

COMPETITION ON SOCIAL MEDIA

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ABSTRACT

New technologies and the Internet have a major impact on the nowadays people and have become indispensable in their everyday life. Most users have access to the Internet and are always just a click away from the information they are looking for. Figures show that over 70% of the developed countries' population has at least 3 devices for surfing the internet (Scott, 2010). And, due to this increasing time of use, social media are developed and the communication is no longer strictly offline. Therefore, the companies need more and more to be present where the consumers are, so we witness a new formula of competing: the online competition.

This work aims to analyze the online competition of three service companies which operates on Iași cafe market: Starbucks (an international company), Teo's Cafe (a national company) and Jassyro (a local company). We have combined two research methods in order to determine the public engagement on Facebook (online observation) and to investigate the perception of the cafe consumers from Iași area towards the Facebook competition practices of those three selected companies (online survey).

The investigation took place in Iași, from May to June 2018. The survey sample is represented by 100 people, aged 18 to 25, mostly students.

The results present in which manner the active presence on social media can influence the perception regarding the competition between those companies.

KEYWORDS: *competitive advantage perception on Facebook, Facebook competition, online competition, performance indicators of the competition on Facebook.*

1. INTRODUCTION

New technologies and the Internet have a major impact on the nowadays people and have become indispensable in their everyday life. Most users have access to the Internet and are always just a click away from the information they are looking for. Figures show that over 70% of the developed countries' population has at least 3 devices for surfing the internet (Scott, 2010).

The internet is the industry that has grown at an amazing pace and is steadily growing, offering a wide range of opportunities, even for the business environment. The notion of digital marketing emerged with the discovery of the "Internet" and Web 1.0 platform in 1990 by Tim Berners Lee when users were able to find all the information they were interested in, but without distributing this information on the Internet. The moment that marked the development of digital marketing was represented by the first accessible banner with an internet click. Later, the digital era was assaulted by new innovative technologies such as the launch of Yahoo search engines, HotBot, LookSmart.

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Google's emergence and capture of other search engines has been highlighted by the company's realization of the importance of analyzing the content it receives, making it possible to target ads according to users' preferences and search history. This revolution from the company marks the transition of digital marketing.

Changes made to the Web 2.0 platform have enabled passive users to change their status as active users (McHaney & Sachs, 2016), having the ability to interact with other online users and companies. These changes have influenced the emergence of social networks that, besides the opportunity to socialize with friends, also offered new opportunities for the business environment to promote products and services and gain interactivity and instant feedback from customers. Thus, companies' communication has a new opportunity with the emergence of digital competition.

Social networks are websites that give people the opportunity to socialize, expose their thoughts and create new friends. Social networks are very common and used daily by about two billion global registered users in the current year (2018), and the number is steadily increasing due to the use of mobile devices (<https://www.statista.com/statistics/272014/global-social-networks-ranked-by-number-of-users/>).

At present, almost every company has a page on social networks, providing all the information about the products and services presented through pictures, videos, interactive posts and other ingenious ways, answering all the questions and concerns of each interested user.

Thus, social media users, due to lack of time and the simplicity of searching for information on the Internet, are determined to always turn to social media when they are interested in a brand or firm. At the moment social networks are the most important and used means of communication and information, demonstrated by the impressive number of users, which also requires the presence of companies in the online environment (Qualman, 2009). Social environments offer online companies the opportunity to instantly communicate information about products and services they offer, promote services and offers; to develop and maintain relationships with customers, and to contribute to the formation, development and maintenance of company image.

In the online environment, each company can monitor customer opinions and what the company's products are talking about. We can compare the Internet with a massive focus group in which customers tell their opinions and thoughts about their experience (Scott, 2010)

For example, if a company has great products and services, social networking users will be grateful and will provide their support to the company online (ratings, comments, distributions) and will recommend their products to their friends. However, if they have noticed inferior products and services, the negative business reviews will increase as well.

