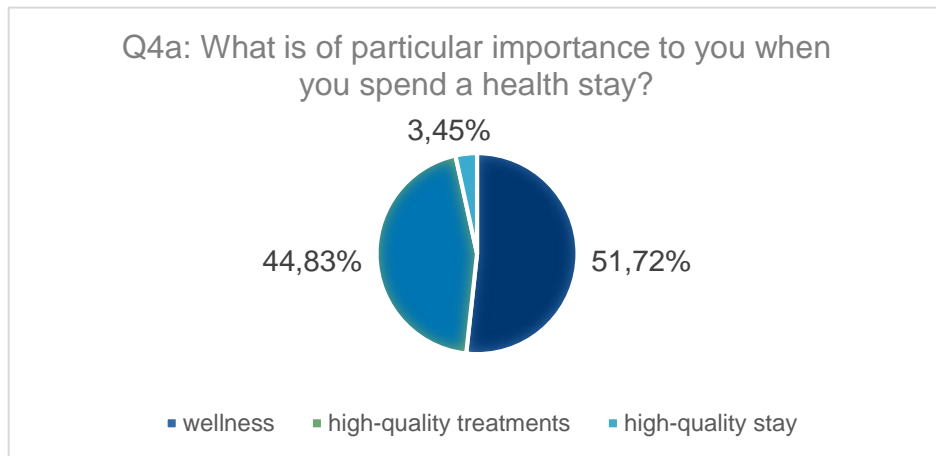
Figure 12: Key factors for a health stay according to Hungarian target group (own presentation)

Furthermore, the research revealed, that the participants are most likely to consult an expert when starting to conduct a healthier lifestyle (42.32 %) despite a general internet research (21.58 %). This again confirms the necessity of presenting the health resort's expertise within social media. The other approaches are ranked as followed:
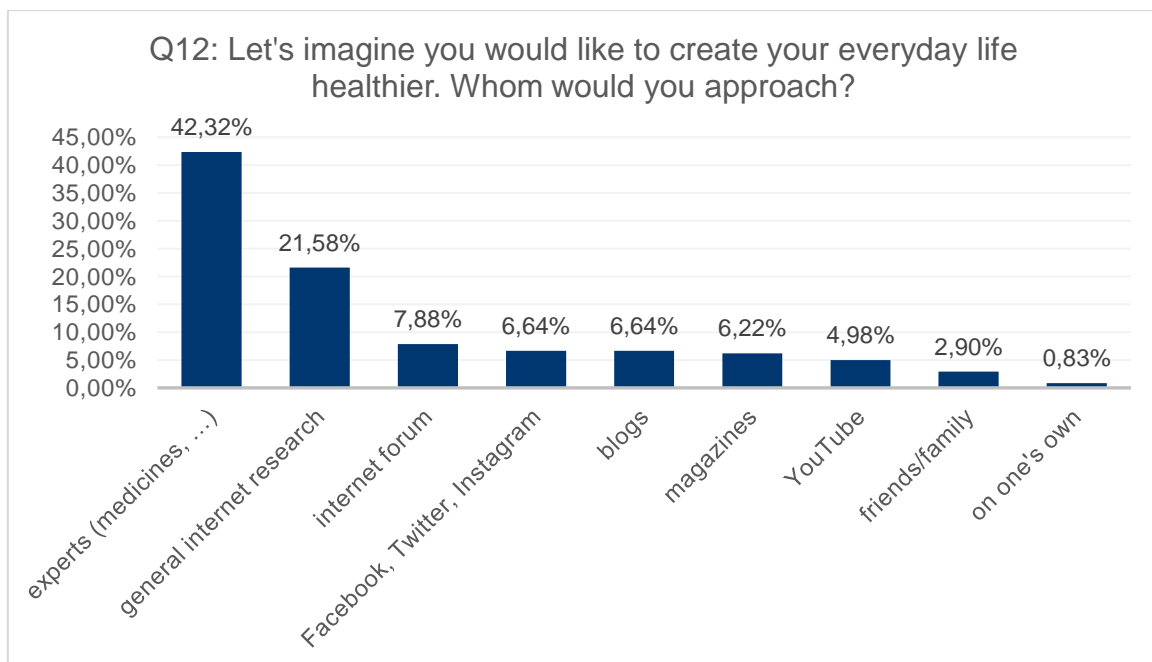


Figure 13: Approaches for a healthier lifestyle according to Hungarian target group (own presentation)

Hence, the health resort should stick to its positioning strategy, by differentiating itself to its competitors by highlighting its competences, expertise and the holistic stay. However, it might also be advisable to change the wording from Lower Austria to *one of the leading health resorts in the east of Austria* as not every Hungarian might be familiar with Lower Austria.

## 8.3 Implementation

The implementation phase aims to provide the right marketing mix through the findings of the primary research regarding channels, content and resources needed to increase the supported brand awareness with the help of social media.

The whole implementation phase should be concluded until March 2020 and carried out by the company itself. Based on the conducted primary research (the total analysis of the research can be found in the appendix), the following implementations should be performed.

### 8.3.1 Social media channels

Since the implementation of the Gesundheitsresort Königsberg's Facebook channel it has been still the only channel the company operates in. According to the development of a social media concept with the objective of increasing the supported brand awareness within the Hungarian market, it was hence essential to examine whether an extension to a further channel should be carried out. Therefore, the conducted survey analysed, as already described, the social media behaviour of the target group. Thereby the questionnaires' results revealed that most Hungarians are active at Facebook (48.26 %), followed by YouTube (18.26 %), Google+ (15.22 %) as well as Instagram (13.91 %), as it is also shown within the graphic.
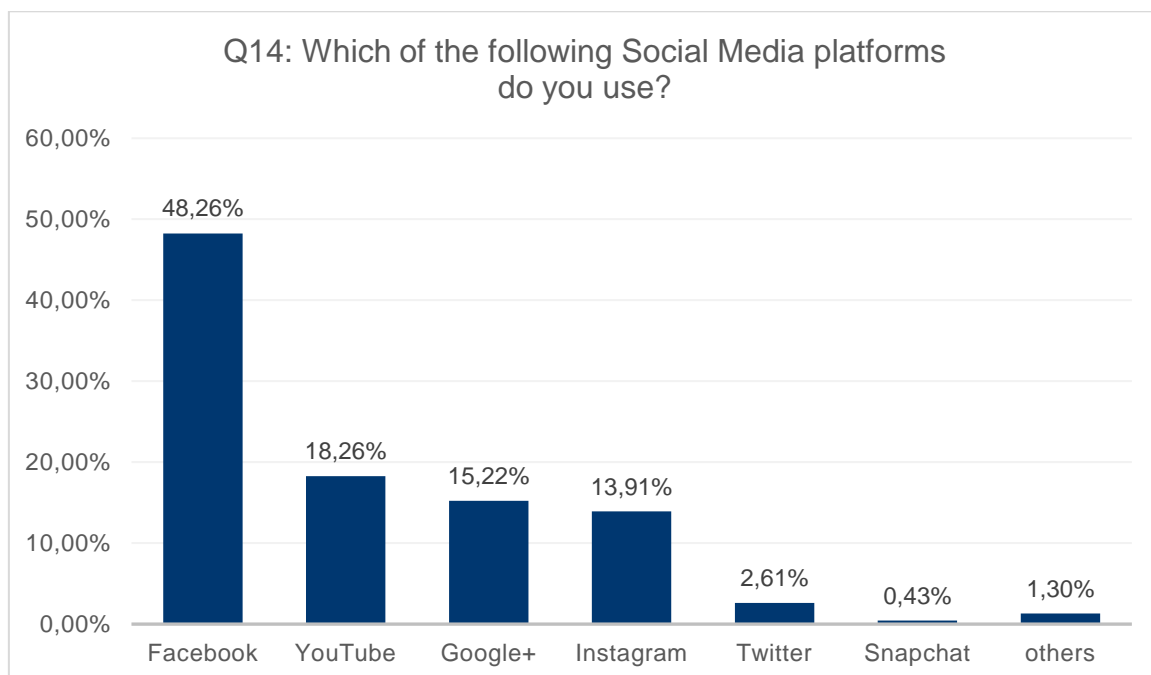


Figure 14: Social media channel usage of Hungarian (own presentation)

Based on these findings, the decision of the Gesundheitsresort Königsberg to enter the world of social media via Facebook is supported in regard to the Hungarian target group as almost 50 % of all active users (n = 113) can be reached there. Hence, the importance of Facebook as strategic social media channel within the concept development is further highlighted according to the results of the survey.

Based on the result, the channel activities considering the thesis objective should currently be focused on the Facebook channel. Therefore, the social media managers should concentrate on taking all relevant steps to adapt its existing channel to the needed conditions. Hence, to reach the Hungarian target group, the managers should strive to create an interesting experience. At best, in the target group's native language. Nevertheless, recommendations regarding the content will be given within the next abstract.

Regarding the further channels that might be interesting to consider (YouTube, Google+ and Instagram) it is now questionable, if an implementation of those further channels is essential for the contribution to reach the set target. Therefore, the social media team should, as already pointed out, stick to Facebook at first and decide at a later point to broaden the offer of channels based on the analysis of their followers. Thereby, especially Instagram and YouTube might be interesting. Other than Google+ and Facebook, they have a different purpose and thus give the health resort the opportunity to provide its followers pictures and videos with relevant content.

### 8.3.2 Content marketing

Finding an appropriate content marketing strategy is actually a constant learning process based on the followers' social media behaviour and their interests. Hence, the conducted primary research is just a pointing in the right direction according to the targeted followers from Hungary. Nevertheless, what can be confirmed due to the analysis is the rather active behaviour of the Hungarian social media users (cf. Budapest Business Journal 2017). According to the survey approx. 56 % of all participants describe themselves as active users and hence use social media to like, comment and/or share posts. However, also 37.17 % of all interviewees rank them as passive user and hence observe their feed and only 8.85 % use social media for information research. Therefore, it is relevant for reaching the objective, to offer Hungarian followers an engaging and active platform with the help of Facebook.

