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**The role of social media  
marketing in Building  
brand image; the case of  
capital hotel and spa, Addis  
Ababa, Ethiopia.**



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June, 2018

**THE ROLE OF SOCIAL MEDIA MARKETING IN  
BUILDING BRAND IMAGE, THE CASE OF CAPITAL  
HOTEL AND SPA, ADDIS ABABA, ETHIOPIA.**

**By: Fasika Genzebe**

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# Letter of Certification

This is to certify that Fasika Genzebe carried out her project on the topic entitled “**The Role of Social Media Marketing in Building Brand Image, the case of Capital Hotel and Spa, Addis Ababa, Ethiopia**”. This work is original in nature and is suitable for submission for the award of Master of Marketing Management.

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**Advisor: Dr. Tewodros Mesfin**

**Date:** \_\_\_\_\_

# Declaration

I, Fasika Genzbe, hereby declare that this thesis work entitled “**The Role of Social Media Marketing in Building Brand Image, the case of Capital Hotel and Spa, Addis Ababa, Ethiopia**” is the outcome of my own effort and it is my original work. This study has not been presented for a degree in any other university and that all sources of material used for the work have been properly acknowledged.

**By: Fasika Genzebe**

**Signature**\_\_\_\_\_

Date\_\_\_\_\_

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## **Acronyms**

ICT – Information and Communication Technology

IT – Information Technology

URL – Uniform Resource Locator

NGO – Non-governmental organizations

ETC – Ethiopian Telecommunication Corporation

UGC – User Generated Content

WOM – Word-of Mouth

SMM – Social Media Marketing

SMN- Social Media Networking

WARC-World Advertising Research Center

SPSS- Statistical Package for Social science

MANOVA- Multivariate Analysis of Variance

ANOVA - Analysis of Variance.

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## *Abstract*

Social media has become an important part of hotels brand image building activities and has transformed the way hotels interact with customers. It is a new field of research and a literature review reveals that not various studies have been undertaken specially in Ethiopia context. The use of social media marketing in Ethiopia is at its infant stage. However, the current situation may not extend for long time due to the fast-growing usage of social media platforms, fast growth of internet penetration and the need for hotels to participate in the globalized world in order to be competitive with international hotels and to benefit out of this astounding technology. The purpose of this research paper has been to examine the role of social media marketing in building strong brand image in the context of Ethiopian hotel. This study is an explanatory and descriptive nature whose primary objective is to provide insight in social media marketing phenomenon and brand image. the researcher used the sample size recommended for unknown population by Corbetta (2003) which is 385. A non-probability sampling, purposive sampling and snow-ball method were employed to conduct the survey due to the need to the selection (screening) of target population based of their social media presence.

The finding of this research paper indicates that capital hotel and spa is not exploiting the full potential of social media marketing for brand image with its two selected important dimensions (brand awareness and brand association). As the detail statistical analysis showed in chapter four social media marketing and brand image are highly correlated each other, nevertheless, the data collected form this study exposed that significant number of respondents are not exposed to the hotel' social media marketing activities giving the interpretation that capital hotel and spa is not taking advantage of this remarkable opportunity, the social media marketing activities of the hotel are not sufficient and consistence. The use of social media marketing nowadays is becoming very popular worldwide and it has changed the relationship between customers and hotels and this effect will gradually continue to evolve in Ethiopia as new media infuses the culture and society. Therefore, the research suggested that hotels that appeals themselves as an international hotel should use social media platforms to present their brands with enormous reach, endless communication possibilities and with a very limited promotion cost and grab the possible opportunities of exploiting the strong brand image building potential through the richest and fastest communication.

*Key words: social media marketing, brand image, brand awareness, brand associations.*

# CHAPTER ONE

## INTRODUCTION

### 1.1. Background of the Study

There is an increasing use of social media on a global scale and it has been forcing organizations to restructure and adjust their marketing activities, especially in hotel industry. In a relationship-driven economy, the goal of achieving a sustainable competitive advantage makes it crucial to adapt to the ever-changing trends in the market. Social media contributes to this goal since it has a considerable impact on creating and shaping brand value for organizations. The social networks help organizations enhance the development of strong brands not only through promoting their products and services but also providing them the platform to build strong and reliable relationships with their customers.

As the internet grew in fast pace with wide adoption of personal computers, smart phones and tablets which brought a new development of web-based online communication and social media. The Social media revolution started softly long ago and it is the biggest change since the industrial revolution (Business Week, 2008). Now Social media is the fastest growing type of media in the history of the world (Eve Mayer, 2012) in many forms. This brings change on how different people are connected and interacts in the web. In these new social media web technologies have make it easy for anyone to create and, most importantly distribute their own content in a text or multimedia (picture, audio, & video) formats for free (PR Smith &ZeZook, 2001).

Social Media can be defined as a group of Internet based applications that exist on the Web 2.0 platform to enable the Internet users from all over the world to interact, communicate, and share ideas, content, thoughts, experiences, perspectives, information, and relationships (Briscoe, 2009; Kaplan &Haenlein, 2010; Scott, 2007; Xiang & Gretzel, 2010). Social networks (such as Facebook and MySpace), online communities, microblogging tools (such as Twitter), photo sharing sites (such as Flickr and Photobucket), social tagging (such as Digg), and video creating and sharing services (such as YouTube, Oic, Seesmic, UStream) are examples of social media.

Social media put customers back at the center of hotels and gave marketers a new set of tools to listen to them and to encourage them to engage with the brand. A golden opportunity has emerged as hotels realize the possibilities of engaging with customers in new ways so they can become partners driving the business forward. For the hotels this golden opportunity helps to create strong brand and sustainable competitive advantage, and ultimately to build better businesses.

Social media marketing has tremendous potential for hotels benefited from which will transform the company brand image. Additionally, social media marketing strategy, despite the

uncertainties about the future, will be an important part of hotels' overall marketing strategy. It is clear from the extant literature in brand management that the significance of online marketing has been recognized in building brand image. Therefore, online marketing as marketing communication program used to develop brand image (Keller, 2003). This has marketing effects that are uniquely attributable to a brand (Keller, 2001).

In fact, online marketing can function as a basis for social media marketing. Both theoretical literature and other studies have lay a logical basis for the role of social media marketing for brand image. One of the most valuable aspects of the social media for hotels, and specifically with regard to the role of social media, is its ability to provide a clear, detailed picture of what the people saying about the hotels and what they are telling to others (Evans, 2008). As a result, this paper aims to investigate the role of social media marketing on brand image a case of Capital hotel and Spa, Addis Ababa, Ethiopia.

The Capital Hotel is a 5-star Hotel that has entered the fast-developing hotel market of Addis Ababa. The Hotel is situated on 19383 sq.m of land, located on Haile G/Selassie road next to Bulgarian Embassy. Capital Hotel has spacious rooms, multipurpose meeting rooms, Restaurant and Bars and pastry shop.

Located in the city Centre, Haile G/selassie road Capital Hotel is the Addis Ababa accommodation of choice for both business and leisure travelers. The 114 rooms Capital Hotel Suits and Studios blend 5-star hotel services with contemporary interior design, meeting and event facilities, and service.

## **1.2. Statement of the Problem**

“Whether or not your brand is on social media, your consumers are.” (Venke Sharma, and Hushidar Kharas, 2017). The hospitality industry in other part of the world is using social media as a main means of communicating with their customers and brand image building and age of social media has given a completely new meaning to brand management. They post events, foods, and programs and even they collect feedbacks form their guests about their stay in a single hotel, as it is very cost effective, however, in Ethiopia this practice is not more than just opening a social media account with a single hotel brand name and there is a lack of well-researched content on this topic. The hospitality industry tends to be very customer-centric and also one that prides itself by reaching out to its guests and providing a personalized experience. In traditional marketing, our lives are saturated by print media, radio and television. The downside of traditional marketing is the high cost and it is a one-way communication. Social media encourages customer engagement, and it being on Web 2.0, promotes two-way traffic. It

allows for a faster response and a low-cost investment than typically achieved with traditional marketing.

Social media is relatively young and the objective for corporations to invest and participate in social media platform is to offer an alternative mode of communication and also it helps to cultivate long term relationships with their guests; promotional campaigns and new information can be pushed through social media channels. As stated above the hotel industry in Ethiopia is not engaging in the social media activities like updated posting, tweeting, linking or having an active blog, it just means that the hotels are missing out on the huge opportunity in digital marketing. To stay competitive in the digital world, the hotel has to be engaged or be involved with their intended audience by participating in online discussions, hospitality forums, podcasts, RSS feeds, and hotel review commentary while increasing awareness and building relationships with both new and loyal customers.

Social media is an emerging trend among marketers as well as academicians due to its potential to influence the marketing elements and brand image. It is being used for branding purpose extensively. Nevertheless, this field of research is in its introduction stage, researchers are opting to conduct studies in the particular field. On the other hand, brand awareness, brand personality and brand association as a result of the internet-based communications are taking place on social media platforms. It is of equal importance and very much responsible for branding. Social media communication and brand image complement each other. There are many studies showing the relationship between social media and brand image with its dimensions.

Ethiopia, According to Internet World statistic, report for example in June/2017 number of Facebook users in Ethiopia is over 4 million with 4.3% penetration rate (Internet World statistic, 2017). However, too few hotels have a social media marketing strategic plans for managing their company brand and to shape brand image. Despite the role of the social media marketing it is detected that there are limited researches in Ethiopian context, and that strength for the hotels are not being committed to social media marketing activities.

Ethiopia though the number of social media marketing has increased, still it's at the beginning phase. Hotels worldwide have already taken advantage of social media. Nonetheless, there is an absence of clear, comprehensive, rigorous, and empirically based studies on the role of social media marketing in Ethiopian hotels context that provide an important analysis and recommendations for the hotels to use social media as a main cost-effective means of building brand image. Thus, the study is design to identify the roles of social media marketing on brand image a case in capital hotel and spa in Ethiopia.

### **1.3. Objective of the Study**

#### **1.3.1. General Objectives**

The main objective of the study is to identify the roles of Social Media Marketing on brand image a case of capital hotel in Ethiopia.

#### **1.3.2 Specific Objectives**

1. To determine the role of social media marketing on brand awareness;
2. To examine the role of social media marketing on brand associations;
3. To assess the role of social media marketing on structuring brand image in consumers' mind in the context of Capital hotel and spa.

#### **1.4. Research Question**

In reference to the background, and identify problem statement, the central issue to this study is to identify the roles of social media marketing on brand image. Therefore, the following research questions are formulated

**RQ1: How does social media marketing have a role on creating brand awareness?**

**RQ 2: what are the roles of social media marketing on constructing brand image on consumers' mind?**

**RQ3: How social media plays role in brand associations in the context of Capital hotel and spa?**

#### **1.5. Significance of the Study**

In general, this study will be expected to make three contributions. First, add to the knowledge on social media marketing role on brand image. Second, identification of social media marketing roles will benefits hotels and business organizations in branding and improve social media marketing strategy development. Finally, it can lead to further social media researches on specific marketing elements both from hotels and customer's side.

#### **1.6. Scope of the study**

The study was limited to Capital hotel customers and non-customers within Addis Ababa. Even though social media does not have geographic limits considering access to the target population, the time and cost, the study is restricted to Addis Ababa geographically. The study was also limited to consumers who are part of one or more international social media networks that are popular in Ethiopia such as Facebook, and Twitter, disregarding all other international and local social media networks such as Ethio Tube, Dire Tube and Ethiojobs that are gaining popularity in Ethiopia now a day's. This study efforted to identify the potential roles of social media marketing to build strong brand image using explanatory research method from customers' side.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

The purpose of this chapter is to establish a theoretical outline. The literature deals with theories related to social media, brand image, and related terms. All the literature is described and explained in order to build a theoretical background for this study.

#### **2.1. Theoretical Framework**

##### **2.1.1. Social Media**

Kaplan & Heinlein, (2010) defined Social Media as “a group of Internet-based applications that build on the ideological and technological foundations of web 2.0 that allow the creation and exchange of User Generated Content (UGC)”. Web 2.0 is platform on which social media is based (Carlsson 2010). Kim et al., (2010) define “social websites as those websites that make it possible for people to form online communities and share user-created contents (UCCs)”. Tredinnick (2006) defined “social networking sites as those sites driven by user-participation and user-generated content.” The common theme running behind these definitions is user generated content which has been enabled by web 2.0 technologies.

A business-oriented definition has been provided by Mangold & Faulds, (2009) which states that, “social media is a hybrid element of the promotion mix because in a traditional sense it enables companies to talk to their customers, while in a nontraditional sense it enables customers to talk directly to one another. The content, timing, and frequency of the social media-based conversations occurring between consumers are outside managers' direct control.” “Social media, also referred to as consumer-generated media describes a variety of new sources of online information that are created, initiated, circulated and used by consumers' intent on educating each other about products, brands, services, personalities, and issues (Blackshaw & Nazzaro, 2004)”. The underlying difference between the generic definitions and business definition of social media is that the users have been replaced with the customers/consumers, thereby unleashing a host of opportunities for businesses and shifting of power to the consumers (Mandal, 2011).

The term social media has been disintegrated in to various terminologies such as social media site, social networking sites and so on. For the purpose of this study the researcher uses the broadest sense of the term, social media, this shall encompass all other terms and definitions. (Mandal, 2011).

The benefits of social media are many and include company branding, improved brand Awareness and images, and increased customer loyalty and trust. Recently Social Media has gained popularity in both business and social networking. The rise of social media in marketing and brand management forces the use of other traditional advertising media channels such as TV,

newspapers and billboards to decline as well as to lose their popularity. Therefore, companies cut down their advertising budgets and are shifting to Social media channels which are by far cheaper and easier to communicate to their target customer. The drastic growth of the use of social media marketing and brand management by companies brings the researcher’s attention to the study of social media marketing and its role on brand image.

In the past few years several social media networking channels that connect people to each other have emerged. However, the most popular sites that are used widely in Ethiopia as well as in other countries are Facebook, Twitter, LinkedIn, YouTube and Google Plus. For the purpose of this study based on the number of users, only these Facebook and Twitter are reviewed.

Social media user statistic in Ethiopia



Source: Market Share Perc. (Nov 2016 - Nov 2017)

**1. Face book**

Facebook is a social networking service launched in February 2004, owned and operated by Facebook. It was founded by Mark Zuckerberg with his college roommates and fellow Harvard University students Eduardo Saverin, Andrew McCollum, Dustin Moskovitz and Chris Hughes. The website's membership was initially limited by the founders to Harvard students, but was expanded to other colleges in the Boston area, the Ivy League, and gradually most universities in Canada and the United States, corporations, and by September 2006, to everyone of age 13 and older to make a group with a valid email address. (Facebook.com)

Facebook was launched in 2004 and have over 2.7 billion active users, of which 650 million users access Facebook through mobile devices. An average Facebook user is estimated to have at least 130 friends and is connected to 80 community pages, groups and events. There are more

than 70 languages available on the site. Its main use is to establish and maintain relationships in work related situations, in political affiliations or just among friends and families. Facebook has become the most powerful tool for marketing today. In April 2011, the company launched a new service for marketers and interested creative agencies which is a form of online platform (Portal) that allows marketers and creative design agencies to build brand promotions on Facebook. Facebook is now a direct competitor of Google in online advertising and this new service has made it possible for companies to create dynamic commercial graphics or advertisement. (Facebook.com 2017)

## **2. Twitter**

Twitter was created in March 2006 by Jack Dorsey and launched that same year in July. Unlike Facebook where one can have friends to share different things, with twitter one has to get connected to the latest information on what they find interesting. One has to find the public stream that interests them and follow in the conversations. Each tweet is 140 characters in length. One can still follow the tweets regardless of whether they do not tweet at all, and also there is no limit as to how many tweets one can send within a given day. (<http://twitter.com> 2017)

Through Twitter businesses now share their information or news faster to a large audience online following the company, and from a strategic stand point, this has helped companies that uses Twitter to position their brands and also gather business insight through feedback to boost their market intelligence in order to accurately target customers with relevant services and products or enhance business relationships. Twitter has helped lift brands, enhance customer relationship marketing and also improved direct sales by reaching out directly to the engaged audience on the platform. (<http://twitter.com> 2017).

### **2.1.2. Social Media Networking**

Social media networking platforms serve as a tool for marketers (Qualman 2010: 28). This implies that Facebook, LinkedIn, twitter etc. are means of accomplishing marketing strategies through the internet. It is therefore imperative for marketers to find suitable platforms to suite their marketing objectives. A good marketing objective enables marketers to acquire new customers, while retaining the already existing ones through customer satisfaction.

Hotels are already coming to terms with the need to integrate their social media efforts with their content strategy and are seeing the impact of social media in terms of reach, referral traffic, and revenue. Seeing these very real and measurable benefits, there would be a change from social media tasks being assigned to existing employees to Hotels hiring social media strategists or full-time social media managers. The benefits of social media are many and include Company branding, improved brand awareness and brand image, and increased customer loyalty and trust. (AllAfrica.com, 2013)

Today, social networking is truly a global phenomenon. While word-of-mouth has always been important, its scope was previously limited to the people you knew and interacted with on a daily basis. Social media has removed this limitation. (Shruti & Anukrati, 2013)

The context of online social media has become a great interest to marketing practitioners as the new social media platforms quickly emerged as valuable tools central to their effort of customer engagement (WARC, 2012). The behavioral measures of social media marketing are currently available on online social media platforms such as number of fans, repeated visits or interactions with the brand page provide information about the roles to be expected (Nelson-Field & Taylor, 2012). Given the importance of brand awareness, brand image and integrated marketing communication effectiveness, to build a successful strong brand equity companies must issue continuous concern. Social media sites such as Facebook, twitter, YouTube, LinkedIn, my space, and other have provide interactive communication platform for both consumers and businesses, they offer a new potential for companies to build awareness, image, loyalty, shape attitudes, and impact purchase behavior (Boyd and Ellison, 2008; Keller, 2009).

### **2.1.3 Social media marketing**

Social media marketing (SMM) refers to techniques that target social networks and applications to spread brand awareness or promote particular products. Social media marketing campaigns usually center on:

- Establishing a social media presence on major platforms
- Creating shareable content and advertorials
- Cultivating customer feedback throughout the campaign through surveys and contests.

Social media marketing is perceived as a more targeted type of advertising and is therefore believed to be very effective in creating brand awareness. According to Weber, marketing to the social web means to adopt a completely new way of communicating with an audience in a digital environment. Instead of continuing as broadcasters, marketers should become aggregators of customer communities. It is not about broadcasting marketing messages to an increasingly indifferent audience. Instead, when marketing to the social web marketers should participate in, organize and encourage social networks to which people want to belong. Rather than talking at customers, marketers should talk with them (Weber 2009).

