From the airport to the city centre: GoSleep Pod as a part of pop-up hotel concept

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GoSleep Oy is in charge of operating Sleeping Pods in the airports. It has worldwide presence in international airports including Helsinki, Tallinn, Dubai, Moscow and Baku. At the moment, the company is interested in a pop-up hotel concept to expand its market to the city centre. Thus, the aim of this research is to improve the current and future offering of the company.

The following paper includes both quantitative and qualitative research methods. Current offering of the GoSleep Lounge is analysed by the means of a survey, which was conducted in Helsinki Airport in October 2018. Questionnaire was handled by the thesis author during her working hours as an Administrator in the Lounge. Total number of respondents was 98, including both actual customers of the GoSleep Lounge and potential customers.

The potential for future offering was discovered with the support of the content analysis and one semi-structured in-depth interview. Content analysis described major events organised in Finland that create additional demand for the accommodation. Also, it provided information about existing pop-up hotel competition. The interview conducted with the Congress Manager of the largest event venue in Finland supported the findings regarding events industry and pop-up hotel potential.

The entire investigation was focused particularly on the Finnish market. Survey findings proved that Helsinki Airport passengers are aware of the GoSleep product and actual customers of the GoSleep Lounge are ready to use the service again in the future. Participants’ suggestions for improvement indicated that the Lounge is in need of improving its sleeping inventory and the Lounge area should be situated in a quiet area of the airport.

Furthermore, the analysis of market potential demonstrated that there are a number of events to aim at, however, the company should be aware of the existing competitors in pop-up hotel business. Also, conducted interview with the event industry professional proved that the pop-up hotel concept has potential but requires thorough organisation. Event visitors are in need of all basic facilities including shower and working space.

Based on the key findings, this paper provides GoSleep with a concrete action plan to improve the current and future offering.

**Keywords**
GoSleep Pod, Offering, New Market, Pop-Up Hotel, Potential
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1 Introduction

This bachelor thesis presents a research regarding GoSleep operations and new market potential. The investigation was commissioned in August 2018 by GoSleep Oy, Finnish company specialising in Sleeping Pods for the airports. The reason for thesis investigation is the company’s intention to expand its existing market. GoSleep is currently interested in reaching customers outside the airport. Thus, this paper discusses a pop-up hotel concept, which might be possible to arrange in the future by the commissioner.

The aim of the thesis is to provide GoSleep with suggestions of how to improve company’s service offerings. As GoSleep operates at an international level, its service offerings are various and different depending on the geographical location. The chosen scope of this research is focused particularly on the Finnish market, namely GoSleep Lounge in Helsinki Airport and large Finnish cities.

In order to suggest GoSleep a course of action, several research problems are determined. Firstly, it is highly important to understand the company’s position on the market at the moment. Hence, the research explores such key points as current brand awareness and customer profile in the GoSleep Lounge of Helsinki-Vantaa Airport. Secondly, the investigation discusses a new market opportunity for the company and thus, requires clarification about potential target market and competitive landscape in the pop-up hotel business.

Several research questions are formed in accordance with the research problems:

1. To what extend are the airport passengers familiar with GoSleep Pods?
2. What is the regular profile of a GoSleep Lounge customer?
3. What is the target market for GoSleep outside the airport?
4. What kind of potential is there for a GoSleep pop-up hotel?

There are two research methods used in the following research. In the first empirical part, the current offering of GoSleep, namely GoSleep Lounge is assessed by the means of quantitative research. The survey conducted in the airport aims at investigating such research problems, as brand awareness and Lounge customer profile. The second empirical part applies qualitative research method. The interview with event expert investigates the research problem of new market entry.

This thesis is divided into several components, such as commissioner description, theoretical framework, two empirical parts and recommendation. The second chapter of GoSleep Oy offers basic information about the company. Thesis author has been working
in the Lounge as an administrator since December 2015. Hence, some of data provided in the paper is described by the author from the perspective of the employee of GoSleep.

Theoretical framework supports the research with generic materials about investigating subjects and applies them to the GoSleep current offering. It consists of such chapters as product development, pop-up concept and market entry. Chapter 3 of product development discloses how existing product can be divided into different levels and how a new product can be created. It also discusses the concept of innovation and its difference with a standard product. Since the topic of this thesis is linked with the pop-up hotel potential, Chapter 4 provides the information regarding this business trend and how GoSleep product is related to it.

Chapter 5 discusses the concept of market entry. Major part of this chapter describes key points of the subject including analysis of PESTEL, SWOT and competition as well as reporting of market research. Interest of the commissioner lies in large events organised in Finland, as these events create demand for additional accommodation in the city centres. The further Chapter 6 offers the analysis of large-scale events and competition on the pop-up hotel market in Finland.

The empirical part of the thesis is presented in Chapter 7 and Chapter 8. It constitutes a survey at Helsinki Airport and one interview with event expert. The survey explores passengers’ awareness of the GoSleep product and customer’s profile. The results are supported by the visual data in terms of figures. The interview with a Congress Manager of Messukeskus Helsinki delivers supportive information regarding the potential for the future pop-up hotel. Based on the empirical part and author’s working experience, Chapter 8 is concluded by the PESTEL and SWOT analysis of the commissioner.

Chapter 9 of discussion and recommendation summarises core findings of the research and provides recommendations to improve the current and future offering of the commissioner. The final reflection on author’s own learning and thesis process is given in Chapter 10. Last but not least, this paper includes a list of reference as well as an appendix with the questionnaire in the end of the paper.
2 GoSleep Oy

The commissioner of this thesis is a Finnish company named GoSleep, which was established in 2011. It is in charge of creating and operating its main product GoSleep Pods, innovation for airports all around the world. The Pod itself is an ergonomic chair, which may be converted into a bed. It is provided with a cover, USB port and main chargers, as well as storage space for hand luggage. Sleeping Pod provides airport passengers with an opportunity to rest in a private space and hide from the light. The Pod cover has holes through which happens the air circulation. (GoSleep 2018.)

Abu Dhabi International Airport became the first airport in the world to launch GoSleep Pods in 2013. Mohammed Al Bulooki, Chief Commercial Officer of Abu Dhabi Airports Company (ADAC) highlighted in his interview that introduction of Sleeping Capsules indicated a step towards exceeding passengers’ expectations and embracing innovation. (Abu Dhabi Airport 2013.) At the moment GoSleep is targeting mainly international airports for its innovation. For instance, there is now strong presence in Abu Dhabi, Helsinki-Vantaa, Tallinn, Moscow Sheremetyevo, Baku, Beijing and more. (GoSleep 2018.)

Pods are being manufactured in Pieksämäki, in the province of Eastern Finland (GoSleep 2018). In 2018 the company was awarded with the Design from Finland mark. The following mark represents the origin of Finnish design and shows that the company has invested in design. (Design from Finland 2018.)

Image 1. GoSleep awarded title “Design from Finland” (Airport Suppliers 2018)
Furthermore, in March 2018, GoSleep was chosen for the EIC pilot, part of the European Commission’s Horizon 2020 research and innovation project. This project is in charge of supporting entrepreneurs, scientists and small businesses to develop their products on the international scale. The company has received one million euros in funding and now has the opportunity to enter other markets as well. (Good News from Finland 2018.)

2.1 Capsule models

The slogan of GoSleep company is “More than a seat”. This statement is used because of the unique configurations that Sleeping Capsules have. For example, GoSleep produces different types of Sleeping Pods. They may be delivered in optional colours and materials. Currently there are three main types of the Pods that are actively being used in the airports: (GoSleep – Rest for You 8 June 2018.)

- Recliner model
- Flat-bed
- Iqlooo, also named as “Work&Rest Station”

Recliner model was the first model introduced by GoSleep. It features a reclining seat, which may be converted from a sitting position into a flat position by pressing the buttons. Flat-bed, on the other hand, only features a flat position and has slightly different mattress than recliner model.

Iqlooo or Work&Rest Station is the third model manufactured by GoSleep. It is possible to rest in privacy in both sitting and flat position as this Capsule type is equipped with a mobile screen, which is not presented in two other models explained above. The latest Iqlooo also features a folding table that may be used as a working surface. This is the reason why this Pod is named Work&Rest Station. As GoSleep CEO Jussi Piispanen explains, the Iqlooo Capsule is suitable for those who would like to work, rest or breast feed. (Good News from Finland 2018.)

At the moment, the main focus of the company is put on the development of new Work&Rest Stations. This model is already in use in Dubai’s International Airport as well as Helsinki-Vantaa (Finnfacts 2018a).
By the end of August 2018, GoSleep has added one Pod to the GoSleep Lounge in Helsinki Airport. It differentiates from all other models. The new model is created through the collaboration of GoSleep and Neurosonic, company that specialises in technology-advanced chairs and mattresses. (GoSleep – Rest for You 19 September 2018.) The Neurosonic Pod powered by GoSleep consists of a special mattress, which produces low frequency vibrations. The vibration repairs imbalances in a human body caused by stress. The electronic mechanism helps to relieve muscle tension and provide deep relaxation. (Neurosonic 2018.)

2.2  GoSleep Lounge

The author of this thesis has been working in GoSleep Lounge in Helsinki-Vantaa Airport as a GoSleep Lounge Administrator since December 2015. Hence, some of the
information presented below is based exclusively on the work knowledge and experience of the author.

GoSleep Lounge, also named as Relaxation Area, provides lodging for the passengers of Helsinki Airport 24/7. In 2015, it used to be located in the departure area of the Schengen area at Gate 31 in Terminal 2. In November 2017, the Lounge moved to the new location at Gate 12 in Terminal 1. In November 2018, the location of the Lounge changed one more time. Starting from 7th November 2018, it is situated in Terminal 2 between Gate 28 and 29. The service is chargeable at the night time and in the morning, from 21:00 to 13:00. At the day time, passengers may experience the Capsules free of charge. This, however, might change in the nearest future as the company plans to make its service chargeable 24/7.