Organizations must be cautious about what they choose to post online to avoid misunderstandings and misspelled messages because they can be easily recorded and distributed. They also need to be cautious about offline activity because any mistaken and inaccurate action can be easily recorded on a device and reach the online environment. This mistake can become the news of the day being heavily distributed by users and can seriously affect the company's reputation. (Macy & Thompson, 2011).

For most consumers, social networking is a convenient opportunity to establish a link with a favorite brand and its products. According to Social Bakers, a global social network analysis and research company, more than 50% of online platform users are targeting specific brands on social networks (<https://www.socialbakers.com/blog/1561-cutting-through-the-crowds-on-facebook-news-feeds>).

Another study by Rohm et al. has identified five main reasons for consumers to interact with brands through social media, such as entertainment, consumer-brand relationships, customer support, product information, and promotions. Considering the diversity of these identified reasons, brands must attach greater importance to the formulation of messages in social media.

Therefore, in a social environment, a brand must become a voice perfectly tailored to the needs of consumers and the messages transmitted by the brand should be transparent, authentic and should be strong enough to be able to influence consumers and capture their attention.

In the "Social Media Marketing Report" study, Michael Stelzner analyzed 3025 marketing specialists who revealed some insights into how they are currently using social environments to develop and promote their businesses (<https://www.socialmediaexaminer.com/social-media-marketing-industry-report-2013/>)

The main findings of this study have shown that 86% of specialists believe that social networks are important to their business. Regarding the benefits of social media marketing, 89% of all specialists have indicated that efforts in the online environment have generated more exposure for businesses and brands. The top five marketing platforms in 2013 were Facebook (92%), Twitter (80%), LinkedIn (70%), Blogs (58%) and YouTube (56%).

In 2013, Biz magazine created a Top Social Brands list with the most visible brands on social networking, established annually, taking into account the popularity of the brands and the impact of social media campaigns (<http://www.revistabiz.ro/top-social-brands-2017-download/>).

In the most recent "Top Social Brands 2017" the top 10 most popular brands in social media were Samsung, followed by Coca-Cola, Avon, Vodafone, Lidl, Huawei, McDonald's, Orange, Banca Transilvania and Bitdefender. The ranking is the result of a complex analysis of all activities on social networking between 30 April 2016 and 30 April 2017.

Another study by Gemius presents the most active Romanian brands in the online environment in 2013. The study called "Top Active Brands in the Online Environment according to Users" was based on 2359 questionnaires completed by Romanian users of social networks, aged 18-45 years old. The results of the study showed that in 2013 Dacia was the most popular brand on the Internet, followed by Borsec, eMag, Ursus, Dorna, Gerovital, BCR, Farmec and Rom (<http://www.gemius.ro/homepage.html>).

All these results show that social media has become an integrated marketing tool for the brand communication strategy by companies active in areas such as FMCG, telecommunications, retail, banking, auto, software or electronic products.

2. RESEARCH DESIGN

2.1 Research context

This research aims to analyze the online competition of three companies presented on Iași, on the café market. One is an international one, Starbucks, the second is a national one, Teo's Cafe, with 6 shops open in Romania, and the last but not least, a local one, Jassyro.

Because we wanted to analyse the online competition on social media, we decided to resume it on Facebook, due to the fact that all three of them have a Facebook page. Therefore, we started by observing their pages and comparing performance indicators: total likes, total followers, number of tabs, number of reviews, reviews grade, total pictures, total videos, total tags.

Afterwards, a survey on 100 café consumers aims to reveal the perception of online competition on the café market.

2.2 Methodology

The purpose of this research is to study the competitive practices used by domestic brands in Facebook social networks and their degree of influence on the perception brand.