Online marketing has an excess of strengths; the speed of accessing the information is very fast and extremely cost effective, besides that internet has no geographical boundaries. In addition to cost effectiveness, the marketer likewise has the opportunity to research new suppliers at a fraction of previous search costs. In other words, all the marketing research conducted through internet is very cost effective (Gay et al. 2007, 129). On the other hand

Gay et al. (2007) point out some major weakness that online marketing face. The first problem is that cultural and language differences may present difficulties in information gathering across national boundaries. Secondly, it can be difficult to guarantee that the person responding is the person the marketer thinks they are (Gay et al. 2007, 129).

The internet provides the companies and consumers with opportunities to reach a wider audience and create compelling value propositions never before possible, through providing new tools for promotion, interaction, relationship building and individualization. Richter, A., & Koch, M. (2007).

Social media is a phenomenon that has drawn a lot of attention both to companies and individuals interacting on the networking landscape. Social media has changed the traditional communication between brands and consumers and enabled consumer to make positive as well as negative influence on brand equity. Therefore, it is important for companies to know, how to manage marketing activities in social media seeking to build brand image by building positive awareness for brand. Social media websites like Facebook, Twitter, LinkedIn and YouTube, etc. have created huge impetus on the communication platform with the end customers of different products and services that was lacking in the traditional medium. Kaplan, A. M., & Haenlein, M. (2010)

Social media can provide many advantages to brands: it allows to secure the reputation of a brand, increase sales, involve consumers in brand creation process, expand brand awareness. Helps to distinguish points of brand performance, imagery, points-of-parity and points-of-difference and increase consumer loyalty to a brand (Jobber, D. ,2004).

The art of marketing is largely the art of brand building. Brands have been considered as the second most important assets for a firm after customers. Strong brand has several advantages such as: fast recognition of an offering, assurance to the quality and performance and emotional benefits. Obtain price premium, obtain higher market share, loyal customer and offer avenues for further growth. Enhance company value, increase consumer perceptions and preferences, barrier to competition, high profits and base for brand extensions.

#### **2.1.4. Social Media & Hospitality Industry**

A report on the Hospitality industry by Deloitte (2010) claims that social media and new technologies are key to branding and growth in the hospitality industry. This is because the industry is characterized as high in experiential qualities that is consumers find it more difficult to evaluate attributes before purchase (Zeithaml et al. 2009; Ban et al. 2015). Therefore, they tend to rely more on each other's reviews and comments before making their choices. It is also because consumers have become immune to conventional communication channels and lost their

trust in them (Lim 2010; Leung et al. 2013). Hence, they seek help from social media channels and search for online reviews before making a hotel purchase. To stay competitive in the current, online driven world, the hotels then have to be engaged and involved with their target markets by participating in platforms, responding back to commentary, and building sincere relationships with customers.

Hotels can interact and engage with customers before, during, and after the vacation experience through social media. Social media creates a real connection between the customers and the companies; that connection then, creates brand awareness, purchase intention, and brand resonance. This ongoing connection and relationship with the guests may eventually turn the customers into brand advocates, a volunteering marketing army, the ultimate level of strong customer relationships (Lim 2010; Yan 2006; Christodoulides et al. 2006; Zivkovic et al. 2014).

Social media platforms such as Facebook, Twitter and YouTube provide an opportunity for hotels to create a social buzz about their brand at the corporate level, while at the property level inspiring travelers with a hotel's unique selling points (USPs). In order to shape brand image and spark brand awareness through these platforms, companies need well-crafted content plans where they can regularly promote their businesses virtues. There is no question that social media has become a major component of digital marketing. Companies need to be proactive in developing their social media strategy to gain a stronger footing. Hotels communication with customer via social media channels is now expected as standard, whether these platforms are utilized to shape brand image, facilitate user-generated content or compliment a targeted pay-per-click campaign, social media is vital to the success of a hotel property (Hartzel et al. 2011) mentions that establishing interactive marketing strategies via social media connections like Facebook, Twitter etc. has positive effects on online brands' image and implements a leverage effect on the relationship between customer and the brand.

The parameters of social networking websites possess several unique implications for the hospitality industry including guests, staff, and management. These sites provide a platform for a rating system that can be used to generate, monitor, and evaluate reputation and image of the business. Online consumer-generated content is perceived as highly credible and in fact, more so than information attributed to the hospitality entity (Starkov & Mechoso, 2008). Hospitality company participation in online social networking has been shown to be a cost-effective means for interaction and engagement with potential clients. Participation in these websites provides businesses with direct access to active users without the need to adding any additional hardware, or software. A social networking site that is easily accessible, straightforward, and appealing enables participants to become engaged in unique ways. It comes as no surprise that many hotels,

restaurants and travel business have entered the social network space. Hospitality businesses are proactively interacting with their customers by coming up with innovative customized solutions and much responsive and prompt customer service (Kasavana, Nusair, & Teodosic, 2010). Online consumer reviews play a big part in the choice of hotel and travel consumers make today. With a rise in the number of websites (like, TripAdvisor and social networking sites such as Facebook, MySpace, etc.) that give potential consumers an opportunity to look up reviews by other real consumers, the way information is perceived today has changed considerably. Making a unique social network that allows guests to create a profile and share opinions, feelings, stories, photos, etc. can be a source of competitive advantage or disadvantage. If a guest decides to participate in an online network, shares a testimonial or recounts an experience or downloads content, others in the network are likely to be affected by the opinion of the postings. More so than the content contained at a company specific or industry related web site (Green, 2009). Another networking and communication tool that has become popular is blogging. The Travel and Tourism Industry today is faced with consequences that blogs have not only positive impacts but also negative ones, if not managed properly (Thevenot, 2007).

Any individual can upload content in the form of images, audio or video for others to respond and comment, which forms the basis of Web 2.0. Web 2.0 has given popularity to user generated content (UGC) where information is gathered from different online sources all of which collaborate to form the final source (Cox, Burgess, Sellitto, & Buultjens 2009). An effective means to benefit from this trend is to carefully follow the comments that are posted relating to your business. Research has proven that hotels that engage their customers via social media get their customers to spend more, have higher repeat clientele, and get more referrals from their guests. However good, bad, or ugly, it is vital that no comment goes unnoticed because for every benefit a hotel rakes in with positive feedback, suggestions and tracking consumers it can be on the receiving end of unfair criticism and negative publicity if it leaves important issues unaddressed (Kasavana, 2008).

The internet has been aggressively adopted by hospitality enterprises as a marketing tool (Lim 2010) and has become the most important channel of marketing for these businesses (Buhalis 1998). They use more and more online marketing in comparison to other types (HUDSON, Huang, Roth & Madden 2016). Social media marketing is playing an increasingly important role in the hospitality and tourism field and has changed traditional ways of marketing (Hsu 2012, Park & Oh 2012).

## **2.2 Brand Image**

### **2.2.1 Brand**

American Marketing Association (AMA) defined a brand as "a name, term, sign, symbol, or design, or a combination of them, intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competitors" (Kotler, 2000, p. 404). This is similar to Aaker says that the brand is a name and/ or symbol that distinguishes (in the form of a logo or symbol, stamp or packaging) to identify the goods or services of one seller or group of sellers (Aaker, 1996). Kotler (2000) mentioned that a good brand will come to boost the company's image. Brand is the front-liner of a product, an initial view that allows consumers to identify those products. In principle, brand is a promise of sellers or producers who continually brings a unit series of performance, benefits and service to buyer. In the perspective of brand communication, Wijaya (2011) defined brand as a mark left on the minds and hearts of consumers, which creates a specific sense of meaning and feeling. Thus, the brand is more than just a logo, name, symbol, trade mark, or the name attached to a product. Brand is a promise (Morel, 2003). Brand is a relationship (McNally and Speak, 2004) -kind of relationship that involves trust. A brand is the sum of an entity, a psychic connection that creates a bond of loyalty with a buyer/ potential buyer, and it includes the perceived added value (Post, 2005). Nilson (1998) mentioned a number of criteria to describe the brand is not just a name: a brand must have clear value, the difference can be identified with other brands, attractive, and have a prominent identity.

Definition Brands have been around for a very long time already. The earlier days, people used to mark their cattle or clay pots with a burnt mark. "The word brand comes from old Norse brandr, meaning to burn." (Keller 2008.) Today the word brand has gained more and more abstract meanings. A brand means all the inceptions, associations, descriptions, ideas and promises that develop in consumers' minds about a product or business (Brändäys 2007-2010). Brand is the added value for what the consumer is ready to pay more, compared to an ordinary, unnamed product that fulfills the same desire (Laakso 2003, p. 22). Keller (2008, 2) concludes American Marketing Association's definition of a brand as follows: "--- whenever a marketer creates a new name, logo, or symbol for a new product, he or she has created a brand."

### **2.2.2. Brand image**

A brand image is how the consumers perceive the brand (Aaker 1996, p. 69). Aaker (1991, p. 109-110) explains that brand image is a set of associations which might not even reflect the objective reality. Arnold (1998, p. 94) says that brand image refers to the way in which certain groups decode all of the signals resonating from the product or service. Brand image plays an important role in the overall of a brand concept, because the brand image regarding reputation

and credibility of the brand that later became the "guidelines" for the consumer audience to try or use a product or service. The trial and consumption result towards brand by consumers in the end lead to a certain experience (brand experience) that will determine whether the consumer will be loyal to the brand or just an opportunist (easy to switch to another brand). Brand image is a representation of the overall perception formed from information and knowledge on the brand. Brand image is closely related to attitudes and beliefs that form choice (preference) to a brand (Bambang Sukma, 2013)

In certain conditions, brand can be described by certain characters as human beings. The more positive the description is the stronger the brand image and the more opportunities also for brand development (Davis, 2000). Brand image can be assumed as a set of brand associations that collected in the minds of consumers (Mowen & Minor, 2001). Brand image refers to the framing of memory about a brand, which contains the results of interpretation (decoding) by consumer to the messages through the attributes, benefits and advantages of the product, the use, the atmosphere created or used in the communication, the users of the product, and through the attitude and character of marketers or sales person and/ or brand owner. In simple term it can be said that brand image is actually what consumers think and feel when they heard or saw a brand. Or in other words, brand image is a form or a particular description of a trace of meaning left in the minds of the consumer audience (Wijaya, 2011), which then guides the consumer audience how to behave towards the brand, whether to try and be faithful or just doing 'trial and error' then go, or, they simply do not want to try because of the bad image of the brand or because it is not relevant to their needs.

The image of a brand represents the perception that can reflect objective or subjective reality. Image formed by representation of perceptions is the basis for the decision of purchasing a product even for having the brand loyalty. According to Aaker (1991), consumers often buy products that have famous brand because they feel more comfortable with things that are already known. The assumption that the well-known brand is more reliable, always available and easy to find, and has a quality that no doubt, make a familiar brand is more potential to be chosen by consumers than a brand that is not familiar (Bambang Sukma, 2013).

Aspects that creating brand image can depart from cognitive aspects, including knowledge and belief in the attributes of the brand, the logical consequence of the use of the brand, as well as affective aspects which include the evaluation of feelings and emotions associated with the brand. Thus, brand image is often defined as the perception and preference of consumers towards brand, reflected by the various associations that live in the memory of consumers about the brand. Although the brand association can occur in many different forms, but the association

may be performance associations that are usually tangible and imaginary associations that are the intangible, related to the attributes and advantages of the brand (Peter & Olson, 2002).

Drezner (2002) revealed that consumers do not react to reality but rather to what they perceive as reality. Thus, brand image is assumed as a set of associations that consumers receive, within a certain period, as a result of the contiguity of consumers with the brand, directly or indirectly. Although it is impossible thing that every consumer has the exact same image to a brand, but they generally have similar elements of perception. Therefore, brand image is the comprehensive impression towards brand positioning in the context of competition with other brands in the same category -how strong is the position sticking in the minds of consumers (Bambang Sukma, 2013).

### **2.2.3 Functions and Roles of Brand Image**

Kahle & Kim, (2006) explains that brand image has multiple functions, such as market entry, source for added value of products, value storage for the company, and can be a force in the distribution of products (channel power).

Related to the function of market entry, brand image plays an important role in pioneering the advantage of the product, brand extension and brand alliance. Brand image also allows the company to develop a brand of products from one market to another market segment through brand extension (Tauber, 1988; Aaker & Keller, 1990; Boush & Loken, 1991). Brand extension strategy has become increasingly attractive as a way to reduce the tremendous cost of new product introductions. Research by Suharyanti (2011) revealed the influence of the parent brand image on the sub-brand occurs in the transfer of attributes and fix perception as well the credibility of the brand's parent company.

The other function of brand image is as a source of added value products. In this context, many marketers recognize that brand image does not just encapsulate the consumer experience towards the product, but also can change the experience. For example, in consumer taste tests proved that the food or drink from their favorite brand has taste better than the competitors when tested in un-blinded compared to a blinded taste test (Allison & Uhl, 1964). Thus, it can be said that the image of the brand has a much more powerful role in adding to the value of the product by changing the experience and perception towards the product (Puto & Wells, 1984; Aaker & Stayman, 1992).

Another function of brand image is as a repository of value for the company. The brand name is a corporate's storage of values as the investment result from advertising costs and the increase of accumulated product quality. Company can use the stored values as 'capital' to convert strategic marketing ideas into long-term competitive advantage (Bambang Sukma, 2013).

In addition, a brand name with strong image can also work in creating power in the distribution channel. This means that the brand does not only play an important role horizontally, in facing their competitors, but also vertically, in the acquisition of distribution channels, to have more control and bargaining power on the requirements made distributor (Aaker, 1991).

According to Runyon (1980), brand image is formed from the stimulus presented by a product, which pose a particular response to consumer audiences themselves. Stimulus that appeared in the brand image is not limited to a physical stimulus, but also includes psychological stimulus. There are at least three stimuli that can shape brand image, which is a physical stimulus, such as the technical attributes of the product, psychological stimulus, such as brand name, and stimulus that includes both properties, such as product packaging or product advertising including social media ads. The presence of stimulus raises the response from consumers. Response that affects a person's mind and establishing brand image includes rational response (assessment of the actual performance of the brand associated with the product price) and emotional response (a tendency of feeling arising from the brand)

#### **2.2.4 Dimensions of brand image**

Keller (1993) in his paper titled 'Conceptualizing, Measuring, and Managing Customer-Based Equity' described brand image as perceptions about a brand that reflects a growing association in the minds of consumers. Brand image is formed from the elements of attributes which are the description of the features possessed a product (goods) or service. Attributes consist of product-related attributes, the features that make the product functions work, related the physical composition or the form of service. Another attribute is non-product-related attributes which constitute the external aspects of a product, related the messages and the forms of communication, including price information, packaging and product design, information of users, community or celebrity who use the product, as well as information on how and where the product can be used or purchased. The next element according to Keller is the benefit, namely the personal value that is (by consumers) being associated with the attributes inherent on the product. Product benefit consists of functional benefits that refer to the fulfillment of basic needs such as physical needs or solving problems, experiential benefits that refer to the feeling that is present when using a product, and the last is symbolic benefits that refer to the need for social recognition and personal expression related self-esteem. Consumer audiences usually concern on the values of prestige, exclusivity and fashion styles from a brand because these matters relate to their self-concept.

Meanwhile, Wijaya (2012) revealed 4 (four) types of benefits and values that are commonly offered by brand or product, namely: functional benefits (benefits that address the physical needs

of the consumer), emotional benefits (benefits that address the affective needs of the consumer like feeling secured, self-confidence, love, etc), symbolic benefits (benefits that address the illusive needs of consumers in actualizing, expressing and showing the meaning of themselves and their lives to the surrounding environment for the sake of self-existence, such as symbolic lifestyle, prestige, masculinity, power, etc) and social benefits (benefits that address the spiritual needs of the consumer in self-reflection and appreciation of life through positive contribution to the surrounding environment, such as: concern for education, life environment, health, local cultural values, social welfare, entrepreneurship, and so on).

In addition, the image of a brand can be the differentiator that shows a brand is more superior than other brands in one product category. Recognition of the superiority, one way constructed through the establishment of brand image that represented by the people who use the brand, for example through the use of a celebrity or public figure as endorser in advertisements and other communications activities (Tybout & Calkins, 2005). Brand image has several dimensions that proposed by many different reputable scholars in this research the researcher used only the two most important dimensions of brand image that due to time and resource limitations.

### **1. Brand awareness**

According to (Aaker, 1996) Brand awareness is the ability of a potential buyer to recognize or recall that a brand is a member of certain product category. It is related to the strength of the brand node or trace in memory as reflected by consumer's ability to identify the brand under different conditions. It consists of brand recognition and brand recall performance. Brand recognition relates to customers' ability to confirm prior exposure to the brand when given the brand as a cue. Brand recall relates to consumers ability to retrieve the brand from memory within given product or service category, the needs fulfilled by the category or a purchase or usage situation as a cue, Aaker suggested the awareness pyramid where unaware of the brand as the lowest and goes up to brand recognition, brand recall and top of mind awareness.

Keller (2003) brand recognition is based on the aided recall test. Respondents, perhaps in a telephone survey, are given a set of brand names for a given product class and asked to identify those that had heard of before. Thus, although there needs to be a link between the brand and the product class, it need not be strong. Brand recognition is a minimal level of brand awareness. It is particularly important when a buyer chooses a brand at the point of purchase. Keller (2003) putted as the next level of brand recognitions is brand recall. It is based upon asking a person to name a brand in a product class; it is termed "unaided recall" because, unlike as in the recognition task, the respondent is not aided by having the names

provided. Unaided recall is a substantially more difficult task than recognition and is associated with a stronger brand position.

A person can recall many more items on an aided recall basis than then unaided. The first-named brand in an unaided recall task has achieved top-of-mind awareness, a special position. In a very real sense, it is ahead of the other brands in a person's mind. (Of course, there may be another brand close behind). Brand awareness according to (Aaker ,1991) creates value to brand image in different aspects. It creates value via anchoring to which other associations can be attached, familiarity then liking can be obtained, signal of substance commitment and brand to be considered in purchase decision.

Now a day's many companies use these social media as a tool to promote their products and make customers aware with their brand, especially the hospitality sector. On the other hand, not all companies (hotels) succeed to market their products and make their products are at their customers' awareness. Social media gives a significant influence on a company's product brand awareness in the community.