Relaxation area is operated by an administrator during the chargeable hours. Passengers who would like to sleep in the lounge, choose a suitable package in terms of sleeping hours and are assigned to Capsules. Most of the customers usually prefer the whole night package named ‘No Limit’ which allows them to stay in the lounge until 12:00 in the afternoon. This package also includes pillow and blanket rental.

On 20 February 2017, GoSleep Lounge appeared for the first time as an accommodation provider in booking.com. Since then, the number of lounge visitors began increasing significantly. Apart from better visibility on the Internet, booking.com also offers a variety of additional tools for the accommodation. For example, this distribution channel implements analytics based on the incoming bookings. Moreover, it reports guest profiles (e.g. purpose of travel or country where the reservation took place) as well as their reviews. All this data conclusively helps the company to track customer level of satisfaction.

All lounge customers are provided with one-time bed sheets and earplugs. In case of any additional questions or arising challenges, customers may ask the administrator for help. Additionally, at least half of the passengers order a wake-up call service to catch their flights in time.
3 Product development

This thesis focuses on the GoSleep product and services that the commissioner produces. In the beginning of company history, GoSleep used to concentrate primarily on the production of the Capsules. Within several years of its existence however, it has also developed services, such as for example GoSleep Lounge in Helsinki-Vantaa Airport or GoSleep.Moscow in Moscow Sheremetyevo International Airport. (GoSleep 2018.)

Product and service are two closely related concepts in business world. Thus, it is highly important to define their similarities as well as differences. People consume products and services every day by purchasing tangible items from a department store or by using local transportation. In fact, definition of these two terms was distinguished already several decades ago. One of the approaches to differentiating products from services is to define whether it is tangible. The idea of tangibility suggests that products are physically present whereas services are not. (Macintyre, Parry & Angelis 2011, 2.)

Mohammed (2015) suggests that the drive to sell products and services is diverse. On the one hand, companies selling products manage to fill customer´s needs and desires. On the other hand, sellers of services tend to establish a relationship between its company and customers. In that case, customers consume intangible experiences. (Mohammed 2015.)

With the development of our world, however, product and service division became more complex. Products cannot be used without the service aspect, as well as service may not be experienced without supporting physical items. (Macintyre & al 2011, 4.) Kotler (2014, 251), for example offers an alternative definition of the product. In his opinion, product includes physical objects, services and ideas. Moreover, it might be anything that offers value to the market and satisfies a consumer.

Regarding the tourism and travel industry, Kotler (2014, 251) defines, for example a Hawaiian vacation, a room at the Four Seasons in Canada or a sightseeing bus tour as products. At the moment, GoSleep company is highly dependent on this industry, since its Capsules are presented in the airports. Hence, GoSleep Pod may also be considered as a product in travel industry. Author of this thesis believes that the approach to product definition that Kotler uses, is also relevant to the GoSleep company. Thus, both of the terms, product and service, are mentioned interchangeably in this paper further on.
3.1 Product levels

In order to create and market specific products efficiently, company needs to understand what it precisely offers to the market. Division of the existing product into three levels helps defining its different features and benefits. (Bhasin 2017.) As Connor (2001, 225) emphasises, three levels presented by Kotler further in this subchapter, are not definite. It tends to serve as generic principles of product levels but actual variations might be numerous depending on the industry and business.

The first level of this product hierarchy is core product. Core product is usually intangible and determines the actual value that company offers to the customers. For example, tourists purchasing a holiday trip to Ireland might be interested in cultural enrichment. Despite all the purchased elements of the trip, such as plane tickets, transfer and accommodation, the company selling this trip would have to emphasise the fact that the core value for these tourists would be cultural experience. (Bhasin 2017; Kotler 2014, 252.)

The second level of actual product means physical, tangible product, which consists of quantifiable elements. The third and the last level is referred to as augmented part of the product. It is also intangible and includes additional value, such as accessibility, atmosphere and customer interaction with the company. Companies may tailor core and actual product with the augmented one according to the individual need of the customer. (Bhasin 2017; Kotler 2014, 254.)

Based on the product levels, GoSleep Lounge service could be divided into product levels as follows: The core product of GoSleep Lounge is quality rest and relaxation to the passenger. Passengers may rest either before, after or between their flights in the proximity of the Gates and enjoy privacy within the hectic environment of the airport.

GoSleep Pods are considered the actual product of the company, as this is the product that customers use at any time while in the Lounge. Ergonomic chair adjusts into bed, luggage may be stored in the storage space underneath the Pod and a movable shade covers the passenger from noise and light of the surroundings. Last but not least, the augmented part of the product would be customer service for the passengers in the lounge, namely administrator assistance.
3.2 New product development

Blau and Sinclair (2001, 80) claim in their academic article that new product development (NPD) is a demanding process. It requires combined efforts of people as well as resources for an extended period of time. The success of a new project depends on a number of factors, including government laws, expenditures, company's strategies and management enthusiasm. Due to the uncertainty and risks, only a limited percentage of products are eventually commercialised.

In order to launch a new product to the market, systematic approach to product development should be followed. New product development requires a series of stages including conceptualisation, design, development as well as marketing. There is a variety of product development frameworks to choose from. The decision of choosing a suitable framework should be primarily based on the characteristics of the product or service that is to be developed. (Rouse 2016.)

The framework presented by Rouse (2016) is a generic NPD, which is suitable for manufactured goods and consists of eight stages. Kotler (2014, 267) seems to describe the same NPD approach, which is also commonly used in travel product creation.

3.3 Generic NPD framework

The first stage of NPD is idea generation. When generating ideas, company considers all product opportunities, which could be possible to implement. Both internal and external
sources are used for this, including employees, suppliers, competitors and customers. It is also recommended to take into account PESTEL factors when generating ideas for new product. The next phase of idea screening involves the process of selecting most promises ideas out of the pool created in the first stage. Idea selection should be conducted thoroughly and objectively, since further steps in product development include serious financial contribution. (Kotler 2014, 265 – 267; Rouse 2016.)

Selected ideas are then developed into product concepts through the concept development and testing. At this point, marketers determine the difference between a product idea, a product concept and a product image. Product idea defines the possible product, which companies might present to the market, whereas product concept describes this idea in detail by using consumer terms. Product image is the form in which customers perceive the product. Marketers collect feedback from the real customer base regarding the product and make further modifications according to that. (Kotler 2014, 267; Rouse 2016.)

After defining product concept, market strategy should be created. It consists of well-known four P’s that entrepreneurs apply in business. Four P’s of marketing include product, price, promotion and place. At this stage, companies decide what is the selling point of their product and do pricing, which will eventually impact on the profit margins, supply and demand. When the pricing decisions are made, marketers are required to think through the promotion plan. Finally, place of the marketing refers to distributing the information regarding products into the right channels, which are supposed to support converting potential customers into actual ones. (Purely Branded 2018.)

When the marketing strategy is prepared, management of the company carefully reviews possible sales, expenses and profit projection of the new product. This is necessary because of the need to evaluate how effectively the product proposal fits into initial business objectives. In order to calculate financial forecasts, marketers implement risk management. (Kotler 2014, 269.)

The sixth stage of product technical design involves creation of the actual offering from the existing prototype. It is important to highlight that tangible products, such as restaurant menus or hotel rooms, are less-challenging to develop than intangible ones, for example customer service. (Rouse 2016.)

Before launching the designed product or service on permanent basis, companies also have a tendency of implementing the test marketing. The following marketing method
refers to analysing customer response to a new product by making it available for a certain period of time for the target group. Depending on the offered product and their creator, customers may or may not know that they take part in a product test. (Rouse 2017.)

Last but not least, commercialisation or also referred to as market entry phase is the stage in which company may finally introduce its new product to the market. The information gathered from all NPD framework stages mentioned above is used to produce, market and deliver the offer through appropriate distribution channels. (Rouse 2016.)

Image 5. Product development process (TechTarget 2016)

3.4 Innovation development

Every now and then new products or services tend to be called as innovations. A number of companies and organisations actively use this term in their operations to emphasise the uniqueness of their new products. However, according to the academic article written by Kahn (2018, 453-454), this concept is often misunderstood. For example, some companies believe that innovation must be radical, an output, which is completely brand-new. This type of innovation demands significant resources and involves a number of risks.

There is also another type of innovation, which is referred to as incremental innovation. In contrast to radical one, it means slight changes to already existing products. A prosperous company understands that the innovation concept ranges from the radical innovation to the incremental one. (Kahn 2018, 454.) Bratti and Felice (2018, 132), on the other hand, offer a slightly different definition of the product innovation: “Introduction of a good which
is either new or significantly improved with respect to its fundamental characteristics”.
They also highlight that innovation can be new to the company but not necessarily to the market.

When implementing a product innovation, companies need to take into account not only the generic NPD framework but also an innovation cycle. It consists of three stages: discover, develop and deliver. Stage of discovery is in charge of defining and searching for opportunities. Suitable opportunities are then moved on to the next stage of development. At this point, innovation features are determined and the design of the offering is created. Lastly, on the deliver stage, the innovation is presented to the target market and is ready for the utilisation. (Kahn 2018, 457.)

There is one main difference between a generic NPD and an innovation cycle. The NPD framework includes idea generation and product design. However, an innovation includes more than just a creative idea and an invention itself. The developers of the innovation take into account how to make a product useful, offer it to actual customers and receive market acceptance. (Kahn 2018, 457.)

Image 6. Innovation cycle (Kahn 2018)

In case of the GoSleep, it claims that the Sleeping Pod is a Finnish innovation. Based on the innovation cycle, the author applied these three stages of discovery, development and delivery to the current offering of the company.
At the stage of discovery, the commissioner searched for actual opportunities on the markets. When it defined that airports need more than only traditional hotels, it started to develop Sleeping Pods, which are similar to the seats used in business class of the aircraft. At the development stage, the incremental innovation was supplied with luggage storage space for the passengers, power outlets for different devices as well as a cover to hide from the light. Moreover, GoSleep worked on the physical design of the Capsule and decided to create it in the shape of an egg. One of its Finnish names is “Unimuna”, which literally translates as a sleeping egg.