The main objectives of the research:

For observation:

O1: Determining the engagement of the public on Facebook (measured by the number of Likes and Comments) by the three companies proposed;

O2: Determining the shares of the posts posted by the Facebook page of the three proposed companies;

For inquiry:

O3: Determining the notoriety (spontaneous and assisted) of the three cafes;

O4: Identifying the perception of the stimuli present on some companies' Facebook page;

O5: Identifying the reasons for visiting a brand's Facebook page by Facebook users;

O6: Identifying the perception regarding the performance of the general activity on Facebook of each cafe, by Facebook users;

O7: Identifying online hierarchy of the 3 cafes based on their Facebook page by the users of this network;

O8: Identifying the offline hierarchy of competition among the 3 cafes based on offline Facebook company knowledge by Facebook users.

2.3 Method

The first method of collecting information is a direct and structured observation through an observation sheet that will analyze the engagement and viral elements of a proposed Facebook page. The advantage of this method is the correctness and accuracy of data, errors that may occur in data recording being excluded. The second method of collecting the information is the survey, using the questionnaire as a data collection tool. Information will be obtained from questions addressed to Facebook users after viewing and studying the Facebook page of cafes.

For the first method of collecting information, the researched collectivity is represented by the three Facebook pages of the chosen cafes - Jassyro, Starbucks Romania and Teo's Cafe. After a detailed analysis of each page and the collection of the necessary information, an observation file will be constructed in which an analysis of the engagement and virality elements of the three pages will be carried out concurrently to observe the leaders of the competition in the social environments.

For the second method of collecting information, the surveyed community is represented by Facebook users who have reached the age of 18. The collection of information will be done through the data collection survey tool - the questionnaire. This will be done online through the online questionnaire creation and Google Forms response collection service. The method of getting answers will be generated by distributing the questionnaire link in groups ("You are from Iași if ...") on the Facebook social network, its users being the collectivity researched. The information gathering period is May 15, 2018 - June 15, 2018.

The size of the sample was selected from among Facebook users, and the sample consists of 100 respondents, 80 women and 20 men. As for the age, we can see that the majority of respondents fall between 18-25 years. Occupation is represented by 75% of students and 25% of employees. Respondents' education level has the following percentages: 57% of respondents are high school graduates, 31% college graduates, 11% master graduates and 1% doctoral graduates.

2.4 Research results. Observation

The first method of collecting information is the direct, structured observation, and for that we have built an observation sheet where we can see the differences in the engagement and virality elements of the 3 pages of the chosen cafes. We chose the following components for the observation file:

- Total Likes - is the number of feedback received by Facebook users and is one of the most important indices in evaluating the performance of a page;
- Total Followers - is the number of those who follow the page in addition to Liking the page, some users choose to Like a Facebook page without following it and vice versa to follow it without Liking it;
- Number of tabs - is the number of sections into which a page is divided and organized (Home, About, Photos, Reviews, Events, Videos, Posts, Community, Groups, etc.), and is located on the left side of the page below the profile photo of the page;

- Number of reviews - is the number of messages posted by users in which they express their personal opinion in regards to the café;
- Review grades (5,0 - maximum) - is the mark of the page as a result of user reviews, one star being the worst, and 5 star respectively the best;
- Total pictures/ No. of Albums - represents the number of photos posted by that page and their organization in albums;
- Total videos - represents the number of videos posted by the Facebook page of the café;
- Number of fan Tags - are the posts or messages posted on the users' personal page where the brand is mentioned.

Following the research of the three Facebook pages of the cafes in Iasi, we obtained the following centralized data in the observation sheet on the Table 1:

Table 1. Observation Sheet for the Performance Indicators on Facebook

	Jassyro	Starbucks Romania	Teo's Cafe
Total Likes	4747	59 417	12 904
Total Follows	4728	60 142	12766
Number of tabs	10	10	10
Number of reviews	294	218	409
Review Grades (5,0- maximum)	5,0	4,4	4,9
Total pictures/ No. of albums	1771 /20	1111 /18	1185 /7
Total videos	141	62	25
Number of fan Tags	108	91	136

Source: authors

At the first component of this document, namely "Total Likes", Starbucks Romania has the most appreciation. This may be due to the international reputation it holds, but also to the fact that this is the official website of the brand throughout Romania. The next page is the Teo's Cafe page.