Keller (2003) stated the advantages of creating a high level of brand awareness as follows:

1. **Learning advantages:** - by influencing the formation & strength of a brand association that makes up the brands image. A necessary condition for the creation of a brand image is that a brand node has been established in memory. The nature of that brand node should affect how easily different kinds of information can become attached to the brand in memory as a brand in association and as brand images.
2. **Consideration advantages:** - It increases the likelihood that the brand will be a member of the consideration set, a handful of brands that receives serious consideration for purchase. Because consumers typically only consider a few brands for purchase making sure that the brand is in the consideration set also means that other brands may be less likely to be considered or recalled.
3. **Choice advantage:** - it can affect choices among brands in the consideration set, even if there are essentially no other association to those brands. For example, consumers have been shown to adopt a decision rule to buy only more familiar, well established brands in some cases especially for low involvement decision making.

Other authors also provided explanation as how brand awareness provides competitive advantage. How does brand awareness provide a competitive advantage? Aaker presents the following ways: -

1. It provides the brand with a sense of familiarity.

2. Name awareness can be a signal of presence, commitment and substance.
3. The initial step in selecting an advertising agency, a car to test drive or a computer system is to decide on which brands to consider. Brand recall can be crucial to entering this group.

A brand carefully installed in the minds of the customer its brand awareness can be an asset that is durable and sustainable. Many studies conducted in how much consumers are familiar with the brands supported this claim. Keller (2003) the implication is that the establishment of a strong name anchored by high recognition creates an enormous asset. Furthermore, the assets become stronger and stronger over the years as the number of exposures and experience grew. This will make difficult for others to compete with this memory of the consumer (Aaker, 1992).

Since social media is so available to anyone with an internet connection, it should be a platform that can be recommended to the hospitality industry to increase their brand awareness and facilitate direct feedback from their customers. A business that understands the advantage of social media is well aware that social media is essential in developing new business in the current competitive and online driven marketplace. Now a day's hotel in the international level uses social media in order to make any potential customers aware about their hotel, then this brand awareness gained through social media will ultimately help the hotels to acquire brand recognitions as well as brand recall.

## **2. Brand association**

The second dimension is brand associations. Brand association is specific things that deserve or always associated with a brand, can arise from a unique offering of a product, recurring and consistent activities, for example in terms of sponsorship or social responsibility activities, issues that are very strong related to a brand, or, person, owner, and the certain symbols and meanings that are very strong attached to a brand, such as Coca Cola = Cheerfulness, art and technology = Apple, Family's fast food restaurant = McD, Nike = Tiger, Obama = First Black US President, or Healthcare policy (Obamacare), Bush = Iraq War, etc.

Image on a brand reflects the image of consumer-generated perspective from the promise made by brand. Brand image include consumer perception towards product advantages and personal characteristics that captured by consumers from that brand. Davis (2000) described the elements forming brand image consist of brand association, that is the characteristic of the product or service that associated with the brand by consumers, including the resulting perception of the brand promises, positive and negative, as well as the expectations regarding the brand attempts in maintaining customer satisfaction.

Brand associations are all the linkages that exist between a brand and the other nodes stored in memory. In measuring the structure (how information related to a brand is organized in memory) and the content (i.e. brand associations) of an associative network of knowledge that a consumer holds for a brand, the perception the consumer has of the brand is also measured.

Keller (1993) considers brand image and brand awareness (brand recall and recognition) to be the two components of brand knowledge. He classifies brand associations (and therefore brand image) into three categories that fall along a continuum from concrete to abstract.

1. **Attributes:** Keller distinguishes between non-product-related attributes (price, packaging, user imagery, usage imagery; the last two can also produce brand personality attributes) and product-related attributes.

2. **Benefits:** functional (often linked to physiological needs), experiential (what it feels like to use the product), and symbolic (one example: a need for social approval or self-esteem).

3. **Brand attitudes**, defined as consumers' overall evaluations of a brand.

Keller (1993: 11) distinguishes between brand associations and secondary associations.

The latter are associations that are linked to a brand association but not directly related to the product or service. He adds that "Because the brand becomes identified with this other entity, consumers may infer that the brand shares associations with that entity, thus producing indirect or 'secondary' links for the brand... Secondary associations may arise from primary attributes associations related to the company, the country of origin, the distribution channels, a celebrity... or an event." This means that what Keller calls secondary associations are not directly linked with the brand in memory, but that they can be, if, for example, the brand communicates in this manner.

Moreover, the reasons some associations are considered secondary instead of direct are not clearly defined: for instance, why are celebrity spokespersons considered secondary associations while typical users are considered direct associations? In addition, Keller says that the distribution channels are secondary associations because "store images have associations that may be linked with the product they sell", but many associations related to stores are "direct" brand associations, particularly when the store has the same name as the brand. If a customer says that shop assistants working in a shop called "brand X" are good-looking, this is a brand association: "brand X" is directly linked with this node (Dacin & Mitchell, 1986). Customers may make inferences that create a more favorable attitude toward the brand.

Based on previous works by Aaker (1991) and Keller (1993) Michael Korchia (2015) classified Brands associations into 6 broad dimensions

**I. The company:** this category refers to knowledge of facts related to the firm: its country of origin, its strategy, its story, and so forth. Statements relative to the notoriety of the brand are included in this category, because the brand is itself a part of the company (Olins, 1989).

**II. Other Organizations:** this includes statements referring to the competitors, comparing them with the brand of concern, to government, charity funds, and so forth.

**III. Brand Personality, lifestyle:** Human characteristics associated with the brand (Fournier, 1994).

**IV. Celebrities/ events:** When advertising creates an association between a brand and a celebrity endorser, the celebrity's associations may then become related with the brand (Rossiter & Percy, 1987). In other words, his/her expertise, attractiveness and so forth, may be shared with the brand. The same thing may happen when dealing with events instead of celebrities.

**V. User imagery:** brand associations about the typical user or other users. Several distinctions can be made: age, physical appearance and job.

**VI. Usage imagery:** associations about the typical usage situation: the location, personal experience or information search.

### **2.3 Empirical Literature review**

Previous Research conducted by D. Kirkpatrick, *The Facebook Effect*. Simon Schuster Paperbacks, 2010. Their research proves the influence of advertising messages on Facebook fan page, which is a social media, to the awareness of the company's products and buying interest from women. This has implications for the company's marketing communications strategy, especially the promotion through advertising. This research suggests that the marketing communications variables through social media influence the Brand image. This proves that the marketing communications of a company through social media plays an important role in selling the company's products. Suggests that online banner and advertisement give a significant influence on improving the image. In addition, the calculation result of correlation indicates that banners and advertisement relate strongly to the brand image with a value of 0.517. It has more than 0.500 and this means strong influence. Not only that, this study also shows a strong Guilford correlation between two variables brand awareness and brand image.

In additions a research conducted by J. Miles (J. Miles, *Instagram Power: Build Your Brand and Reach More Customers with the Power of Pictures*. McGraw-Hill Education, 2014) shows the influence of social media on the benefits of a brand called Coffee Toffee. The result shows that there are four variables in social media that can give effect to the users of social media. These variables are social media as a means of communication with the loading factor of 0.98, as Media Campaign with the loading factor 0.93, as a Means of Research with loading factor 0.91,

and as brand awareness enhancing with the loading factor of 0.87. They suggest that advertising on the Internet simultaneously gives significant influence on buying interest. Moreover, advertising on social media also gives influence the public perception of a product. This proves that advertising through social media can give effect to the brand awareness of the company's products. These previous researches indirectly support this research on the question of whether there is a significant influence of social media on a company's brand image.

Study of Brand Awareness and Brand Image of Starbucks by Muhammad Rizwan and Qin xian 2008 after the investigation to what extent the young Swedes know about the brand of Starbucks (brand awareness) and what kinds perception of the Starbucks brand as reflected by the brand association held in target customers' memory (brand image), they come to the conclusion that the focal respondents' acquaintance to Starbucks brand stay on the basic level— they are able to recognize the focal brand and retrieve it when given some type of probe as a cue. Although the general spirit embedded into Starbucks is consistent with what the customers comprehend, still some commitments and symbol involved into Starbucks are ignored or misunderstood by focal respondents.

Hayan Dib, 2015 on his research titled Determinants of Brand Image in Social Media, brand awareness was one of the determinants of brand image as a result he tested the hypothesis Brand awareness has a positive effect on brand image. Brand awareness results in brand image as well as in brand equity in four different ways: creating a brand node in consumer's memory, providing a sense of familiarity of the brand in the consumer's mind, acting as a signal of trust in the brand and being enough reason for the consumer to consider the brand in his consideration set. Brand awareness was found to have positive effect on brand image. Finally, he concludes that brand awareness is found to have a significant positive effect on brand image. Furthermore, the increasing in awareness in general generate higher levels of brand image at the same time, the model indicates that brand awareness has the bigger effect on brand image ( $\beta = 0.34$ ) when compared with the other variables he researched both advertising awareness ( $\beta = 0.21$ ) and price awareness ( $\beta = 0.1$ ).

A research on the role of social media in brand development in Saudi Arabia hotels reveal that having a good brand image, recall and associations are essential for an organization to prosper and grow. Consumers need to have a sense of belonging; they also need to feel appreciated. A strong brand can help businesses lead the market, target the right consumer and convey the correct image. Building a strong brand that has clear characteristics will help companies satisfy that need and social media will help them get their message out there and reach the right people.

It also entails that there is a need for the brand-oriented hotels to provide a presence on the social networks in Saudi Arabia. As we live in fast paced world; social media has just made it faster. They have seen the changes it has made in only five years which traditional media took decades to create.

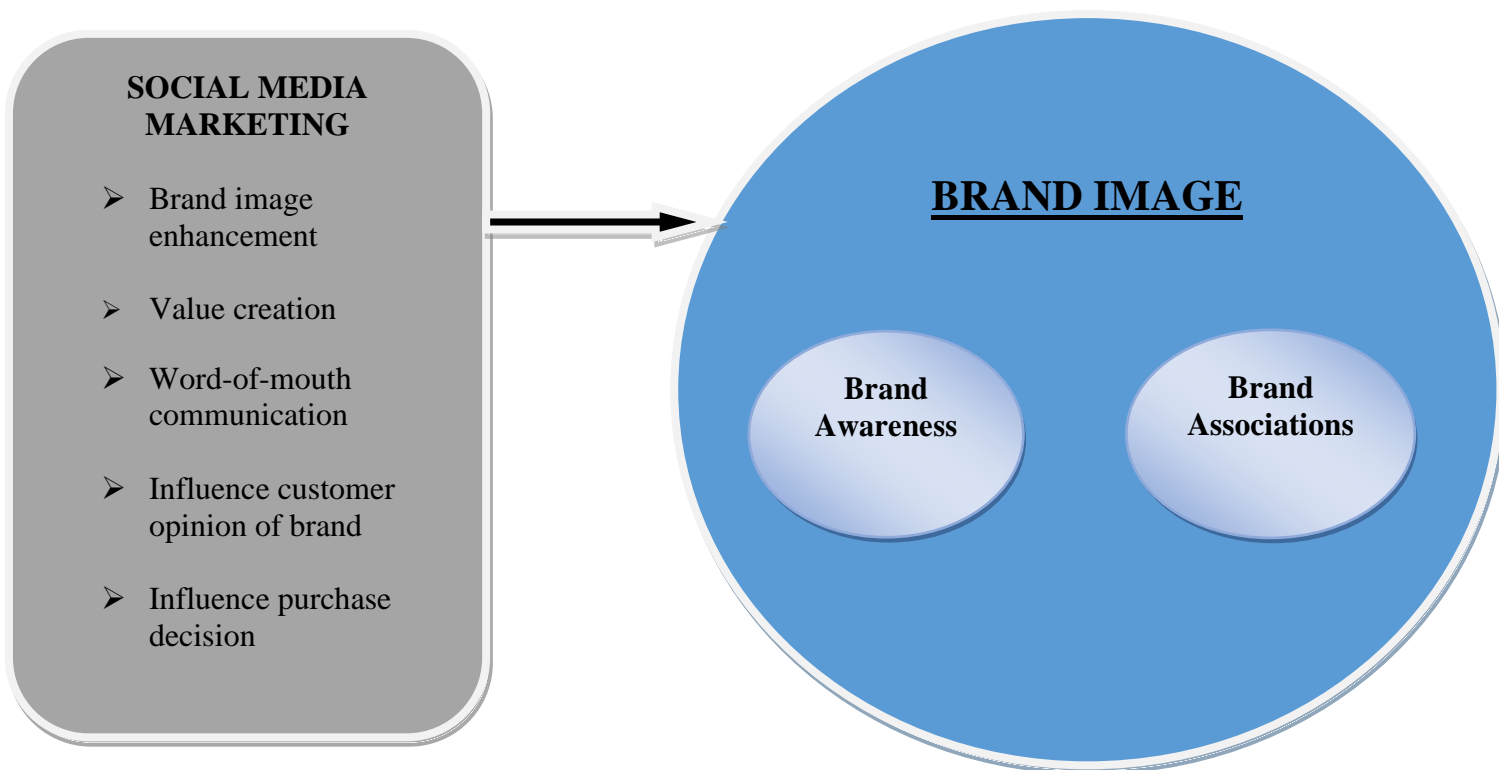
A research by Zembik M. 2015 titled brand image in social media ‘Polish companies at Facebook – social networking services in marketing communications of Polish companies’ (*Rapoty – Facebook...*, 2012) show that building positive brand image is the greatest advantage of social networking media as perceived by managers (59%). More Over Managers in question believe in using Facebook to obtain some knowledge about present and potential customers (35%). Some companies’ willingness to ‘function’ in social media proves that the companies in question recognize the value of social media that results from a huge number of social media users who share brand related information, opinions and experiences in their natural environment.

Research into brand image in social media is an important element of any brand management strategy. This allows for obtaining high quality information about consumers’ emotional attitudes to brands (brand associations) and for estimating the brand value for consumers. Such information helps us determine whether consumers’ perception of a particular brand conforms to the brand image that is created by the company involved. It is also possible to diagnose this way potential image related crises on time.

## **2.4 Conceptual Framework**

The study of social media and brand image by Hayan Dib (2015) to increase understanding of how social media creates brand image and provides marketers with an opportunity to turn brand awareness into brand image, consumer engagement and ultimately sales. The measurements for social media aren’t all that different from that of the measurement of traditional media. To put brand image measurement into the context of this framework, the key areas to evaluate fall into two categories: brand awareness, and brand association.

Hotels’ branding activities on social media have positive effects on influencing public opinion of brand. It is the biggest platform where hotels can influence the public opinion about their brand. With every tweet, retweet, post on Facebook, like share or comment about the product, the message is communicated. The favorable comments, product reviews, and readers’ recommendations are the great worth to hotels and its marketing strategy. While the role of social media channels is not limited to the geographical boundaries, their product can reach to the audiences worldwide.



Constructed based on Aaker (1991) and Keller (1989)

Brand communities based on social media have positive effects on the main public attitudes and value creation practices in the societies as well as on brand awareness and brand image. Thus, public signals have positive effects on value creation practices. Brand societies on social media enhance brand image through brand use practices. Brand image is fully mediating value creation practices on brand loyalty. Increased Internet and consumer review site usage has altered these relationships.

On the other hand, new marketing communication reality presents new challenges and opportunities for hotels as purchase decisions are increasingly influenced by social media interactions. People rely more than ever on their social networks when making those decisions. Hotels social media activities, specifically Facebook page, and user interactions with the brand related activities affect the perception of brands and ultimately influence consumers purchase decision. Social media engagement has positive effects on consumers'

brand awareness, WOM activities and purchase intention. However, these roles are not research variables in this research, instead they are sub part of the main research variable which is social media marketing, the researcher used them in order to indicate the major roles and clarify the possible roles that social media has in brand image.

#### **2.4.1 Brand awareness**

As discussed above brand awareness plays an important role in consumer decision making by bringing three advantages; these are learning advantages, consideration advantages, and choice advantages in hospitality industry. Using of social media for the purpose of creating and enhancing brand awareness is essential and should be a part of hotels.

Social networking sites are used as marketing tool by marketers in creating brand relationship. Brand awareness is the result of consumer's exposure to brand. Brand awareness is the strength of a brand's presence in the mind of the consumer. One of the oldest definition of Brand awareness is "the ability to identify the brand under different conditions" (Rossiter, & Percy, 1987), on other hand both Aaker (1991) and Keller (1989) show that Brand awareness is based on both brand recognition and recall,

Brand awareness results in brand image in four different ways: creating a brand node in consumer's memory, providing a sense of familiarity of the brand in the consumer's mind, acting as a signal of trust in the brand and being enough reason for the consumer to consider the brand in the consideration set. Brand awareness was found to have positive effect on brand image, Alhaddad, A. (2015). Hence the researcher proposed that the more the hotel involved in social media marketing activities the more customers have brand awareness. Based on these the following hypothesis is proposed in this study:

**H1. Social media marketing has a significant role on Brand awareness.**

#### **2.4.2 Brand association**

Along with Keller's theory, associations differ according to how favorably they are evaluated. In other words, the success of a marketing program is reflected in the creation of favorable brand associations that is, consumers believe the brand has attributes and benefits that satisfy their needs and wants such that a positive overall brand attitude is formed. (Keller 1993)

Associations can be characterized also by the strength of connection to the brand node. The strength of associations depends on how the information enters consumer memory (encoding) and how it is maintained as part of the brand image (storage). Strength is a function of both the amount and quantity of processing the information receives at encoding (i.e., how much a person

thinks about the information) and the nature or quality of the processing the information receives at encoding (i.e., the manner in which a person thinks about the information). This information can be providing to the consumer either offline or online such as social media marketing. The presence of strongly held, favorably evaluated associations that are unique to the brand and imply superiority over other brands is critical to a brand's success (Keller 1993). Therefore, the researcher proposed that the more social media involvement in marketing the more they have brand association in general. Based on these the following hypothesis is proposed in this study:

## **H2. Social media marketing has significant role in brand association.**

### **2.4.3. Brand image**

Most researchers and practitioners agree about the importance of stressing brand image. Keller K. L. (1998) indicates that brand image has long been recognized as an important concept in marketing. Chen and Barnes indicate that websites and internet branding are effective on conveying brand image and relationship with potential and actual customers of institutions. According to Mao (2011) Brand image plays an important role in brand building. Farquhar (1989) designated three essential elements in building a strong brand with the consumer: positive brand evaluation, positive brand attitude, and a consistent brand image

Aaker (1991) defines brand image as a “set of brand association that are anything linked in memory to a brand, usually in some meaningful way”. It can also be defined as the perception about a brand as reflected by the cluster of associations that consumers connect to the brand name in memory. On other hand, Kotler and Armstrong (2006) define brand image as “a set of beliefs held about a particular brand”. Bivainiené (200) defines brand image as a “multifunctional set of tangible and intangible features, which allows the consumer to identify the product”. Marketers’ around the world uses social media as a tool for shaping brand image especially in the hospitality industry social media has been very important for brand image. Hence the researcher proposed that the more social media marketing activities the more positive brand image the hotels will have. Based on these the following hypothesis is proposed in this study:

## **H3. Social media marketing has a significant role on brand image.**

## CHAPTER THREE

### 3.1 Research Paradigm, Approach and Method

#### 3.1.1 Research Paradigm

As a philosophy, **positivism adheres** to the view that only “factual” knowledge gained through observation (the senses), including measurement, is trustworthy. In positivism studies the role of the researcher is limited to data collection and interpretation through objective approach and the research findings are usually observable and quantifiable.