On the final stage of delivery, the Sleeping Pods were presented in the airside of Helsinki Airport, firstly as a pop-up and in a while, as a full and chargeable service. In Chapter 4, the subchapter of Sleeping Pod as a pop-up discusses in detail how this pop-up became a permanent GoSleep Lounge of Helsinki Airport.
4 Pop-up concept

Product launch is a significant milestone in every business. Before the actual announcement, company should make sure that its offer to the market is feasible and fully ready for the consumers to experience it. In case there are still fundamental matters to be solved, it is then recommended to address these issues first and only then prepare for the official launch. (Deeb 2017.)

Test marketing, which is previously mentioned in the product and service development chapter, offers the practice of testing offering product within the final market. The data collected through this investigation might determine whether the product is worth commercialisation or not. In addition to defining potential challenges within product presentation, market testing also gathers insights for more reliable sales and profit forecasts. (Business Jargons 2018; Kotler 2014, 270).

One specific business model of pop-up shares major similarities with test marketing. Identical to the testing, pop-up concept provides businesses with an opportunity to communicate about the brand, experiment and test the product. (Deveau 2018.)

4.1 Pop-up defined

Pop-up definition initially refers to a business, which tends to operate for a certain period of time in a temporary location (Oxford Dictionaries 2018). Even though the pop-ups might have been existing with the beginning of the human kind, when merchants used to sell items while travelling, as Jeremy Baras (2016, 19) suggests, the following concept is still relatively new in the current business world in his opinion.

Nowadays, a number of pop-ups appears in various industries including retail and hospitality (Baras 2016, 7-8). One of the main advantages of such business is the fact that entrepreneurs may test their products in a new venue without the obligation of long-term lease. Pop-up shops might negotiate for a temporary spot with a permanent retailer, whereas pop-up restaurants have an opportunity to appear in places, which are usually off-limit to the traditional restaurants. (UBC 2015.)

For example, a Scottish company Dram & Smoke (2018) is known for setting up restaurants in unusual places in the UK. For a period of 6 weeks in spring 2015 it has set up a pop-up project in a former sofa factory in Hackney close to the Olympic stadium in London.
Retail industry faces significant changes because of the rising e-commerce. More entrepreneurs intend to establish their business online. This does not necessarily mean that real-life shopping disappears. Vogue claims in its article, however, that future shopping might take a form of temporary shops, namely pop-ups. (Farra 2016.)

Despite the fact that lion share of the e-commerce is based online, businesses still prefer to have a real person-to-person experience with their customers. This is the reason why online businesses also create pop-ups from time to time to establish closer relationship between the brand and its consumers. (Farra 2016.)

4.2 Fear of missing out

The concept of pop-up is closely related to the idea of unique experience. According to Euromonitor International (2017), there is currently a fundamental shift occurring in consumer behaviour. Customers value experiences over items that bring joy and satisfaction. For instance, by 2030 it is suggested that the spending on experiences such as travelling, food and leisure services will rise up to US$8.0 trillion. (Boumphrey & Bremner 2017.)

Since pop-up events operate for a certain period of time, marketers are able to make use of the human psychology by creating the urgency to attend, buy or consume the product in question. Fear of missing out (FOMO) drives customers to experience the pop-up as soon as possible. (Booker 2017.)
4.3 Pop-up hotel

In addition to retail and restaurant industry, pop-up concept is now actively presented in hospitality as well. Unlike restaurants and shops, this kind of pop-up provides travellers with an opportunity to enjoy the place for a longer period of time. The unique feature of pop-up accommodation is the fact that it is exceptional and organised in areas, which are usually off-limits in daily life. This advantage drives entrepreneurs to create experiences for the consumer. Thus, pop-up hotels may play the role of a serious competitor for traditional hotels and Airbnb nowadays. (Rosenbloom 2013.)

Similar to the pop-up restaurants and shops, they are available for a short period of time depending on the occasion or season. For the travellers who are keen on winter theme, for example, there is a hotel created entirely of ice for the winter season. The examples of such hotels exist all around the world. In Quebec Canada, primarily made of ice Hotel de Glace is visited by guests every year from January to March. (PopUp Republic 2018.)

Also, identical concept is used in the Finnish Lapland, where every winter season Lapland Hotels brand creates ice-themed accommodation. In fact, the period of winter season 2017-2018 brought much publicity to Lapland. The reason for this was the fact that Lapland Hotels made a themed hotel dedicated to the most well-known TV-show “Game of Thrones”. (Nordic Business Insider 2018.)

Image 8. Pop-up hotel dedicated to “Game of Thrones” in Lapland (Nordic Business Insider 2018)

Hospitality industry needs creative and innovative solutions in order to change an empty space into a promising and attractive pop-up hotel with pleasant physical attributes and service experiences. Also, the innovative approach is needed in marketing. Success of a
pop-up might be determined by the effectiveness of the experiential marketing, which is based on emotion and experience sharing. The pop-up entrepreneurs seem to understand this and thus, create websites, which are sometimes more user-friendly and attractive compared to major market players. (Jones, Comfort & Hillier 2017, 211-212.)

In conclusion, pop-ups can be set with different aims depending on the organiser, although the main idea of this business remains the same. The main goal is to impress the audience as well as build brand awareness. (Green 2018.) All in all, pop-ups have several general characteristics despite the different nature of events organised by entrepreneurs. Based on the secondary data gathered above, this paper summarises basic characteristics of pop-ups.

Pop-up - business characteristics:
- operates for a certain period of time
- is located in a temporary location
- consists of movable facilities

4.4 Sleeping Pod as a pop-up

Sleeping Pods manufactured by GoSleep share similar characteristics of a pop-up. Firstly, they are rather flexible in terms of movability. The compact size of each Capsule allows to move them smoothly into different locations. Secondly, Pods can be effortlessly positioned for a certain period of time in a specific place. Furthermore, it is an innovative product among traditional accommodation providers and offers an alternative solution for resting.

Regarding the relation between GoSleep and pop-up concept, Pods firstly appeared as a pop-up in Helsinki Airport in 2013. It was the first airport in Europe, which started to offer this type of service for passengers in the airside. Later on, in 2015 the testing phase or as previously discussed in the paper, test marketing phase, continued. At that time, for example, at Gate 31 of Helsinki Airport the service costed 5 EUR per hour, whereas at Gate 37, passengers could have a relaxing pause free of charge. (Finavia 2015; GoSleep 2013.)

During that time, GoSleep was actively collecting feedback regarding passenger opinion. Positive responses of the customers impacted on the decision for the pop-up to become a stable service of the airport. The pop-up became permanent in the second half of year 2015. This was also the time when the GoSleep Lounge at Gate 31 began initiating bigger sales. In December 2015 thesis author was employed on permanent basis as one of the first GoSleep Lounge Administrators.
5  Market entry

By definition, market refers to distinct target audiences, such as industries and countries. Entering a new market is one of the most significant decisions a company might take. It requires huge investment and high risks. Despite the possible challenges, the company gains worthwhile financial rewards in case of a successful entry. In order to actualise the desired outcome, it is firstly essential to conduct a proper market research. As Hague, Cupman, Harrison & Truman (2016, 284) point out, the return on investment (ROI) of market entry research may be tremendous.

5.1  Growth strategy

There is a number of reasons why companies might intend to join new markets. Igor Ansoff (1960, 113) discusses in his academic article “Strategies for the diversification” four basic scenarios that companies in pursuance of growth might follow. The following growth strategies include increased market penetration, market development, product development and finally, diversification.

The safest method of increasing growth is market penetration, which includes boosting sales within the company’s existing target market. However, when customer needs are changing, product development strategy might be the most suitable alternative. It means introducing new products to the company’s existing audience. (Hague & al. 2016, 284; Kahn 2018, 455.)

Diversification approach tends to be the most challenging method. This strategy involves selling a new product to an unfamiliar market and thus, companies implementing this method should be aware of the complications. The fourth growth strategy is market development, which extends existing offer to new target audience. In general, revenue growth is one of the main reasons of the new market entry. (Hague & al. 2016, 284-285; Kahn 2018, 455.)

The Ansoff matrix of business strategy presented by Oxford College of Marketing visualises the growth strategies. If GoSleep focuses on market penetration, it would try to boost sales in the existing GoSleep Lounge. The constant growth in this case is challenging due to several reasons. Firstly, there is a limited space in the airport lounge and the company cannot put an excessive number of Pods there. Secondly, increase of current rates would question the attraction of GoSleep service, as it is currently the most affordable option to stay overnight in the Helsinki airport area.
Product development strategy would require from the company to think of a new offer for the airport passengers. At the moment, however, the focus of GoSleep is on improving Sleeping Pods but not on creating an entirely new concept. This is also the reason why diversification strategy would not be handled at this point. The market development on the other hand, is the method that GoSleep aims for. The company would be able to present its current offering to the new audience outside the airport.

![Ansoff matrix of business strategy](oxford-college-of-marketing-2018)


5.2 Market research

Proper research plays an important part of market development strategy. It may determine whether there is a profitable opportunity for the business. A number of matters makes market research crucial. For example, it helps with the decision making to identify the benefit of a particular market. Also, by conducting the research, marketers may gather ideas on how to enter the market and set certain goals. Moreover, business plan draft can be created based on the research. (Hague & al. 2016, 289.)

Marketers need to ask valid questions to the right people when conducting an effective research. It may be implemented through the various methods including primary research, secondary research as well as data collection. (Pyle 2010.)

Primary research means analysing current business activities, such as revenue and profit. This type of research also takes into account competition, namely, the analysis of competitors’ activities on the target market. Meanwhile, secondary data that marketers
might use, deals with the information that has been already published. It serves the purpose of identifying competitors and setting benchmarks. (Pyle 2010.)

