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# Pop-up Stores in Fashion Retailing

## A description of temporary retailing in relation to Flagship Stores and Outlet Stores

Haris Smajovic and Helena Warfvinge

# Pop-up Stores in Fashion Retailing:
# A Description of Temporary Retailing in Comparison to Flagship Stores and Outlet Stores

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The use of temporary stores, so called pop-up stores, has over the years become a common occurrence in the fashion industry. While previous research in regards to the pop-up store phenomenon has investigated its functions, there remains a gap in the research regarding the definition of a pop-up store and its distinguishing features in relation to other commonly utilized store formats.

This study aims to clarify how pop-up stores differ from flagship stores and outlet stores through the perspective of four crucial dimensions (Store environment, Selection & Price, Location and Retail strategy), which derives from theoretical and focus group insights. This is done by deconstructing and analyzing the phenomenon through a multiple-extensive-case study including four different cases of pop-up stores on the Swedish fashion market.

The main study results revealed variations among the companies in regards to how pop-up stores are utilized. These results were discussed in relation to previous literature on the subject, and thereby exposing the distinguishing features of pop-up stores in relation to flagship and outlet stores. Our findings suggest that the main differences between pop-up stores and flagship stores can be found within the store environment and store location, whereas pop-up stores are mainly differentiated from outlets in regards to the price level.

*Keywords: Pop-up retailing, Pop-up stores, Temporary stores, Fashion Retail*

## INTRODUCTION

Pop-up stores are a new kind of retailing that is rapidly spreading all over the world, (Gray, 2009) and across all different product categories (Kim et al., 2009). In the tracks of the recession the retail format has instead increased in numbers, conversely to many other retail formats (Surchi, 2011). According to Surchi (2011) the phenomenon of temporary stores has developed into one of the most significant innovations in marketing in the last decade. Temporary stores, which this retailing format can also be called, are described by Marciniak & Budnarowska, (2009) as stores that open at empty retail locations for a temporary period of time before disappearing. The duration of the store can range from being in existence for a few hours up to even a year (De Lassus & Freire, 2014); (Kim et al., 2009); (Pomodoro, 2013). Over the last decades

this relatively novel retailing format has become an increasingly prominent component of the fashion marketing sector (Surchi, 2011) with brands such as Prada, Hérmes, Levi's, Guerlain (De Lassus & Freire, 2014), Channel, Yves Saint Laurent (Pomodoro, 2013) and Comme des Garcons (Marciniak & Budnarowska, 2009), having established pop-up stores in Europe, America as well as Asia (Pomodoro, 2013); (De Lassus & Freire, 2014).

Alongside the investigative aspect centered on testing new markets, brands or concepts (Surchi, 2011) (Pomodoro, 2013), pop-up stores in the fashion industry fill a promotional function by creating events and directing interest towards certain products (Surchi, 2011). Pop-up retailing is in many ways a reflection of the current consumer market, where customers are on a constant hunt on something new and unique. Therefore, artificial scarcity of the

limited duration as well as product range of the stores can according Niehm et al. (2006) be a way of keeping up with the changing demands and expectations of the customers, and thereby create a form of "Massclusivity", where just a few are able to get their hands on a particular product, but everyone is invited to take part.

Furthermore, consumers of today search for a shopping experience that extends beyond the actual purchase of the product (Ryu, 2011). With the help of uniquely designed and located stores, pop-up retailers able to make a memorable event for their customers of the in-store shopping experience (Bäckström & Johansson, 2006). In order to create that positive shopping experience it is essential with a "surprise effect", which in turn enables the store to stand out in an otherwise crowded market (Pomodoro, 2013). Moreover, Pomodoro (2013) argues that the customers demand fast retailing, especially in the fashion industry. The fast fashion leads to shorter lead times, but also shorter fashion life-cycles and an increased demand for something new (Pomodoro, 2013).

As to gain a better understanding of the phenomenon in a regional context, we conducted a focus group pre-study which revolved around the respondents' previous visits to pop-up stores, their experiences of it, as well as their reactions and thoughts on five different examples of Swedish pop-up stores predominantly related to the fashion industry. Along with multiple insights on consumers' opinions and experiences of pop-up stores, the focus-group discussions highlighted a gap in the research of pop-up stores centered on a definition through comparison.

In order to broaden the understanding of fashion retailing and the role of pop-up stores in the strategic marketing mix of fashion brands, it is of interest to examine the key characteristics/dimensions of pop-up retailing that distinguishes the phenomenon in relation to other commonly utilized store formats. While previous research on the pop-up phenomenon has focused on aspects such as marketing approaches, innovation and consumer attitudes, little attention has been given to the role that pop-up stores fill in relation to more established retail formats such as flagship stores and outlet stores.

### Research Question
*How can pop-up stores be defined in relation to flagship stores and outlet stores?*

The aim of this study is foremost to define the distinguishing features of pop-up stores in relation to flagship stores and outlet stores in the Swedish fashion market. By describing and comparing the different characteristics of pop-up stores with flagship stores and outlet store we wish to create a holistic view of the phenomenon, and ultimately define its distinguishing features.

### Pre-study
Our ambition with the pre-study is to facilitate a discussion through group interaction with the goal of expanding our insights in various consumers' experiences and personal perception of pop-up stores.

The focus group session featured six respondents, exclusively female students in theirtwenties, who have previously visited pop-up stores. This particular selection while convenient was based on prior research that identified single, young females as representable for the typical pop-up store shopper. The common target group for pop-up retailers is a young adult market (Marciniak & Budnarowska, 2009), the focus being on females due to their suggested higher preference for novel products and brands (Niehm e al., 2006.) Furthermore, females are more likely to visit a pop-up store (de Lassus & Freire, 2014). Additionally, shoppers who exhibit shopping enjoyment and innovativeness are showed to have a more positive attitude towards pop-up stores (Kim et al., 2009).

The main contribution of the pre-study is found in the insights generated by the respondents' personal experience with pop-up stores. The discussions of the respondents allowed us to view pop-up stores from the perspective of Swedish consumers. This aided in determining the relevance of the dimensions for analyzing the phenomenon, which will be discussed in the theoretical framework, as well as shaping the research question by revealing the need for a definition of pop-up stores in relation to other store formats. Specifically, the respondents' discussions brought to light an uncertainty in the distinction between pop-up stores and temporary outlets in Sweden, leading us to include outlet stores for further comparison.

### Description of comparative retail formats
The following section features a brief description of retail formats for caparison, and the motivation for choosing them.