Positivism depends on quantifiable observations that lead themselves to statistical analysis. It has been noted that “as a philosophy, positivism is in accordance with the empiricist view that knowledge shoots from human experience. It has an atomistic, ontological view of the world as comprising distinct, observable elements and events that interact in an observable, determined and regular manner” (Collins, H., 2010). The researcher focuses on the facts and formulated hypotheses and tested them against empirical evidence.

#### 3.1.2 Research Approach

A deductive approach is concerned with “developing a hypothesis (or hypotheses) based on existing theory, and then designing a research strategy to test the hypothesis” (Wilson, J. 2010). It has been stated that “deductive means reasoning from the general to the particular. If a causal relationship or link seems to be implied by a particular theory or case example. A deductive design might test to see if this relationship or link did obtain on more general circumstances (Gulati, PM, 2009). Deductive approach can be explained by the means of hypotheses, which can be derived from the propositions of the theory. In other words, deductive approach is concerned with deducting conclusions from premises or propositions. The researcher developed hypotheses based on what is theoretically known about the research constructs.

#### 3.1.3 Research Design

The purpose of this study was to identify and refer to the roles of social media marketing in shaping brand image in the case of capital hotel and spa. Considering the newness of social media as a brand communications tool to the context of social media marketing communications and the fact that research on social media is still at its early stage with the implications for brand image. Moreover, due to the purpose of this study, the quantitative approach taken as the most appropriate and efficient approach.

Specifically, explanatory research design in order to explain the relationship among the research variables stated in the literature review part of this proposal. Explanatory research is more formalized and typically attempts to clarify a situation, problem, phenomenon, service or program among variables with stated hypothesis. This research methodology was important for this particular research because it attempts to clarify why and how there is a relationship between

two or more aspects of a situation or phenomenon, and this type of research design is undertaken to explore an area where little is known or to investigate the possibilities of undertaking a particular research study.

### **3.1.4 Type of Data and Source**

This research based on the design used quantitative data types. The data sources of this study were both primary and secondary. Primary data collected from the targeted population through survey, questionnaire. Secondary data gathered from published and unpublished literatures, internet, newspapers, and Social Media sites.

### **3.1.5 Sample Design**

There are two sample designs which can be used; these are probability sampling and non-probability sampling (Sekaran & Bougie, 2010). **a non-probability sampling technique** is employed under which the inquiry purposively chooses the particular units and it allowed the researcher to gather information quickly and in an inexpensive way.

Again, Non-Probability sampling method is classified into four types (Singh, 2002). The research used **purposive**. In this case purposive sampling can be very useful for situations where you need to reach a targeted sample quickly (Singh, 2002).

Purposive sampling (also known as judgment, selective or subjective sampling) is a sampling technique in which researcher relies on his or her own judgment when choosing members of population to participate in the study. Purposive sampling is a non-probability sampling method and it occurs when “elements selected for the sample are chosen by the judgment of the researcher. Researchers often believe that they can obtain a representative sample by using a sound judgment, which will result in saving time and money” (Black, K. 2010).

### **3.1.6 Target Population and Sample Size**

A population is a group of individuals, objects, or items from among which samples are taken for measurement (Singh, 2002). Target population is the complete group of individuals or companies that the researcher wishes to investigate. It is defined in terms of availability of elements, time frame, geographical boundaries and topic of interest (Hair, 2007 and Sekaran & Bougie 2010). This study population was defined as Capital hotel customers and any other person who is at least a member to one social media channel that live in Addis Ababa. The sampling frame is defined as the frame of entities from which sampling units are selected for a survey (Singh, 2002). The sample frame derived from this study target population that is existed in at least on one social media platforms. Social media presence uses as sample frame characteristics.

When the size of population is unknown and previous researches are unavailable to determine the variability of an estimate over all possible samples, thus the sample size was calculated for

the list favorable case  $p = q = 0.5$  (Corbetta, 2003). Indeed, the variability was measured by  $\sqrt{pq}$ , it is easy to see that this index will assume its highest value when  $p = q = 0.50$  (Corbetta, 2003). The total population for this study is unknown since it is very difficult to determine the total number of social media users and customers as it is dynamic, complex and increases on a daily basis. With this study, to determine the estimate of  $p$  and  $q$ , the researcher used the recommendation by Corbetta (2003) in determining the standard deviation, 95% confidence interval and 5% sampling error in calculating the sample size.

With a maximum variability of  $p=q=0.5$ , confidence level of 95% and  $\pm 5\%$  precision, the resulting sample size is

$$n = \frac{Z^2 Pq}{e^2} = \frac{(1.96)^2 (.5) (.5)}{(.05)^2} = 385$$

Where:

$n$  = required sample size

$Z$  = Degree of confidence (i.e. 1.96) <sup>2</sup>

$P$  = Probability of positive response (0.5)

$q$  = Probability of negative response (0.5)

$E$  = Tolerable error (0.05) <sup>2</sup>

### 3.1.7 Data Processing and Analysis

The data was collected, coded, categorized, classified and presented in the tabulated form, bar charts and tables.

### 3.1.8 Variable Measurements

#### 1. Independent variable

Social media marketing is the independent variable that the study measures with the dependent variables (brand image with its two dimensions). As it's discussed in the conceptual framework part of this research: enhancing brand image, facilitating value creation, facilitating word-of-mouth communication, influencing customer opinion of brand and influencing purchase decision are the leading roles that social medial marketing plays in the hotel brand image. These are not individual variables by themselves, however for the sake of clarification of what roles can social media play for hotel brand image the researcher uses these main potential roles of social media marketing in the conceptual framework.

#### 2. Dependent variables

The dependent variables are the selected brand image dimensions: Brand awareness, and Brands associations. These dimensions measure customer brand recall and recognitions, as well as the association they made with the brand. Several varying number of items was developed to measure each dimension.

#### **3.1.7.1 Descriptive Statistics**

It is necessary to put the empirical data into categories to make it possible to analyze (Ryen, 2004) these procedures were followed during the data analysis process. In the quantitative data analysis, a descriptive statistics frequency, mean, standard deviation, regression analysis that were used to analyze data from the survey. These include the numerical mean and median, graphical and tabular techniques for organizing analyzing and presenting data. In addition, frequency and measure of central tendencies from which the percentages, the cumulative percentage of occurrences and average value of distributions were indicated, calculated and analyzed for the general parts, type of social media usages, ascertaining the position of social media marketing role and the position of social media marketing on brand image.

In analyzing quantitative data, a statistical software program, SPSS (version 21.0) was used.

#### **3.1.7.2 Regression Analysis**

The aim of regression analysis is to identify the existence of the relationships between the independent variables and the dependent variable. In this study, that was the relationships between Social media marketing activities and brand image with its two dimensions; Brand awareness, and Brand associations. Moreover, this statistical method also evaluates the impacts of social media marketing towards the brand image. Specifically, linear (multivariate) regression was used to analyze the strength of those relationships by the coefficient of determination and the multiple correlation coefficients.

### **3.7 Ethical Considerations**

Survey questionnaires were provided to respondents after informing them the purpose and intention of this particular study and based on their consent to participate in filling the questionnaire. The respondents were not requested to reveal their names in order to keep the confidentiality of the data given. Each respondent was granted the full confidentiality of their responses.

## CHAPTER FOUR

### 4.1 Data analysis and presentations

Chapter four describes data analysis and interpretation part. It covers the reliability test for the scale used, response rate, frequencies and descriptive analysis of all variables, multivariate-**MANOVA test**, the finding of correlation result and regression analysis

#### 4.1 Scale Reliability Test

Scale reliability test is done to check whether a scale applied in this research consistently reflect the subset it measures. The reliability in this study as assessed by Cronbach's alpha, which is commonly used as a measure of the internal consistency or reliability. the accepted limit of Cronbach's  $\alpha$  is 0.70. In this paper, the Cronbach's  $\alpha$  is computed using SPSS package 21.0 (Statistical Package for Social Sciences) and was found to be more than 0.70. the maximum and the minimum  $\alpha$  level is 0.937 and 0.852 respectively Therefore data obtained using these scales are highly reliable to do further analysis.

Table 4.1 Reliability Test

Variables	Cronbach's Alpha	N of Items
Brand awareness	.922	8
Brand association	.852	9
Brand image	.875	8
Social media marketing	.937	8

Source: survey result (2018)

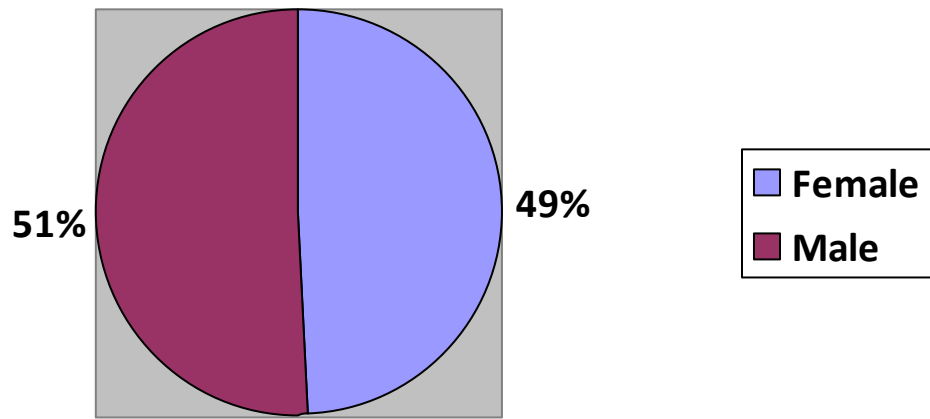
#### 4.2 Response Rate

Out of the total 385 set of questionnaires 354 questionnaires were returned, yielding 91% response rate. However, 17 questionnaires were not completed as a result the number of questionnaires for data analysis was 337 which represent 87% response rate. The response rate was high because for the majority of respondent the researcher used self-administered method.

#### 4.3 Characteristics of Respondent

Detail description of the respondent presented below.

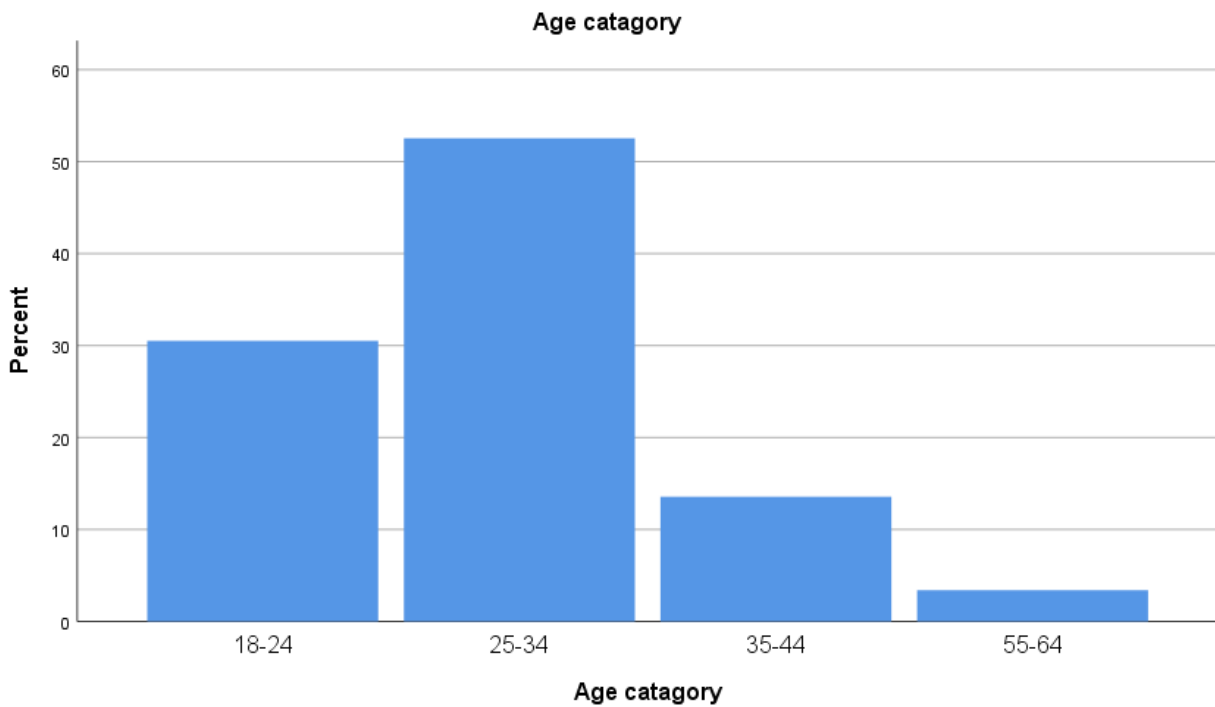
Fig.1 Gender



*Source: survey result (2018)*

As it shown in the above figure the gender distribution of the respondents was almost equal male (50.8%) whereas females took 49.2 % of the respondent.

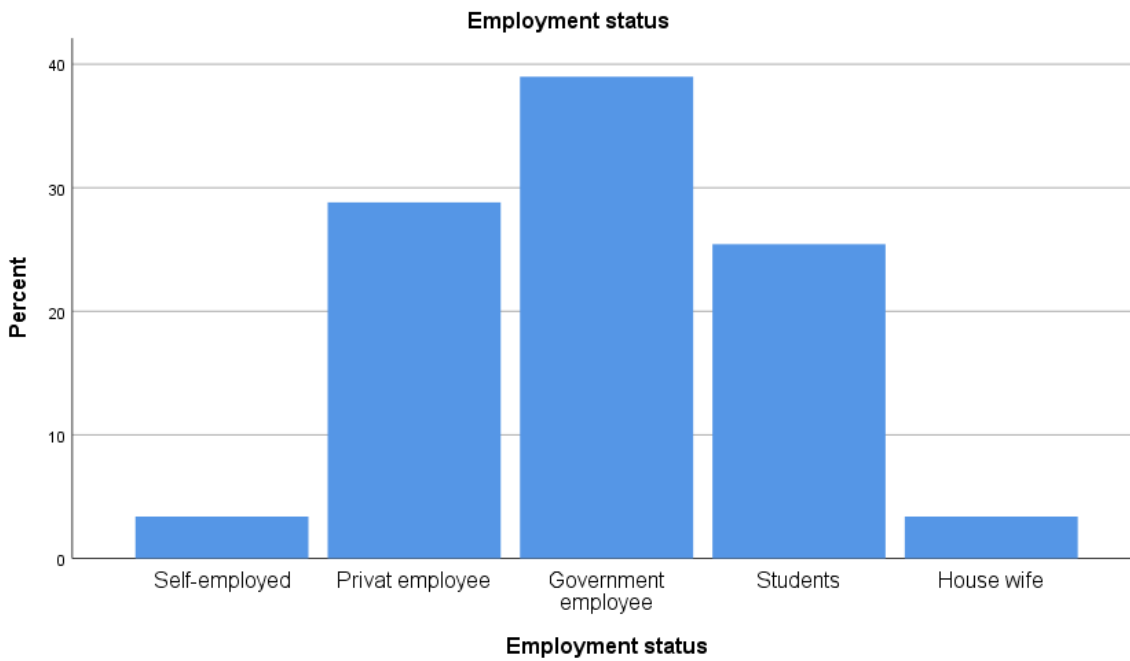
**Fig.2 Age Category**



*Source: survey result (2018)*

Population age ranging from 18- 34 are the major dominate age group in this study. 52.5% of the respondent are between 25-34 years old. Very young people (18-24 years old) cover 30.5 % of the sample, and age group between 35 and 44 years old consisted 13.6% of the total sample, and the smallest percentage (3.4 %) of the respondents are above 55-64 years of old.

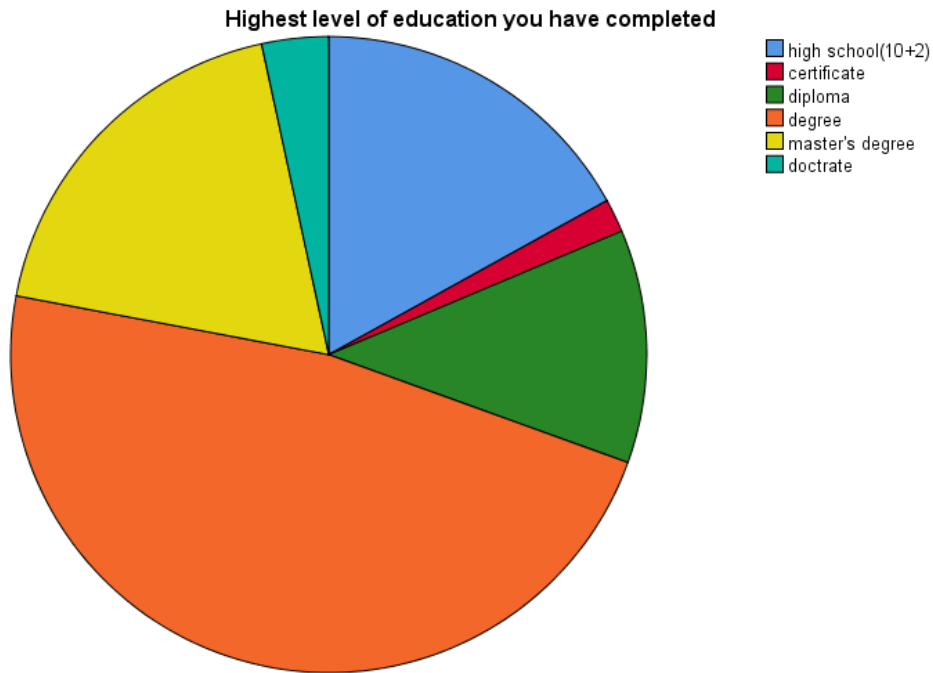
Fig.3 Employment status



*Source: survey result (2018)*

Regarding to employment of the respondent, the majority of the respondents are government employee (39% of the respondents), followed by private employee 28.8%, students 25.4%, Self-employed 3.4% and housewives 3.4%.