In the context of this academic research a content journey mapping and hence a kind of posting guideline was developed, as shown in the following graphic.
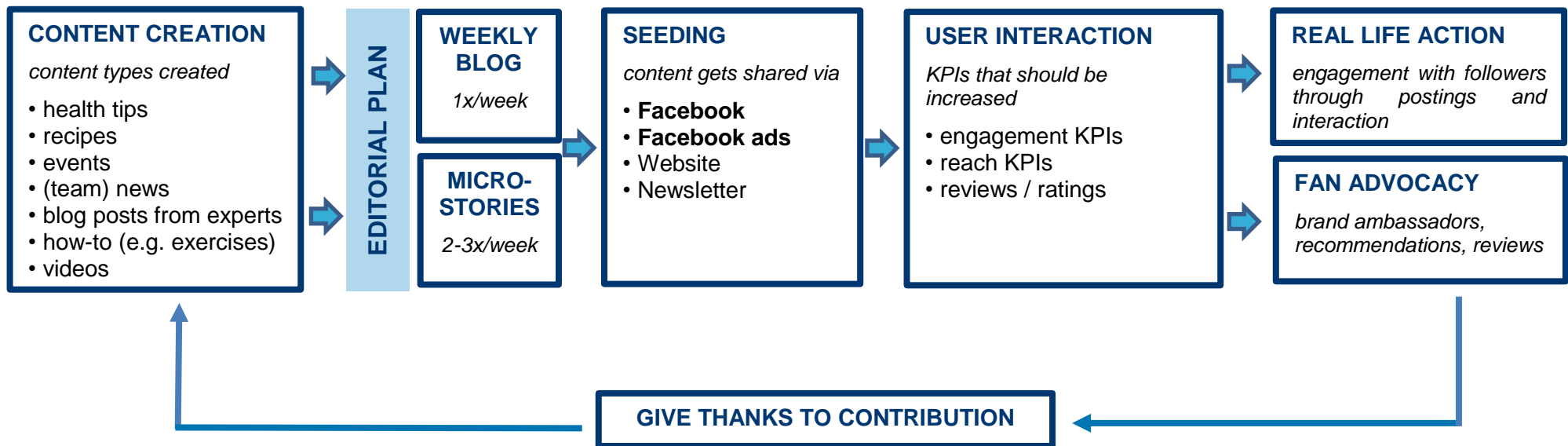
Figure 15: Content journey mapping (Based on Sternsberger 2018)

With the help of the content journey mapping, the Gesundheitsresort Königsberg can develop weekly or monthly editorial plans that will help to be more organised and hence post purposely instead of occasionally.

**Content creation**

Currently, the social media content creation of the Gesundheitsresort Königsberg can be classified into six different topics, namely

- **events –** presentation and invitations of events from the health resort, such as the regular medical lecture series or culinary events
- **recipes –** monthly the Gesundheitsresort Königsberg shares recipes from their award-winning kitchen within their recipe collection
- **health tips –** presenting their medical competences the hotel posts in monthly intervals health tips referring to their holistic concept of body, mind and spirit
- **news –** the Gesundheitsresort Königsberg uses its Facebook page to inform its followers about current events and news, such as awards or pictures of the hotel covered in snow
- **team –** the so-called KönigsTeam is an essential part of the health resort as service, hence, the resort also informs its followers about news regarding the team, like the presentation of new trainees or company outings
- **offers –** currently the offers can be found within the Facebook shop, however lots of the competitors analysed also post offers for their followers and thus this type also needs to be considered

For further development considering the content creation, the Gesundheitsresort Königsberg offers the potential to also produce "how-to" content like the appropriate execution of exercises and hence provides significant input for the aftercare. Thereby the creation of videos also need to be taken into account to visualize e.g. exercises or cooking sessions. Another content that need to be considered, to keep the followers entertained and animated to follow, are guest commentary done by external experts within cooperation. Similarly, the health resort could also use the possibility to share posts from other known Facebook pages to increase the reach also in consideration of the target group Hungary.

However, according to the yet existing content types, the participants of the primary research were asked to rate example postings of the previously mentioned types

regarding their likeliness to react to one of them (0 = very likely to react up to 100 = very unlikely).

The following table shows the average figures regarding the likeliness.

| TYPE OF POSTING | AVERAGE RATE | ILLUSTRATION |
|---|---|---|
| **News** | 68.80 | Königsberg covered in snow |
| **Recipe** | 73.27 | Zander terrine |
| **Team** | 75.00 | New trainees |
| **Event** | 77.88 | Medical lecture series "depression" |
| **Tipp** | 81.73 | Restless legs syndrome |
| **Offer** | 85.58 | Frühlingszeit |

Table 7: Rating of postings by target group (own presentation)

As the table points out, all postings presented do not really motivate the social media users to get active and share, comment or like the posting. Thereby, the "best" result can be achieved with news or recipes. Hence, an increase in the supported brand awareness seems at first unlikely with those postings. However, a further analysis revealed that the main reason according to the interviewees is the lack of German, mostly followed by a general passive usage of social media. Thus, it can be presumed that the minor likeliness results mainly from the language barrier and the general social media behaviour and not from the content itself as can be seen in the following graphic.

### Q18: How likely is it that you would react to one of the following postings? - Why not?

| | news | recipe | team | event | tipp | offer |
|---|---|---|---|---|---|---|
| lack of German | 46,25% | 50,54% | 47,13% | 43,52% | 45,92% | 39,05% |
| passive social media usage | 21,25% | 22,58% | 17,24% | 18,52% | 15,31% | 13,33% |
| lack of interest | 17,50% | 15,05% | 20,69% | 16,67% | 26,53% | 20,95% |
| bad design | 8,75% | 5,38% | 5,75% | 15,74% | 5,10% | 4,76% |
| lack of additional value | 6,25% | 5,38% | 8,05% | 4,63% | 6,12% | 19,05% |
| others | 0,00% | 1,08% | 1,15% | 0,93% | 1,02% | 2,86% |
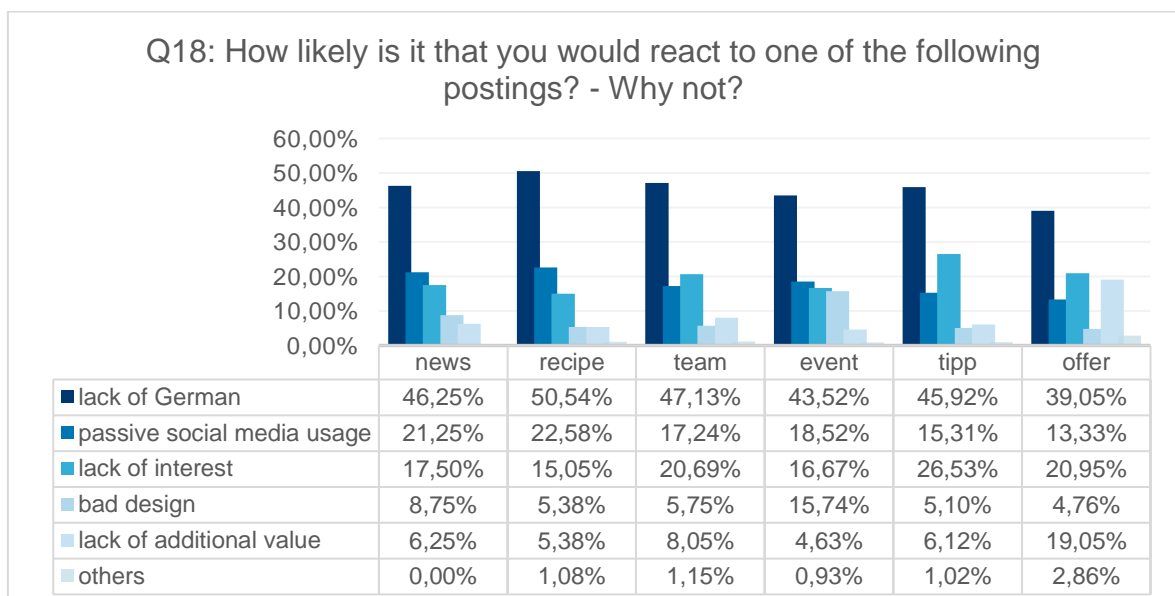
Figure 16: Reasons against reaction to postings (own presentation)

**Editorial plan**

Based on the findings, the supply of bilingual content is indispensable to improve the Hungarian's willingness to share, like and comment postings. Thereby the potential for the health resort lies within its Hungarian employees and their language skills. Hence, on regular basis a properly planned editorial plan needs to be provided and be translated by the employees in advance and thus can be posted bilingual. This editorial plan comprises from

- **weekly blogs** (once/week) - content who are written with greater effort based on its topic recherche, lengths, input etc. These include inter alia in the context of the health resort health tips or recipes.
- **microstories** (2 – 3x/week) - are created with less effort than blog posts. However, these give short insight like with news, team events or other short stories from the hotel (cf. Sternsberger 2018).

Nevertheless, if the content counts to weekly blogs or microstories, what every content should have in common to further enhance the engagement rate, are the inclusion of call-to-action. Those not only triggers the active users but might also help to attract general passive users to interact with postings and hence increase the reach.

**Seeding**

The next step of the content journey mapping refers to the seeding of the previously planned, created and translated content. Regarding the Gesundheitsresort Königsberg and its online or rather social media activities, the content seeding should be focused on three channels:

- **Website** – as the blogposts are mainly published on the company's website www.gesundheitsresort-koenigsberg.at, their online presence marks a significant place for making content available for interested parties.
- **Newsletter** – the created content can further be implemented in the company's monthly newsletter and thus be shared with the health resort's subscribers.
  However, referring to the social media perspective of this academic thesis, the relevant channel to look at is Facebook.
- **Facebook** – due to the previously defined recommendation - to focus the social media presence on Facebook - all content has to be shared on the

company's Facebook site. To further broaden the reach, and thus improve the seeding process, the postings should be promoted via **Facebook ads**.