### Outlet Stores
According to Fernie & Fernie (1997), the outlet retail format emerged as a profitable way for producers in the clothing industry to dispose of excess stock. Parker et al. (2003) describe outlet stores in terms of generally being owned and operated by the manufacturer. One of the main advantages of this store format is the possibility to capture a price sensitive market present by for instance selling last season's styles or overruns through an outlet. (Parker et al., 2003; Karande & Ganesh, 2000).The first reason for including outlet stores in a comparison to pop-ups is partially due to the concept being a well-established format for retailers across Sweden and across different product categories (DN, 2010). Secondly, it is due to the insights gained from the pre-study that revealed uncertainties in the definition of a pop-up store as opposed to an outlet.

### Flagship Stores
Manlow & Nobbs description of flagship stores states that *"Four main characteristics were evident: first, located in a large outlet in a prominent area; second, offers widest and most in-depth product assortment; third, high-quality store environment; and finally, serves to communicate brand position and values"* (Manlow & Nobbs, 2012, pp. 51). The reason for including flagship stores as a comparative retail format in this study is due to the many similarities to pop-up retailing. Neither pop-up stores nor flagship store have sales as their most essential purpose (Surchi, 2011; Ryu, 2011; Moore et al., 2010), conversely it is rather a question of building the image of the particular brand (Moore et al., 2010). Furthermore, both are to be considered experience stores, meaning that the consumer do not simply visit the store in order to make a purchase (Manlow & Nobbs, 2012). Due to the similarities among them, we believed it to be of interest to include flagship stores in order to discern what sets them apart.

## THEORETICAL DISCUSSION

The following theoretical chapter is dedicated to the establishment of a conceptual model including four dimensions (see Table 1) that were deemed relevant and related to this study. By examining the retail formats through these dimensions, the distinguishing features of pop-up stores in relation to outlet and flagship stores can become evident through comparison. The insights used to create the relevant dimensions, which were gained from the pre-study as well an extensive review of the literature, will be discussed separately in the following section. This is followed by a general theoretical overview of each dimension, and ultimately a theoretical discussion relating pop-up stores, flagship stores and outlet stores to each of the four dimensions. Table 2, provides a summary on the theoretical findings relating to store format and dimension of analysis.

**Table 1: Source and Description of Dimensions**

| Dimension | Source | Description |
|---|---|---|
| *Store Environment* | Pre-study, De Lassus & Freire (2014), | Atmosphere, Design, Service, |
| *Selection & Price* | Pre-study, Niehm et al., (2006); de Lassus & Freire (2014) | Uniqueness, Exclusivity, Pricing, Brands |
| *Location* | Pre-study, Marciniak & Budnarowska (2009) | Placement, (Timeframe) |
| *Retail Strategy* | Surchi (2011) | Sales Promotion, Public Relation, Sales |

### Insights gained from pre-study

Firstly, uniqueness and/or exclusively in the product selection was considered a motivation for pop-up store visits. Similarly, the respondents' discussions suggest that an appealing store environment facilitated visits to pop-up stores, as was the case with prominent brands featured in the store. The respondents felt it was easier to spontaneously enter a high-end brand pop-up store than a traditional department store, as it does not come across as particularly uptight or snobby. Most pop-up stores visit were spontaneous and discovered while passing by, as opposed to taking part of advertising. Lastly, the time limitation of pop-up stores had an influence on the purchasing behavior on one of the respondents as well.

### Insights gained from literature

Pomodoro's (2003) exploratory study concludes that pop-up stores can be used as a marketing tool for different strategic purposes. From Surchi's (2011) study on pop-up stores as a marketing tool for fashion brands, the author concludes that pop-up stores possess an investigative and promotional function. De Lassus & Freire (2014) found differences between luxury pop-up stores and their parent houses in terms of atmosphere and welcoming. A suggestion by Ryu (2011) is for retailers to pay attention to i.e. the quality of merchandise and the store layout to create desirable shopping environments.

### Dimensions

The key dimensions established through the literature review and the pre-study that appear relevant in comparing fashion pop-up stores to outlets and flagship stores can be considered marketing tools. These in turn are closely linked to prior research on the components and elements of store image which was defined by Martineau (1958) as *"the way in which the store is defined in the shopper's mind, partly by its functional qualities and partly by an aura of psychological attributes (Martineau, 1958, p. 47)"*. Lindquist, (1974-75) presents the following nine groups of attributes compiled from prior studies where some have empirical evidence while others are hypothesized; merchandise, service, clientele, physical facilities, convenience, promotion, store atmosphere, institutional, and post-transaction satisfaction, which are elements in the forming of store image. Additionally, Zimmer & Golden's (1988) research points out that while consumers do think of store image in terms of attributes, they also think of the stores in terms of overall impression too.

Store attributes or features have previously been examined in relation to consumer values (Erdem, Oumlil & Tuncalp, 1999) as well as used to uncover customer perceptions of store formats (Shergil & Chen, 2008). Similar terms such as price, store environment, selection, and sales personnel can also be seen as retail factors influencing entertaining and non-entertaining shopping experiences (Jones, 1999). Addressing the question of defining pop-up stores in relation to other store format, the results and theoretical associations of this study will be built upon studies and results where these attributes and subsequently our comparative dimensions are featured.

store environment as one of the component of store image, it should along with merchandise and service quality be seen as an antecedents of store image.

The elements of store environment can be divided into three distinct factor categories which are; Ambient factors, Aesthetic/ Design factors and Social factors (Baker et al., 1994). Store environment characteristics such as ambience are shown to provide consumer with cues on which quality inferences are based, i.e. dim light and classical music is found to infer higher product and service quality than bright lights and top 40's music (Baker et al., 1994). Donovan & Rossiter (1982) further argues that

**Table 2: Dimensions of Retail Formats relevant for Pop-up stores**

|  | Store Environment | Selection & Price | Location | Retail Strategy |
|---|---|---|---|---|
| *Pop-up Stores* | Unique, Multisensory | New collections, Unique products, Reasonable prices | Unpredicted, may be Mobile | Testing new markets/channels, Customer relationship, Brand image |
| *Flagship Stores* | Grandiose, Exclusive, | Wide product range, Expensive | Prime locations, High-streets | Brand image, New markets entries |
| *Outlet Stores* | Unattractive, Simple, Muddled | Limited product range, Very low price | Inexpensive areas, Close to capitals | Reaching new segments, Offloading stocks |

*Store environment*
A distinguishing factor between the chosen retail formats is connected to the physical store itself. Store atmosphere can significantly affect the quality perceptions of products serving a social function, such as in the case of perfume or jewelry (Schlosser, 1998), moreover, specifically to social identity merchandise. Schlosser's (1998) experiments showed that prestigious store atmospheres increased consumers' intentions to visit the store in order to purchase social identity products.

Baker, Grewal and Parasuraman's (1994) study states that while previous literature e.g. Lindquist (1974) discuss

emotions evoked by the store environment such as arousal, also have the effect of increasing time spent at the store.