We have the same winner at the second, "Total Follows" component, and only the Starbucks Romania page is Followed by a larger number of users than those who Liked the page. The other two pages have more users who have Liked the page than those who follow their activity.

We can see that the number of tabs is the same (10) at each of the three pages, being an optimal number for an organized page.

The highest number of reviews is held by Teo's Cafe, Jassyro ranking second. From here we can infer that the two cafes even if they have a smaller community, they have a stronger customer relationship, a more difficult aspect to maintain in a larger community such as Starbucks.

The same thing we can see in the "Review Grades" section where the leader of the position is Jassyro, followed by Teo's Cafe and then Starbucks.

We then analyzed the number of pictures and albums on each page and found that the most active page in this respect is Jassyro with 1771 pictures and 20 albums. The other two cafes have a close-up number of pictures, the only difference being the larger number of albums at Starbucks.

We can see a very active presence on Facebook of the Jassyro page, with the highest number of videos posted from the three competing cafes.

And at the last part of the observation sheet, most of the fans Tags were noticed in Teo's café with 136, followed by Jassyro with 108 mentions and then Starbucks with 91 mentions.

As we can see at this stage, Jassyro records the most high scores (3) on the components in the observation sheet, Starbucks Romania and Teo's Cafe being on the same level.

Further we continued the observation sheet by delimiting some time periods (March, April, May 2018), in which we analyzed the monthly activity of each Facebook page of the cafes by the most

important indices of appreciation. Thus, we can observe and analyze the responses of consumers generated by the online business strategy in the social environments (Table 2).

During this three-month period, the largest number of posted Posts per month was reached by Jassyro page with 23 posts in April and May 2018, demonstrating a very active presence in social media. Most Likes on postings for a month were accumulated by Starbucks Romania with 5444 Likes in March, due to the impressive number of Likes on the page itself.

The most active online community, held by Jassyro, generated 153 comments in May, coming back to the top of this competition in social media. An active online presence involves maintaining constant conversations with page fans, as evidenced by the Jassyro page, which records most of the answers (17) to users' comments placed on page posts.

Table 2. Observation sheet for three month

Time Followed	Jassyro			Starbucks Romania			Teo's Cafe		
	March	April	May	March	April	May	March	April	May
Number of Posts	19	23	23	19	17	20	16	9	15
Generated Likes	1044	1111	1733	5444	3010	3757	324	201	283
Generated Comments	55	46	153	224	64	90	0	1	2
Page Replies	12	17	3	6	8	6	0	0	0
Users Sharing Posts	32	11	14	207	115	129	40	55	42
Post Frequency	0.61	0.77	0.77	0.61	0.57	0.65	0.52	0.30	0.50

Source: authors

Posts whose pages have been distributed most often by other users on their personal page to share their opinions to their friends are the Starbucks page with a total of 207 Shares in March.

The last index in this observation is the frequency of a page's posting, which means the number of monthly posts / total posts on a Facebook page. In this chapter, Jassyro records the best performance of the three online cafes with an index of 0.77 during two months concurrently, April and May 2018.

After the completion of the second stage of the observation sheet, we can see that Teo's Cafe's page does not record any maximum score on any of the components of the observation sheet. Starbucks Romania ranked second with two maximum points in this ranking. As we can see, at this stage, Jassyro is on top of the leaderboard, with the highest score (4) achieved on the components of the observation sheet, so Jassyro is the winner in this competition in social media according to the direct observation method.

2.5 Research results. Survey

The second way of collecting the data is a survey based on an online questionnaire used as an information gathering tool. Following the collection of information and the establishment of the database in the statistical program for statistical analysis of SPSS (Statistical Package for the Social Sciences) data, we have obtained the following results to be further interpreted.

From a spontaneous notoriety point of view, out of 23 cafes mentioned, Teo's Cafe enjoys the highest reputation among respondents because it has been mentioned 36 times. With 30 mentions, the Starbucks café is ranked second, and the third place is 5 to Go, mentioned 15 times. The third researched cafe, Jassyro, ranks fourth in this top, with only 13 mentions.