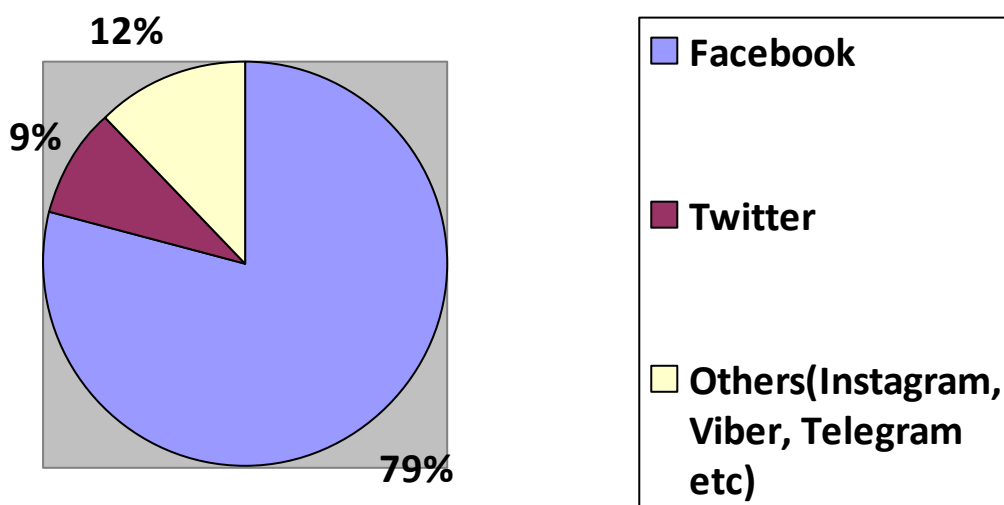
Fig. 4 Level of education



*Source: survey result (2018)*

As far as education level of the respondent concerned 47.5% of them are degree holder, 18.6% are master degree holder, 16.9% of the respondents with high school education, 11.9% are diploma holders. The lowest number of the respondents are certificate and doctorate owners which covers 1.7. % and 3.4% respectively. Largely, majority of the respondents are educated peoples.

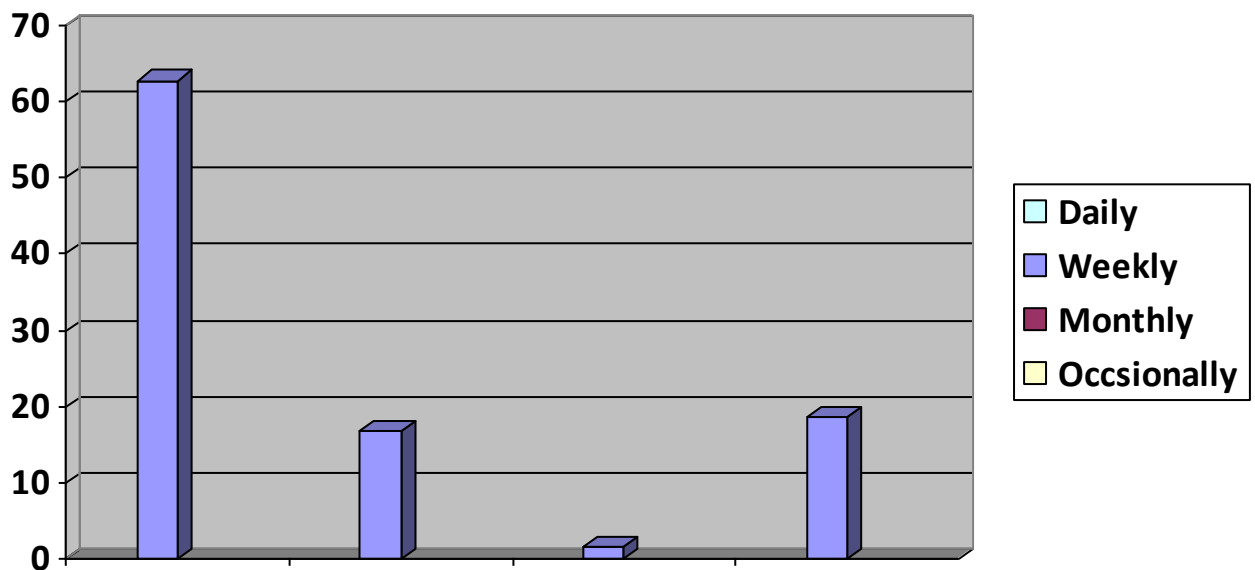
Fig.5 Social Media accounts



Source: survey result (2018)

Concerning the types of social media account which are contemporary using by the respondents, the majority of the respondent are Facebook social media platform users which account 78% of the respondents, which is a substantial number of respondents. 11.9% of the respondents are users of a combinations of different kinds of social media platforms such as Instagram, Viber, Google+, and LinkedIn. The remaining 8.5% of the respondents are Twitter account users.

Fig.6 Social media usage frequency



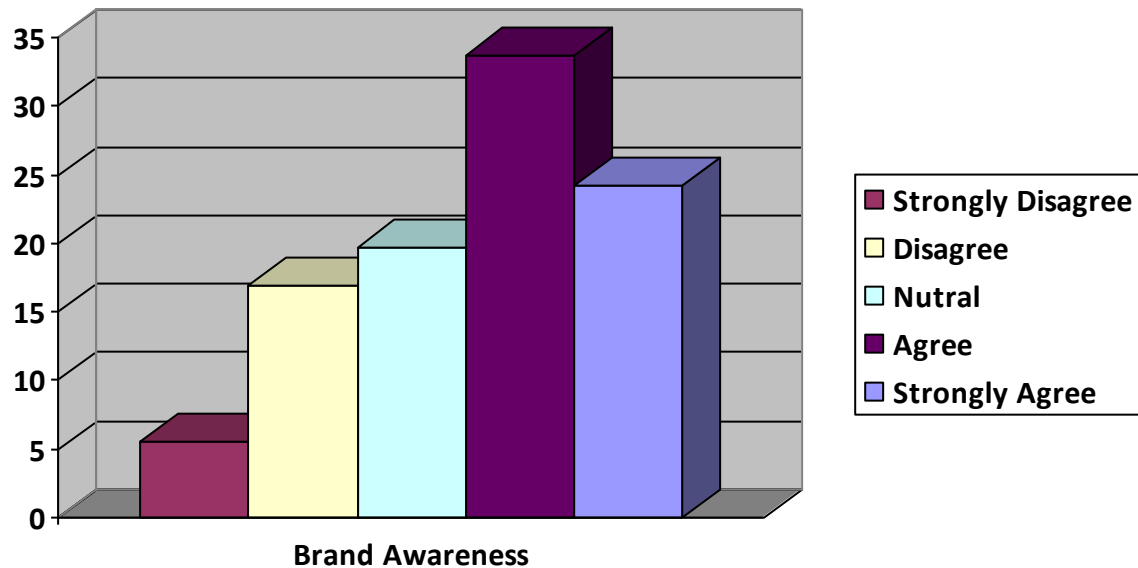
Source: survey result (2018)

The most attractive fact about the frequency of social media; the majority of the respondents (62.7 %) visits social media platforms in a daily basis, which means mainly Facebook because majority of the respondents are Facebook account users from the previous analysis. 18.6% of the respondents' access social media platforms on a weekly basis, 16.9 occasionally and 1.7% monthly.

#### 4.4 Frequency

##### 1. Brand Awareness

Fig. 7 Percentage of Respondents response for brand awareness measurements



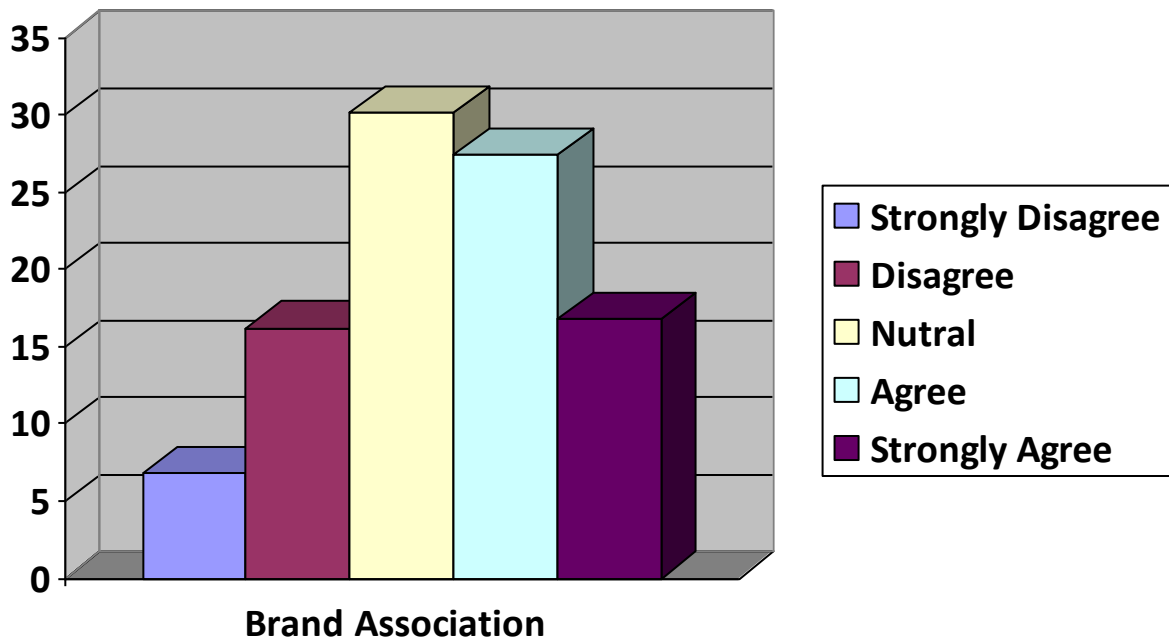
Source: survey result (2018)

Majority of the respondents have a substantial brand recognition when it comes to the brand name capital hotel and spa. For example, nearly 60% of the respondents can recognized the brand capital hotel and spa among competing brands, aware of the brand name, familiar with the brand name and knows the symbol and logo from the brand, which is a very good indication of majority of the population have some portion of brand awareness about the hotel. Nevertheless, when it comes to the brand recall part of brand awareness significant number of respondents are neutral and disagreed. For instance, more than 40% of the respondents for the measurement quickly recall the brand and logo of the hotel, having difficulties in mind to imagine the brand and coming the brand in mind when there is a need to make a purchase decision about hotels respond neutral and disagree.

Generally describing it, the measurements in brand awareness variables showed that the majority of the respondents have a brand awareness about capital hotel and spa as you can see the details above, mainly they respond by marking agree and strongly agree measurement scale for the questions related with brand recognition and somehow to brand recall. However, there are a number of respondents which answered disagree and neutral, especially for the brand recall questions the percentage is significant on average 37% of the respondents.

## 2. Brand Association

Fig. 8 Percentage of Respondents response for brand association measurements



Source: survey result (2018)

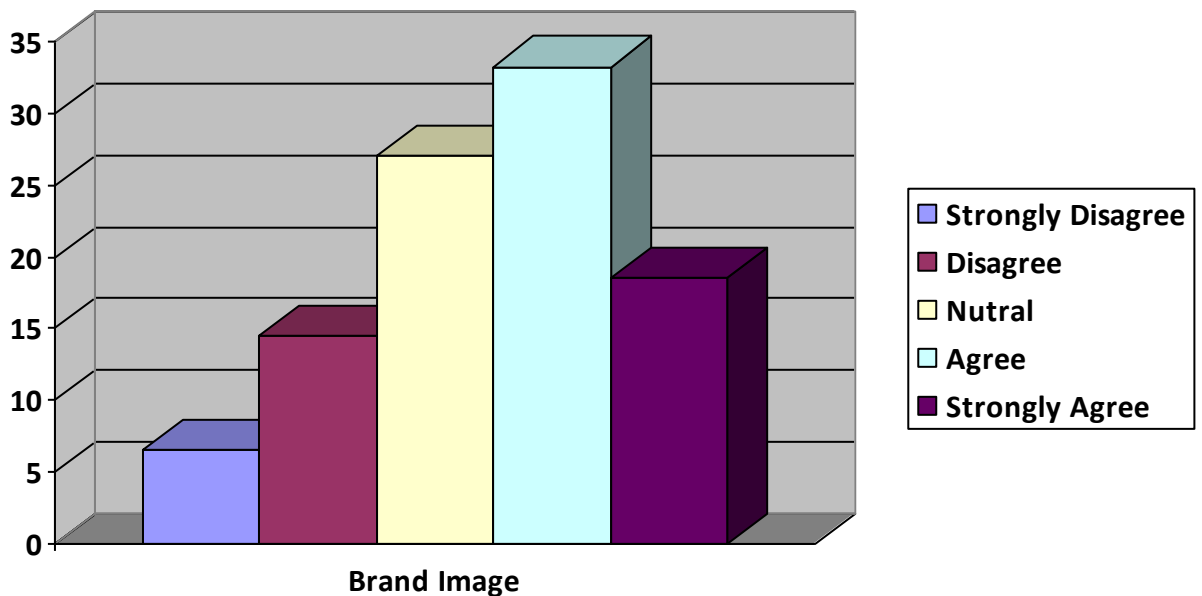
Regarding the consumers associations of the brand with luxury and prestige 40% of the respondents are neutral and 18% disagree. On the other hand, 25% and 10 % agree and strongly agree respectively. 50% of the respondents reflects that the hotel fit their status and personality while 27% of them are neutral and the rest are disagreed. Considering the hotel as a comfort, relaxation and modern 32% and 15% agreed and strongly agreed, while 30% and 17% are neutral and disagreed respectively.

The brand is well regarded by 50% of the respondents' friends, while 23% are neutral to this question and 15% disagreed. 55% of the respondents are proud to experience the brand, on the other hand 21% and 19% are neutral and disagreed respectively. Considering the hotel and the people who stands behind the hotel as a trustworthy 35.6% agreed as the same time 35.6% are neutral. 17% strongly agreed and 8.5% disagreed respectively.

Majority of the respondents associate the brand as socially responsible brand (47.5%) while 27% neutral and 25.5% disagreed. Significant number of respondents did not associate the brand with the country of origin 35.6 % are neutral and 23.7% disagreed, while 22% and 10% agreed and strongly agreed respectively. Lastly associating the hotel as error free and perfect service provider again the majority of the respondents are neutral (32%) followed by agreed 29% and 17% strongly agreed, while 22% disagreed.

### 3. Brand Image

Fig. 9 Percentage of Respondents response for brand image measurements



Source: survey result (2018)

The image of the hotel as unique in the hotel market was agreed by 35.5% of the respondents and at the same time 35.5% of the respondents were neutral, 12% strongly agreed and 13.5% disagreed. Which means significant number of respondents consider it as a unique brand image. The majority of the respondents agreed that the hotel is luxurious and suitable for high class society 32.2% agreed and 32.2% strongly agreed, which is an indicator that the hotel has an image as luxurious and high-class. 22% were neutral and 13.6% disagreed. Additionally, 62.7% of the respondents have a respect and admire for the people who had experienced the hotel, 18.6% are neutral and 18.7 disagreed.

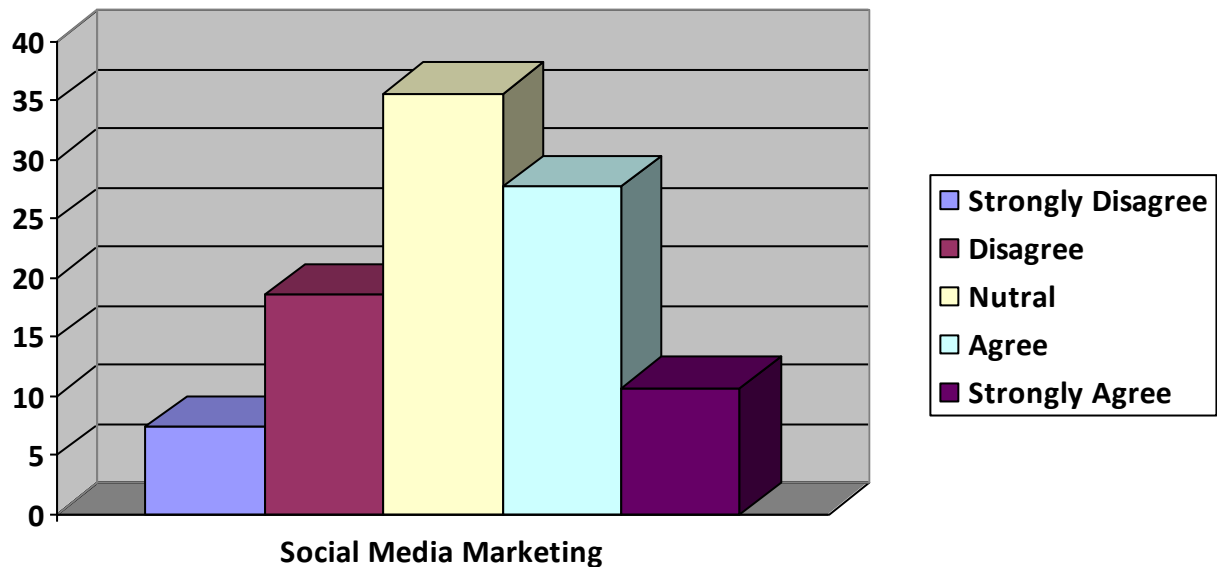
Concerning the trust and liking of the hotel 47.6% of the respondents like and trust the hotel, 23.7% neutral and 18.7% did not like the brand. here significant number of respondents did not give a positive response. Again 47.6% of the respondents like the brand image of the hotel, here the question is about the brand image of the hotel not the hotel itself that is the difference between these two questions, significant number of respondents were neutral (27%) and 12% disagreed and 3.4% strongly disagreed. This means the hotel generally have a good image but not excellent, it may require more social media marketing activities in order to improve these numbers.

Related to using this brand instead of others even though the service and the products are the same majority of the respondents agreed (42%). This is an indicator that the hotel has a good

image because brand image has a key role in choosing one brand over the other without difference on product or service. 30% of the respondents were neutral and 28% was disagreed.