*Store Environment in Pop-up Stores*
Pop-up stores can be considered as a venue for unique experiences (Russo-Spena et al., 2012; Niehm et al., 2006) with an interactive environment where consumers can communicate with brand representatives (Kim et al., 2009; Russo-Spena et al., 2012). Pop-up stores are not limited to the traditional store format (Kim et al., 2009), but can rather be characterized by an multisensory sphere (Russo-Spena et al., 2012; Pomodoro,

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2013; Surchi, 2011) with increased accessibility in terms of smell, touch and consumer intuition, as well as enabling the consumer to interact with the products by directly trying them (de Lassus & Freire, 2014; Kim et al., 2009). An example of this is Louis Vuitton's' pop-up store located in Milan in 2011, which incorporated five different areas involving the five senses, featured perfume fitting and the possibility for visitors to take their portrait (Pomodoro, 2013).

One of the purposes of having a unique venue and store environment is to attract the attention and curiosity of people passing by (Surchi, 2011), and thereby appeal to the surprise factor of pop-up's (Niehm et al., 2006).

*Store Environment in Flagship Stores:*
The importance of flagship stores for the brand has increased since the 1990's when even luxurious brands started to use sweatshops in low-cost countries for their production. The flagship store thereby became the intermediary of the exclusivity and the high quality of the brand (Manlow & Nobbs, 2012). The brand image is further enhanced by the costly architecture and interior, and if the design is made by a well-known architect, the more beneficial it is for the brand image (Moore et al., 2010); (Manlow & Nobbs, 2012).

Furthermore, flagship stores are five to eight times larger than the typical retail stores (Moore et al., 2010), and thereby showing the importance and status of the brand. The flagship stores aims to give the customers an exclusive and extravagant shopping experience (Moore et al., 2010), by doing so, the store thereby creates a multisensory experience for the consumer (Manlow & Nobbs, 2012).

However, there are high costs included in establishing flagship stores, especially since being unique demands non-standardizations (Moore et al., 2010). Thus, flagship store are made to be exclusive and prestigious, in order to stand out from the broad masses. In addition, the store serves as a facilitator to further enhance the close business-consumer relationship (Moore et al., 2010).

However, according to the study of de Lassus & Freire (2014) flagship stores, particularly in the luxury fashion segment, are considered to be a bit posh, pricy, old-fashioned and somewhat elitist.

*Store Environment in Outlet Stores*
While previous literature focused specifically on fashion outlet stores is rather scarce, there have been comparative studies conducted on this retail format, which in turn can provide some insights into the physical attributes and environment of the outlet stores. Parker et al., (2003) compared customer perceptions of factory outlet malls with traditional department stores (TDS), by examining a number of factors including the physical facilities, where customers significantly rated outlets stores lower than traditional stores in terms of attractiveness, neatness, cleanliness and brightness (Parker et al., 2003). Similarly, consumers find the TDS to be more satisfactory, comfortable and attractive, as well as providing a higher in-store customer service than the outlet store (Shergil & Chen, 2008).

*Selection & Price*
As expected, the pre-study revealed that product selection and price were central themes in the respondent's thoughts and experiences with pop-up stores, which reflects the result of studies on determinant attributes for retail patronage where price and assortment were among the three most important attributes (Arnold, Oum and Tigert, 1983). The price of products is shown to have an influence on perceived quality as well as consumers' perceived value (Dodds et al., 1993). Specifically, quality is positively correlated with price when price is the only extrinsic cue, while perceived value decreased with an increase in price (Dodds et al., 1993). The selection and quality of products as well as the pricing are both proposed attributes in the

creation of store image (Lundquist, 1974-75), as well as characteristics found to indirectly have a positive influence on store attitudes by inciting positive in-store emotions (Yoo, Park and MacInnis, 1998).

*Selection & Price in Pop-up Stores*
Since pop-up retailing first was initiated by fashion brand retailers, the phenomenon has spread to other retailer such as discounters, speciality stores, department stores, luxury brands and even non-retailers (Ryu, 2011). This shows that there are no limits to what kind of products that may be on display through temporary stores.

Pop-up retailing may be used as a way of promoting and testing new product lines and collections. In these cases the product offered are unique in that sense that they are not sold anywhere else (Surchi, 2011). In the study of de Lassus & Freire (2014) it is clear that pop-up stores offer unique, original and qualitative products at a reasonable price. Surchi (2011) argues on the subject of time-limitation that a short life-span helps to communicate the uniqueness of the product to the consumers. Moreover, the limited time as well as available products encourages the consumers to acquire the product as quickly as possible (de Lassus, 2014; Marciniak & Budnarowska, 2009) and an impulse to buy (Russo-Spena et al., 2011). By creating this artificial scarcity the pop-up retailers are able to create massclusivity, meaning that a product is exclusive but still available for everyone, which in turn allows a product to be exclusive without being expensive (Marciniak & Budnarowska, 2009). The commonly short duration of the pop-up shop may according to Niehm et al. (2006) be a way of keeping up with the changing demands and expectations of the customers.

*Selection & Price in Flagship Stores*
Due to the exclusivity of the products and venue of flagship stores, the pricing is

higher than market-norm (Doyle et al., 2008), and can sometimes be considered to be too high (de Lassus & Freire, 2014). As an example of this, the main visitors of the flagships stores are rich locals, wealthy tourists and luxury fashion enthusiasts, but it also plays a significant role in attracting future wholesalers (Moore et al., 2010).

Commonly, flagship stores offer numerous products, both in terms of a wide range of products (Doyle et al., 2008) and product categories as well as exclusive limited edition items (Manlow & Nobbs, 2012). The flagship store can also be a venue for new products and product lines to be presented for the first time (Doyle et al., 2008)

*Selection & Price in Outlet Stores*
The price aspect is an important feature for outlet retailers as it allows them to capture price conscious consumers without compromising the higher margin sales through department stores (Karande & Ganesh, 2000). Fowler & Clodfelters (2001) comparison of apparel quality in outlets and department stores showed no significant differences in quality. However, the price levels of merchandise in outlet stores were found to be 31% lower than in department stores. The price differences in outlets compared to traditional department stores is also reflected in consumer's perception of department stores having a significantly higher price (Parker et al., 2003). While outlet stores can compete by lower prices, research shows that the TDS are perceived to offer wider and more satisfactory merchandise (Shergil & Chen, 2008).

**Location**
All other retail elements are to some extent useless if the location is not right (Brown, 1994); meaning that no matter how well-developed the venue is, it does not matter if it is located on the wrong spot (Karande & Lombard, 2005).