From the point of view of assisted notoriety, Starbucks accumulates the largest number of respondents' choices (97 out of 100). These results can also be influenced by the popularity of this brand internationally. Teo's Cafe is ranked second and is selected 76 times, this number can be due to the existence of several Teo's cafes in Iași and their successful location. The third place is 5 to Go, with 60 selections. Again, these results may be due to the location of the café in the Copou area, a high traffic area for students and employees. Next goes 7AM Coffee to Go (26), FIKA (20),

and 6th place in this ranking is the Jassyro Café with only 19 selections from the respondents. These results can be influenced by the existence of only one Jassyro cafe in Iasi and the location in an area with less traffic, but also due to its launch of the market just 4 years ago.

It was requested to find out which are the most viewed Facebook pages of the proposed coffee shops. The renown of Starbucks coffee again beats the record and accumulates most selections. 44 of the 100 surveyed follow the official Facebook page of Starbucks Romania. However, 34 of the respondents do not follow any Facebook page of the cafes. Teo's Cafe has 31 Facebook fans out of 100, followed by 5 to Go, FIKA, Jassyro, Coffee Story, 7am Coffee to Go, Status Coffee, Altura Cafe, Origin's Coffee, The Paper Cup, Geo's Coffee, The Beginning.

The company competition on facebook is also given to the stimulus posted. The following table shows the attraction represented by each of these categories of stimuli, measured as the mean of responses on a 5-step Likert scale (1-Strongly Disagree, 5 - Strongly Agree).

Table 3. Facebook stimuli attraction

<i>The statement:</i>	<i>Means</i>
2. I Follow the pages of my favorite brands on Facebook.	3.80
4. Usually companies attract my attention through Facebook photos.	3.76
5. Usually companies attract my attention through video content posted on Facebook.	3.65
7. A company's active presence on Facebook gives me confidence in its products.	3.35
6. Usually, I'm attracted to companies by Text Posts on Facebook.	3.27
1. To rate a page on Facebook, I analyze the content of the latest posts.	3.21
3. Sponsored ads of the brands on Facebook catch my attention.	3.09
8. The company's active presence on Facebook makes me buy its products.	3.07

Source: authors

From all the reasons why users would search for a brand on Facebook, most of the social media users are interested in searching for a brand on Facebook to find out more about the company's products because all the information you need can be found with just a few clicks in an easy and accessible way. With a small difference in the first category, the next reason is to track the company's offers and promotions. This information could be useful to brands for online activity and actions taken.

Before the next question, all respondents were asked to access the Facebook pages of Jassyro, Starbucks, Teo's Cafe coffee shops at the same time to answer the following questions in the questionnaire.

When accessing the Jassyro Cafe Facebook page, users were primarily attracted by the profile / cover photo. The cafe page puts an important focus on posting with beautiful and appealing pictures that can be noticed as soon as you get to their page.

The first issue that attracted the attention of respondents to the Starbucks page was the number of ratings, which is the highest (59,417) of the three cafes in the social media competition. This is because it is Starbucks' official website in Romania.

The same aspect as on the Jassyro page, has been highlighted for users accessing the Teo's Cafe page. The profile photo of the café is its well-known logo in Iasi, so the respondents' attention was involuntarily drawn to the main profile picture.

In Table 4 you can see the performance according to the criteria set out above for each Facebook page of the proposed companies according to the respondents' opinion with notes of 1-10. The table shows the score obtained for the pages of the cafes.

According to user ratings, we can say that the Starbucks page accumulates the highest scores on most of the assertions proposed and the best overall page performance (8.56). However, with a minimum difference of 0.1, the Jassyro (8.46) page performance is also positioned, which excels in

posting frequency and interaction with fans. The Teo's Cafe's overall performance score is 7.96, according to the respondents' appreciation.