**User interaction**

While planning and creating the content for the company's followers, it is for the social media manager of significance to keep in mind what the user interaction should achieve. In the context of this concept development the increase of the supported brand awareness should be pursued. Therefore, it is essential to predefine the relevant KPIs that need to be considered.

As already described within the literature, the **engagement rate** is the most important KPI to engage due to its impact on the **reach**. This knowledge was also examined within the primary research, when the participants willingness to share a company's post (69.23 %) or even to recommend a company's social media site (67.69 %) was analysed. Nevertheless, also one third of the interviewees state themselves against a share or recommendation. The main issue besides the language barrier regarding the reluctance refers to the users' attitude against ads within their private social media sites, as can be seen within the following figure.
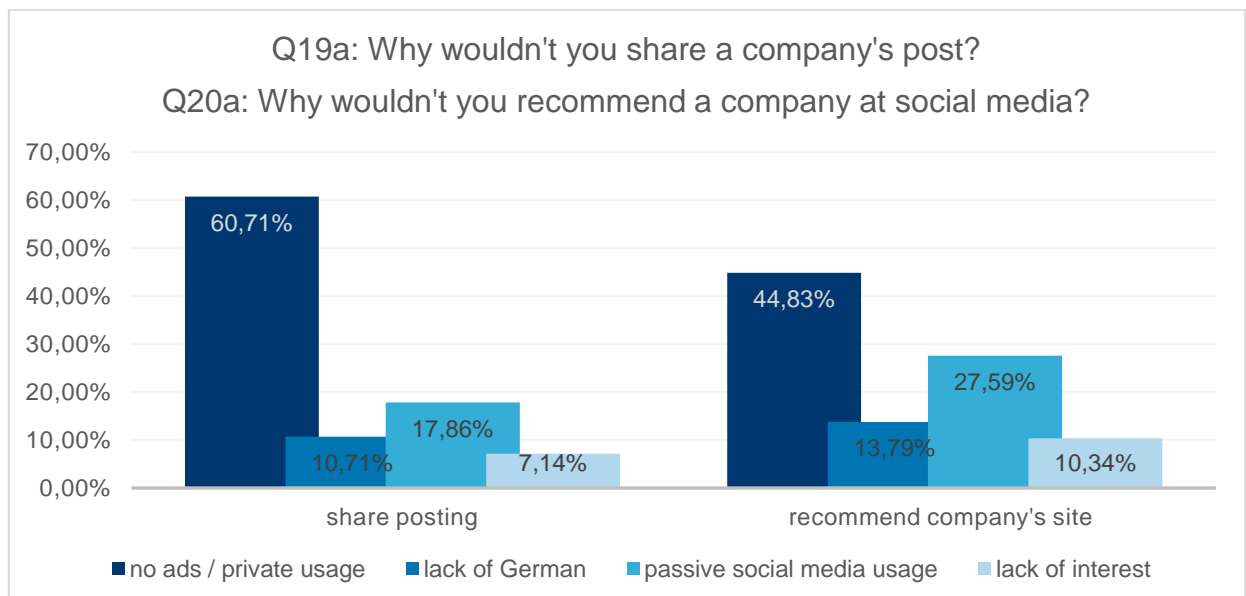


Figure 17: Reasons for not sharing or recommending (own presentation)

Thus, this attitude needs to be taken into account while interacting with the Facebook followers and the company needs to strive to find a solution to avoid the problem.

**Real life action and fan advocacy**

Hence, the whole planning process is followed by the actual interaction with the health resort's followers that can again be classified into **real life action** and fan

advocacy. The first thereby refers to the health resort's communication with its followers via postings and interaction through comments, reviews, questions and other ways of exchange. Decisive hereby are the already recommended contents with call-to-actions to motivate the users to interact. Referring to the health tourism industry also health consultancy might play a key role.

The second form of interaction is the so-called **fan advocacy** – within this context followers have already become fans and hence the company should strive to encourage them to express their enthusiasm as reviews, comments or at best on their own or others social media pages. Ideally, the health resort should win them over as brand ambassadors to thereby broaden the reach. Further, those types of interaction and external content creation provide the solution for the target group's reluctance to share company's posting as they are perceived as advertisement. Hence, the "fans" can share the company's message without followers having the feeling of getting in touch with ads. The same objective can be achieved with content provided by engaged influencers. Thus, it is rather more likely that users get the impression of an honest recommendation by a friend and thus are more into engaging themselves.

In return to the brand ambassadors and fans' favour of posting voluntarily on behalf of the health resort, the Gesundheitsresort Königsberg should value their time and effort by giving thanks to the contribution and posting their contents, reviews or comments. Thereby, additional content for the health resort's Facebook site is created.

However, after recommending the appropriate channel as well as content planning, it is also essential within the concept creation to provide suggestions regarding the resources.

### 8.3.3 Resources

Regarding the concept implementation it is further of importance to define necessary resources regarding money and human resources needed.

**Human resources**

In consideration of the primary research, an issue that regularly arises, is the given language barrier of the target group. This is especially difficult as the Hungarian social media users offer an enormous potential to reach an increase in the supported brand awareness with social media. However, the probability is reduced due to the company's monolingual (German) Facebook page. Hence, it is, as

already described within the content implementation, recommended to make use of the current Hungarian employees' language skills and to involve them in the implementation of the developed social media concept. Thus, the health resort's social media manager should prepare a monthly or weekly editorial plan with predefined content and as far as possible already German texts. Based on this plan and preparation, the selected Hungarian employees should provide the Hungarian translation for the marketing managers who are then able to post bilingual content for their German as well as Hungarian speaking followers. In the context of active interaction with the Hungarian followers the Hungarian employees should also be consulted.

The second issue regarding the human resources, is the in the SWOT analysis detected marketing managers' lack of social media expert knowledge. Therefore, it is suggested to enhance their knowledge by providing them the possibility to attend an extended course regarding social media such as the web- and social media marketing management course provided by WIFI Niederösterreich (cf. WIFI NÖ 2018). Hence, not only their knowledge will be improved, further the whole social media actions based on the concept will be performed on a more professional level.

**Budget plan**

Besides the personnel costs that have to be invested in the health resort's two existing full-time marketing manager and their future training (social media course). It is also essential to consider and plan the money needed for other investments to implement the concept and enhance the current social media activities.

Regarding the realisation of the content in the context of the content journey mapping, the health resort should strive to provide graphics, photographs as well as videos matching to the content. Therefore, investments in image licenses have to be done. The image editing as well as further photographs are carried out by the employees itself.

However, if the company decides to extend its content by videos, is recommended to invest in additional camera equipment such as microphones. Hence, also the acquisition of editing programmes from Adobe are suggested, one package including video editing and one only for photography. Further, the survey tool Surveymonkey is also recommended, to be able to carry out future researches on a professional basis.

According to the seeding of the created content and hence reaching the overall objective of increasing the supported brand awareness, the Gesundheitsresort Königsberg has to further invest in Facebook Ads as suggested within the content survey mapping.

Hence, the following budget plan for a year was developed on the basis of cost details of the company and their suppliers.

| DESCRIPTION | DETAIL / SUPPLIER | TOTAL COSTS |
| --- | --- | --- |
| **Personnel costs** | | |
| Training | 2 x course (cf. WIFI NÖ 2018) | € 3.980.00 |
| Salary | | € 94,813.68 |
| | | **€ 98,793.68** |
| **Content production / creation** | | |
| Image editing | Done by the employees | € 0.00 |
| Image license | Abo Shutterstock | € 420.00 |
| Photography | Done by the employees | € 0.00 |
| | | **€ 420.00** |
| **Technologies and tools** | | |
| Monitoring-tools | Currently is a free-software used | € 0.00 |
| Hardware | Additional equipment for camera (videos) | € 542.74 |
| Licenses | 1 x Adobe creative cloud (€ 719.86) 1 x Adobe Photography (€ 143.14) 1 x SurveyMonkey (€ 456.00) | € 1,319.00 |
| | | **€ 1,861.74** |
| **Ads** | | |
| Social media ads | | € 15,000.00 |
| | | **€ 15,000.00** |
| **Total** | | **€ 116,075.42** |

Table 8: Annual social media budget plan (own presentation)

After the implementation phase it is then the company's task to control their activities within the last step – the controlling.

## 8.4 Controlling

The final phase of the concept refers to the Gesundheitsresort Königsberg's tasks to control its success or adapt if necessary the concept. By keeping an eye on one's social media activities as well as on those of the competitors, help to stay on the

right track or counteract competitor's activities. Hence, in this context the following KPIs need to be tracked. Further, monitoring should help be aware of possible competitive activities.

### 8.4.1 Measurements

As already described within the literature, it is in the regard of increasing the supported brand awareness especially essential to track the KPIs referring to reach and engagement.

Hence, it is necessary to track the following KPIs on a regular basis by considering the aim of achieving an average total organic reach of 2,000 persons until March 2020. Thereby, it is necessary always to consider the difference between the paid and the organic figures on all channels implemented.

| ENGAGEMENT | REACH |
|---|---|
| Average and total number of clicks on posts | Followers |
| Average and total number of likes on posts | Impressions |
| Average and total number of comments on posts | Web traffic |
| Average and total number of shares on posts | Share of voice |

Table 9: KPIs for controlling (own presentation)

Hence, it is necessary to constantly monitor one's own activities to adapt if necessary as well as benchmarking with the competitors.

### 8.4.2 Monitoring

In the context of controlling, it is also essential to gather the relevant information for the KPIs and hence keep an eye on predefined keywords as well as on the marketing activities of the competitors. Referring to the target group of Hungarian social media users with interest in a healthy lifestyle as well as stay, it is necessary to also track the keywords in Hungarian. According to the research, there does exist a language barrier and hence it also needs to be considered in regard to the controlling. On the basis of the overall objective as well as the conducted questionnaire, it is hence necessary to monitor inter alia the following general keywords:

- health stay
- healthy lifestyle

- prevention
- recovery
- treatments
- natural remedy
- vascular diseases
- musculoskeletal system
- psychosocial health

Furthermore, it is also of interest to monitor keywords referring to specific treatments offered at the health resort as well as frequently treated illnesses. Additionally, the social media manager should browse sites for questions regarding health and thereby offer the expertise.