In the most attractive areas the rents are therefore the highest according to

the *bid-rent-theory* by Brown (1994), leaving the most popular locations with high costs of rent, thereby leading to high product prices. If the distance of transportation to the location is long, the cost of shopping for the consumers will be higher; therefore in order to stay attractive the stores must lower the search cost as well as the prices (Karande & Lombard, 2005).

Surchi (2011) argues that the location strategy is an important part of the product packaging and creating the right image of the product. Moreover, it is not only the customer's wants and needs that should be taken into consideration, but also the role of the adjacent competitors in order to gain spill-over-effects from their image and clientele (Karande & Lombard, 2005). According to the model of Hernandez et al. (1998) there are four different components which explain the locational decision-making-process: the external environment, the internal environment, local management activities, and the property portfolio.

*Location in Pop-up Stores*
It is the location and the sales venue itself that commonly creates the buzz around the temporary shop (Surchi, 2011). *The Economist* (2009) further argues that the more unpredicted location, the better. Luxurious pop-up stores are often located in large cities (Russo-Spena et al., 2011) and in close distance from the parent store (de Lassus & Freire, 2014). Nevertheless, it is increasingly common that the pop-up shop is located in an entirely different area than the flagship store, areas that are considered fashionable and cultural (Marciniak & Budnarowska, 2009).

Since the existence of pop-up shops is characterized by limited duration and short life (Surchi, 2011), the retailers are able to locate at venues or in areas that they otherwise would not be able to, without signing a long-term lease (Mulvihill, 2010). Gregory (2009) argues that by using pop-up stores the retailers are

able to maximize their profit during peak holiday seasons. Furthermore, due to the limited timeframe of the pop-up stores, the store owners are able to locate in venues that they otherwise would not afford (Russo-Spena et al., 2011).

Additionally, pop-up stores do not have to have a fixed location but can instead be on the move (Kim et al., 2009) as for the example of the mobile venue of the London Fashion Bus (de Lassus & Freire, 2014).

*Location in Flagship Stores*
Flagships stores are generally located on prime location such as Firth Avenue in New York, Bond Street in London, and on Champs-Élysées in Paris (Moore et al., 2010). By locating on the high-streets the retailers are able to further enhance their brand image of being exclusive and offering high quality products to high-end consumers (Manlow & Nobbs, 2012). Moreover, it is of importance that the store is located in a fancy area, but also that it has a unique venue, when it comes to interior design as well as a famous location (Moore et al., 2010).

*Location in Outlet Stores*
Since a key aspect of outlet stores is to capture a price conscious consumer segment without negatively affecting higher-margin sales through department stores (Karande & Ganesh, 2000), the location of the outlet store should thus ideally be placed as to avoiding the problem. This poses a challenge for outlet retailers as convenience in terms of distance from home and workplace, is an important store attribute for shoppers in outlet stores (Reynolds, Ganesh and Luckett, 2002). According to Fernie & Fernie (1997) the proximity to regional or national capitals and international tourist routes are relevant criteria for establishing factory outlet centers in Europe, giving an indication on possible locations for outlets to emerge.

### Retail Strategies

A rough overview of the strategies and marketing approaches of pop-up stores in comparison to flagship stores and outlets can partially be found in the elements of Borden's (1964) marketing mix which includes relevant aspects concerning price and product. Specific to retailing strategy, the elements that distinguish these formats may viewed by examining their retail mix, described by Dunne, Lush & Carver (2013) as a combination of merchandise, price, advertising and promotion, customer services and selling, as well as store layout and design.

### Retail Strategies in Pop-up Stores

One of the strategies is to use pop-up stores as a new channel of retailing, with the purpose of enhancing the overall sales in other channels such as e-commerce and increasing online visitors (Arlington, 2013). Chatterjee (2010) states that companies are pressured to interact with consumers across different channels with the pursuit of maximizing profit and customer satisfaction, and thus utilizing all available channels.

By making the temporary store becoming an co-created emotional place, a strong relationship and loyalty is built between the retailer and its customers (Russo-Spena et al., 2009) by letting them be a part of the image building of the brand (Kim et al., 2009).

According to Russo-Spena et al., (2009) the purpose of opening a pop-up store is to create awareness as well as strengthen the brand value and image. It also presents an opportunity for the retailers to stimulate the demand for their brand (Marciniak & Budnarowska, 2009) by directing the attention of the consumers to the brand and thereby working as a brand communication tool (Surchi, 2011). Furthermore, pop-up stores may be a way of testing new markets (Surchi, 2011) or testing the market with new products (Marciniak & Budnarowska, 2009).

### Retail Strategies in Flagship Stores

According to the research of Kozinets et al. (2002) there are three identified characteristics of flagship stores: (1) they are one-brand-stores, (2) they are company owned, and (3) their purpose is to build brand image rather than generating sales. Manlow & Nobbs (2012) further argues on the subject that flagship stores serves to communicate brand position and brand values. Flagship stores may also be used as a method to enter a new international market (Moore et al., 2010). In addition, flagship retailers also use the stores as a venue for introducing new and limited edition products to the market (Manlow & Nobbs, 2012).

### Retail Strategies in Outlet Stores

The lower prices of apparel in factory outlets relative to department stores (Fowler & Clodfelter, 2001), as well as consumers perceptions of lower prices and inferior physical facilities compared to department stores (Parker et al., 2003) are indicative of a strong focus on price in the strategy of outlet stores. However, According to Rousey & Morganosky (1996) factory outlets main appeal stems not only from the price appeal, but rather low prices in combination with a name and brand orientation. This can be related to Reynolds, Ganesh and Lucketts, (2002) study on shopper typologies in factory outlet and traditional malls who found that a majority of shoppers studied have a desire for brand-name stores and merchandise. The target segment for fashion outlet retailers can thus be viewed in the light of Karande & Ganesh's, (2000) "Serious economic shopper", a type of shopper who is brand conscious, likes to be aware of all alternatives prior to a purchase and according to the authors also the most attractive type of shopper for outlet retailers. While the outlet store strategy appears to be focused on reaching price conscious

segments who are interested in brand-names, it can arguably still feature elements of profitably disposing of stock which Fernie & Fernie (1997) describe as the origin of the concept.

## METHODOLOGY

### *Procedure*

With regards to the research question, how pop-up stores can be defined in relation to other store formats, a suitable approach based on a case study methodology was adapted. According to Yin (2009) the case study design should be considered when attempting to answer "how" and "why", which is relevant considering the research question and aim of this study. More specifically, Eriksson & Kovalainen (2008) suggest an extensive case design when attempting to map patterns and properties across cases. When utilizing a case study approach, Baxter & Jack (2008) point out the importance of determining the unit of analysis, e.g. what the case is. Yin (2009) suggests that the unit of analysis should be related to the way in which the research question is defined. This study attempts to illustrate the differences between store formats by analyzing how different fashion retailers utilize pop-up stores and ultimately comparing it to flagship stores and outlets. The units of analysis, to be examined through a case study are thus, the pop-up stores.