Finally, there is also a data collection method. Relying solely on secondary data can affect the validity of the research, since the information published by other authorities might be outdated. This is the reason why business’ own investigation is necessary. Through qualitative or quantitative research method company can understand its customer, product and services more thoroughly. (Pyle 2010.)

Regarding the market research for GoSleep, both secondary data and supportive data collection are used. Secondary data includes content analysis in terms of event overview in Finland and pop-up hotel competition. The data collection method is one interview with the event expert.

5.2.1 The size of the opportunity

It is essential for a company to analyse key factors of the new market before its entry. Information regarding the total market size, current trends and competition, for instance determine the market associated with a product or a service. (Hague & al. 2016, 290.)

Total market size, also known as the size of the opportunity or Total Available Market (TAM), refers to the total value or volume of a particular offering, which is sold in the market in a given year at a given stage in the supply chain. TAM indicates the units sold or financial value of units sold in a preferred currency. As soon as the business recognises total sales per year of competitive offerings similar to its own, it might understand more the opportunity to sell its own product or service. (Hague & al. 2016, 290.)

5.2.2 Threats, growth and trends

Detailed market research can identify most significant threats, which company might come across with. These challenges include either macroeconomic or microeconomic matters, such as similar products that are increasing in demand or competitors planning to enter the same market. In order to address these threats, both secondary data analysis as well as data collection method are used. (Hague & al. 2016, 292.)

In addition to the potential challenges, growth and industry trends are also determined by means of a thorough market research. In fact, all these matters can be assessed through the PESTEL analysis. PESTEL helps businesses to find main external factors, which
This measurement tool stands for five issues: political, economic, social, technological, environmental and legal factors. (Hague & al. 2016, 292; Jurevicius 2013.)

Firstly, political factors define the political environment including government laws and rules for a particular market. Secondly, economic factors take into account monetary aspects, such as interest rates, economic growth and exchange rate. The following factors also provide information regarding possible demand and expenses of the offering. (The Economic Times 2018.)

‘S’ stands for social components, which form the macro environment of the business. Corresponding social factors cover demographics as well as target customer study. The technological factors help to understand the current stage of technological advancement in the industry. (The Economic Times 2018.)

Environmental factors are in charge of the earth’s natural resources. Due to the increasing scarcity of raw materials and pollution, more and more companies are aware of the sustainability importance. Last but not least, legal factors include advertising standards, consumer rights, product safety and labelling. (Jurevicius 2013)

Similar to PESTEL, SWOT tool is likewise closely related to analysing the business. PESTEL tool focuses on external factors, whereas SWOT takes into account both external and internal aspects. Namely, by evaluating strengths, weaknesses, opportunities and threats. (Kokemuller 2018.)

Strengths assessment provides insights regarding company’s advantages on the market. On the contrary, weaknesses show aspects of vulnerability related to the competition. ‘O’ in SWOT, which refers to opportunities is also related to PESTEL. By assessing external political, economic, social and technological factors, marketers are able to discover opportunities for the business. Finally, threats emphasise external factors analysed in PESTEL that might bring harm in the future. (Kokemuller 2018.)
Depending on the outcomes of the empirical part of the research, PESTEL and SWOT analysis of GoSleep is to be presented in Chapter 8.

5.2.3 Competition

Entering the market requires deep understanding of the competition. Tracking competitors allows to learn their best practices, for instance brand and price positioning in the marketplace. Moreover, study of competitive landscape offers insights on competitor mistakes to avoid. (Inc 2010.)

Porter’s Five Forces written by Michael Porter (Harvard Business School 2018), describe five factors, which constantly affect the competitive landscape. The following tool reshaped strategy field back in the days and still has influence on the business and academic world today. According to this strategy, there are five forces that can help companies in succeeding:

- Rivalry among existing competitors
- Bargaining power of suppliers
- Bargaining power of buyers
- Threat of new entrants
- Threat of substitute product or service

The first force assesses existing competition. In case of a tight competition, prices tend to decrease, whereas the cost of competition rises. In addition to familiarising itself with the current competitors, a company should also understand what kind of differences there are
between competitors and how loyal their customer share is. (Hague & al. 2016, 292; Harvard Business School 2018.)

Power of suppliers might extend if there are only a few of those, who can supply competitors in the industry. Suppliers can also negotiate more favourable terms or set higher prices on competing companies. As a consequence, it decreases industry overall profitability. Similar to suppliers, buyers might also considerably impact on the companies if the industry products do not differentiate. Namely, powerful buyers are able to request lower prices or ask for more value for the same price. (Harvard Business School 2018.)

There is also a force of new entrants, which can disrupt profit potential of the industry or affect the decrease of prices, for example. This threat is dependent on a number of obstacles to entry, such as law restrictions and expenditures on building the brand awareness. Lastly, threat of substitute product or service refers to the case when attractive alternative is introduced to the market. It provides a differentiate product, eventually winning customers. (Harvard Business School 2018.)

Such complexity of the competition requires full understanding of the situation before the decision to enter a particular market, as Hague & al. (2016, 293) emphasise.

5.2.4 Reporting

Report is the end product of a market research. It should constitute analysis as well as insight generation, based on which companies can proceed with decision-making. In order to hear objective view of the results, some companies tend to outsource market research to the third party, namely experienced researchers. Regardless of the choice of an external professional or an in-house team, there are several recommendations on how to proceed with the report preparation. (Infinitdatum 2018.)

Infinitdatum, a company specialising in data and research outsourcing services, claims that besides delivering the results, high-impact report communicates the data accurately and efficiently. Quality of the market research report highly depends on the understanding of research objectives. In this case, researcher is required to understand what information the company searchers for and what questions should be answered. (Infinitdatum 2018.)

Designing an analytic plan helps to stay focused on the company’s objectives. As soon as required data is collected, researcher needs to relate company’s questions and the results. Instead of communicating a number of charts, it would be more beneficial to create a report where every page contributes to a story. Finally, the business would like to
know the meaning of presented data including summary, implications and suggestions for further actions. (Research 2018.)

In the following thesis, the end product of this research is provided in Chapter 9. The summary includes both discussion and recommendation. Recommended course of action for improving current and future offering is presented in Table 1 and Table 2.
6 New market opportunity

The commissioner of this thesis is interested in developing operations in areas outside the airport. Thus, the following content analysis discusses the new potential market for GoSleep. Thesis author also conducts an interview with one event expert regarding this topic to gain supportive insights.

As it is previously mentioned in the thesis, GoSleep mostly concentrates to airports. After receiving more than one million euros in funding from the EIC pilot in spring 2018, it became possible for the company also to think beyond its current market (Good News from Finland 2018). Management of the company considers one of such potential target markets to be pop-up hotel concept in major cities of Finland during events.

When discussing thesis details with the Business Concept Development Manager Jyrki Nilson, he shared his opinion that GoSleep could serve event visitors at the times when there is shortage of hotel rooms in the proximity locations to convention centres, sports centres and exhibition areas (Nilson 19.08.2018). Because of the company's interest in events as a target market, this chapter analyses Finnish events and pop-up hotels that serve as competitors in the industry.

6.1 Events in Finland

Since GoSleep is interested in targeting event visitors, it is important to collect data regarding most significant festivals, conferences and exhibitions organised in Finland.

Throughout the year, thousands of different events are organised in Finland including cultural gatherings and congress meetings. For instance, a series of events named Finland Festivals is one of the major occasions taking place in the summer with more than 100 events organised all over the country. It provides residents as well as visitors of Finland to experience various forms of cultural expression, such as dance, visual arts, jazz, rock and opera. (MyHelsinki 2018a; Visit Finland 2018a.)

In regard to music, Pori Jazz is one of the first music festivals dedicated to jazz in Finland. Annually being held in Pori town, it brings together approximately 120,000 to 160,000 people. Moreover, the renowned Flow Festival, which takes place in the beginning of August invites singers from different countries to Helsinki. The latest Flow music festival organised in 2018 was visited by 84,000 attendees, providing visitors not only with versatile fields of music but also various selection of food and art. (Flow Festival 2018; Pori Jazz 2018.)
Large-scale events are not organised only in music field but also in sports. For instance, Finland ranks high in ice hockey and organises a number of competitions in this sport in the winter season. (MyHelsinki 2018b.) Also, in 2017 Finland became the host country of the World Figure Skating Championships, which attracted nearly 80,000 spectators (Helsinki 2017).

6.1.1 Finland as a congress destination

In addition to cultural events, Finland also belongs to 20 leading congress destinations in the world. Finland Convention Bureau (FCB) estimates that country organises approximately 800 international meetings annually, gathering almost 100,000 delegates in total. (Visit Finland 2018b.)

There is a number of reasons why foreigners are attracted to Finnish events. For instance, selling points of Finland as a congress destination primarily include accessibility, innovation and high education. In terms of accessibility, there are nearly 200 international flights arriving daily to Helsinki-Vantaa Airport. The airport operates the fastest connections between Asia and Europe. Regarding Finnish education, its high-quality contributes to technological advancement. Main universities of Finland are known for their high educational standards in such fields of study as technology, biochemistry and medicine. (Finavia 2018b; Visit Finland 2018b.)

6.1.2 Meetings in Finland

Despite a relatively small size, Helsinki competes with other major congress cities such as Amsterdam, Sydney and New York. In fact, 2017 became a record year for Helsinki, as the city was visited by 72,000 congress visitors according to Helsinki Marketing, therefore producing a hundred million euros in tourism income for the capital. Some of the upcoming international congresses are already planned to be held in Helsinki in the next few years. These congresses include, for example 3rd Nordic Neuroscience Meeting in June 2019 and TRA 2020 Transport Research Arena in April 2020. (MyHelsinki 2018a; MyHelsinki 2018c.)