With respect to the competitors, it is of special interest to follow in particular the competitors analysed within the competitor analysis, namely the Vivea health resorts, Badener Hof, La Pura and Gesundheitshotel Klosterberg. However, even though the questionnaire did not detect relevant competitors to consider – see the evaluation in the appendix – it is nevertheless to also look over the border and further monitor Hungarian competitors.

### 8.4.3 Time plan

Besides the controlling of the KPIs as well as the competitors' actions, it is also essential to control the time plan set up. Achieving the target of the Gesundheitsresort Königsberg GmbH to improve the supported brand awareness with the help of social media has to be reached until March 2020. Hence, it is necessary to set up a time plan for the implementation phase.

| DONE UNTIL | TASK |
|---|---|
| 06/2018 | Conclusion of master thesis with recommendations |
| 07/2018 | Hiring of bilingual social media manager |
| 12/2018 | Implementation phase<br><br>• Train marketing managers<br>• Adapt Facebook to a bilingual channel<br>• Create engaging content based on editorial plan |
|  | Constant controlling and monitoring of defined KPIs and reaction |
| 12/2019 | Controlling of set objectives and adapt if necessary |
| 03/2020 | Reaching defined objectives |

Table 10: Time plan for implementation (own presentation)

By following this time plan as well as the concept and recommendations provided, the objective of improving the supported brand awareness and in further step increasing the number of Hungarian hotel guests can be achieved.

## 9. Recommended actions summarised

Based on the for the concept developed SWOT norm strategies as well as implementation steps, in the following abstract the recommendations developed should be presented summarised for the Gesundheitsresort Königsberg.

- **Improve Facebook appearance**

  Hungarian social media users might represent the most active users in EU, however this potential can only be utilised by reaching them on the right channel. However, the primary research revealed the best way to get in contact with the target group – Facebook. Hence, it is the Gesundheitsresort Königsberg's task to improve their Facebook site to reach the predefined objective to increase the supported brand awareness. Changes that need to be implemented to achieve an appealing channel, are described within the following points.

- **Introduce a bilingual social media presentation**

  The first adjustment needed, refers to the language barrier examined within the analysis phase. Thus, it is suggested to set up a bilingual social media presentation to attract the attention of Hungarian social media users. Within this context, the language skills of the Hungarian employees offer a key factor. Hence, as already pointed out within the implementation phase, the preparation of a well-prepared editorial plan is necessary for the further translation. Thereby, also costs regarding additional translation or human resource costs can be saved.

- **Follow content journey mapping**

  The already mentioned editorial plan is part of a developed content journey mapping that should function as model to follow regarding the preparation of content for social media. As described within the implementation, the Gesundheitsresort Königsberg has a lot of possible content types, such as recipes, health tips or news. Those need to be presented within microstories or

blog posts and hence be seeded via the Facebook channel to drive conversations or fan advocacy. However, also in the context of content creation a continuous controlling is essential to adapt on the followers' preferences. For the future, the health resort should also work on the implementation of videos as well as external content such as guest commentaries to broaden the reach.

- **Attract Hungarian brand ambassador or/and influencer**

  An issue that was analysed within the research and might hinder the spread of the company's postings, is the Hungarian's reluctance to share company's postings as they are perceived as ads. Hence, it is recommended to attract followers or employers as brand ambassadors or even to engage with an influencer. Their posts are rather seen as recommendations from friends then a direct ad. Thus, it represents an effective way to deal with the problem and further it again increases the brand awareness through the ambassador's followers as well as their liking, sharing or commenting will be more likely. However, as already mentioned within the SWOT norm strategy, the implementation doesn't need to be prioritised, rather this recommendation should be applied e.g. if the manager's detect a potential brand ambassador.

- **Position the company with its expertise**

  For a health stay the targeted users seek for high-quality stay as well as treatments. Thus, it is essential to highlight the company's expertise, experience and holistic concept, which is already ideally presented as "*One of the leading health resorts in the East of Austria*" or "*Your health in best hands*". This positioning not only refers to the follower's wish of a health stay, it also highlights the competitive advantage and helps to stand out.

- **Consider that price range exceeds willingness to pay**

  A circumstance, that really needs to be considered, is the fact that the price range of the Gesundheitsresort Königsberg exceeds the average willingness to pay of the targeted group. Therefore, lots of potential Hungarian guests prefer Hungarian alternatives, who are closer and offer cheaper stays. Hence, the efforts to increase the supported brand awareness needs to be applied to reach those Hungarian, who are able to afford a stay in this price range. The higher the supported brand awareness and reach, the more likely it is that those people are reached. Furthermore, specific offers for the Hungarian social media users can be created to reach the objective. Those might obtain short-term sales

declines or even losses, however, through the relative high DB the by this offer achieved increase in overnight-stays can easily be overcome.

- **Enhance the marketing manager's social media knowledge**

  Considering the chosen tool for the concept development, social media, it is recommended to support the existing marketing manager to improve their know-how about social media. Hence, give them the ability to attend social media focused courses to enhance their knowledge. Therefore, the success of the concept will be more likely as otherwise failures within the implementation and controlling phase – which are carried out by the company on its own – are more probable.

- **Controlling and Monitoring**

  After an appropriate implementation phase, it is the health resort's task to track its marketing activities and adapt if necessary to reach the objective. Moreover, it is essential to develop keywords additional to those already provided and monitor with an appropriate software discussions and the competitor's activities. In this context, especially the KPIs of engagement and reach as well as the in the competitor analysis defined competitors need to be monitored and controlled.

# 10. Conclusion

Based on the initial problem statement, this academic thesis strived to develop a concept for the health tourism industry with the overall objective to increase the supported brand awareness with the help of social media. After conducting a short secondary as well as primary research, the social media concept was developed to reach the objective to increase the supported brand awareness with the help of social media in the health tourism industry.
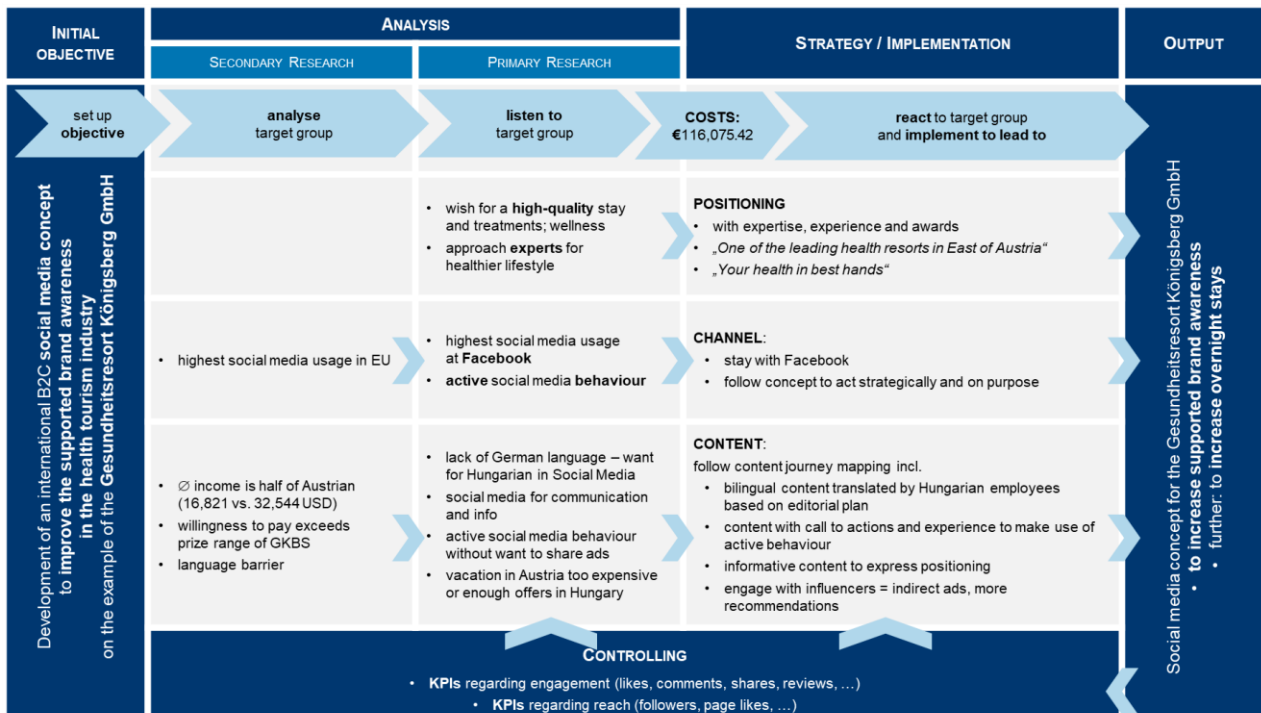


Figure 18: Graphical summary of the developed social media concept (own presentation)

Referring to the graphical overview, the hotels in the health tourism have to follow the concept steps (analysis, strategy, implementation, controlling) prepared, act in consideration to the recommendations given and the differences between Austrian and Hungarian. Hence, the implementation of the concept has to be carried out by taking attention to the detected language barrier, the divergent wage level as well as the suggested positioning with regard to company's expertise, experiences and awards. However, to achieve the predefined objective the company has to strive to make use of the active social media behaviour and hence act strategically based on a well-organised as well as translated editorial plan to provide informative, motivating and engaging content. Only then and by continuously controlling the implementation and reacting accordingly, the supported brand awareness will be increased.