Addressing why the methodological approach fell on a multiple case study (MCS), can be found in the comparative nature of the approach. Baxter & Jack (2008) states that in a MCS there is a different context for each case which allows the researcher to analyze within as well as across settings. This allows the study to uncover differences among pop-up stores i.e. by examining the strategic goals of the companies. The data collection associated to this type of research is varied and can include i.e. documentation, archival records as well as interviews and observations (Baxter & Jack, 2008; Kovalainen & Eriksson, 2008).

The quintain is a term described by Stake (2013) as an object, phenomenon or condition to be studied. It is likened to a holding company for the studied cases where similarities and differences in the cases are studied to better understand the quintain (Stake, 2013). In this study the quintain is presented as "the use of pop-up stores" across different retailers. The pop-up phenomena is thus described and defined by contextualizing its usage through the four dimensions: Store Environment, Selection & Price, Location, and Retail strategy.

In the realm of extensive case study research Eriksson & Kovalainen (2008) state that the selection of cases is to be based on theoretical aspects, i.e. generating new or confirming existing theories by choosing cases that are similar or different. Stake (2013) argues that both typical and atypical case settings should be chosen, since one of the main reasons for using a multiple case study is to find out how a phenomena performs in different environments (Stake, 2003). By choosing cases that are similar to the ones studied in previous research regarding pop-up stores we are able to see whether existing conclusions hold true in this specific regional context. Diversifying the cases studied in terms of company size, primary sales channel, and product focus opens the door to further comparison and insights into how pop-up are stores are utilized and how they can be defined.

Addressing the issue of selecting cases, Eriksson & Kovalainen (2008) state that though there is no rule to the minimum amount of cases it needs to be influenced by the research aim and question. In this study, the chosen cases are four pop-up stores that have been or are currently in the Swedish fashion marketplace. The selected cases range from established fashion retailers/ producers who operate both physical and e-stores, fashion retailers who mainly operate through e-stores, as well as

smaller fashion retailers who only have pursued pop-up stores.

The multiple extensive case study approach provides the necessary means to examine the use of pop-up stores in relation to the comparative dimensions, and through the eyes of retailers that vary in size, experience and goals. Although interviews are often used as a primary source of data in business research, other sources can sometimes be more preferable (Eriksson & Kovalainen, 2008). The relatively rich existing empirical data is particularly useful for this specific study due to the scarcity of available cases in the region and the limited timeframe. While case studies are generally more convincing when based on several data sources (Eriksson & Kovalainen, 2008), the existing data is sufficient to address the research question.

According to Baxter & Jack (2008) the difficulties of a reporting a case study lies in converting a complex phenomenon into a readily understandable format for the reader. Eriksson & Kovalainen (2008) state that there is no best practice of case report, though one should attempt to follow the logic of answering the research question throughout the entire report.

Yin (2009) describes relying on theoretical propositions as a general strategy for case study analysis. The propositions in this specifics study are constituted by the previously discussed dimension and the theoretical framework associated to these. As is common in case designs (Eriksson & Kovalainen, 2008), the analysis segment was conducted through an initial individual analysis of each separate case by examining their relation to each of the chosen dimensions. Subsequently, a cross case technique relevant for multiple cases (Yin, 2009) was used to examine the combined cases through each dimension. Ultimately, this approach forms a comprehensible chart that illustrates the similarities and differences between the cases by

summarizing their approach to each of the studied dimensions.

### Case overview & Data collection

The following segment is aimed at providing an overview of the four cases and the data collection associated with each case.

### Case 1: H&M pop-up store Arlanda Airport, Sweden

The Swedish fast fashion brand H&M launched a conceptual pop-up store at Arlanda Airport in February 2014. The opening of the temporary store was highly connected to the Winter Olympics in Sochi, especially since H&M were head designers of the official dress code of the athletic participants (about.hm.com, 2014). The reason for including H&M's pop-up store in this study is that it is a Swedish global brand, which commonly uses pop-up retailing. The data collection was made through a study of both H&M and Arlanda (Swedavia) company websites, but also throughout media coverage in industry publications and blogs.

### Case 2: Tommy Hilfiger (TH) pop-up store Stockholm, Sweden

The American premium lifestyle brand Tommy Hilfiger is a global company who in 2011 launched a world tour of their pop-up store. The "Prep world tour" features stops in prominent cities across the world, including Stockholm (PVH, 2011). The choice of including the Tommy Hilfiger pop-up store as a case in this study is primarily based on them being a global premium fashion brand. The data for the prep world pop-up store on *Skeppsbron* was collected through a combination of press-releases, media articles/interviews, images from various sources depicting the pop-up store as well as the PVH press release in 2011.

*Case 3: Bubbleroom pop-up store Gothenburg, Sweden*

Established in 2005, Bubbleroom is a Swedish online retailer of fashion products. The company mainly operates through its online channels, but in 2013 the company began utilizing pop-up stores in Malmö which was followed up by a pop-up store in Gothenburg (Ehandel.se, 2014). This case is chosen as it features a fashion retailer who primarily operates online as opposed to physical stores. The data collection associated to this case was gathered through industry magazines, webpage of associates to the company and a visit to the pop-up store.

*Case 4: Triwa pop-up store Stockholm, Sweden*

Triwa was founded in 2007 with the purpose of offering affordable and personal high-quality watches and other accessories such as shades. Up to this date, they still do not operate a physical traditional store of their own; instead they cooperated with resellers within the fashion industry. Triwa is currently represented in 20 different market, many in which they have previously launched temporary stores in cooperation with different architects (TRIWA, 2014). The selected case opened the summer of 2013 in the mall called *Brunogallerian* in the southern central parts of Stockholm. The data collected for this case was selected through a research of company website, online trade magazines and fashion blogs.

### *Trustworthiness*

A step taken to assure construct validity as Yin (2009) recommends was the use of multiple sources of evidence in the data collection. Two additional tactics for the purpose of determining construct validity are maintaining a chain of evidence and draft review by key informants (Yin, 2009). Since the collected data was obtained from sources open to the public as opposed to informants, it does not feature such a review. While, a limitation in the chain of evidence is a found in the lack of specifically designed case database, the sources of data are nonetheless clearly indicated in the case overview and results (Yin, 2009).

The external validity of this study should according to Yin (2009) follow replications logic. By including multiple cases in the study it becomes a good basis for generalization (Yin, 2009). Furthermore, Yin (2009) argues that the cases should hold some commonalities in order to be generalized, which in this study is characterized by fashion pop-up stores on the Swedish market.