Several significant events in business are organised annually in Helsinki, including Nordic Business Forum, Slush and Arctic15. Nordic Business Forum is considered to be one of the leading business seminars in the world, bringing together influential speakers and business decision-makers from more than 40 nationalities. In 2011, the company in charge of organising this event, Nordic Business Group, set a 10-year goal of growing into
the most outstanding business conference. It is planned that by 2021 the following milestone will be achieved. (Nordic Business Forum 2018.)

![Nordic Business Forum Growth Rate](image11)


Moreover, Helsinki gains global recognition in start-up field. Its healthy state of start-up ecosystem is affected by certain factors. Finnfacts media service (2018b) claims that these factors are high-standard universities, support from the Finnish government and Slush event. In fact, Slush is a one more world-renowned event taking place in the capital. Its main purpose is to create a global community of start-ups as well as facilitate founder and investor meetings. (Slush 2018.)

Slush is not the only important start-up conference in Finland though. Arctic15, for instance, is the leading matchmaking start-up event in the Nordics and Baltics. Nearly 450 start-ups and more than 300 investors from various countries attend Arctic15 annually to stimulate networking and deals. Dmitri Sarle, CEO at ArcticStartup points out that instead of competing, Slush and Arctic15 supplement each other in improving the profile of Finland’s start-up ecosystem. (Hills 2017.)

### 6.1.3 Meeting venues in Finland

Venue is the key factor when organising an event. Regarding Finnish capacity to host large-scale events, it offers an extensive number of venues ranging from meetings rooms for 20 people to spacious conference halls for 10,000 people. The major share of venues is located in Helsinki. (MyHelsinki 2017.)

Finnish Fair Corporation Group operates the largest venue in Finland named Messukeskus Helsinki. This Expo and Convention Centre provides seven exhibition halls,
40 conference rooms and 58,000 square metres of space for events. In 2017, Messukeskus was visited by 1,180,869 people. The most visited events being held in the venue that year included Taitaja 2017 Finnish Championships of professional skills, the Helsinki Book Fair and Wine and Food combined event as well as the Travel Fair and Caravan. (Messukeskus 2018a; Messukeskus 2018b.)

Image 12. Messukeskus Helsinki is the largest Convention Centre in Finland (Exhibition World 2018)

Messukeskus is located at Pasila railway station, which takes approximately five minutes from the main railway station by train. However, in case the organisers would like to hold an event in the city centre, there are also several large venues to choose from. These venues include, for instance Finlandia Hall, Scandic Marina Congress Centre and Helsinki Congress Paasitorni. All of these three buildings offer facilities for a wide range of occasions, such as tailor-made corporate events, large-scale exhibitions, concerts, conferences or meetings. (MyHelsinki 2017.)

Despite the fact that the majority of events take place in the capital region, other large cities can host great number of visitors as well. The second largest city of Tampere is served by another well-known exhibition place in Finland, Tampere Exhibition and Sports Centre (TESC). TESC is equipped with five halls, auditorium, meeting and sports facilities. (Visit Tampere 2018.) This venue holds the Subcontracting Trade Fair every year. In 2018, the fair achieved the number of 17,188 visitors. Currently it aims at becoming one of the most significant subcontracting trade fairs in the Northern Europe. (Alihankinta 2018.)

The other large venues also include Turku Fair centre and Congress & Exhibition Centre Levi Summit (GoLevi 2018; Turun Messukeskus 2016).
6.2 Competition analysis

The theoretical part of the research emphasises the importance of competitive landscape analysis. Thus, in this chapter, paper provides an overview of potential competitors for GoSleep in the pop-up hotel market in Finland. The author acknowledges the trend of Airbnb as one of the expected competitors on the market. However, since the subject of sharing economy is wide, it is not included in the scope of current competition analysis.

As it was mentioned before in the thesis, pop-up is a useful tool to investigate the reaction of the market to the product. Mainstream media channel of Finland named Yle expresses the same point by publishing that pop-up is one of the ways for companies to test their business on different markets. It also claims that nowadays, different pop-up businesses tend to appear in Finland as well. Most of them operate for a short-period of time as pop-up restaurants or pop-up shops. (Yle 2012.)

6.2.1 PopUp Hotel

Regarding the pop-up hotels, there are several businesses actively operating in the field. PopUp Hotel, for instance is a Finnish company, which brings short-term accommodation to different locations near large-scale events. In 2018 the company organised a hotel in a regular building in the centre of Pori for Pori Jazz festival. The pop-up hotel was operating during the festival time from 14 July to 22 July. Each room could accommodate up to five people. (PopUp Hotel 2018a.)

As stated by PopUp Hotel (2018a), organised for the festival in 2018, apart from provided beds and towels, each room was equipped with a safety box and nightstands. Reception desk was open from 08:00 to 22:00. Bathroom and shower facilities were located on each floor of the building common area.

In 2017, the pop up hotel appeared three times in Finland: For the Summer Up festival in Lahti in July, Pori Jazz in July and also in Helsinki for the largest start-up event Slush in late November and beginning of December. The PopUp Hotel Slush 2017 cooperated with a start-up community Maria01 and brought a hotel to the start-up building, a historical hospital campus. (PopUp Hotel 25 November 2017; PopUp Hotel 2018b.)
The idea of PopUp Hotel was implemented by the CEO of Vanajanlinna Group, Pekka Vihma and Mikko Kittelä from Kustom Promotion. As Vihma explains, during the events there used to be a significant shortage of accommodation. Moreover, it was challenging to accommodate event catering staff. The concept helps event organisers to generate more sales. Also, PopUp Hotel serves the needs of visitors who make last-minute decision to participate in events. (Hämeen Sanomat 2016; Rasimus 2016.)

The objective of PopUp is not to compete with local hotel providers but to offer additional capacity for fully-booked days. Since it is not possible to build a hotel for several days according to the event, this temporary accommodation serves as a solution to meet the momentary demand. (Vasankari 2016.)

During significant events, accommodation options tend to become fully-booked. When the occupancy rate is on the rise, rates for rooms also increase. Similar situation happened in Helsinki in the summer 2018, when the capital organised the meeting for Russian President Vladimir Putin and US President Donald Trump on 16 July. Majority of Helsinki hotels were fully booked during that period of time, making it challenging for Helsinki visitors other than journalists to book a room. (Sputnik News 2018.) This serves as another example why pop up hotels could be useful.

6.2.2 Restin module

Another company able to prove additional supply in accommodation is Restin. Restin is in charge of producing modules that offer privacy, peace and safety. Each module is equipped with fire-resistant 100cm wide mattress, automatic ventilation and temperature
control. The company offers accommodation providers to rent its modules in high season or in accordance with strong demand. (Restin 2018.)

In its product brochure, Restin (2018) mentions the fact that its product can be used during festivals and events to accommodate attendees close to the event venue. The modules can be transported and installed in the suitable places prior to the events. In addition to the accommodation provision for events, the company also promotes its modules to be suitable for ports and airports. In fact, Restin Room Accommodation used to serve passengers of Helsinki-Vantaa Airport at Gate 31 in Terminal 2 in the Relaxation Area (currently there is the Book Swap located at that place). The project lasted for nearly half a year from September 2013 to April 2014. (AdhocHaus 2014.)

Image 14. Both GoSleep Pods and Restin modules used to be presented in the Relaxation Area in 2013 (AdhocHaus 2014)

6.2.3 Flying Cottage

PopUp Hotel is not the only supplementary accommodation available for Finnish events. Lentävä Mökki or “Flying Cottage” (in English) offers compact cottages, which can be moved to different locations by car. One cottage can accommodate up to four people. Apart from beds, there is also a WC installed within each unit. The company rents out its cottages to individuals who possess B-category driving license. In case potential customers do not own driving license, the cottage can be brought to the requested location for an additional charge. (Lentävä Mökki 2018.)

This lodging is in demand during festivals as well. Founders of Flying Cottage Kristian Kivelä and Kristian Kulmala describe their business as follows: “We started our business a
year ago as we wanted to offer a solution to the growing demand for accommodation at festivals.” Flying Cottage also offers its eHut service in different Finnish cities. The eHut Village refers to the place where a number of cottages are set up for an event occurring nearby. (Ohberg 2018.)

Image 15. eHut Village set by Lentävä Mökki (Glotels 2018)

### 6.2.4 Scandic To Go

Similar for large corporations, pop-up idea can sustain further development of a company. Scandic Hotels, the largest Swedish hotel chain operating on the Nordic market, launched a new concept named Scandic To Go in the summer 2014 (Scandic Hotels 2018). This is an 18-square-meter pop-up hotel with two beds, bathroom and terrace that can be placed to a selected destination in the Nordics. The accommodation also includes complimentary services provided in ordinary hotels, such as free Wi-Fi, towels, toiletries and breakfast. (Ungureanu 2014.)

The new location of the pop-up hotel tends to differ regularly based on the preferences of Scandic guests. It has been placed to five locations across Finland by now: Tammisaari, Jämsä, Savonlinna, Turku and Tampere. In 2015 the hotel chain took this concept outside the Nordics to present Scandic To Go on North Food Festival in New York. The mobile hotel was transported to the US by boat. (Markkinointi & Mainonta 2015.)
Image 16. Scandic To Go (Auto Evolution 2014)
7 Research methods

This chapter is dedicated to the empirical part of the research. Firstly, it focuses on the questionnaire conducted in Helsinki-Vantaa Airport and secondly, on the interview with the event representative.

7.1 Survey at airport

Hundreds of passengers of Helsinki-Vantaa Airport experience GoSleep Lounge every month. Even greater number of them pass by the Lounge on daily basis (Finavia 2018a). In order to evaluate passengers’ opinion regarding Sleeping Pods, primary data is to be collected.

Primary data is collected directly from the research participants. Its main idea is to address specific matters in the research and collect information on participants’ beliefs and opinions. Primary data mostly consists of demographic and psychological information regarding existing and potential customers. The most significant value marketers can receive is respondents’ opinion concerning products, competing products or their knowledge about the products. (Solomon, Marshall & Stuart 2018, 127.)