In order to verify that the rating for the overall performance of the three Facebook pages depends on the scores for the other criteria, we performed the multiple linear regression in SPSS. Following the analysis, we have identified that the mark on page layout, current information, and page interaction with fans has a direct relationship to the overall performance of the page. When scores for the listed criteria increase, the overall performance mark is also increased.

Table 4. Performance criteria as perceived

	Jassyro	Starbucks Romania	Teo's Cafe
Aspect/design of the page	8.32	8.65	8.11
Post diversity	8.05	8.17	8.02
Relevance of posts for cafe activity	8.16	8.52	8.28
Post frequency	8.45	8.25	7.78
Coffee information	7.91	8.33	8.02
Cafe information	8.18	8.35	8.08
Information recency	8.16	8.41	8.13
Page interaction with fans	8.37	8.24	7.92
The overall performance of the FB page based on the above criteria is:	8.46	8.56	7.96

Source: authors

Starbucks is the page with the highest chances to be Followed by the respondents, but at a very small margin of 0.08 there is also the Jassyro page, which despite the fact that it has the least fans, has the same chances of being Followed by the respondents of the questionnaire. Thus, we can say that a Facebook page must have an organized and strategic activity, especially at the beginning of the road in the online environment. Teo's Coffee Cafe's page has lower chances to be tracked by respondents, accumulating the smallest average of 2.90 out of 5.

Towards the end of the questionnaire we wanted to find out the best competitor in the online as well as the offline environment. Respondents were asked to divide up to 100 points for the three cafes, most points being offered to the leader in their opinion and arguing the decision taken for a reason.

A minor difference of 3% between Starbucks and Jassyro points the leaders of the online competition. Starbucks stands out in this ranking by gaining 39%. Teo's Cafe accumulates 25% in this competition, the lowest score out of those three actors.

In the Offline competition, the ranking is different, based on the respondents' knowledge of cafes, Starbucks is ranked first with 44%, Teo's ranking with 35%, and Jassyro accumulating only 21% in this top.

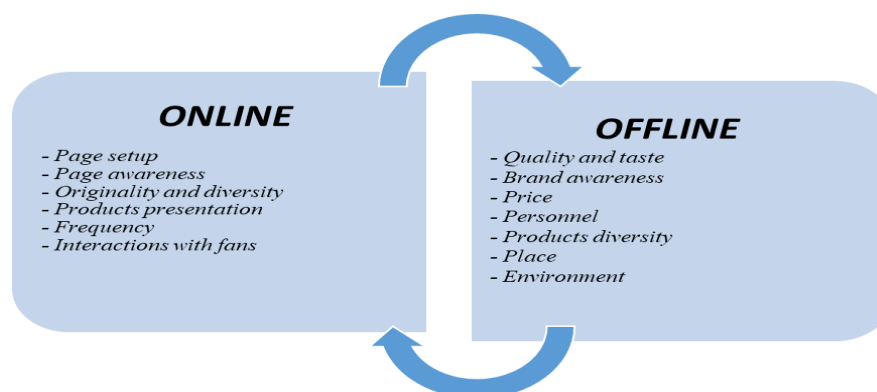


Figure 1. Online and offline criteria competition

Source: authors

Among the reasons suggested by the respondents for the best competitor chosen in the online and offline competitions we identified the following categories in which they fall (Figure 1).

3. CONCLUSIONS

After conducting this research to study the used competitive practices and their degree of influence on the perception of native brands in the Facebook social network, we have identified leaders in the social media competition.

According to the first method of gathering information, direct observation, we pursued the objectives by producing an observation sheet in which we measured the engagement and viral aspects of the three Facebook pages of the cafes under investigation. The results obtained from this data collection method show that the best enticement rate is held by the Jassyro cafe's Facebook page, as it scores the most of the highest scores on the observed engagement and viral elements (Review grades, Total pictures / albums, video, Number of posts, Generated comments, Page responses, Frequency of posts). Due to the advantage of this method, namely the correctness and accuracy of the data, we can state with certainty that Jassyro is a strong competitor in this competition because it fully benefits from social networking.