Due to the fact that all data derives from official publications and public sources available to everyone it can be considered highly replicable. According to Yin (2009) the study should be able to have the same findings when conducting the same study again in order to gain a high reliability. By solely using printed data, biases can be limited due to less room for interpretation. However, in the case of Bubbleroom no data regarding the store environment was collected from blogs. Instead we chose to visit the store ourselves, which was not applicable for the other cases. Nevertheless, we aimed at keeping a clear documentation of the procedures, in line with Yin's (2009) recommendations.

Our initial inclusion of variation among the cases showed that the cases according to Yin (2009) were not similar enough to fully generalize the results. However, due to the limited number of suitable cases and the wish to find both similarities and differences among theory and the in seemingly different cases we chose to maintain the initial cases.

### *Limitations*

Due to the limited number of cases of pop-up stores within the region of Gothenburg/Stockholm during the time of the study we early came to the conclusion that it also should include previous examples of pop-up stores.

Moreover, given the limited timeframe, we were limited to exciting data, which may affect the depth of this study.

Since three of the chosen cases feature pop-up stores from the past, we are forced to rely on images and descriptions from secondary sources in our data collection. This is particularly problematic when attempting to describe store environment, where visuals and design play an important part. Moreover, when discussing a multisensory experience including touch, sound and visuals, we are limited in the ability to confirm if a multisensory aspect is present if it is not stated explicitly, as we cannot be sure whether the various elements were intended to be incorporated in the design.

In addition, we cannot fully generalize our results due to the variation among the cases in obedience with the study of Yin (2009).

## RESULTS

The results of the cases will be thoroughly presented through each of the dimensions in this section. The keywords of each case will be presented in Table 3.

interior design. Conversely, the sports collection was accentuated by bright and vibrant colors (H&M, 2014; Swedavia, 2014). Michael Persson Gripkow, who is the chief commercial and operating officer at Swedavia, explains their cooperation with H&M as a wish to offer the passengers a unique shopping experience as well as offering them something new every time they visit the airport (Swedavia, 2014)

The Tommy Hilfiger pop-up store was created in order to resemble an authentic 800 square foot beach house found on the East Coast of US, both internally and externally (Fashionista, 2011). According to Tommy Hilfiger, the creator of the pop-up store has thoroughly paid attention to details in the design, especially the combination of traditional preppy, but with a modern twist (PVH, 2011). An example of the design details is a neat lawn in front of the entrance, the postbox spelling "Hilfiger's", and the tiny dog house for the fictional dog called Morgan (Damernas, 2011).

According Sebastian Kjersén, Founder of *Pop Up Force* and partner of Bubbleroom, the customers are given a

### Table 3: List of cases through dimensions

|  | Store Environment | Selection & Price | Location | Retail Strategy |
|---|---|---|---|---|
| *H&M* | Swedish/Olympic, Product centered | Single collection | Surprising, High Traffic | Promotion of product line |
| *Tommy Hilfiger* | Unique design, Conceptual | Single collection, Limited edition | Surprising, Unique | Promotion of product line/Brand image |
| *Bubbleroom* | Simplicity, Temporary design | Assortment of products | High Traffic | Testing new retail channels |
| *TRIWA* | Simplicity, Exclusivity | Complete product assortment | High Traffic | Testing new markets |

### *Store Environment*
The H&M pop-up store was covered with blue and gold, which in turn resembles the colors of the Swedish flag. The store itself was simplistic and down-scaled in its

unique possibility with the new temporary store to try, examine and purchase products that otherwise only would be available for them online (Pop Up Force, 2014). The store design is designated to enhance the

feeling of the shortsightedness of the store, by using simplistic clothes hangers made by untreated wooden boards, and by placing unpacked cardboard boxes around the stores while using them as product displays. In order to further enhance the frugality of the venue there are no cash registers, instead the staff are using iPads (Visit, Bubbleroom, 2014-04-14).

The intention behind the Triwa pop-up store was to create a store environment that differs from the traditional design of other watch retailers, instead of locking in the products Triwa chose to have them on display allowing customers to freely feel and interact with the items (Allt Om Stockholm, 2013). The interior of the store was created in cooperation with the architectural firm *Elding Oscarson* with the purpose of reflecting the unpretentious product design of Triwa (colin.se, 2013).

Amongst the studied cases the Tommy Hilfiger pop-up store displayed some characteristics associated to what Russo-Spena et al., (2012); Niehm et al., (2006) describes as being a venue for unique experience, including an interactive environment. The TH pop-up store was designed as a floating beach house (Damernas, 2011), an unusual store environment which followed a concept connected with the brand image and allowed for a unique customer store experience (PVH, 2011). The unique venue and store environment of TH ca be related to what Surchi (2011) describes as being aimed at attracting attention and curiosity of by-passers was evident in the two cases featuring global companies. Though it did not feature a particularly lavish interior, the H&M pop-up stood out by adopting a blue and gold color scheme in its exterior as well as the Olympic rings, signifying that the store is something out of the ordinary (Swedavia, 2014). The store environment in Bubbleroom as well as in Triwa was simplistic, but while Bubbleroom chose to focus on enhancing the short-termism of the store by having temporary and "home-

made" shop fittings (Visit, Bubbleroom, 2014-04-14), Triwa in lieu chose to focus on a down-scaled and exclusive interior, drawing the attention to the products instead (colin.se, 2013; Watchus, 2013). None of the selected case fully resembles the traditional retail format, thus the pop-up store of Tommy Hilfiger is the sole one that undoubtedly cannot be mistaken for a traditional store.

Many of the prior research on pop-up retailing mention a multi-sensory experience as being one of the characteristics of temporary stores (Russo-Spena et al., 2012; Pomodoro, 2013; Surchi, 2011). However, our assumption in accordance to the research is that none of the selected cases take the store experience to those levels, even though Tommy Hilfiger's store tangent to reach those levels.

### Selection & Price

The product range of H&M's pop-up store exclusively involves products from their new sports collection, including women, men, and children's clothing (H&M, 2014) designed in collaboration with athletes in order to combine high-fashion with the properties of function (Dagens Handel, 2014). It also includes the Go Gold collection inspired by the H&M designed Olympic collection for Swedish athletes (H&M, 2014).

The idea of the Tommy Hilfiger pop-up store is to deliver preppy and classic clothes with a twist. Within the temporary store there was a scanty selection of 60 items for men and women (PVH, 2011). However, the temporary store did not only contain pieces out of the ordinary selection, it also included limited edition items from the collection called "*preppy paraphernalia*" including pieces such as dog accessories and summer games (PVH, 2011). Due to the classic design of the garments, Tommy Hilfiger (TH) wishes to appeal to fashionable city consumers no matter the geographic location. Furthermore, during the time of

the world tour the collection was made available online as well (PVH, 2011). Lastly, the products were not offered to a discounted price.