#### 4. Social media marketing

Fig. 10 Percentage of Respondents response for Social media marketing measurement



Source: survey result (2018)

As you can see above in this variable analysis the responses are mostly neutral. Majority of the respondents are not frequently exposed to the social media marketing activities of the hotel; 37.3% neutral, and 25.4% disagree. However, 23.7% and 13.6% of the respondents were agreed and strongly agreed respectively for being exposed to the hotels social media marketing activity. The result is also similar for getting substantial information about the hotel form Facebook and Twitter; 34 % neutral, 34% agreed, 22% disagreed, 5% strongly agreed and 5% strongly disagreed. This designate the absence of consistence social media marketing activities of the hotel. Majority of the respondents were neutral for the influence of the hotel’s Facebook and twitter page on their opinion about the hotel brand (28.8%), while 25.6% disagreed. Which is consistence with their previous answers, because if they are not greeting substantial information from the hotel’s social media marketing activities and are not exposed to these activities the probability of being influenced by that activities are also low. However, 28.8% and 8.5 % were agreed and strongly agreed respectively.

With the brand enhancement role of the contents in the social media contents and posters 35.6% of the respondents were neutral, 22% disagreed and 6.8 strongly disagreed, indicating the existing small contents and posters in social media are not enriching the brand image of the hotel. On the

other hand, 25.4% agreed and 10.2% strongly agreed. Similarly, with the help of Facebook and Twitter for word of mouth communication 35.6 % neutral, 18.6% disagreed and 6.8 strongly disagreed. Which is a signal that they are not getting enough word of mouth communication about the hotel through social webs, and for the hotel which means majority of the consumers are not talking about the hotel through their social media platforms. Nevertheless, 27% agreed and 12% strongly agreed.

Additionally, Facebook and Twitter marketing activities of the hotel are not helping in value creation of the hotel according to the majority of the respondents; 32.2% are neutral, 20.3% disagreed and 8.5% strongly disagreed, while 25.4% agreed and 13.6% strongly agreed. Interpreted as the hotel is not exploiting the opportunity presented in the social media platforms as a value creation for the consumer, for instance make ease of access of information might be one way for value creation. Regarding the influences of Social media marketing of the hotel purchased decision significant number of respondents were neutral and disagreed, (45.8%) and (27.2%), while only 22% and 5% of the respondents agreed and strongly agreed. This provides some insight that the social media marketing activities of the hotel are not enough and at the same time are not helping the customers to make a purchase decision as the hotel service is very difficult to measure it before purchasing.

Finally, on the overall role of social media marketing activities of the hotel on brand image of the hotel, majority of the respondents agreed which accounts 35.6% followed by 27% neutral, while 17% strongly agreed, 10.2%, Strongly disagreed and 10.2% disagreed. Generally, on creating a brand image the hotel's social media marketing got a positive response, even though important percentage of respondents were neutral and disagreed, also as we see above it is not in specifically helping the hotel's brand image to bring some results out of the image.

#### **4.5 Descriptive statistics Brand Awareness, Brand Association, Brand image and social media marketing.**

The scale used for measuring brand awareness, brand association and brand image was developed by Keller, K.L. (1993). It is the most popular and accurately measurement for brand image. The item scales have been tested and found to be reliable in different countries. For this specific research the finding of the study presented below.

**Table 4.2 Mean score and Standard deviation for Brand Awareness**

<b>Item Statistics</b>			
	Mean	Std. Deviation	N
I can recognize the capital hotel and spa among other competing brands	3.57	1.249	337
I am familiar with the brand	3.64	1.201	337
I know the symbol or logo of the hotel from the brand	3.57	1.276	337
I am aware of the capital hotel and spa brand	3.66	1.155	337
Some characteristics of the hotel's comes to my mind quickly	3.62	1.113	337
I can quickly recall the logo of the hotel's brand	3.47	1.208	337
I have no difficulty in imagining the hotel's brand in my mind	3.33	1.225	337
The brand comes up first in my mind when I need to make a purchase decision on products and service	3.26	1.184	337

*Source: survey result (2018)*

As you can see above item number 4 ( $X=3.66$ ), 2 ( $X=3.64$ ) and 5 (3.62) has the highest mean out of this particular measurement, which implies that most of the respondents are aware and familiar with the brand name Capital hotel and Spa, Moreover, some of the characteristics of the hotel's comes to the mind of the majority of the respondents. The lowest mean was on item 8 ( $X=3.26$ ), 7 ( $X=3.33$ ) and 6 ( $X=3.47$ ) respectively which implies for important number of respondents the brand did not comes up first in their mind when they need to make a purchase decision on products or service and have difficulties in imagining the hotels brand in their mind.

**Table 4.3 Mean score and Standard deviation for Brand Associations**

<b>Item Statistics</b>			
	Mean	Std. Deviation	N
The hotel's brand is luxury and prestige	3.17	1.012	337
I consider the hotel brand as comfort, relaxation and modern	3.36	1.087	337
In its status and style, this hotel brand matches my personality	3.41	1.197	337
The hotel brand is well regarded by my friends	3.37	1.263	337
I am proud to experience this brand hotel	3.56	1.155	337
I consider the hotel and people who stand behind the hotel are very trustworthy	3.54	.981	337
During use, the services and the products in the hotel, it's highly unlikely to be faulty	3.27	1.234	337
I use this hotel products and service because it is Ethiopian brand	3.02	1.098	337
I believe this hotel and people who stands behind the brand are socially responsible	3.32	1.066	337

*Source: survey result (2018)*

As stated above item number 5 (X=3.56), 6 (X=3.54) and 3 (3.41) has the highest mean out of this particular measurement, which suggests that most of the respondents are proud to experience this brand hotel this might mainly came from the questionnaire which was distributed in the hotel to the hotel's customers, considering the hotel and people who stand behind the hotel as very trustworthy is also high, implying they associate the hotel with trustworthy and important number of respondents also associate the hotel with status and personality. The lowest mean was on item 8 (X=3.02) ,7 (X=3.27) and 1 (X=3.17) which suggests for important number of respondents the brand is not associated with luxury and prestige, is not associated with country of origin and they did not also associate it with error free service and products during consumption.

**Table 4.4 Mean score and Standard deviation for Brand Image**

<b>Item Statistics</b>			
	Mean	Std. Deviation	N
The brand capital hotel is unique compared to other competing brand in the market	3.39	.976	337
The hotel is luxurious and suitable for high class society	3.80	1.103	337
I respect and admire people who have experience in the hotel	3.63	1.135	337
I like the brand image of the hotel	3.58	1.030	337
I like and trust the hotel	3.54	1.064	337
It makes sense to use the hotel (this brand) instead of any other brand, even if they are the same	3.12	1.196	337
If there is another hotel good as capital hotel and spa (this brand), I prefer to use this brand	3.15	1.353	337
If another hotel is not different from capital hotel and spa in anyway, it seems smarter to use this brand	3.24	1.048	337

*Source: survey result (2018)*

This variable has the highest mean in one of its item comparing to the mean of the other variables. As stated above item number 2 ( $X=3.80$ ), 3 ( $X=3.63$ ) and 4 ( $X=3.58$ ) has the highest mean out of this specific measurement, which proposes that most of the respondents have an image about the hotel as luxurious and suitable for high class society which has the highest mean of all items in each variable ( $X= 3.80$ ). That indicates the hotel has substantial image as luxurious and high class. Similarly, most of the respondents have a respect and admire for people who have experience in the hotel, this is related with the pervious image as luxury and high class. The third highest mean is I like the hotel brand image ( $X=3.58$ ) which indicates most of them like the image the hotel has in the minds of people. The lowest mean is on item 6 ( $X=3.12$ ), 7 ( $X=3.15$ ) and 8 ( $X=3.24$ ) which suggests for important number of respondents It make no sense to use the

hotel instead of any other brand, even if they are the same, if there is another hotel good as capital hotel and spa, they do not prefer to use capital hotel and spa and they think if another hotel is not different from capital hotel and spa in anyway, it seems not smarter to use this brand

**Table 4.5 Mean score and Standard deviation for social media marketing**

<b>Item Statistics</b>			
	Mean	Std. Deviation	N
I am frequently exposed to the hotel's marketing activities in social media.	3.24	1.016	337
I got substantial information about the hotel from Facebook and Twitter	3.12	.977	337
The hotel's Facebook and twitter page influenced my opinion about the hotel brand	3.14	1.034	337
Contents and posters in the hotel's social media pages enhanced my brand image of the hotel	3.10	1.070	337
Facebook and Twitter marketing activities of the hotel are helping in value creation of the hotel	3.15	1.149	337
Facebook and Twitter marketing activities of the hotel are helping in word of mouth communication of the hotel	3.19	1.083	337
Social media marketing of the hotel influences my purchased decision	2.92	1.048	337
Social media marketing activities of the hotel has a key role on my overall brand image of the hotel	3.39	1.181	337

*Source: survey result (2018)*

Generally, the mean of the items in this variable are low comparing to the mean of the items in the other variables, which is a clear indication of the absence of the hotel in the social media platform to shape and build the kind of brand image the hotel would like to obtain. The highest mean in this variable are item 8 ( $X=3.39$ ), item 1 (3.24) and item 6 (3.19). which are items addressing being frequently exposed to the social media marketing activities of the hotel, Facebook and Twitter in word of mouth communication of the hotel, and Social media marketing activities of the hotel playing a key role on their overall brand image of the hotel. these means are close to the lowest means of items in the other variable. One of the item in this variable has the lowest mean of the items in all variables:  $X= 2.92$  which is the 7<sup>th</sup> item addressing the influence of social media marketing activities of the hotel on consumers purchase decision, indicating social media marketing activities of the hotel is not affecting the purchase of their product and services, which might be very interesting finding for the hotel to see their social media marketing activities and contents once again.

Table 4.6 Summery of cumulative mean of the variables

<b>Descriptive Statistics</b>			
	Mean	Std. Deviation	N
Brand Awareness	3.5129	.96676	337
Brand Associations	3.3352	.76144	337
Brand Image	3.4301	.81622	337
Social Media Marketing	3.1547	.89300	337

*Source: survey result (2018)*

Brand awareness has the highest mean indicating that the hotel has a good brand awareness among customers and potential customers. Brand association and brand image has also above average mean which is positive near to agree with value of four point. However, as we discussed above the mean of social media marketing is the smallest mean out of the four variables studied in this research, implying the hotel is missing a huge opportunity in the online presence in order to create brand awareness, positive brand associations and images.

## **4.6 Correlation and Regression analysis**

### **4.6.1 correlation analysis**

**Correlation** is a bivariate analysis that measures the strength of association between two variables and the direction of the relationship. Correlation measures the linear relationship between two variables. A correlation coefficient has a value ranging from -1 to 1. Correlation coefficients take values between -1 and 1 ranging from being negatively correlated (-1) to uncorrelated (0) to positively correlated (+). The sign of a correlation coefficient describes the type of relationship. Correlation analysis was undertaken before conducting the regression analysis and the finding of the analysis presented in table 4.7.

Correlation analysis was conducted to investigate the relationship between brand image and its selected dimensions, which are brand awareness and brand associations, with social media marketing.

A correlation analysis with Pearson’s correlation coefficient (r) was conducted on all variables in the study to explore the relationships between brand image and its dimensions and social media marketing. In addition, multivariate regressions were used to identify the most important dimensions of brand image that is significantly influenced by social media marketing. To interpret the strengths of relationships between variables, the guidelines suggested by Field (2005) were followed, mainly for their simplicity. His classification of the correlation coefficient (r) is as follows: 0.1 – 0.29 is weak; 0.3 – 0.49 is moderate; and > 0.5 is strong.

**Table 4.7 Pearson’s Correlation Matrix for brand image dimensions and social media marketing**

<b>Correlations</b>		Awareness	Brand Associations	Brand Image	Social Media Marketing
Brand Awareness	Pearson Correlation	1			
	Sig. (2-tailed)				
Brand associations	Pearson Correlation	.725**	1		
	Sig. (2-tailed)	.000			
Brand Image	Pearson Correlation	.725**	.769**	1	
	Sig. (2-tailed)	.000	.000		
Social media marketing	Pearson Correlation	.532**	.606**	.581**	1
	Sig. (2-tailed)	.000	.000	.000	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: survey result (2018)

Each variable correlate perfectly with itself, as evidenced by the coefficients of +1.00 at the intersection of a particular variables' row and column. According to table 4.7, all the variables are positively correlate with each other and with social media marketing. Pearson correlation matrix shows brand association have strong associations with social media marketing with a value of 0.606.

As per the person's correlation, the value ranges from  $>0.5$  shows variables are strongly correlated. All the correlation results in this study are  $>0.5$ . As a result, brand awareness has strong relation with a value of 0.532 and brand image has strong associations with social media marketing with a value of 0.581.

According to Field (2005), Pearson correlation coefficient value between  $>0.5$  shows that variables are strongly correlated.

Generally, brand association and brand image have highest positive associations with social media marketing, even though the association with brand image is also strong.

#### **4.6.2 Regression analysis**

Regression analysis has five key assumptions: relevant variables must be included in the model and the model should be reliable, there should be proper specification of the model in regression, Linearity must be assumed; the model should be linear, Normality must be assumed in regression, this means that in regression, variables must have normal distribution, and Homoscedasticity must be assumed; the variance is constant across all levels of the predicted variable. Multivariate analysis of variance (MANOVA) is simply an ANOVA with several dependent variables. That is to say, ANOVA tests for the difference in means between two or more groups, while MANOVA tests for the difference in two or more vectors of means.

MANOVA” stands for “Multivariate Analysis of Variance.” MANOVA methods in statistics contain multiple, dependent variables. It helps in determining the differences between either two or more than two dependent variables. It assists in determining this difference simultaneously. The MANOVA method determines if the dependent variables get significantly affected by changes in the independent variables. It also determines the interactions taking place amongst dependent variables. MANOVA finally determines the interactions taking place amongst independent variables too.

A Multivariate regression analyses were done by putting brand image, brand association and brand awareness as dependent variable and social media marketing as an independent variable. Because the research has multiple response variables with one predictor, the researcher conducted

a multivariate regression analysis. The goal of this analysis was to know the level to which brand image and its selected two dimensions are affected by social media marketing by considering R square value, beta coefficient and P-value for the significant of the relation.

**Table 4.8 Multivariate regression analysis result (MANOVA): Brand awareness, Brand association and Brand image as dependent variable and social media marketing as independent variables.**

variables	R square	Adjusted R square	Beta coefficient	P-value
<b>Brand awareness</b>	<b>.567</b>	<b>.537</b>	<b>.532</b>	<b>.000.</b>
<b>Brand association</b>	<b>.593</b>	<b>.564</b>	<b>.606</b>	<b>.000</b>
<b>Brand image</b>	<b>.723</b>	<b>.703</b>	<b>.581</b>	<b>.000</b>

If the statistical analysis shows that the significance level is below the cut-off value the have been set (e.g., either 0.05 or 0.01), we **reject** the null **hypothesis** and **accept** the alternative **hypothesis**. Based on this, the adjusted R square value is 0.537 and the significant level is 0.000 thus, we can infer that there is a significant positive relationship between social media marketing and brand awareness. Therefore, the alternative hypothesis 1 (**Social media marketing has a significant role on Brand awareness**) is accepted.

Further, the adjusted R square value .537, and .564 shows a moderate positive relationship between social media marketing and brand awareness and brand association, the statistical result in this case shows the hotel is not using the full social media marketing potential to create brand awareness and favorable brand associations, because the statistical result is not more than .700 which is an indication of strong positive relationship, in this case it is only for brand image.

The model summary from the analysis in the above table adjusted R (0.537) shows correlation of the independent variables with the dependent variable and the weighted the predictor variable (social media marketing) explained or affect approximately 53%(adjusted R square) of the variance of brand awareness and the remaining 48% is by extraneous variables. This result also indicates that there are many other sources that could have been neglected by the current study in measuring brand awareness, and both customers and non-customer of Capital hotel and spa are

aware of the brand from different sources but not from social media activities, which is exactly the statement of the problem.

Concerning brand association statistical results, the R square value is 0.564 and the significant level is 0.000 thus, we can conclude that there is a significant positive relationship between social media marketing and brand association. Therefore, the alternative hypothesis 2 (**Social media marketing has a significant role on Brand association**) is accepted.

Further, the adjusted R square value .564 is near to strong positive relationship between social media marketing and brand association, the statistical result in this case shows the hotel is the social media marketing activities are playing a significant role in brand association.

Regarding brand image the adjusted R square value is .703 which is the highest statistical result in this multivariate analysis and the significant level is 0.000 thus, we can infer that there is a significant strong positive relationship between social media marketing and brand image. Therefore, the alternative hypothesis 3 (**Social media marketing has a significant role on Brand image**) is accepted.

Additional the adjusted R value .703 is considered as strong positive relationship between social media marketing and brand image, the statistical result in this case shows the hotel is the social media marketing activities are playing a significant role in brand image.

**Table 4.9: Estimated Unstandardized and Standardized Regression Coefficient**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.695	.162		10.493	.000
	Brand awareness	.576	.049	.532	11.698	.000
2	Brand associations	.517	.036	.606	14.310	.000
3	Brand image	.531	.040	.581	13.384	.000

Based on the individual linear regression analysis for each dependent variable with one (constant) independent variable, the above table 4.10 reveals the impact of social media marketing on each

brand image dimensions and their significance. The role of social media marketing on brand awareness, brand image and brand association are 0.532, 0.581, and 0.606, respectively, in their ascending order. By examining this beta weight of data analysis results the finding shown that brand association and brand image was relatively highly impacted by social media marketing activity of the hotel.

This informed us the predicted change in the dependent variable for every unit increase in that Predictor. This signifies that for every additional point or value in the social media marketing activity one could predict a gain of 0.532 points on brand awareness, 0.581 on brand association and 0.606 on brand image other variables being held constant.

Generally, Brand association is primarily predicted by higher level of social media marketing, followed by brand image and brand awareness respectively to the lesser extent in the case of capital hotel and spa. Brand association received the strongest weight in the model followed by brand image this shows they are the dominant dimensions in Capital hotel and spa.

#### 4.7 Summary of Hypothesis Test

The following table shows hypothesis of the study, method used to test proposed hypothesis and its outcome.