In line with the second method of data collection, the survey, we pursued the achievement of the objectives proposed by the information gathering tool questionnaire. It was created and completed with the online Google Forms service, and the data collection period was 15 May-15 June 2018.

The achievement the goal revealed a leader of spontaneous notoriety according to respondents to the questionnaire, namely Teo's Cafe. The leader of assisted notoriety proves to be Starbucks, and its Facebook page is the most Followed of all the proposed cafes. We have identified the perceptions of the stimuli present on companies' Facebook pages from the perspective of the study participants and thus demonstrated the importance of integrating the essential tool for social networking business into the marketing strategy of each company. This is due to the majority of the respondents tendency to follow their favorite Facebook brands. Besides this information that companies should take advantage of, an important aspect is also the identification of the reasons for searching a brand on Facebook, and according to the majority the most important reason is finding out more about the company's products but also tracking offers and promotions of the brand.

Following the review by the respondents of the three Facebook pages in the social media competition, we identified their perception according to established criteria, regarding the performance of the online presence of each page of the cafes. Thus, we have identified leaders according to the survey participants, namely the Starbucks page has the highest average performance score of 8.56 but also accumulates 6 maximum grades of 8 out of the default criteria (Aspect / Page design, Diversity of Posts, Relevance of Coffee Posts, Coffee Information, Coffee Information, Recency of information). At a minor difference of 0.1 is the average performance score of the Jassyro page (8.46) also being the highest, with the highest scores on "Frequency of Posts" and "Page interaction with fans". Teo's Cafe records the minimum performance (7.96), according to respondents' answers. The same ranking is also achieved with the intention to Follow the three pages of Facebook in the future.

When identifying the online hierarchy of the three cafes by Facebook users, Starbucks earned 39% of the score, Jassyro - 36%, and Teo's Café - 25%. Other results were obtained in identifying the offline competition hierarchy: Starbucks - 44%, Teo's Cafe - 35%, Jassyro - 21%.

Following these results obtained after the second method of gathering information, we can also notice the local success, in addition to the global one enjoyed by the Starbucks café. According to the analysis of the above results, Facebook's cafe activity has a positive impact on network users because it has notoriety both online and offline and has the best perception of Facebook performance from the perspective of the participants in this research. After this study, we noticed

the existence of the Starbucks page in Iasi that has a passive activity or the same posts on the Starbucks Romania page. Thus, I would like to note the need to create and maintain the local pages of the Starbucks coffee shop in order to introduce news, posts, current offers in the area.

The Jassyro local cafe is distinguished by its excellent social networking activity, being the leader in this competition according to the first data collection method, and with a minor difference to the 1st place, ranks second in the survey. The engagement and viral elements of the online strategy applied by the cafe page reach maximum odds, even if they have a small community of fans. One aspect to be considered by the company would be to implement a strategy to raise awareness, thus along with their successful online strategy, the cafe will surely take the top position in this competition in social environments.

Teo's Cafe has definitely demonstrated that it has an important notoriety on the Iași cafe market, being the first in the spontaneous notoriety ranking, which is a demanding job. However, according to research, it is the last position in the chapter of the online activity of the page, even if it enjoys a large community of fans who have given them the most reviews of the three cafes. In this situation, we notice a reversal of the circumstance of the past café which has a low reputation. So, in this case, improving Facebook's online strategy and creating a close relationship between the company and customers to reward their loyalty, would be essential to maintain and even improve market reputation.

To conclude, we can say that our research can point that the well-known "axiom" which states that a person does not exist if he/she does not have an Facebook identity can be extrapolated to a business. Therefore, the competition is both online and offline, each one having it's own criteria of performance. Youngsters cannot accept having a life without Internet, so they spend much time on it. The companies must follow them, mingle with them and act like them. Their tools must follow the market, and if the market is on line, and on social media – to be more precisely, so be it!

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