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# Appendix

# Appendix: Table of contents

# 1. Questionnaire

| 1 | D | Haben Sie bereits einen Gesundheitsaufenthalt verbracht? |
|---|---|---|
|  | H | Résztvett-e már gyógyüdülésen? |
|  | E | Have you ever spent a health stay? |
|  |  |  |
| 2 | D | Welche Art von Gesundheitsaufenthalt haben Sie verbracht? |
|  | H | Melyik formáját választotta a gyógyüdülésnek? |
|  | E | Which type of health stay did you spent? |
|  |  |  |
| 3 | D | Warum haben Sie sich dazu entschlossen, einen Gesundheitsaufenthalt zu buchen? |
|  | H | Miért döntött a gyógyüdülés mellett? |
|  | E | Why have you decided to spent a health stay? |
|  |  |  |
| 4 | D | Würden Sie diesen Aufenthalt nochmals buchen? |
|  | H | Szívesen venne-e részt újra ezen a gyógyüdülésen? |
|  | E | Would you book this stay again? |
|  |  |  |
| 4a | D | Was ist Ihnen bei einem Gesundheitsaufenthalt besonders wichtig? |
|  | H | Ön mit tart különösen fontosnak egy gyógyüdülés alatt? |
|  | E | What is of particular importance to you when you spend a health stay? |
|  |  |  |
| 4b | D | Warum nicht? |
|  | H | Miért nem? |
|  | E | Why not? |
|  |  |  |
| 5 | D | Wieviel Zeit würden Sie für Ihren Gesundheitsaufenthalt investieren wollen? |
|  | H | Mennyi időt szánna egy ilyen gyógyüdülésre? |
|  | E | How much time would you spend for a health stay? |
|  |  |  |
| 6 | D | Wie viel wären Sie bereit für Ihren 1-wöchigen Gesundheitsaufenthalt (inkl. Nächtigung und Therapie) auszugeben? |
|  | H | Mennyi összeget fordítana egy hét gyógyüdülésre (beleértve az ott tartózkodást és kezeléseket)? |
|  | E | How much would you spend on a one week health stay (incl. Overnight-stay and therapies?) |
|  |  |  |
| 7 | D | Haben Sie bereits einen Urlaub in Ö verbracht? |

| | | |
|---|---|---|
| | H | Üdült Ön már Ausztriában? |
| | E | Have you ever spent a vacation in Austria? |
| | | |
| | D | Warum nicht? |
| 7a | H | Miert nem? |
| | E | Why not? |
| | | |
| | D | Wie weit würden Sie max. für Ihren Gesundheitsaufenthalt fahren? |
| 8 | H | Milyen messzire utazna egy gyógyüdülésre? |
| | E | How far would you drive for a health stay? |
| | | |
| | D | Wenn Sie einen Gesundheitsaufenthalt buchen würden, in welchem Gesundheitsbetrieb würden Sie diesen verbringen wollen? |
| 9 | H | Ha Ön befizetne egy gyógyüdülésre, melyik erre spacializálódott intézményt választaná? |
| | E | If you would book a health stay, in which health resort would you like to stay? |
| | | |
| | D | Welchen der folgenden österreichischen Gesundheitsbetriebe kennen Sie? |
| 10 | H | A felsoroltak közül melyik osztrák gyógyüdülőt ismeri? |
| | E | Which of the following health resorts do you know? |
| | | |
| | D | In welchem der folgenden österreichischen Gesundheitsbetriebe haben Sie bereits einen Aufenthalt verbracht? |
| 11 | H | A felsoroltak közül melyik osztrák gyógyüdülőben járt már? |
| | E | In which of the following health resorts have you already spent a night? |
| | | |
| | D | Stellen Sie sich vor, Sie möchten Ihren Alltag gesünder gestalten und sind auf der Suche nach hilfreichen Gesundheitstipps. An wen würden Sie sich diesbezüglich wenden? |
| 12 | H | Képzelje el, hogy Ön a hétköznapjait egészségesebben szeretné élni és ehhez ötleteket keres. Kihez fordulna tanácsért? |
| | E | Let's imagine you would like to create your everyday life healthier. Whom would you approach? |
| | | |
| | D | Sind Sie in einem sozialen Netzwerk angemeldet? |
| 13 | H | Szerepel Ön valamelyik közösségi oldalon? (Facebook, Twitter, …) |
| | E | Are you registered at a Social Media platform? |
| | | |
| | D | Welche der folgenden Social Media Plattformen nutzen Sie? |
| 14 | H | A felsoroltak közül melyik közösségi oldalt használja? (Több válasz lehetséges) |

| | | | |
|---|---|---|---|
| | E | Which of the following Social Media platforms do you use? | |
| | | | |
| | D | Wie oft verwenden Sie Social Media Plattformen? | |
| 15 | H | Milyen gyakran használja a közösségi oldalakat? | |
| | E | How often do you use Social Media? | |
| | | | |
| | D | Warum nutzen Sie Social Media? | |
| 16 | H | Miért/Mire használja a közösségi oldalakat? | |
| | E | Why do you use Social Media? | |
| | | | |
| | D | Wie würden Sie Ihr eigenes Verhalten auf Social Media bewerten? | |
| 17 | H | Hogy ítéli meg a saját részvételét a közösségi oldalakon? | |
| | E | How would you rate your behaviour within Social Media? | |
| | | | |
| | D | Wie wahrscheinlich ist es, dass Sie auf einen der folgenden Postings reagieren? | |
| 18 | H | Mennyire tartja valószínűnek, hogy a következő megosztások valamelyikére reagálna? (lájkolná, kommentálná, megoszatná) | |
| | E | How likely is it that you would react to one of the following postings? | |
| | | | |
| | D | Warum nicht? | |
| 18a | H | Miért nem | |
| | E | Why not? | |
| | | | |
| | | **event** | **recipe** |



Morgen erfahren Sie bei uns alles Wissenswerte rund um das Thema #Depressionen. Nutzen Sie die Chance bei unserem vierten kostenlosen, medizinischen Vortrag und fragen Sie unseren #Experten alles, was Sie schon immer darüber wissen wollten.

#KönigsMedizin #regional

4. Medizinischer Vortrag
01.03.2018 - 19:30 Uhr

Depressionen
„Bereits 7,7 % der Österreicher leiden an einer Depression - Wir klären auf!"
Prim. Dr. Hanspeter Stilling

Gesundheitsresort KÖNIGSBERG
Bad Schönau

MRZ 1 · Med. Vortragsreihe: Depressionen
Do 19:30 · Gesundheitsresort Königsberg Bad...
Birgit und Jenny
★ Interessiert

#Fisch zählt zu den wichtigsten Eiweißlieferanten und sollte daher auf Ihrem #Speiseplan nicht fehlen. Unsere Experten aus der #Haubenküche und der #Diätologie empfehlen Ihnen daher unsere Terrine vom Zander.

#KönigsKulinarik #Rezeptsammlung #Rezept #gesund

Rezepte - Gesundheitsresort KÖNIGSBERG Bad Schönau
**** Sterne für Ihr Wohlbefinden. Gemütliche Atmosphäre im Hotel mit einem wundervollen Ausblick in die herrliche Umgebung der Buckligen Welt.
KOENIGSBERG-BAD-SCHOENAU.AT

| | | news | tipp |
|---|---|---|---|
| | | Das #Gesundheitsresort#Königsberg begrüßt den Winter ❄️  | Rund 900.000 Menschen leben in Österreich mit dem Restless Legs Syndrom. Erfahren Sie mehr und machen Sie den #Selbsttest. #KönigsMedizin #Gesundheitstipp #restlesslegs  Restless Legs Syndrom - Gesundheitsresort KÖNIGSBERG Bad Schönau **** Sterne für Ihr Wohlbefinden. Gemütliche Atmosphäre im Hotel mit einem wundervollen Ausblick in die herrliche Umgebung der Buckligen Welt. KOENIGSBERG-BAD-SCHOENAU.AT |

| | | offer | |
|---|---|---|---|
| | |  | Königsberger Frühlingszeit Verkauft von Gesundheitsresort Königsberg Bad Schönau 669,00 € **Kaufbestätigung auf Webseite ausführen** ⊞ Du wirst auf www.koenigsberg-bad-schoenau.at weitergeleitet Produktdetails Medizinische und therapeutische Leistungen: - Arztgespräch mit EKG - 1 x Oszillographie - 5 x Kohlensäurebehandlung (nach Arztvorgabe) - 3 x Bewegungs... Mehr anzeigen 👍 Gefällt mir  💬 Kommentieren  ➡️ ▾ Kommentieren ... 😊 📷 GIF 💐 |

| | | | |
|---|---|---|---|
| **19** | D | Würden Sie einen Beitrag eines Unternehmens, den Sie interessant oder hilfreich finden, über Ihre Social Media Kanäle teilen? |
| | H | Megosztaná a közösségi oldalán egy cég reklámcikkét vagy közleményét amit Ön érdekesnek vagy hasznosnak tart? |
| | E | Would you share a company's post if it is interesting or helpful? |
| | | |
| **20** | D | Würden Sie ein Unternehmen, von dem Sie überzeugt sind, über Ihre Social Media Kanäle weiterempfehlen? |
| | H | Megosztaná egy Önnek tetsző vállakozás profilját az Ön közösségi olalán? |
| | E | Would you recommend a company at Social Media if you are convinced of it? |
| | | |
| **21** | D | Geschlecht? |
| | H | Az Ön neme: |
| | E | Gender? |
| | | |
| **22** | D | Wie alt sind Sie? |
| | H | Az Ön életkora: |
| | E | How old are you? |
| | | |
| **23** | D | Was ist Ihre höchste abgeschlossene Ausbildung? |
| | H | Az Ön legmagasabb iskolai végzettsége: |

| | E | What is your highest educational attainment? |
|---|---|---|
| | | |
| | D | Wie würden Sie Ihr Einkommen einstufen? |
| 24 | H | Az Ön jövedelme: |
| | E | How would you rank your income? |

## 2. Evaluation of questionnaire

**1     Have you ever spent a health stay?**

| | percentage | absolute |
|---|---|---|
| yes | 44,60% | 58 |
| no | 55,40% | 72 |

**2     Which type of health stay did you spent? (58)**

| | | |
|---|---|---|
| wellness | 39,66% | 23 |
| personal health care | 29,31% | 17 |
| rehab | 22,41% | 13 |
| Kur | 8,62% | 5 |