Company interested in conducting a research needs to select the most suitable research design, as there is a variety of research approaches to choose from. Exploratory research is based on the study of a limited number of participants, providing some information about the topic. Nevertheless, researcher cannot generalise results by implementing solely this method. Opposite to exploratory research, descriptive research addresses the problem by investigating a large sample of participants, that is quantitative approach. (Kotler 2014, 140; Solomon & al. 2018, 128-129.)

Marketers who choose to apply quantitative research method, tend to use questionnaire as a consumer survey instrument. This instrument does a number of functions including extracting data from a respondent and simplifying the way interviews are conducted. (Hague & al. 2016, 127; Solomon & al. 2018, 129).

Regarding the GoSleep Lounge, quantitative research method was used to collect primary data. There were two main objectives of the planned questionnaire. Firstly, it tested the brand awareness of the passengers regarding GoSleep Pods. Secondly, questionnaire determined customer profile of those, who have experienced Capsules before. Additionally, this survey disclosed passengers’ opinion about the GoSleep product.
7.1.1 Questionnaire implementation

The following questionnaire was conducted through the online survey tool named Webropol. It consisted of open and closed questions alike. All the closed questions required one possible answer. Predefined answers were created according to the survey objectives. Data was collected in the area of GoSleep Lounge in Helsinki-Vantaa Airport at Gate 12, Schengen zone in late September 2018 and in October 2018.

Thesis author implemented surveys during her night shifts by asking random passengers to participate in the online survey about GoSleep Pod product. In order to collect data more efficiently, two more administrators were asked to help with data collection. Namely, by distributing the survey to passengers during their shifts as well. GoSleep Lounge customers as well as individuals passing by the lounge were selected. In consideration of smooth data collection method, iPad was used for collecting responses directly through the Webropol website.

7.1.2 Sample

The target audience in consumer market is usually estimated in hundreds of thousands of people. Questioning this number of consumers is challenging due to the fact that it requires large investments. Sampling solves this issue by choosing a limited number of research participants who can represent the target audience. A sample is referred to as a small proportion of a population of interest. A proper selection of respondents can determine a reliable picture of the entire population. (Hague & al. 2016, 112; Solomon & al. 2018, 138.)

Thesis questionnaire applied the technique of convenience sample. This technique is a part of nonprobability sampling and involves participants who are available at time and place of survey implementation (Solomon & al. 2018, 139). There are two reasons for choosing this method. Author of this thesis asked airport passengers to answer the questionnaire in case they had spare time before boarding the plane or attending other matters. Also, the survey could be conducted solely in the spare time of the author while working as an administrator during her shifts.

The final version of the launched survey is available by the link and is also attached in the Appendix 1.
7.2 Interview with event expert

Exploratory research seeks for nonnumeric data about customers' feelings and presents the results in the form of verbal or visual information. Most of the exploratory research is also known as qualitative method. It includes depth interview, focus group as well as ethnography. (Solomon & al. 2018, 127-128).

The second empirical part of the thesis is supported by qualitative research method. In contrast to quantitative method, which focuses on a large sample, the following approach investigates depth and quality based on a smaller sample. (Hague & al. 2016, 45). Qualitative method is generally suitable option for the researcher when the subject belongs to one of the following categories (Glowik 2016, 2):

- Subject is new and reliable data in large quantities is not available
- Subject has to be described in depth because of its complexity
- Subject depends on variables, which are challenging to quantify
- The aim is to formulate specific recommendations instead of providing generic information

The following subject of bringing GoSleep product to places other than airports is new and complex. The implementation of this idea depends on a number of factors. Hence, it is practical to apply qualitative research method.

Semi-structured in-depth interview is selected as the qualitative research tool for the second empirical part of the research. The purpose of conducting an interview is to support the content analysis made about major Finnish events and potential competitors of GoSleep in Chapter 6.

The goals of conducting semi-structured in-depth interview for the event venue representative are described as follows:

- Review the accommodation provision from the perspective of the venue
- Gather information about current cooperation between the venue and accommodation providers
- Gather opinion of an event industry representative about pop-up hotel potential.

The event venue representative who agreed for an interview was Paula Blomster, Congress Manager of Messukeskus Helsinki. Her duty is to search for international
scientific congresses and attract them to Helsinki. Based on the interview goals and interviewee position, the interview questions were created. For the future convenience of analysing interview conclusions, all questions were divided into certain themes. The following themes include background information about the company, accommodation provision, pop-up hotel potential and future prospect.

List of interview questions:
- How would you describe your company?
- What kind of strategies do you have to accommodate large number of event visitors?
- What kind of cooperation is there between your company and accommodation providers?
- How can you describe the competition between hotels for the event visitors?
- In your opinion, what is the potential of pop-up hotels?
- How popular are pop-up hotels among your customers?
- In your opinion, what kind of events would attract people to use a pop-up hotel?
- Is there room to grow the network of accommodation partners in your company?
- Is there anything else you would like to add?

7.3 Reliability and validity

Reliability and validity are two major factors, which impact the quality of research results. Quotted by Solomon & al. (2018, 137 – 138), “Reliability is the extent to which research measurement techniques are free of errors.” Research results are considered to be reliable in case that data collection method produces similar results if repeated. On the other hand, validity measures if the results satisfy initial research objectives. It is also related to proving the collected data not to be obscured. (PsycholoGenie 2018.)

A certain course of actions was taken to improve reliability and validity of this research. When designing a questionnaire, the author paid attention to creating useful questions. It included classification type of questions as well as behavioural questions. Classification questions helped to determine the demographics of current and potential customers of GoSleep product. Whereas behavioural questions evaluated their awareness and probability of using GoSleep service.

Before collecting the data for the analysis, it is recommended for the researcher to test the survey first. The reason for this is to verify if the answers to formulated questions serve the objectives of the survey. (Hague & al. 2016, 149.) The testing phase was carried out under the same conditions. Thesis author asked available passengers passing by the
lounge to fill in the testing questionnaire. Researcher also observed passengers’ reactions to the questions and asked for their feedback regarding the survey.

Several adjustments were made after the testing. If the prelaunch phase included 10 questions, then the new version consisted of 13 questions. Several questions were rephrased for better understanding. The examples of such adjustments are listed below with the testing phase on the left side of the images and the new version on the right side.

Image 17. Rephrasing the question about usage of GoSleep Pod

Image 18. Adding more options to the question about experience of using the Pod

Image 19. Rephrasing the question about future prospect

In case of the interview, the entire session was audio recorded. After the interview, the information was transferred to the Word document. In order to receive useful information for the research, the interview questions were made as open-ended questions and encouraged the interviewee to provide extensive answers with explanations.
8 Results and analysis

The following chapter presents results of quantitative and qualitative research. Moreover, the PESTEL and SWOT analysis is applied to the commissioner.

8.1 Results from the survey

The data collection process took nearly three weeks with the latest responses received on 22\textsuperscript{nd} October 2018. Overall, 98 airport passengers took part in the questionnaire. The results described below firstly present general information about respondents. Secondly, the report investigates brand awareness and customer profile according to initial objectives of the survey. In addition, the correlation between different type of passengers and their experience with the GoSleep is analysed.

Half of the figures are presented in percentages and are marked with the percentage sign respectively. The other half is counted in the number of passengers.

8.1.1 General characteristics of participants

Figure 1. Age groups of survey participants

Figure 1 presents different age groups of survey respondents. According to the results, all age groups took part in the survey. The largest number of responses were submitted by the group of 25 to 35 years old, which represents 39\% of the entire sample. The smallest age groups included elderly people from 61 years old and older with 6\% and under 18 years old with only 1\% correspondingly.
Figure 2 refers to the second question where people were asked about their place of residence. Since the research took place in an international environment, the objective of this question was to determine whether the individual lives permanently in Finland or abroad. The number of Finnish residents and residents of other countries is equal with 49 responses in each category. Individuals living abroad come from a number of different countries. Most frequently mentioned countries included US, China, Estonia and Germany.

Figure 3 indicates participants’ travel objective. There are two main classifications of passengers in travel industry, passengers travelling for leisure and passengers travelling for work purposes. Also in this graph, it is demonstrated that most of the respondents indicated either leisure 48%, or business 22% as the purpose of their trip. Also, 14% of
the sample marked themselves as airport employees, making it the third largest representative group after leisure and business passengers.

Figure 4. How often passengers use the airport

Figure 4 classifies passengers based on the frequency of using airport services and flights. The majority of survey participants, 73 people, stated out that they tend to travel from 1 to 10 times a year. Also, 25 passengers claimed that they use airport more regularly, from 11 to 20 times a year or more than 30 times a year.

8.1.2 Brand awareness

The first objective of the survey was to determine brand awareness of airport passengers. Thus, the figures described below demonstrate how many people from the sample know or have experience with the GoSleep product. The passengers who have tried Sleeping Capsules are also named as actual customers, whereas passengers who have no previous experience with GoSleep are considered to be potential customers.

Figure 5. How many people know about the Pods

In the Figure 5, it is shown that most of the survey participants have heard about the GoSleep product. 74 passengers out of 98 answered that they are aware of the GoSleep
Pod. Meanwhile, one-fourth of the sample, 24 individuals stated out that they have not heard of the Sleeping Capsule before.

![Have you heard of GoSleep Pod?](image)

**Figure 6.** Brand awareness of respondents based on residency

Figure 6 demonstrates the correlation between different residents and their brand awareness. Since the sample was divided into two completely even groups, 49 Finnish residents and 49 residents of other countries, it is convenient to compare how many of them know about the product. The results show that passengers living in Finland are more aware of the Pods, nearly 90%, compared to residents of other countries, 63%.