**Table 4.10 Summary of hypothesis test.**

Hypothesis	Description	Analysis method	Remark
Ha1	Social media marketing has a significant role on Brand awareness	Regression	Accepted
Ha2	Social media marketing has a significant role on Brand association	Regression	Accepted
Ha3	Social media marketing has a significant role on Brand image	Regression	Accepted

## **CHAPTER FIVE**

### **Major findings, Conclusion and Recommendation**

#### **5.1 Major findings**

Brand image is one of the most commonly cited goals of hotels nowadays. The end target of using social media as a tool for creating brand image as well as using any form of advertising channel is to boost up the sales ratio of the product and service of the hotel. As the main concern of this research to find out whether the potential and actual customers are getting brand awareness, brand association and finally brand image from social media marketing of the hotel's and what role does social media play in brand image, the following findings was discovered.

Currently there seems a great hype about the social web. The number of its users are continuously increasing and corporate participations are growing. The social web appears to be especially applicable for high involvement hotel service, which are generally characterized by a great need for information. UGC provide a value way for hotels guests to gather information and ultimately to construct a brand image on their mind based on the information they are exposed. The most reliable information is collected through personal communication and private exchange of experience.

As we saw in the data analysis part in chapter four the majority of the respondents are frequent social media users (62.7 % accessed daily their social media accounts and 18.6% accessed their social media account weekly). Thus, this is a great number of participant to plan consistence social media marketing activities to build a positive brand image in the minds of actual and potential customers. Base on this finding the researcher generalized more than 80 % of the population in Addis Ababa are a frequent social media particularly Facebook user, hence its useful for the hotel to plan effective social media marketing campaigns in different time for different programs. This fact could encourage hotels to use Facebook or generally social media marketing to create awareness about their brand and make themselves available in the digital arena so that they can reach their target customers and they could be reached by consumers as well.

Facebook was the primary social media platform where majority of the respondents have an account and access, it accounts 78% of the total population. This statistic makes Facebook marketing the best tool for promoting hotel's products and services as large number of target customers can be easily reached and communicated in short period of time and less advertising cost. On the other hand, the study finds out Twitter in Addis Ababa did not have an attractive

number of users for social media marketing activities for hotel, it accounts only 8.8% out of the total number of respondents.

Concerning the studied variables in this study; brand awareness the highest number of respondents have a mean value of 3.00 which means mainly they are neutral; neither they did not think they get brand awareness from the social media marketing activities of the hotel nor they think they got. This is an indication that the hotel is not exploiting the full potential of social media marketing to help those customers to categorize themselves in either of the two extremes (agreed and disagreed). However significant number of respondents lays on mean value of greater than 3.38 up to 5 which is mainly agreed and strongly agreed, thus many people are aware about the brand name capital hotel and spa with minimum involvement of the hotel in social media marketing or with no exposure of the target respondents in social media marketing activities of the hotel.

According to the finding brand awareness and social media marketing also has the lowest correlation comparing to the other variables in this study, even though these two variables are significantly correlate each other, the correlation result is 0.532, as stated above this is also a result of the hotel's effective absence in the social media world. With the regression analysis a 1% increment in the social media activities of the hotel will result a 0.5% increment in the brand awareness of the general population.

Brand association the highest number of respondents have a mean value of 3.33 which means mainly they are close to agreed; This is an indication that the hotel is has a positive brand association largely with socially responsible, trustworthy, user appreciations from friends, comfort, relaxation and modern, even though an important number of respondents falls under the category of 3 and less indicating neutral and disagreed. Generally, people have a positive association to the hotel, the question is whether they structure this association with the help of social media marketing or not. To answer this let's see the correlation and regression analysis of these two variables, the correlation result for these variables is .725 which is categorized as a strong positive association and with the regression result .606 indicates strong relationship that a 1% increment in the social media activities of the hotel will result a 0.6% increment in the positive brand association of the general population. Thus, the minor social media marketing activities that the hotel is performing currently is helping the hotel on constructing a positive brand association in the minds of people.

Th last but not the least variable studied in this research was brand image. Brand image with the mean 3.25 and more for the highest number of respondents in this study, leads to the conclusion

the hotel has mainly a favorable brand image as luxurious, suitable for high class society, admiring peoples who have experience in the hotel, and choosing the hotel even though the other hotels are the same. With the correlation result .725, brand image is strongly positively associated with social media marketing and with regression result .581 brand image is highly impacted by the social media marketing activities of the hotel.

Social media marketing activities of the hotel find out to be not sufficient, inconsistent and with the lowest mean result 2 (disagree) for significant number of respondents. As we saw in the analysis important number of respondents are not getting substantial information from the hotel social media activities, are not frequently exposed to the hotel's social media marketing activities, and Facebook and Twitter posts and contents are not influencing their opinion about the brand.

In this technologically advanced era, it is surprising to see that how international hotels are taking advantage of the internet specifically, social media. Nowadays internet has a significant impact on hotels marketing activities. Social media platforms such as Facebook, Twitter, LinkedIn, YouTube and Google+ have changed the way hotels market their products and services and build brand image. For instance, electronic word of mouth is one area as consumers pay attention to ads recommended and shared by friends and contacts on social media networks rather than the direct information provided or advertisement campaign made by the hotels. Recommendation of others which is known as electronic word of mouth is considered as the most reliable source of information to influence consumers' image about brand especially, in the hospitality industry which characterized by difficulties to measure a product and service before purchase. Significant number of the consumers are not receiving support based on the information they acquire from social media networks. In order to contribute more for building or enhancing strong brand image the hotel has to come up with a better attention and consistency in the social media world.

## 5.2 Conclusion

The findings of the empirical framework coincided with the theoretical framework based on the research problems. The study shows how social media has become an important tool for marketing and creating brand image. In fact, it is anticipated that in the near future there will be not only a shift from traditional advertising to social media platforms in the hotel industry, also some scholars are even arguing about the shift from traditional distribution channel to the digital one in this dynamic hospitality industry.

Even though we have seen the critical role of social media marketing in brand image both in theoretical studies and in the findings of this research, the exposure of the respondents with the social media marketing activities of the hotel which was measured by studying how many people could have been exposed to the marketing messages of the hotel. Based on this study the majority was neutral (37%) followed by disagreed (24%) and agreed at the same level, additionally with the regression analysis of prediction only 0.5 % of positive brand image can be achieved for every 1% effort in social media marketing which targets only social media marketing in this case Facebook and Twitter. This is an indication that most of the population are not exposed to the messages and ads of the hotel on the social media, this might be due to many reasons users such as lack of adequate presence in the social web from the hotel side, content unattractiveness, inconsistency, and/ or low networks (not significant number of people like, follow, and share the hotel's Facebook and twitter account).

People may use social media for different reasons such as to keep in touch with family and friend, to share experiences about life, to find information and share feedback about brands and products and many other reasons. Significant number of social media users, based on the information acquired from the survey, are daily social media users, however majority of them are not exposed to the hotels social media activities, are not getting substantial information form the Facebook and Twitter activities of the hotel, and most importantly they are not agreed to the concept that social media marketing is helping the hotel word of mouth communication. This is due the fact that most of the respondents are not sharing posts and at the same time they are not experiencing people in their network sharing the posts containing marketing messages of the hotel.

For the reason that, People trust the judgment of other consumers more rather than hotels' information, they paid attention for an advertisement that is twitted, shared or recommended by a friend or contact from social media and they sometimes are influenced to buy the product/service

and the recommendation of others has more influence on their perception or opinion of people, product and places.

This result clearly shows that consumers interact with social media messages but the hotels should pay a great deal of attention in creating a site that is simple, interesting, attractive and useful content that is share-worthy and relevant to the audience that the hotel wants to reach. The more the hotel's content gets shared on any social network, the more exposure. The more people share it with each other the more it has the tendency to influence consumers both in brand image and in buying the product/service. Consumers' buying decision could be influenced by the effect of the brand image (brand awareness and brand association) that is created through social media promotion. If the social media promotion activity is done right, a significant amount of advantage can be realized from this advanced and dynamic hotel business phenomenon.

### 5.3. Recommendations

Based on the findings, studies of literatures and overall experience of the researcher, the researcher would like to recommend the hotel the subsequent ideas. Generally, hotel has an average level of Facebook platform presence and below an average level of twitter platform presence. As a result, the following recommendations has been made.

- The hotel's social media presence should be consistence since consistently posting and sharing online, will spreads awareness about the hotel and creates an audience for important announcements. The hotel should assign responsible personnel for the social media marketing activities, so that that person can perform the task in a regular way. This would help the hotel not only to post and update the announcements, it also helps them to interact, handling negative comments, and talk to their potential and actual customer.
- With the Twitter marketing activity of the hotel, the hotel should work a lot on the content development and providing valuable, short and precise information for their guests. As this finding showed even though only 8.8% of the respondents are Twitter social platform users, still improving the effort will benefit the hotel; this study was only on local people but the hotel has also some international guests who have more worldwide exposer to this highly customer centric industry. As a result, the above-mentioned number might not work outside Ethiopia, their international guests might use Twitter more frequently that the locals, hence reviewing its Twitter presence would be significant.
- In order to positively influence the guests in the booking decision the hotel should try to become involved with them in the social web by asking them about their stay, any difficulties they face during service for improvement and even to provide a positive feedback about the hotel on the shared social media platform if they had a great stay at the hotel.
- The hotel participation in the social media has to be taken care of conscientiously which means being active with strategy, with monitoring the activities and at the end with measuring the effect or the contribution that its participation has made.
- Word of mouth or peer recommendation has higher acceptance when compared to hotels' communication effort. Therefore, the hotel using social media marketing should strive to do the job right and avoid negative comments as the complaint of a single customer could make a whole lot of damage to the hotel's image.
- Make the content appealing so that users can respond to online advertisements or announcements displayed on social media networks by commenting, liking, retweeting, sharing, downloading or replying to products advertised on social networking sites.

- The hotels should further work on promoting all their offers well to attract and gain new customers, and consequently on providing customized special services to maintain existing customers. In addition, the hotels should strive to further boost their customers' feedback and perception.

#### **5.4 Limitation of the study and further areas of studies**

The major difficulties for doing the research was lack of collaboration from the hotel for collecting the data, as many companies, business institutions and government institutions are not integrated to work with educational institutions in Ethiopia, mostly it was difficult to convince the hotel that the result from this research will give them some new insights and new ideas to improve their social media marketing activities. Nevertheless, further and more comprehensive study is needed to fully understand this area of research. Yet, this study might help companies to recognize the significance of social media marketing and the impact it has on consumers regarding brand image. Delay for giving permission to collect the data from the hotel's side was also a major difficulty as this made the researcher to go out of time, however the researcher managed to collect the data by going through the informal network. This could be one interesting area for further studies as future researchers could conduct a research why business organizations in different areas and sectors are not integrated with researchers because it is critical as it affect negatively the outcomes of the business area researches. Finally, due to the social media marketing being quite new as a study object there are limited amount of research available especially in Ethiopian context.

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# **Appendix**

## **Survey Questions**

Dear, respondents

I, Fasika Genzebe, MA student in Marketing Management, Addis Ababa University, school of commerce, with the guidance and support of my advisor, am here to conduct a research survey on the topics “**The role of Social Media Marketing on Consumers’ Brand Image**”. Please give your honest opinion and understand that the information collected will be purely confidential and will not be shared for any purpose other than this research.

Please answer **All** the questions as they are vital for the success of this research.

Thank you in advance for your cooperation!

### **Part I: General information**

#### **1. Which category below includes your age?**

- 18-24                       25-34  
 35-44                       45-54  
 55- 64                       6 5 a n d o l d e r.

#### **2. Please specify your gender.**

- Female                       Male

#### **3. Which of the following best describe your current employment status?**

- Self-employed               Private employee  
 Government employee       Unemployed  
 Retires                       Student  
 House wife                   Other \_\_\_\_\_

#### **4. What is the highest level of education you have completed?**

- High school (10+2)               Certificate                       Diploma                       Degree  
 Master’s degree                   Doctorate                       Other \_\_\_\_\_

#### **5. Which of the following social networking sites do you currently have an account with? (Check all that apply) \***

- Face book                       Twitter                       Other \_\_\_\_\_

#### **6. How often do you visit social medias?**

- Daily                Weekly                       Monthly                       Occasional

**Part II: Brand image and social media marketing**

Please reply to the following questions by putting a “√” mark on the scale you would give.

Dimensions	Rating scale				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>Brand awareness</b>					
1. I can recognize the Capital Hotel and spa among other competing brands					
2. I am aware of the Capital hotel and spa brand					
3. I am familiar with the brand					
4. Some characteristics of the Hotels come to my mind quickly.					
5. I know the symbol or logo of the hotel from the brand.					
6. I can quickly recall the logo of the hotel’s brand.					
7. I have no difficulty in imagining the hotel’s brand in my mind.					
8. The brand comes up first in my mind when I need to make a purchase decision on products and services.					
<b>Brand association</b>					
1. The hotel’s brand is luxury and prestige.					
2. I consider the hotel brand as comfort, relaxation and modern.					
3. In its status and style, this hotel brand matches my personality.					
4. The hotel brand is well regarded by my friends.					
5. I am proud to experience this brand hotel.					
6. I consider the hotel and people who stand behind the hotel are very trustworthy.					
7. During use, the service and the product in the hotel is highly unlikely to be faulty.					
8. I use this hotel product and service because it is Ethiopian brand.					
9. I believe this hotel and people who stand behind the brand are socially responsible.					
<b>Brand image</b>					
1. The brand capital hotel is unique compared to other competing brand in the market					
2. The hotel is luxurious and suitable for high class					

society.					
3. I respect and admire people who have experience in the hotel.					
4. I like the brand image of the hotel.					
5. I like and trust the hotel.					
6. It makes sense to use the hotel (this brand) instead of any other brand, even if they are the same.					
7. If there is another hotel good as capital hotels and spa (this brand), I prefer to use this brand.					
8. If another hotel is not different from capital hotel and spa (this brand) in anyway, it seems smarter to use this brand.					
<b>Social media</b>					
1. I am frequently exposed to the hotel's marketing activities in social media.					
2. I got substantial information about the hotel from Facebook and Twitter.					
3. The hotel's Facebook and Twitter pages influenced my opinion about the hotel's brand.					
4. Contents and posters in the hotel's social media pages enhanced my brand image of the hotel.					
5. Facebook and Twitter marketing activities of the hotel are helping in value creation of the hotel.					
6. Facebook and Twitter marketing activities of the hotel are helping in word of mouth communications of the hotel.					
7. Social media marketing of the hotel influences my purchased decision.					
8. Social media marketing activities of the hotel has a key role on my overall brand image of the hotel.					

Anything to add -----  
-----

Thank you very much

## Statistical analysis

### Reliability

#### Scale: Brand awareness reliability test

##### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.922	.921	8

##### Item Statistics

	Mean	Std. Deviation	N
I can recognize the capital hotel and spa among other competing brands	3.57	1.249	348
I am familiar with the brand	3.64	1.201	348
I know the symbol or logo of the hotel from the brand	3.57	1.276	348
I am aware of the capital hotel and spa brand	3.66	1.155	348
Some characteristics of the hotels comes to my mind quickly	3.62	1.113	348
I can quickly recall the logo of the hotel's brand	3.47	1.208	348
I have no difficulty in imagining the hotel's brand in my mind	3.33	1.225	348
The brand comes up first in my mind when I need to make a purchase decision on products and service	3.26	1.184	348

##### Inter-Item Correlation Matrix

	I can recognize the capital hotel and spa among other competing brands	I am familiar with the brand	I know the symbol or logo of the hotel from the brand	I am aware of the capital hotel and spa brand	Some characteristics of the hotels comes to my mind quickly	I can quickly recall the logo of the hotel's brand	I have no difficulty in imagining the hotel's brand in my mind	The brand comes up first in my mind when I need to make a purchase decision on products and service
I can recognize the capital hotel and spa among other competing brands	1.000	.737	.686	.760	.504	.534	.669	.555
I am familiar with the brand	.737	1.000	.597	.683	.570	.581	.563	.589
I know the symbol or logo of the hotel from the brand	.686	.597	1.000	.685	.457	.758	.621	.520
I am aware of the capital hotel and spa brand	.760	.683	.685	1.000	.450	.599	.496	.445
Some characteristics of the hotels comes to my mind quickly	.504	.570	.457	.450	1.000	.646	.421	.547
I can quickly recall the logo of the hotel's brand	.534	.581	.758	.599	.646	1.000	.574	.701
I have no difficulty in imagining the hotel's brand in my mind	.669	.563	.621	.496	.421	.574	1.000	.704
The brand comes up first in my mind when I need to make a purchase decision on products and service	.555	.589	.520	.445	.547	.701	.704	1.000

### Inter-Item Covariance Matrix

	I can recognize the capital hotel and spa among other competing brands	I am familiar with the brand	I know the symbol or logo of the hotel from the brand	I am aware of the capital hotel and spa brand	Some characteristics of the hotels comes to my mind quickly	I can quickly recall the logo of the hotel's brand	I have no difficulty in imagining the hotel's brand in my mind	The brand comes up first in my mind when I need to make a purchase decision on products and service
I can recognize the capital hotel and spa among other competing brands	1.560	1.106	1.093	1.096	.701	.806	1.023	.821
I am familiar with the brand	1.106	1.442	.916	.947	.761	.843	.828	.837
I know the symbol or logo of the hotel from the brand	1.093	.916	1.629	1.009	.649	1.170	.972	.786
I am aware of the capital hotel and spa brand	1.096	.947	1.009	1.333	.578	.835	.701	.608
Some characteristics of the hotels comes to my mind quickly	.701	.761	.649	.578	1.239	.869	.574	.721
I can quickly recall the logo of the hotel's brand	.806	.843	1.170	.835	.869	1.460	.850	1.003
I have no difficulty in imagining the hotel's brand in my mind	1.023	.828	.972	.701	.574	.850	1.500	1.022
The brand comes up first in my mind when I need to make a purchase decision on products and service	.821	.837	.786	.608	.721	1.003	1.022	1.403

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
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**Scale: Brand association reliability test**

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.852	.855	9

**Item Statistics**

	Mean	Std. Deviation	N
The hotel's brand is luxury and prestige	3.17	1.012	354
I consider the hotel brand as comfort, relaxation and modern	3.36	1.087	354
In its status and style, this hotel brand matches my personality	3.41	1.197	354
The hotel brand is well regarded by my friends	3.37	1.263	354
I am proud to experience this brand hotel	3.56	1.155	354
I consider the hotel and people who stand behind the hotel are very trustworthy	3.54	.981	354
During use, the services and the products in the hotel, its highly unlikely to be faulty	3.27	1.234	354
I use this hotel products and service because it is Ethiopian brand	3.02	1.098	354