**3     Why have you decided to spent a health stay?**

| | | |
|---|---|---|
| wellness / prevention | 46,55% | 27 |
| recovery: illness / accident | 29,31% | 17 |
| recommendation | 8,62% | 5 |
| others (not useful to evaluate) | 6,90% | 4 |
| price | 1,72% | 1 |
| natural remedy | 1,72% | 1 |

**4     Would you book this stay again? (58)**

| | | | |
|---|---|---|---|
| yes | 98,28% | 57 | |
| no | 1,72% | 1 | not happy with decision |

**4a    What is of particular importance to you when you spend a health stay?**

| | | |
|---|---|---|
| wellness | 51,72% | 30 |
| high-quality treatments for recovery | 44,83% | 26 |
| high-quality stay | 3,45% | 2 |

**5     How much time would you spend for a health stay?**

| | | |
|---|---|---|
| 1 day (ambulatory) | 3,08% | 4 |
| up to 3 days | 22,31% | 29 |
| up to 7 days | 33,08% | 43 |
| up to 14 days | 30,00% | 39 |
| longer than 14 days | 11,54% | 15 |

**6    How much would you spend on a one week health stay (incl. Overnight-stay and therapies?)**

| | | |
|---|---|---|
| average: | 76.756,54 Ft | € 245,66 |

**7    Have you ever spent a vacation in Austria?**

| | | |
|---|---|---|
| yes | 37,69% | 49 |
| no | 62,31% | 81 |

**7a    Why not? (81 people)**

| | | |
|---|---|---|
| too expensive | 41,98% | 34 |
| enough similar offers in Hungary | 40,74% | 33 |
| no interest | 8,64% | 7 |
| too far to drive | 4,94% | 4 |
| couldn't remember | 1,23% | 1 |
| lack of German | 1,23% | 1 |
| lack of knowledge about offers | 1,23% | 1 |

**8    How far would you drive for a health stay?**

| | | |
|---|---|---|
| up to 50 km | 9,23% | 12 |
| up to 100 km | 25,38% | 33 |
| up to 250 km | 41,54% | 54 |
| more than 250 km | 23,85% | 31 |

**9    If you would book a health stay, in which health resort would you like to stay?**

| | | |
|---|---|---|
| Hotel Helios, Héviz | 15,00% | 3 |
| Bald Medicinal Spa, Sopron | 15,00% | 3 |
| Heilbad Hajdúszoboszló | 15,00% | 3 |
| Therme Bad Gyula | 10,00% | 2 |
| *Gesundheitsresort Lebensquell Bad Zell* | 5,00% | 1 |
| *Reiters Supreme Bad Tatzmannsdorf* | 5,00% | 1 |
| Gyógytorna, Budapest | 5,00% | 1 |

| | | |
|---|---|---|
| Bad Harkany | 5,00% | 1 |
| Bad Győr Heilbad Thermal- und Erlebnisbad | 5,00% | 1 |
| Greenfield Hotel Golf & Spa | 5,00% | 1 |
| Hagymatikum Thermal Bath, Makó | 5,00% | 1 |
| Berekfürdő Termál | 5,00% | 1 |
| Bükkszékfürdő | 5,00% | 1 |

**10  Which of the following health resorts do you know? (145)**

| | | |
|---|---|---|
| La Pura | 4,83% | 7 |
| Badener Hof | 4,14% | 6 |
| SeneCura | 4,14% | 6 |
| Gesundheitsresort Königsberg | 3,45% | 5 |
| Kurzentren | 3,45% | 5 |
| Gesundheitshotel Klosterberg | 2,76% | 4 |
| Vivea | 1,38% | 2 |
| Klinik Bad Pirawarth | 1,38% | 2 |
| Beste Gesundheit | 0,69% | 1 |
| none | 73,79% | 107 |

**11  In which of the following health resorts have you already spent a night?**

| | | |
|---|---|---|
| Gesundheitsresort Königsberg | 0,77% | 1 |
| Vivea | 0,77% | 1 |
| Badener Hof | 0,00% | 0 |
| Beste Gesundheit | 0,00% | 0 |
| Kurzentren | 0,00% | 0 |
| SeneCura | 0,00% | 0 |
| La Pura | 0,00% | 0 |
| Klinik Bad Pirawarth | 0,00% | 0 |
| Gesundheitshotel Klosterberg | 0,00% | 0 |
| none | 98,46% | 128 |

**12  Let's imagine you would like to create your everyday life healthier. Whom would you approach? (241)**

| | | |
|---|---|---|
| experts (medicines, therapists, …) | 42,32% | 102 |
| general internet research | 21,58% | 52 |
| forum | 7,88% | 19 |

| | | |
|---|---|---|
| Facebook, Twitter, Instagram | 6,64% | 16 |
| blogs | 6,64% | 16 |
| magazines | 6,22% | 15 |
| YouTube | 4,98% | 12 |
| friends/family | 2,90% | 7 |
| on one's own | 0,83% | 2 |

**13 Are you registered at a Social Media platform?**

| | | |
|---|---|---|
| yes | 86,92% | 113 |
| no | 13,08% | 17 |

**14 Which of the following Social Media platforms do you use? (230)**

| | | |
|---|---|---|
| Facebook | 48,26% | 111 |
| YouTube | 18,26% | 42 |
| Google + | 15,22% | 35 |
| Instagram | 13,91% | 32 |
| Twitter | 2,61% | 6 |
| Snapchat | 0,43% | 1 |
| Tumblr | 0,43% | 1 |
| Twitch | 0,43% | 1 |
| Messenger | 0,43% | 1 |

**15 How often do you use Social Media? (113)**

| | | |
|---|---|---|
| more than 3 times a day | 57,52% | 65 |
| once a day | 32,74% | 37 |
| 2 - 3 times a week | 8,85% | 10 |
| once a week | 0,88% | 1 |

**16 Why do you use Social Media? (109)**

| | | |
|---|---|---|
| communication / social purpose | 55,96% | 61 |
| information / news | 25,69% | 28 |
| entertainment | 16,51% | 18 |
| education | 1,83% | 2 |

**17 How would you rate your behaviour within Social Media? (113)**

| | | |
|---|---|---|
| active (likes, comments, shares) | 53,98% | 61 |
| passive (only observing) | 37,17% | 42 |

| | | |
|---|---|---|
| specific looking for information | 8,85% | 10 |

## 18  How likely is it that you would react to one of the following postings?
(0 = very likely  | 100 = very unlikely)

**event (108)**                    average:   77,88

| | | |
|---|---|---|
| I don't speak German | 43,52% | 47 |
| I gernally do not react on postings | 18,52% | 20 |
| lack of interest | 16,67% | 18 |
| I don't like the design | 15,74% | 17 |
| It does not offer me additional value | 4,63% | 5 |
| depending | 0,93% | 1 |

**recipe (93)**                    average:   73,27

| | | |
|---|---|---|
| I don't speak German | 50,54% | 47 |
| I gernally do not react on postings | 22,58% | 21 |
| lack of interest | 15,05% | 14 |
| I don't like the design | 5,38% | 5 |
| It does not offer me additional value | 5,38% | 5 |
| vegan | 1,08% | 1 |

**news (80)**                    average:   68,08

| | | |
|---|---|---|
| I don't speak German | 46,25% | 37 |
| I gernally do not react on postings | 21,25% | 17 |
| lack of interest | 17,50% | 14 |
| I don't like the design | 8,75% | 7 |
| It does not offer me additional value | 6,25% | 5 |

**tipp (98)**                    average:   81,73

| | | |
|---|---|---|
| I don't speak German | 45,92% | 45 |
| I gernally do not react on postings | 15,31% | 15 |

| | | |
|---|---|---|
| lack of interest | 26,53% | 26 |
| I don't like the design | 5,10% | 5 |
| It does not offer me additional value | 6,12% | 6 |
| mistrust | 1,02% | 1 |

**team (87)**          average:   75,00

| | | |
|---|---|---|
| I don't speak German | 47,13% | 41 |
| I gernally do not react on postings | 17,24% | 15 |
| lack of interest | 20,69% | 18 |
| I don't like the design | 5,75% | 5 |
| It does not offer me additional value | 8,05% | 7 |
| doesn't know people | 1,15% | 1 |

**offer (105)**          average:   85,58

| | | |
|---|---|---|
| I don't speak German | 39,05% | 41 |
| I gernally do not react on postings | 13,33% | 14 |
| lack of interest | 20,95% | 22 |
| I don't like the design | 4,76% | 5 |
| It does not offer me additional value | 19,05% | 20 |
| too expensive | 2,86% | 3 |

## 19  Would you share a company's post if it is interesting or helpful? (130)

| | | |
|---|---|---|
| yes | 69,23% | 90 |
| no | 30,77% | 40 |

| | | |
|---|---|---|
| why not: (28) | | |
| no advertising / only private use | 60,71% | 17 |
| only passive use | 17,86% | 5 |
| only in Hungarian | 10,71% | 3 |
| lack of interest | 7,14% | 2 |
| depending on content | 3,57% | 1 |

## 20  Would you recommend a company at Social Media if you are convinced of it?

|  |  |  |
|---|---|---|
| yes | 67,69% | 88 |
| no | 32,31% | 42 |

|  |  |  |
|---|---|---|
| why not: (29) |  |  |
| no advertising / only private use | 44,83% | 13 |
| only passive use | 27,59% | 8 |
| lack of interest | 13,79% | 4 |
| only in Hungarian | 10,34% | 3 |

## 21  Gender

|  |  |  |
|---|---|---|
| male | 18,46% | 24 |
| female | 81,54% | 106 |

## 22  Age

average:  53 years

## 23  Education

|  |  |  |
|---|---|---|
| compulsory school | 6,15% | 8 |
| trainee program | 12,31% | 16 |
| higher educational collage | 40,77% | 53 |
| university / university of applied science | 40,00% | 52 |

## 24  Income

|  |  |  |
|---|---|---|
| 0 - 250,000 Ft | 55,38% | 72 |
| 250,000 - 500,000 Ft | 29,23% | 38 |
| 500,000 - 750,000 Ft | 15,38% | 20 |
| > 750,000 Ft | 5,38% | 7 |