![Have you tried a GoSleep Pod/Capsule?](image)

**Figure 7.** Actual and potential customers of GoSleep

Figure 7 presents results regarding the usage of the Capsule. Majority of the participants, 56 people, had previous experience with the product, whereas 42 people have not yet tried to sleep in the Pod.
Figure 8 shows how many potential customers, namely those who have not tried sleeping in a Pod yet, have heard or have not heard about the product. More than a half of the potential customers who do not have previous experience with the company are aware of GoSleep, 57%. Nonetheless, 43% of the potential customers have not tried nor heard about it.

8.1.3 Customer profile

The next figures introduced below help achieving the second objective of the survey, namely building of GoSleep customer profile. As the Figure 7 demonstrates in the previous subchapter, 56 individuals have tried sleeping in a Capsule. These individuals are considered to be GoSleep actual customers. Based on the answers provided by GoSleep customers, the final customer profile is built.
Figure 9 indicates the most common age groups that use GoSleep Pods in the airport. For example, major customer group consists of individuals from 25 to 35 years old, as they represent 39% of the customer base. The second and third groups include people from 46 to 60 years old with 21% and from 36 to 45 years old with 18%. Younger people from 18 to 24 years old as well as elderly people from 61 and older have the smallest shares with 14% and 7%.

Figure 10 presents the overview of GoSleep customers, namely the purpose of their travel. Half of the customers, 50%, are leisure travellers, whereas 29% claim to travel for work or business. 11% of the customers that participated in the survey are airport
employees. Alternative purposes of travel, such as visiting friends or family, studies and other represent the smallest shares, 7%, 2% and 2% respectively.

Figure 11. Customers’ regularity of using airport services and flights

In the Figure 11, it is shown how frequently customers of GoSleep use airport services and flights. According to the gathered data, majority of the clients, 73%, use airport from 1 to 10 times a year. However, there are also those who fly more frequently. For example, 13% of the customers travel via airport from 11 to 20 times a year and 14% travel more than 30 times a year.

Figure 12. Value for GoSleep customers
Figure 12 reveals the most important aspects that passengers value in GoSleep. Based on the results, greater number of research participants, 70%, considered the possibility to rest as the most important matter. About 20% marked soundproof to be the main aspect in the Pod and 10% value the most an existence of a recharging spot inside. The aspect of darkness was not important among customers in any way.

![Figure 12](image1)

Figure 13. Probability of the customers to use the Pod

Figure 13 introduces the responses of GoSleep customers regarding the future possibility to use the GoSleep product again. Among all 56 GoSleep clients, 52 of them would like to sleep in a Pod also in the future. The passengers who would not like to use the Pod in the future, 4 individuals in this case, were asked to specify the reason. The explanations given included noisiness, lack of shower facilities and complication with large luggage storage.

![Figure 13](image2)

Figure 14. Preference of the customers to choose a Pod or a traditional hotel

Would you like to try a GoSleep Pod in the future?

![Figure 14](image3)

When travelling, would you prefer a GoSleep Pod in the airport or a traditional hotel?

![Figure 15](image4)
Figure 14 shows the preferences of passengers who have used the Pod before. The following questions asked GoSleep customers whether they would prefer a GoSleep Pod in the departure area of the airport or a traditional hotel, such as Hilton or Scandic close to the airport. Based on the figure, over 70% would like to use a GoSleep Pod in the airport when travelling. The minority of passengers, nearly 30% would prefer a traditional hotel in the proximity of the airport instead.

In the Figure 15, it is demonstrated how many clients would recommend a GoSleep Pod to their friends or family. The outcome is identical to the one shown in Figure 13, where respondents had to answer the question about future usage. Most of the passengers, 52 individuals, expressed their willingness to recommend the product to their relatives and friends, although 4 of the customers stated that they would not recommend it.

8.1.4 Additional comments

All of the questions described above were mandatory for the passengers. In the end of the questionnaire, research participants were also provided with an opportunity to answer two non-compulsory questions.

The first question asked in which airport they would like to see and try a GoSleep Pod. Several airports were mentioned more than once in the survey results: Helsinki-Vantaa, London airports of Heathrow and Stansted, Hong-Kong, Oslo, Copenhagen, Tallinn, Frankfurt and Zurich. The other airports, which were mentioned only once are also marked in the word-cloud provided below.
In the second open-ended question passengers could add any additional comments. The comments which described the Pods or the service with adjectives, were put separately into the word-cloud.

The experience with GoSleep was described in various ways, such as exciting, expensive, noisy and good. There were also a number of comments which very challenging to put into several words. Passengers wrote down their opinions about GoSleep service and how it could be improved further.

A number of comments described the experience with the GoSleep as positive. For example, a customer was satisfied that the Pod was cleaned before the usage and he or she felt secured that the GoSleep Lounge was operated by an administrator throughout
the night. Another guest mentioned that he or she tried the Pod because a relative suggested this accommodation option.

Customers also marked their comments regarding the provision of sleeping inventory:
- Softer pillows should be offered
- Bed sheets should be more elastic
- Blankets should be thicker
- Provided earplugs are useful

In addition, passengers expressed their opinions what could be improved in the future. Several passengers stated that the GoSleep Lounge should be relocated to the quieter area to decrease the noise level. Another survey participant pointed out that a working table within a Pod would be useful.

### 8.2 Interview outcome

The interview took place in Messukeskus Helsinki on 30th October 2018. Paula Blomster gave her consent to conduct an audio recording to simplify further data analysis for the researcher.

The first question asked about the background information of the company where the interviewee works. Paula Blomster described Messukeskus Helsinki as the largest convention centre in Finland. It is a private entity and coordinates two types of events. On the one hand, the company organises its own events, such as MATKA Nordic Travel Fair. In this case, the financial responsibility and risks are on Messukeskus. On the other hand, the centre also coordinates a team which is in charge of renting out meeting spaces to the external event organisers. (Blomster 30.10.2018.)

The mission of Messukeskus is to support Finnish companies in succeeding through the trade shows. Events also help the service sector to multiple its revenue, especially hotels and restaurants located in the close proximity of the venue. (Blomster 30.10.2018.)

The next three questions were dedicated to the accommodation provision. The Congress Manager explained that congresses require great planning, as they are confirmed several years in advance. She negotiates with sales team of partner hotels face-to-face to inform them about the upcoming congresses and discuss competitive rates. (Blomster 30.10.2018.)
The rates that hotels set tend to be excessively high. Thus, it is at times challenging to attract congresses to Helsinki as the majority of congresses are organised in Central Europe and only a few in the Nordics. There is also a competition between venues. The main competitor of Messukeskus is now Bella Centre Copenhagen, which owns several hotels. (Blomster 30.10.2018.)

Currently very few players operate on the market, mainly Scandic Hotels and Sokos Hotels. The more affordable option of Cumulus was recently taken away because of the Scandic acquisition. Paula Blomster pointed out that both customers and Messukeskus would need more accommodation options including economical lodging. (Blomster 30.10.2018.)

Regarding the pop-up hotel, the interviewee expressed her opinion that this concept has the potential for the future. In 2008 for example, Paula Blomster was in charge of arranging a pop-up accommodation for the environmental congress on a cruise ship in Copenhagen. Based on her experience, its organisation requires significant effort. If it is decided to arrange a pop-up hotel, then this type of accommodation should include more than a bed. People must have access to basic facilities, such as bathrooms, shower and working space. Also, it might be less challenging to organise a pop-up for one night only. (Blomster 30.10.2018.)

The pop-up hotel could be in high demand depending availability of the hotels. It would especially succeed when the hotel rates are too expensive. The upcoming Agricultural Machinery Trade Fair 2018 and MP Motorcycle Show 2019 for instance, had great impact on the availability of the hotel rooms in Helsinki recently. During these events, the majority of accommodation options are fully booked. (Blomster 30.10.2018.)

Last but not least, Paula Blomster highlighted that there is room to grow the network of accommodation partners for Messukeskus. The number of current hotel rooms in sales is not excessive, 15,000 units. Apart from Scandic and Sokos, there is also Kämp, Clarion and up to 2,500 Airbnb beds. By 2020, additional 1,730 new rooms will be built and even more rooms are under construction. This is however, not a great capacity compared to other capitals. (Blomster 30.10.2018.)

All in all, the interviewee provided answers to all question with descriptive explanations of the current situation in the event market. According to the interview, the cooperation between Messukeskus and hotel suppliers is highly important, as it can determine the number of international congresses organised in Helsinki. In case of a pop-up hotel, it has
potential to attract customers alongside traditional hotels as long as the basic needs of the customers are satisfied.

8.3 PESTEL and SWOT of GoSleep

In the following subchapter, the author applies PESTEL and SWOT practices to the commissioner by taking into account the content analysis of Chapter 6, results of the research in Chapter 8 and personal working experience in GoSleep.

PESTEL:

1. Political factors: Since the commissioner plans to expand its market in Finland, the country of origin, major changes would not be needed, as the business is already familiar with laws and taxes in general business operations.

2. Economic factors: A potential pop-up hotel by GoSleep would depend on the purchasing power of event visitors. If the financial situation of event visitors changes in the negative direction, the potential customers might not be able to attend an event and thus, would not need the GoSleep offering. In case the financial situation of potential customers increases, the outcome might be the opposite. Moreover, currency exchange rates might affect organisation of international congresses in Finland, which in return would impact on the GoSleep pop-up as well.

3. Social aspects: Social and cultural aspects can have a direct impact on the customer share of the GoSleep pop-up. Since GoSleep might target different events, including fairs, conventions and festivals, the potential customers might range from business people attending events for work to people interested in leisure and entertainment. The commissioner would have to understand different needs of customer segments.

4. Technological factors: Current businesses are dependent on information and communication technology. The company would have to apply active digital marketing in order to reach a potential customer share. Attractive website and social media channels are in this case crucial. Also, a close partnership with event organisers would be helpful, since the partners could also advertise the GoSleep pop-up on their event websites.

5. Environmental aspect: GoSleep pop-up hotel would require considerably less resources than an ordinary accommodation provider, making this sustainable
offering attractive for eco-friendly customers. On the other hand, the GoSleep would be highly dependent on the physical environment of the venue and its approach to the sustainability in terms of water use and waste management.