I believe this hotel and people who stands behind the brand are socially responsible	3.32	1.066	354
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**Inter-Item Correlation Matrix**

	The hotel's brand is luxury and prestige	I consider the hotel brand as comfort, relaxation and modern	In its status and style, this hotel brand matches my personality	The hotel brand is well regarded by my friends	I am proud to experience this brand hotel	I consider the hotel and people who stand behind the hotel are very trustworthy	During use, the services and the products in the hotel, its highly unlikely to be faulty	I use this hotel products and service because it is Ethiopian brand	I believe this hotel and people who stands behind the brand are socially responsible
The hotel's brand is luxury and prestige	1.000	.547	.504	.429	.500	.540	.358	.181	.248
I consider the hotel brand as comfort, relaxation and modern	.547	1.000	.398	.275	.450	.328	.194	.450	.399
In its status and style, this hotel brand matches my personality	.504	.398	1.000	.608	.548	.521	.351	.292	.270
The hotel brand is well regarded by my friends	.429	.275	.608	1.000	.579	.509	.251	.069	.226
I am proud to experience this brand hotel	.500	.450	.548	.579	1.000	.661	.442	.220	.447
I consider the hotel and people who stand behind the hotel are very trustworthy	.540	.328	.521	.509	.661	1.000	.650	.212	.450
During use, the services and the products in the hotel, its highly unlikely to be faulty	.358	.194	.351	.251	.442	.650	1.000	.335	.295
I use this hotel products and service because it is Ethiopian brand	.181	.450	.292	.069	.220	.212	.335	1.000	.489
I believe this hotel and people who stands behind the brand are socially responsible	.248	.399	.270	.226	.447	.450	.295	.489	1.000

**Inter-Item Covariance Matrix**

	The hotel's brand is luxury and prestige	I consider the hotel brand as comfort, relaxation and modern	In its status and style, this hotel brand matches my personality	The hotel brand is well regarded by my friends	I am proud to experience this brand hotel	I consider the hotel and people who stand behind the hotel are very trustworthy	During use, the services and the products in the hotel, its highly unlikely to be faulty	I use this hotel products and service because it is Ethiopian brand	I believe this hotel and people who stands behind the brand are socially responsible
The hotel's brand is luxury and prestige	1.025	.602	.611	.549	.585	.537	.447	.201	.268
I consider the hotel brand as comfort, relaxation and modern	.602	1.182	.518	.377	.565	.350	.260	.538	.463
In its status and style, this hotel brand matches my personality	.611	.518	1.432	.919	.758	.612	.518	.384	.345
The hotel brand is well regarded by my friends	.549	.377	.919	1.594	.845	.630	.392	.096	.305
I am proud to experience this brand hotel	.585	.565	.758	.845	1.335	.750	.630	.279	.550
I consider the hotel and people who stand behind the hotel are very trustworthy	.537	.350	.612	.630	.750	.963	.787	.229	.471
During use, the services and the products in the hotel, its highly unlikely to be faulty	.447	.260	.518	.392	.630	.787	1.524	.454	.388
I use this hotel products and service because it is Ethiopian brand	.201	.538	.384	.096	.279	.229	.454	1.207	.572
I believe this hotel and people who stands behind the brand are socially responsible	.268	.463	.345	.305	.550	.471	.388	.572	1.137

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
The hotel's brand is luxury and prestige	26.85	38.339	.606	.494	.834

I consider the hotel brand as comfort, relaxation and modern	26.66	38.434	.545	.486	.839
In its status and style, this hotel brand matches my personality	26.61	36.205	.648	.512	.828
The hotel brand is well regarded by my friends	26.64	37.148	.534	.491	.841
I am proud to experience this brand hotel	26.46	35.705	.719	.586	.821
I consider the hotel and people who stand behind the hotel are very trustworthy	26.47	37.270	.729	.675	.823
During use, the services and the products in the hotel, its highly unlikely to be faulty	26.75	37.686	.512	.495	.843
I use this hotel products and service because it is Ethiopian brand	27.00	40.249	.395	.432	.853
I believe this hotel and people who stands behind the brand are socially responsible	26.69	39.102	.504	.420	.843

### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
30.02	46.963	6.853	9

### Scale: Brand image reliability test

#### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.875	.875	8

### Item Statistics

	Mean	Std. Deviation	N
The brand capital hotel is unique compared to other competing brand in the market	3.39	.976	354
The hotel is luxurious and suitable for high class society	3.80	1.103	354
I respect and admire people who have experience in the hotel	3.63	1.135	354
I like the brand image of the hotel	3.58	1.030	354
I like and trust the hotel	3.54	1.064	354
It makes sense to use the hotel (this brand) instead of any other brand, even if they are the same	3.12	1.196	354
If there is another hotel good as capital hotel and spa (this brand), I prefer to use this brand	3.15	1.353	354
If another hotel is not different from capital hotel and spa in anyway, it seems smarter to use this brand	3.24	1.048	354

### Inter-Item Correlation Matrix

The brand capital hotel is unique compared to other competing brand in the market	The hotel is luxurious and suitable for high class society	I respect and admire people who have experience in the hotel	I like the brand image of the hotel	I like and trust the hotel	It makes sense to use the hotel (this brand) instead of any other brand, even if they are the same	If there is another hotel good as capital hotel and spa (this brand), I prefer to use this brand	If another hotel is not different from capital hotel and spa in anyway, it seems smarter to use this brand
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The brand capital hotel is unique compared to other competing brand in the market	1.000	.437	.546	.300	.467	.514	.560	.325
The hotel is luxurious and suitable for high class society	.437	1.000	.591	.537	.442	.328	.351	.321
I respect and admire people who have experience in the hotel	.546	.591	1.000	.577	.534	.383	.458	.403
I like the brand image of the hotel	.300	.537	.577	1.000	.536	.565	.596	.361
I like and trust the hotel	.467	.442	.534	.536	1.000	.443	.438	.417
It make sense to use the hotel (this brand) instead of any other brand, even if they are the same	.514	.328	.383	.565	.443	1.000	.724	.384
If there is another hotel good as capital hotel and spa(this brand), I prefer to use this brand	.560	.351	.458	.596	.438	.724	1.000	.526
If another hotel is not different from capital hotel and spa in anyway, it seems smarter to use this brand	.325	.321	.403	.361	.417	.384	.526	1.000

**Inter-Item Covariance Matrix**

The brand capital hotel is unique compared to other competing brand in the market						It makes sense to use the hotel (this brand) instead of any other brand, even if they are the same		If another hotel is not different from capital hotel and spa in anyway, it seems smarter to use this brand
	The hotel is luxurious and suitable for high class society						If there is another hotel good as capital hotel and spa (this brand), I prefer to use this brand	
		I respect and admire people who have experience in the hotel						
			I like the brand image of the hotel					
				I like and trust the hotel				

The brand capital hotel is unique compared to other competing brand in the market	.952	.470	.605	.302	.485	.600	.739	.332
The hotel is luxurious and suitable for high class society	.470	1.216	.740	.610	.519	.432	.524	.371
I respect and admire people who have experience in the hotel	.605	.740	1.288	.674	.645	.520	.703	.480
I like the brand image of the hotel	.302	.610	.674	1.061	.587	.696	.830	.390
I like and trust the hotel	.485	.519	.645	.587	1.133	.564	.631	.466
It make sense to use the hotel (this brand) instead of any other brand, even if they are the same	.600	.432	.520	.696	.564	1.431	1.172	.482
If there is another hotel good as capital hotel and spa (this brand), I prefer to use this brand	.739	.524	.703	.830	.631	1.172	1.829	.746
If another hotel is not different from capital hotel and spa in anyway, it seems smarter to use this brand	.332	.371	.480	.390	.466	.482	.746	1.099

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
The brand capital hotel is unique compared to other competing brand in the market	24.05	34.621	.615	.543	.861
The hotel is luxurious and suitable for high class society	23.64	34.088	.569	.444	.866
I respect and admire people who have experience in the hotel	23.81	32.617	.674	.559	.855

I like the brand image of the hotel	23.86	33.398	.687	.625	.854
I like and trust the hotel	23.90	33.712	.631	.439	.859
It makes sense to use the hotel (this brand) instead of any other brand, even if they are the same	24.32	32.276	.657	.583	.857
If there is another hotel good as capital hotel and spa (this brand), I prefer to use this brand	24.29	30.121	.720	.672	.850
If another hotel is not different from capital hotel and spa in anyway, it seems smarter to use this brand	24.20	35.007	.526	.347	.870

#### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
27.44	42.638	6.530	8

#### Scale: Social media marketing reliability test

#### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.937	.938	8

#### Item Statistics

	Mean	Std. Deviation	N
I am frequently exposed to the hotel's marketing activities in social media.	3.24	1.016	354
I got substantial information about the hotel from Facebook and Twitter	3.12	.977	354

The hotel's Facebook and twitter page influenced my opinion about the hotel brand	3.14	1.034	354
Contents and posters in the hotel's social media pages enhanced my brand image of the hotel	3.10	1.070	354
Facebook and Twitter marketing activities of the hotel are helping in value creation of the hotel	3.15	1.149	354
Facebook and Twitter marketing activities of the hotel are helping in word of mouth communication of the hotel	3.19	1.083	354
Social media marketing of the hotel influences my purchased decision	2.92	1.048	354
Social media marketing activities of the hotel has a key role on my overall brand image of the hotel	3.39	1.181	354

#### Inter-Item Correlation Matrix

	I am frequently exposed to the hotel's marketing activities in social media.	I got substantial information about the hotel from Facebook and Twitter	The hotel's Facebook and twitter page influenced my opinion about the hotel brand	Contents and posters in the hotel's social media pages enhanced my brand image of the hotel	Facebook and Twitter marketing activities of the hotel are helping in value creation of the hotel	Facebook and Twitter marketing activities of the hotel are helping in word of mouth communication of the hotel	Social media marketing of the hotel influence my purchased decision	Social media marketing activities of the hotel has a key role on my overall brand image of the hotel
I am frequently exposed to the hotel's marketing activities in social media.	1.000	.794	.714	.681	.654	.671	.610	.631

I got substantial information about the hotel from Facebook and Twitter	.794	1.000	.724	.606	.590	.606	.558	.667
The hotel's Facebook and twitter page influenced my opinion about the hotel brand	.714	.724	1.000	.679	.641	.615	.670	.694
Contents and posters in the hotel's social media pages enhanced my brand image of the hotel	.681	.606	.679	1.000	.817	.702	.508	.641
Facebook and Twitter marketing activities of the hotel are helping in value creation of the hotel	.654	.590	.641	.817	1.000	.729	.547	.583
Facebook and Twitter marketing activities of the hotel are helping in word of mouth communication of the hotel	.671	.606	.615	.702	.729	1.000	.583	.714
Social media marketing of the hotel influence my purchased decision	.610	.558	.670	.508	.547	.583	1.000	.673
Social media marketing activities of the hotel has a key role on my overall brand image of the hotel	.631	.667	.694	.641	.583	.714	.673	1.000

**Inter-Item Covariance Matrix**

	I am frequently exposed to the hotel's marketing activities in social media.	I got substantial information about the hotel from Facebook and Twitter	The hotel's Facebook and twitter page influenced my opinion about the hotel brand	Contents and posters in the hotel's social media pages enhanced my brand image of the hotel	Facebook and Twitter marketing activities of the hotel are helping in value creation of the hotel	Facebook and Twitter marketing activities of the hotel are helping in word of mouth communication of the hotel	Social media marketing of the hotel influence my purchased decision	Social media marketing activities of the hotel has a key role on my overall brand image of the hotel
I am frequently exposed to the hotel's marketing activities in social media.	1.031	.788	.750	.741	.763	.738	.649	.757
I got substantial information about the hotel from Facebook and Twitter	.788	.955	.732	.634	.662	.641	.571	.769
The hotel's Facebook and twitter page influenced my opinion about the hotel brand	.750	.732	1.069	.751	.761	.689	.725	.848
Contents and posters in the hotel's social media pages enhanced my brand image of the hotel	.741	.634	.751	1.145	1.004	.814	.570	.810
Facebook and Twitter marketing activities of the hotel are helping in value creation of the hotel	.763	.662	.761	1.004	1.319	.906	.659	.790
Facebook and Twitter marketing activities of the hotel are helping in word of mouth communication of the hotel	.738	.641	.689	.814	.906	1.172	.662	.913
Social media marketing of the hotel influence my purchased decision	.649	.571	.725	.570	.659	.662	1.098	.832

Social media marketing activities of the hotel has a key role on my overall brand image of the hotel	.757	.769	.848	.810	.790	.913	.832	1.394
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### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I am frequently exposed to the hotel's marketing activities in social media.	22.00	39.637	.811	.727	.927
I got substantial information about the hotel from Facebook and Twitter	22.12	40.490	.771	.701	.930
The hotel's Facebook and twitter page influenced my opinion about the hotel brand	22.10	39.457	.809	.689	.927
Contents and posters in the hotel's social media pages enhanced my brand image of the hotel	22.14	39.245	.794	.740	.928
Facebook and Twitter marketing activities of the hotel are helping in value creation of the hotel	22.08	38.627	.777	.730	.929
Facebook and Twitter marketing activities of the hotel are helping in word of mouth communication of the hotel	22.05	39.142	.792	.678	.928
Social media marketing of the hotel influence my purchased decision	22.32	40.604	.699	.567	.934
Social media marketing activities of the hotel has a key role on my overall brand image of the hotel	21.85	38.203	.784	.680	.929

### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
25.24	51.037	7.144	8

### One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
I can recognize the capital hotel and spa among other competing brands	354	3.59	1.252	.067
I am familiar with the brand	348	3.64	1.201	.064
I am aware of the capital hotel and spa brand	354	3.66	1.146	.061
Some characteristics of the hotels comes to my mind quickly	354	3.63	1.105	.059
I know the symbol or logo of the hotel from the brand	354	3.58	1.267	.067
I can quickly recall the logo of the hotel's brand	354	3.47	1.200	.064
I have no difficulty in imagining the hotel's brand in my mind	354	3.34	1.218	.065
The brand comes up first in my mind when I need to make a purchase decision on products and service	354	3.27	1.178	.063

### One-Sample Test

	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
I can recognize the capital hotel and spa among other competing brands	53.994	353	.000	3.593	3.46	3.72
I am familiar with the brand	56.514	347	.000	3.638	3.51	3.76

I am aware of the capital hotel and spa brand	60.124	353	.000	3.661	3.54	3.78
Some characteristics of the hotels comes to my mind quickly	61.776	353	.000	3.627	3.51	3.74
I know the symbol or logo of the hotel from the brand	53.118	353	.000	3.576	3.44	3.71
I can quickly recall the logo of the hotel's brand	54.481	353	.000	3.475	3.35	3.60
I have no difficulty in imagining the hotel's brand in my mind	51.596	353	.000	3.339	3.21	3.47
The brand comes up first in my mind when I need to make a purchase decision on products and service	52.241	353	.000	3.271	3.15	3.39

### Correlations

		Awareness	Brand associations	brand Image
Awareness	Pearson Correlation	1	.725**	.725**
	Sig. (2-tailed)		.000	.000
	Sum of Squares and Cross-products	324.317	186.649	200.279
	Covariance	.935	.538	.577
	N	337	337	337
Brand associations	Pearson Correlation	.725**	1	.769**
	Sig. (2-tailed)	.000		.000
	Sum of Squares and Cross-products	186.649	204.665	168.713
	Covariance	.538	.580	.478
	N	337	337	337
brand Image	Pearson Correlation	.725**	.769**	1
	Sig. (2-tailed)	.000	.000	
	Sum of Squares and Cross-products	200.279	168.713	235.176
	Covariance	.577	.478	.666
	N	337	337	337
Social media	Pearson Correlation	.532**	.606**	.581**
	Sig. (2-tailed)	.000	.000	.000

Sum of Squares and Cross-products	160.843	145.564	149.422
Covariance	.464	.412	.423
N	337	337	337

### Multivariate Tests<sup>a</sup>

Effect		Value	F	Hypothesis df	Error df	Sig.
Intercept	Pillai's Trace	.980	5168.258 <sup>b</sup>	3.000	322.000	.000
	Wilks' Lambda	.020	5168.258 <sup>b</sup>	3.000	322.000	.000
	Hotelling's Trace	48.151	5168.258 <sup>b</sup>	3.000	322.000	.000
	Roy's Largest Root	48.151	5168.258 <sup>b</sup>	3.000	322.000	.000
Social media	Pillai's Trace	1.177	9.096	69.000	972.000	.000
	Wilks' Lambda	.159	11.870	69.000	962.820	.000
	Hotelling's Trace	3.393	15.770	69.000	962.000	.000
	Roy's Largest Root	2.827	39.822 <sup>c</sup>	23.000	324.000	.000

a. Design: Intercept + Social media

b. Exact statistic

c. The statistic is an upper bound on F that yields a lower bound on the significance level.

### Tests of Between-Subjects Effects

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F
Corrected Model	Awareness	183.973 <sup>a</sup>	23	7.999	18.466
	Brand associations	121.289 <sup>b</sup>	23	5.273	20.512
	Brand Image	169.967 <sup>c</sup>	23	7.390	36.728
Intercept	Awareness	2661.576	1	2661.576	6144.560
	Brand associations	2509.823	1	2509.823	9762.240
	Brand Image	2579.463	1	2579.463	12820.034
Social media	Awareness	183.973	23	7.999	18.466
	Brand associations	121.289	23	5.273	20.512
	Brand Image	169.967	23	7.390	36.728
Error	Awareness	140.344	324	.433	
	Brand associations	83.299	324	.257	
	Brand Image	65.191	324	.201	
Total	Awareness	4618.875	348		
	Brand associations	4080.148	348		
	Brand Image	4331.813	348		
Corrected Total	Awareness	324.317	347		
	Brand associations	204.587	347		
	Brand mage	235.157	347		

### Tests of Between-Subjects Effects

Source	Dependent Variable	Sig.
Corrected Model	Awareness	.000
	Brand associations	.000
	Brand mage	.000
Intercept	Awareness	.000
	Brand associations	.000
	Brand Image	.000
Social media	Awareness	.000
	Brand associations	.000
	Brand Image	.000
Error	Awareness	
	Brand associations	
	Brand Image	
Total	Awareness	
	Brand associations	
	Brand Image	
Corrected Total	Awareness	
	Brand associations	
	Brand Image	

a. R Squared = .567 (Adjusted R Squared = .537)

b. R Squared = .593 (Adjusted R Squared = .564)

c. R Squared = .723 (Adjusted R Squared = .703)