# 3. Project Plan

| # | TASK / PHASE | DEPEN-DENCE TO | START DATE | END DATE | DURA TION (days) | % |
|---|---|---|---|---|---|---|
| | **OVERVIEW** | | **01.01.2017** | **29.06.2018** | | |
| **1** | **PREPARATION PHASE** | | **01.01.2017** | **29.05.2017** | **149** | **100%** |
| 1.1. | Topic Research | | 01.01.2017 | 11.03.2017 | 70 | **100%** |
| 1.2. | Preparation Initial Company Meeting | | 13.03.2017 | 15.03.2017 | 3 | **100%** |
| **1.3.** | **Initial Company Meeting - Master Thesis Application** | 1.1. + 1.2. | 16.03.2017 | 16.03.2017 | 1 | **100%** |
| 1.4. | Elaboration Master Thesis Application | 1.1. + 1.3. | 17.03.2017 | 20.04.2017 | 35 | **100%** |
| **1.5.** | **Submission MT-Application** | 1.4. | 21.04.2017 | 21.04.2017 | 1 | **100%** |
| **1.6.** | **Feedback MT-Application - approved** | 1.5. | 03.05.2017 | 03.05.2017 | 1 | **100%** |
| 1.7. | Company Meeting LOI partner | | 18.05.2017 | 18.05.2017 | 1 | **100%** |
| **1.8.** | **Submission LOI** | 1.7. | 29.05.2017 | 29.05.2017 | 1 | **100%** |
| | | | | | | |
| **2** | **RESEARCH PHASE** | | **30.05.2017** | **07.12.2017** | **192** | **100%** |
| 2.1. | Basic Literature Search | | 31.05.2017 | 21.08.2017 | 83 | **100%** |
| 2.2. | Literature Research and First Selection | 2.1. | 22.08.2017 | 06.10.2017 | 46 | **100%** |
| 2.3. | Elaboration Documents Mentor Meeting | 2.1. + 2.2. | 28.08.2017 | 06.10.2017 | 40 | **100%** |
| **2.4.** | **Announcement Master Thesis Mentor** | | 18.09.2017 | 18.09.2017 | 1 | **100%** |
| **2.5.** | **First Contact Master Thesis Mentor** | 2.4. | 19.09.2017 | 19.09.2017 | 1 | **100%** |
| 2.6. | Submission Documents Mentor Meeting | 2.3. + 2.5. | 06.10.2017 | 06.10.2017 | 1 | **100%** |
| 2.7. | Preparation Mentor Meeting | 2.6. | 07.10.2017 | 08.10.2017 | 2 | **100%** |
| **2.8.** | **First Mentor Meeting** | 2.6. + 2.7. | 09.10.2017 | 09.10.2017 | 1 | **100%** |
| 2.9. | Integration of Feedback | 2.8. | 10.10.2017 | 15.10.2017 | 6 | **100%** |
| 2.10. | Further Literature Research and Literature Selection | | 10.10.2017 | 20.10.2017 | 11 | **100%** |
| 2.11. | Preparation Kick-Off Meeting | 2.9. | 15.10.2017 | 16.10.2017 | 2 | **100%** |
| **2.12.** | **First Kick-Off Meeting** | 2.11. | 17.10.2017 | 17.10.2017 | 1 | **100%** |
| 2.13. | Integration of Feedback | 2.12. | 18.10.2017 | 20.10.2017 | 3 | **100%** |

| | | | | | | |
|---|---|---|---|---|---|---|
| **2.14.** | **Submission of Documents for MS1** | 2.3. + 2.9. + 2.10. + 2.13 | 20.10.2017 | 20.10.2017 | 1 | **100%** |
| 2.15. | Preparation MS1 | 2.14. | 21.10.2017 | 27.10.2017 | 7 | **100%** |
| **2.16.** | **Master Seminar 1** | 2.1. + 2.2. + 2.15. | 27.10.2017 | 27.10.2017 | 1 | **100%** |
| 2.17. | Integration of Feedback | 2.16. | 28.10.2017 | 03.11.2017 | 7 | **100%** |
| 2.18. | Mentor Meeting regarding MS 1 - Feedback | 2.16. + 2.17. | 03.11.2017 | 03.11.2017 | 1 | **100%** |
| 2.19. | Integration of Feedback | 2.18. | 03.11.2017 | 10.11.2017 | 8 | **100%** |
| **2.20.** | **Submission of Documents for MS1 - 2nd attempt** | 2.17. + 2.19. | 10.11.2017 | 10.11.2017 | 1 | **100%** |
| 2.21. | Preparation MS1 - 2nd attempt | 2.20. | 10.11.2017 | 17.11.2017 | 8 | **100%** |
| **2.22.** | **Master Seminar 1 - 2nd attempt** | 2.21. | 22.11.2017 | 22.11.2017 | 1 | **100%** |
| 2.23. | Integration of Feedback | 2.22. | 22.11.2017 | 24.11.2017 | 3 | **100%** |
| 2.24. | Preperation of Master Thesis Agreement | 2.12. + 2.16. | 04.12.2017 | 07.12.2017 | 4 | **100%** |
| **2.25.** | **Sumbission of Master Thesis Agreement** | 2.20. | 07.12.2017 | 07.12.2017 | 1 | **100%** |
| | | | | | | |
| **3** | **THEORATICAL PART** | | **18.11.2017** | **19.01.2018** | **63** | **100%** |
| 3.1. | In-Depth Literature Research | | 18.11.2017 | 19.01.2018 | 63 | **100%** |
| 3.2. | Writing Chapter 2: Health Tourism | 2.1. + 2.2. + 2.16. + 3.1. | 18.11.2017 | 22.11.2017 | 5 | **100%** |
| 3.3. | Writing Chapter 3: Brand Awareness | 2.1. + 2.2. + 2.16. + 3.1. | 22.11.2017 | 10.12.2017 | 19 | **100%** |
| 3.4. | Writing Chapter 4: Social Media Marketing | 2.1. + 2.2. + 2.16. + 3.1. | 04.12.2017 | 23.12.2017 | 20 | **100%** |
| | Christmas | | 24.12.2017 | 27.12.2017 | 4 | |
| 3.5. | Writing Chapter 5: Theoretical SM concept | 2.1. + 2.2. + 2.16. + 3.1. | 28.12.2017 | 08.01.2018 | 12 | **100%** |
| 3.6. | Edit / Correction of the written Chapters | 3.2. - 3.4. | 08.01.2018 | 10.01.2018 | 3 | **100%** |
| 3.7. | Submission of Documents for Mentor Meeting | 3.2. - 3.5. | 10.01.2018 | 10.01.2018 | 1 | **100%** |

| | | | | | | |
|---|---|---|---|---|---|---|
| 3.8. | Preparation Mentor Meeting | 3.6. | 10.01.2018 | 12.01.2018 | 3 | **100%** |
| **3.9.** | **Mentor Meeting** | 3.7. | 12.01.2018 | 12.01.2018 | 1 | **100%** |
| 3.10. | Integration of Feedback | 3.8. | 12.01.2018 | 19.01.2018 | 8 | **100%** |
| **3.11.** | **Theoratical Part completed** | 3.2. +<br>3.3. +<br>3.4. +<br>3.8. | 19.01.2018 | 19.01.2018 | 1 | **100%** |
| **4** | **RESEARCH DESIGN** | | **01.12.2017** | **31.01.2018** | **62** | **100%** |
| 4.1. | Literature Research for Research Design | | 01.12.2017 | 10.01.2018 | 41 | **100%** |
| **4.2.** | **Writing Chapter 6: Research Design** | 3.11. +<br>4.1. | 01.12.2017 | 16.12.2017 | 16 | **100%** |
| 4.3. | Creation of Research Design | 4.1. | 09.12.2017 | 16.12.2017 | 8 | **100%** |
| 4.4. | Submission of Documents for Mentor Meeting | 4.2. +<br>4.3. | 16.12.2017 | 16.12.2017 | 1 | **100%** |
| 4.5. | Preparation Mentor Meeting | 4.4. | 16.12.2017 | 18.12.2017 | 3 | **100%** |
| **4.6.** | **Mentor (MM/CM) Meeting** | 4.5. | 18.12.2017 | 18.12.2017 | 1 | **100%** |
| 4.7. | Integration of Feedback | 4.6. | 19.12.2017 | 23.12.2017 | 5 | **100%** |
| | Christmas Holiday Company Mentor | | 25.12.2017 | 01.01.2018 | 8 | |
| 4.8. | Submission of Documents for Mentor Meeting | 04.03. | 10.01.2018 | 10.01.2018 | 1 | **100%** |
| 4.9. | Preparation Mentor Meeting | 4.1.1. | 10.01.2018 | 12.01.2018 | 3 | **100%** |
| **4.10.** | **Mentor Meeting** | 4.10. | 12.01.2018 | 12.01.2018 | 1 | **100%** |
| 4.11. | Integration of Feedback | 4.11. | 12.01.2018 | 19.01.2018 | 8 | **100%** |
| **4.12.** | **Submission of Documents for MS2** | 3.2. -<br>3.4.<br>4.8. +<br>4.11. | 19.01.2018 | 19.01.2018 | 1 | **100%** |
| 4.13. | Preparation MS2 | 4.16. | 20.01.2018 | 26.01.2018 | 7 | **100%** |
| **4.14.** | **Master Seminar 2** | 3.1. +<br>4.1. +<br>4.16. | 26.01.2018 | 26.01.2018 | 1 | **100%** |
| 4.15. | Integration of Feedback | 4.18. | 27.01.2018 | 31.01.2018 | 5 | **100%** |
| 4.16. | Mentor Meeting regarding MS 2 - Feedback | 4.18. +<br>4.19. | 29.01.2018 | 29.01.2018 | 1 | **100%** |
| 4.17. | Integration of Feedback | 4.20. | 29.01.2018 | 31.01.2018 | 3 | **100%** |
| **4.18.** | **Research Design Phase completed** | 4.2. +<br>4.7. +<br>4.8. +<br>4.15 | 31.01.2018 | 31.01.2018 | 1 | **100%** |