6. Legal: The majority of the laws concerning accommodation business is already known to GoSleep. However, since the pop-up business is actively evolving nowadays, there is a possibility that some certain laws regarding temporary business might come up in the nearest future. In this case, it would be recommended for GoSleep to seek for legal advice before the project implementation.

SWOT:

1. The strength of GoSleep is the fact that the company continually strengthens its position in the airports worldwide. The brand awareness particularly in Finland is altogether high and this might help GoSleep to acquire new market at a steady pace. Also, the product of GoSleep is highly flexible and compact. It is easy to situate at a particular location.

2. One of the main weaknesses of GoSleep is the fact that the Capsule is not a full accommodation. In case of a pop-up organisation, a number of facilities including shower, bathroom, working space, would have to be arranged additionally or be provided by a venue partner. Another major weakness is the shortage of staff. In order to expand, the company has to hire a number of additional employees both on fixed-term and permanent basis.

3. The opportunities for GoSleep in the event industry seem rather positive. A variety of events organised all year round create demand not only for traditional hotel providers but also for other types of accommodation. Moreover, the trend of fully booked hotels in the proximity of venues during large-scale events encourages to provide additional supply in a form of the pop-up. The example of GoSleep Lounge proves that people tend to prioritise location over the variety of facilities when needed. As long as the company can negotiate a winning location close to the event, outcomes seem positive.

4. In contrast to opportunities, threats to the market expansion might make the pop-up challenging to implement. The pop-up concept is not new on the Finnish market and there are several businesses, which also target event visitors now. Another
threat is the dependence on the venue where GoSleep Pods would be located. An area with the pods organised as a pop-up hotel needs to meet certain requirements in order to satisfy a customer. The requirements include a separate space in a quiet spot with the possibility of light regulation. Also, the place should be located close to all other basic facilities described before. Not every single venue is planned as such, thus, searching for a suitable location might become problematic.
9 Discussion and recommendation

The final chapter of discussion and recommendation concludes the subject of this bachelor's thesis and provides guidelines for further development of the commissioner. Overall, the paper discussed current performance and future potential of GoSleep company. With the support of the theoretical framework, this research conducted quantitative and qualitative research of two empirical parts, survey at airport and interview with event expert.

There were several research questions defined in this paper. Firstly, it was crucial to answer what is the brand awareness of airport passengers and who is the regular customer in the GoSleep Lounge. Secondly, the author investigated if there is an opportunity for the GoSleep pop-up to enter the new market. The answers to these questions are presented below in the form of research findings.

9.1 GoSleep Lounge findings

The survey conducted in the GoSleep Lounge in October 2018 helped to determine a number of findings that can be of use to the company.

According to the results, majority of the passengers are aware of GoSleep lodging opportunity. Throughout the years of operating in Helsinki-Vantaa, the company has been visible, especially for Finnish residents. Residents of Finland seem to be more aware of the GoSleep product than residents of other countries. The author expects that part of the reason is because GoSleep Oy is a Finnish innovation. It would be recommended to establish stronger company presence in international airports, especially the ones mentioned by the passengers, London Heathrow, Tallinn, Scandinavian capitals and Hong-Kong.

There are more passengers who have heard about the Pods and have never tried it, compared to passengers who have not tried nor heard about it. It proves the company being visible but still does indicate passengers who do not bring certain profit to the company. In order to make the actual customers from potential customers, GoSleep should design new ways how to attract people to use the service. For example, active sharing of passengers’ personal experience to the market.

In addition to the awareness of the passengers, it was also needed to build the profile of a regular customer of GoSleep. The characteristics of the customer are described as follows:
- The age ranges from middle 20s to middle-aged
- Travels in most cases for leisure and occasionally for business or work
- Travels from 1 to 10 times a year
- Considers the possibility to rest more important than sound isolation, recharging point or darkness in the Pod
- Would like to try the GoSleep Capsule again in the future
- Would like to recommend it to relatives and friends
- Is ready to choose GoSleep Lounge in the airport over the hotel close to the airport

Also, customers of GoSleep Lounge require the improvement of provided inventory, softer pillows, more elastic bed-sheets and thicker blankets. Last but not least, customers demand the Pods to be located in a quiet area of the airport.

Table 1 demonstrated below shows the plan for action designed for improving current offering of the commissioner.

<table>
<thead>
<tr>
<th>Action plan for now</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengthen company’s presence also in airports other than Helsinki</td>
</tr>
<tr>
<td>Target actively airports of Tallinn, Copenhagen, Oslo, London and Hong-Kong</td>
</tr>
<tr>
<td>Initiate social media campaigns</td>
</tr>
<tr>
<td>Increase the variety of pillows</td>
</tr>
<tr>
<td>Provide thicker blankets</td>
</tr>
<tr>
<td>Rethink the supplier of one-time bedsheets or*</td>
</tr>
<tr>
<td>Design exclusive one-time bedsheets suitable for GoSleep Capsules</td>
</tr>
</tbody>
</table>

### 9.2 New market findings

The part of new market opportunity considered the GoSleep possibility to extend its presence outside the airport and bring it to the city centres, close to large venues and exhibition centres during the events.

The research demonstrated that Finland arranges a number of large-scale events, which bring together both locals and international guests. Nordic Business Forum, Slush, Jazz Pori, MP Motorbike Show gather thousands of visitors in one place at a certain period of time. As the Business Concept Development Manager of GoSleep stated and Congress
Manager of Messukeskus Helsinki confirmed, during large events the current supply of hotels cannot meet the large demand.

GoSleep may consider the idea to be possible to implement if it takes into account not only the opportunity but also the risks. There are already several businesses which operate as pop-up hotels in Finland. Moreover, these competitors also aim at large events to win the share of customers. Apart from the competitive landscape, the company should consider the way it can organise a pop-up hotel. This type of accommodation requires more than one single bed. Basic lodging facilities, such as shower, bathroom and working space are needed.

Table 2 presents the course of actions needed for the implementation of the GoSleep pop-up hotel.

Table 2. How to improve the future offering

<table>
<thead>
<tr>
<th>Action plan for the future</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase the number of employees in the company</td>
<td></td>
</tr>
<tr>
<td>Decide on the criteria of choosing target events</td>
<td></td>
</tr>
<tr>
<td>Seek for cooperation with venue providers and event organisers</td>
<td></td>
</tr>
<tr>
<td>Take active part in organising additional facilities for customers (e.g. shower, bathroom, working space)</td>
<td></td>
</tr>
<tr>
<td>Use the successful example of GoSleep Lounge in the pop-up hotel marketing</td>
<td></td>
</tr>
</tbody>
</table>
10 Reflection

The following chapter reflects on author’s own learning and thesis work process.

The author claims that this thesis helped her to expand the knowledge of such subjects as product development, pop-up business and market entry. Analysis of pop-up concept was especially informative, because the author was only slightly familiar with this type of business before thesis writing. Through the investigation of the potential market, the author also acquired new information about the event industry in Finland. The interview with Paula Blomster helped the author to understand more about cooperation between the largest event venue in Finland and major hotel chains.

It was also interesting to conduct this research for the actual employer of the author. Before the thesis, passengers’ data received from GoSleep Lounge was presented only through the feedback of booking.com customers. Now the commissioner can receive additional data concerning current performance of GoSleep and recommendations for the potential pop-up hotel.

Regarding the thesis process, in author’s opinion it was carried out in a constructive way. The research questions were answered and recommendations were provided for the commissioner. However, it is also important to highlight that due to the empirical data being divided into two separate parts, the research of current and future offering had to be narrowed.

For example, the survey explored mainly basic points of brand awareness and customer profile. At a larger scale, it would also be beneficial to extract more data about the brand image and service quality. Also, the market research conducted for this thesis was not a full analysis of required aspects. In fact, the scope of new market research was quite limited. The full analysis would require information about actual numbers of the potential market size and competition’ customer share. Moreover, it would need at least a few more interviews with event representatives.

All in all, the outcomes of the thesis came out as expected. The GoSleep Pod is a successful product in the airport and has the potential also for the city centre.
References


Appendices

Appendix 1. Questionnaire

GoSleep Survey

Dear passenger, we are glad to know that you would like to participate in this survey. The research is conducted by an employee of GoSleep Lounge, who is also a graduating student of Haaga-Helia University of Applied Sciences. Your opinion regarding GoSleep Pods helps the company to improve its services. All data collected from this survey is to be used for research purpose only.

Your response is completely anonymous.

1. Age: *
   - Under 18 years old
   - 18-24 years old
   - 25-35 years old
   - 36-45 years old
   - 46-60 years old
   - 61 and older

2. Place of residence: *
   - Finland
   - Another country (Please specify) ______________________________________

3. Purpose of travel: *
   - Leisure (Vacation)
4. How often do you use airport services and flights? *

- 1-10/ year
- 11-20/ year
- More than 30 times / year

5. Have you heard of GoSleep Pod/Capsule? *

- Yes
- No

6. Have you tried a GoSleep Pod/Capsule? *

- Yes
- No

7. What is the most important aspect for you in the Pod? *

- I have never tried a GoSleep Pod

https://www.webropolsurveys.com/Answer/SurveyParticipation.as...Pod/Capsule? * Yes No

I have never tried a GoSleep Pod
8. Would you like to try a GoSleep Pod in the future? *
   - Yes
   - No (Why not?)

9. When travelling, would you prefer a GoSleep Pod here in the departure area of the airport or traditional hotel (e.g. Hilton, Scandic) close to the airport? *
   - GoSleep Pod in the departure area of the airport
   - Traditional hotel outside the airport

10. Would you recommend a GoSleep Pod to your friends or family? *
    - Yes
    - No

11. In which airport would you like to see and try a GoSleep Pod?

12. Any comments to add?

13. If you would like to read the results of the survey in the beginning of 2019, please leave us your email address. No advertisements will be sent.

Submit