Bubbleroom's pop-up store selection consists of a small number of exclusively chosen clothes, shoes and accessories that otherwise only will be sold online through their web store. The price range at this particular store is at the same levels as online (Pop up Force, 2014). However, Bubbleroom does operate another pop-up warehouse store located in Malmö that offer products up to 90 % discounts (Ehandel.se, 2014).

The Triwa pop-up store included a selection of their product assortment including watches, sunglasses and accessories. The products were offered at the same price range as through their online channels and resellers. The collection is designed in Sweden, and all of the leather used in the watchbands is locally produced at a small tannery in *Tärnsjö* without any chemicals being used (TRIWA, 2014). Furthermore, the uniqueness of the pop-up store is that Triwa did not have a store of its own, which meant that the temporary store was the only physical store with exclusively the Triwa brand (Allt Om Stockholm, 2013). The products were offered at the same price range as across all other channels.

In line with Surchi's (2011) findings of pop-up stores as promotional and testing tool for new lines and collections, the two large multinational companies examined featured an Olympic inspired and sporty collection (H&M) as well as a preppy summer collection with limited edition products (TH). Bubbleroom's selected assortment of products in the pop-up store can be found on their web shop too (Pop up Force, 2014), the selection may still reflect uniqueness through the limited timeframe in which the store is present (Surchi, 2011). Similarly, Triwa presented a selection of watches, sunglasses and accessories in their temporary store including several products that also may be found through their online channel (TRIWA, 2014). The limited edition products offered by Tommy Hilfiger is theoretically supported by the study of Marciniak & Budnarowska (2009) to be considered as massclusivity due to the fact that the limited products also are offered through the online channels too, thereby letting the products maintain exclusive but available for anyone. However, the limitation of the availability of the pop-up store may trigger the same impulse behavior for all of the product range, not singly the limited editions (de Lassus, 2014; Marciniak & Budnarowska, 2009). Nevertheless, as gained from pre-study, the longer existence of the pop-up store, the lesser tendency of impulse behavior.

### *Location*

It is clear that all selected cases are located in areas with high traffic, which is essential for a temporary store in order to stay attractive to consumers (Karande & Lombard, 2005). H&M and Tommy Hilfiger have chosen to place their pop-up stores on a somewhat surprising location (Fashionista, 2011), far from any competitors, but still in areas with high traffic of people passing by (Swedavia, 2014). H&M placed their temporary store after the security checks at Arlanda airport, far away from other fast-fashion stores (Swedavia, 2014) TH on the contrary was located in the central parts of Stockholm, but in distance from the traditional shopping streaks (Damernas, 2011). By locating at a rather unexpected location, the retailers are able to create the desirable buzz around the unpredicted location (Surchi, 2011; The Economist, 2009). Triwa and Bubbleroom on the other hand have chosen to locate in somewhat traditional shopping areas within the walls of two different malls namely *Brunogallerian* in Stockholm (Allt om Stockholm, 2013) and *Nordstan* in Gothenburg, both with high traffic of consumers (Mynewsdesk[1], 2014).

The spillover effects mentioned by Karande & Lombard (2005) are valid for all cases but TH since there are no other stores or similar attractions located in a close distance. The location of H&M is directly affected by spillover effects since none of the customers have the main purpose of visiting the store since it is was located after the security checks at the airport (H&M, 2014). Triwa and Bubbleroom are not as dependent, but they are highly affected by the fact that they are located in areas that are well-known for shopping (Mynewsdesk[1], 2014).

As Surchi (2011) argues, the location of the pop-up store helps to package the image of the brand and its products. This is particularly valid for Tommy Hilfiger since the waterfront location helps to further enhance the sense of being at a beach house.

A pop-up store can be mobile (Kim et al., 2009; de Lassus & Freire, 2014), but all of the selected cases included in this study have fixed venues, with the exception of Tommy Hilfiger, who use the same concept pop-up store all over the world by simply moving it to different location. Thus, they chose one fixed location in each selected city of the world tour (PVH, 2011).

*Retail Strategy*
The cases of this study all have different underlying retail strategies for launching their pop-up stores. For the H&M case, the strategy behind the temporary store is according to Martino Pessina, (country manager at H&M in Sweden) to create attention around the new collection and thereby present H&M as an equivalent sportswear retailer in comparison to the traditional sport retailers. Furthermore, H&M took advantage of the publicity that already had been made around their Go Gold collection, the official Winter Olympics dress code, which explains the time frame of the pop-up store (H&M, 2014).

"*While celebrating our 25th Anniversary all around the globe in 2010, I realized the preppy look with a twist we pioneered over the years has gone global; every corner of the world interprets it in different ways,*" (Tommy Hilfiger, PVH 2011).

In order to further enhance the preppy look of TH, they chose to make the world tour in collaboration with Lisa Birnbach, the author of *the official preppy handbook* (PVH, 2011). In addition, they also chose to invite celebrities to the opening ceremony that are well-known to have a preppy style, such as Ed Westwick from the TV-series *Gossip Girl* (Damernas, 2011). By having the world tour, Tommy Hilfiger were able to enhance their preppy look all over the western world, while at the same time gaining extensive earned media attention (PVH, 2011).

Bubbleroom has a plan for the future to open 20 physical stores within the next three years (Ehandel.se[1], 2013). The cooperation with pop-up force and the opening of the pop-up stores in Gothenburg, Malmö and Stockholm has thereby been a way of testing the market before introducing the flagship store in Stockholm in March (Market.se, 2013). In addition, the physical store enables the customers of Bubbleroom to gain a closer relationship to the brand and its product, something that many online retailers find difficult (Ehandel.se[2], 2013).

In the case of Triwa, the retail purpose and strategy was according to Triwa's CEO Harald Wachtmeister to offer the customers a single brand store, which displayed their entire product assortment simultaneously as allowing the customers to experience the products (Allt Om Stockholm, 2013). The strategy of using pop-up stores to test new markets have been an essential part of Triwa's growth strategy during the last few years and they have continued doing so by opening yet another temporary store at Arlanda airport (Mynewsdesk[2], 2014).

For the well-established multi-national companies H&M and TH the strategy behind opening a temporary store is a matter of promotion and marketing strategy rather than a retail strategy (H&M, 2014; ). While both the multi-national companies examined featured new product lines, the choice of store format and design also suggest a focus aimed at increasing brand image (Pomodoro, 2013) and investigating markets (Surchi, 2011). The elaborate design of the TH pop-up store, the associations to the brand that it is aimed at evoke and its subsequent world tour indicates a focus on strengthening the brand image across various markets. Similarly, H&M's pop-up featuring exclusively sportswear possess a promotional aspect but may also serve an investigative function as it is the companies first venture into the sportswear market.