| | | | | | | |
|---|---|---|---|---|---|---|
| **5** | **PRACTICAL PART** | | **27.01.2018** | **24.04.2018** | **88** | **100%** |
| 5.1. | Literature Research | | 27.01.2018 | 04.02.2018 | 9 | **100%** |
| 5.2. | Writing Chapter 7: GKBS | 2.14. | 27.01.2018 | 31.01.2018 | 5 | **100%** |
| 5.3. | Preparation Mentor Meeting | 5.1. | 01.02.2018 | 05.02.2018 | 5 | **100%** |
| **5.4.** | **Mentor Meeting** | 5.3. | 05.02.2018 | 05.02.2018 | 1 | **100%** |
| 5.5. | Integration of Feedback | 5.4. | 06.02.2018 | 11.02.2018 | 6 | **100%** |
| 5.6. | Primary Research | 4.8. | 16.01.2018 | 28.03.2018 | 72 | **100%** |
| **5.7.** | **Evaluating and Wrting Chapter 6.2.** | | 29.03.2018 | 31.03.2018 | 3 | **100%** |
| **5.8.** | **Market Research finished** | 5.7. | 31.03.2018 | 31.03.2018 | 1 | **100%** |
| 5.9. | Writing Chapter 8: Social Media Concept | 5.8. | 06.03.2018 | 31.03.2018 | 26 | **100%** |
| 5.10. | Writing Chapter 9: Recommended Actions | 5.8. | 31.03.2018 | 01.04.2018 | 2 | **100%** |
| 5.11. | Writing Chapter 10: Conclusion | 5.8. | 01.05.2018 | 03.05.2018 | 3 | **100%** |
| **5.12.** | **Submission of Documents for MS3** | 5.9. - 5.11. | 13.04.2018 | 13.04.2018 | 1 | **100%** |
| 5.13. | Preparation MS3 | 5.12. | 14.04.2018 | 20.04.2018 | 7 | **100%** |
| **5.14.** | **Master Seminar 3** | 5.12. - 5.13. | 20.04.2018 | 20.04.2018 | 1 | **100%** |
| 5.15. | Integration Feedback | 5.14. | 21.04.2018 | 24.04.2018 | 4 | **100%** |
| 5.16. | Mentor Meeting regarding MS 3 - Feedback | 5.14. | 23.04.2018 | 23.04.2018 | 1 | **100%** |
| 5.17. | Integration of Feedback | 5.14. | 23.04.2018 | 24.04.2018 | 2 | **100%** |
| **5.18.** | **Practical Part completed** | 5.2. + 5.98. + 5.12. - 5.14. + 5.22. | 24.04.2018 | 24.04.2018 | 1 | **100%** |

| | | | | | | |
|---|---|---|---|---|---|---|
| **6** | **CORRECTION PHASE** | | **25.04.2018** | **14.05.2018** | **20** | **100%** |
| 6.1. | Content and formal proofreading | 3. - 5. | 25.04.2018 | 28.04.2018 | 4 | **100%** |
| 6.2. | First proofreading of language | 3. - 5. | 25.04.2018 | 28.04.2018 | 4 | **100%** |
| **6.3.** | **Proofreading of Expert** | 6.1. - 6.2. | 29.04.2018 | 11.05.2018 | 13 | **100%** |
| 6.4. | Correction of mistakes | 6.3. | 12.05.2018 | 12.05.2018 | 1 | **100%** |
| 6.5. | Check of Formatting | 3. - 5. | 13.05.2018 | 13.05.2018 | 1 | **100%** |
| 6.6. | Check of literature references | 3. - 5. | 14.05.2018 | 14.05.2018 | 1 | **100%** |
| **6.7.** | **Finalisation of Master Thesis** | 6.1. - 6.6. | 14.05.2018 | 14.05.2018 | 1 | **100%** |

| 7 | SUBMISSION PHASE | | 14.05.2018 | 29.06.2018 | 47 | |
|---|---|---|---|---|---|---|
| 7.1. | Upload Master Thesis for plagiarism check | 6.7. | 14.05.2018 | 14.05.2018 | 1 | 100% |
| 7.2. | Submission of unbound Master Thesis | 6.7. | 14.05.2018 | 14.05.2018 | 1 | 100% |
| 7.3. | Preparing final Company presentation | 6.7. | 01.06.2018 | 13.06.2018 | 1 | 0% |
| 7.4. | Final Company presentation of concept | 7.3. | 13.06.2018 | 13.06.2018 | 1 | 0% |
| 7.5. | Evaluation of Master Thesis | 7.1. | CW 24 | CW 24 | 1 | 0% |
| 7.6. | Print and bind Master Thesis | 6.7. | 14.06.2018 | 28.06.2018 | 15 | 0% |
| 7.7. | Submission of bound Master Thesis | 7.6. | 29.06.2018 | 29.06.2018 | 1 | 0% |

# 4. Milestone Plan

| # | TASK / PHASE | DEPENDENCE TO | START DATE | END DATE | DAYS |
|---|---|---|---|---|---|
| **1** | **PREPARATION PHASE** | | **01.01.2017** | **29.05.2017** | |
| 1.3. | Initial Company Meeting - Master Thesis Application | 1.1. + 1.2. | 16.03.2017 | 16.03.2017 | 1 |
| 1.5. | Submission MT-Application | 1.4. | 21.04.2017 | 21.04.2017 | 1 |
| 1.6. | Feedback MT-Application – approved | 1.5. | 03.05.2017 | 03.05.2017 | 1 |
| 1.8. | Submission LOI | 1.7. | 29.05.2017 | 29.05.2017 | 1 |
| **2** | **RESEARCH PHASE** | | **30.05.2017** | **07.12.2017** | |
| 2.4. | Announcement Master Thesis Mentor | | 18.09.2017 | 18.09.2017 | 1 |
| 2.5. | First Contact Master Thesis Mentor | 2.4. | 19.09.2017 | 19.09.2017 | 1 |
| 2.8. | First Mentor Meeting | 2.6. + 2.7. | 09.10.2017 | 09.10.2017 | 1 |
| 2.12. | First Kick-Off Meeting | 2.11. | 17.10.2017 | 17.10.2017 | 1 |
| 2.14. | Submission of Documents for MS1 | 2.8. + 2.12. | 20.10.2017 | 20.10.2017 | 1 |
| 2.16. | Master Seminar 1 | 2.1. + 2.2. + 2.15. | 27.10.2017 | 27.10.2017 | 1 |
| 2.20. | Submission of Documents for MS1 - 2nd attempt | 2.17. + 2.19. | 10.11.2017 | 10.11.2017 | 1 |
| 2.22. | Master Seminar 1 - 2nd attempt | 2.21. | 22.11.2017 | 22.11.2017 | 1 |
| 2.25. | Submission of Master Thesis Agreement | 2.20. | 07.12.2017 | 07.12.2017 | 1 |
| **3** | **THEORETICAL PART** | | **18.11.2017** | **19.01.2018** | |
| 3.9. | Mentor Meeting | 3.7. | 12.01.2018 | 12.01.2018 | 1 |
| 3.11. | Theoretical Part completed | 3.2. + 3.3. + 3.4. + 3.8. | 19.01.2018 | 19.01.2018 | 1 |
| **4** | **RESEARCH DESIGN** | | **01.12.2017** | **31.01.2018** | |
| 4.2. | Writing Chapter 6.1.: Secondary Analysis | 3.11. + 4.1. | 01.12.2017 | 16.12.2017 | |
| 4.5. | Mentor (MM/CM) Meeting | 4.4. | 18.12.2017 | 18.12.2017 | 1 |
| 4.10. | Mentor Meeting | 4.13. | 12.01.2018 | 12.01.2018 | 1 |
| 4.12. | Submission of Documents for MS2 | 3.2. - 3.4. 4.8. + 4.11. | 19.01.2018 | 19.01.2018 | 1 |
| 4.14. | Master Seminar 2 | 3.1. + 4.1. + 4.16. | 26.01.2018 | 26.01.2018 | 1 |
| 4.19. | Research Design Phase completed | 4.2. + 4.7. + 4.8. + 4.15 | 31.01.2018 | 31.01.2018 | 1 |
| **5** | **PRACTICAL PART** | | **27.01.2018** | **24.04.2018** | |
| 5.4. | Mentor Meeting | 5.3. | 05.02.2018 | 05.02.2018 | 1 |
| 5.7. | Evaluating and Writing Chapter 6.2. | | 26.02.2018 | 01.03.2018 | 4 |
| 5.8. | Market Research finished | 5.7. | 28.02.2018 | 28.02.2018 | 1 |
| 5.12. | Submission of Documents for MS3 | 5.9. - 5.11. | 13.04.2018 | 13.04.2018 | 1 |

| 5.14. | Master Seminar 3 | 5.12. - 5.13. | 20.04.2018 | 20.04.2018 | 1 |
|---|---|---|---|---|---|
| 5.18. | Practical Part completed | 5.2. + 5.9. - 5.11. + 5.14. | 24.04.2018 | 24.04.2018 | 1 |
| **6** | **CORRECTION PHASE** | | **25.04.2018** | **14.05.2018** | |
| 6.3. | Proofreading of Expert | 6.1. - 6.2. | 29.04.2018 | 11.05.2018 | 13 |
| 6.7. | Finalisation of Master Thesis | 6.1. - 6.6. | 14.05.2018 | 14.05.2018 | 1 |
| **7** | **SUBMISSION PHASE** | | **14.05.2018** | **29.06.2018** | |
| 7.1. | Upload Master Thesis for plagiarism check | 6.7. | 14.05.2018 | 14.05.2018 | 1 |
| 7.2. | Submission of unbound Master Thesis | 6.7. | 14.05.2018 | 14.05.2018 | 1 |
| 7.4. | Final Company presentation of concept | 7.3. | 13.06.2018 | 13.06.2018 | 1 |
| 7.5. | Evaluation of Master Thesis | 7.1. | CW 24 | CW 24 | 1 |
| 7.7. | Submission of bound Master Thesis | 7.6. | 29.06.2018 | 29.06.2018 | 1 |