Bubbleroom, whose primary sales channel is online, is planning to open physical stores in the future, thus it is not farfetched to assume that the pop-up stores are serving an investigative function prior to as Surchi (2011) states committing to costs of opening a flagship store. By using pop-up stores as yet another retail channel, the businesses are able to directly interact with the consumers (Chatterjee, 2010). This is particularly essential for Triwa and Bubbleroom who do not have any physical

stores of their own, and thus testing new markets (Surchi, 2011). Furthermore, valid for all cases is that the opening of a temporary store creates awareness of the brand no matter the current status of the brand, but also to attract new clientele (Russo-Spena et al., 2009) and increase the demand (Marciniak & Budnarowska, 2009).

## DISCUSSION

In this segment the results from the case study are discussed in relation to the theoretical framework and previous literature on the topic of pop-up stores. Table 4 presents a summary and comparison of the theoretical and empirical findings.

In relation to previous research touching on the subject of temporary/pop-up stores, the results gathered from four different cases primarily shows that there is a significant variation in how pop-up stores are designed and utilized. A noticeable absence in the empirical findings is related to the multisensory aspect of a pop-up store, where only one of the selected cases specified it as an intentional feature. A unique store environment mostly in the design was to varying extent found in all the cases. The TH beach house as well as the color scheme for the H&M exterior is elements that visually set them apart from

**Table 4: Comparison of Findings**

|  | Store Environment | Selection & Price | Location | Retail Strategy |
|---|---|---|---|---|
| *Pop-up Stores: Empirical findings* | Differentiated, Simplistic, | **New collection**, Assorted selection, regular prices | Varying, Depending on Strategy, **Unpredicted** | **Testing new markets**, Product promotion, **Brand image** |
| *Pop-up Stores: Theoretical findings* | Unique, Multisensory | **New collections**, Unique products, reasonable prices | **Unpredicted**, may be mobile | **Testing new markets/channels**, Customer relationship, **Brand image** |
| *Flagship Stores* | Grandiose, Exclusive, | Wide product range, Expensive | Prime locations, High-streets | Brand image, New markets entries |
| *Outlet Stores* | Lower Attractiveness | Limited product range, Low prices | Avoiding cannibalism, Close to capitals | Reaching new segments, Offloading stocks |

their permanent stores. Furthermore, since neither Triwa nor Bubbleroom have any permanent stores of their own to this date, the ability for the consumers to physically interact with the products clearly differentiated the pop-up stores from the company's other retail formats. Despite not having permanent stores, Bubbleroom's store design stressed the temporariness of the store in its design, while the Triwa store focused on allowing the visitors to try on the products rather than having them encased in displays.

The findings of this study regarding product assortment was in some cases coherent to the prior research in the case of having a new single collection represented in the temporary store, However, the research does not take into account that in addition small enterprises use temporary retailing too, and not just large multi-national companies, who are the main focus of most researches. Furthermore, in all of the selected cases, there was a possibility of obtaining the displayed products through other channels too, thereby in some sense eliminating the uniqueness of the products. Thus, product uniqueness is a rather subjective characteristic, allowing the consumers to nevertheless gain the feeling of purchasing something unique.

The main finding within the dimension of selection and price is that this study contradicts some of the results in the research of de Lassus & Freire (2014) as well as the pre-study by eliminating the idea of pop-up stores offering products to a valuable or discounted price. On the contrary, all of the cases in this research had the same price range in their pop-up stores as their regular stores, with the exception of Bubbleroom who gave their customers 100 SEK discount on the day of the opening of the pop-up store. These findings reject the idea of pop-up stores being related to discount stores and outlets, and thereby provide a distinction between Pop-up store and Outlet stores.

Our research shows that there was a great variation in the location of the pop-up store amongst the cases. This pattern may however be traced to the company's retail strategy, which in turn strengthens the idea of the two dimensions being closely related. Furthermore, we argue that the size and previous brand image of the retailer is closely related to being able to locate in non-traditional shopping areas, due to the existing public interest. Nevertheless, the characteristics of pop-up stores being unpredicted surprisingly located mentioned in the theoretical framework have been strengthened in this study especially with the cases of Tommy Hilfiger and H&M. Moreover, all of the cases were located in areas of high public traffic, something that were only briefly mentioned in previous research.

Another distinguishing factor of pop-up stores in relation to flagships stores is found in the choice of location. While flagship stores are generally found on shopping streets, the cases examined in this study showed a greater diversity in where store was established i.e. shopping mall, airport and floating in the water. None of the selected case was mobile in that sense that they did not have any fixed location, such as the fashion bus mentioned in the theoretical framework. Tommy Hilfiger's pop-up beach house can be considered in that sense that it was used on different markets in different geographical locations. However, we do not exclude that a mobile temporary still may be considered a pop-up store.

Two main patterns in the retail strategy behind opening a pop-up store could be identified, namely promoting a new product collection or testing new markets. This finding is in line with Surchi's (2011) study of temporary stores. As mention above, the retail strategy can in our beliefs be closely related to where a company chooses to locate their venue. Furthermore, simply by opening a temporary store may positively enhance a brand's image through earned media

attention of the pop-up store, even though it was not the initial retail strategy intention. Prior research argues on the same matter, but it also includes the strengthening of customer relationship, which may be correlated to the dimension store environment.

### Conclusion

Based on previous literature and the results of this study, the question of what defines a pop-up store apart from the obvious temporary existence is arguably that it attempts to break away from what is expected. Visually, design and location-wise or by adopting a certain concept, the store is distinguishable as something out of the ordinary. This differentiation is applicable both in terms of standing out from the companies own permanent stores, as well as in terms of differing from competitors in cases where the company does not operate permanent stores of their own.

Our findings suggest that the main differences between pop-up stores and flagship stores can be found within the store environment and store location, whereas pop-up stores are mainly differentiated from outlets in regards to the price level.

### Theoretical implications

The idea of pop-up stores as something unexpected and different can be viewed from the perspective of drawing attention to the store and brand, which as previous studies conclude can be used as tool for promoting specific product line or collections Surchi (2011).

Furthermore, we argue that multi-sensory experience in pop-up store discussed in prior research (Russo-Spena et al., 2012; Pomodoro, 2013; Surchi, 2011) might not be applicable in all cases of temporary stores, mainly due to the great variance among pop-up retailers.

### Managerial implications

The results from this study suggest that there is a great variation in the possible approaches to pop-up stores in Sweden. However, there is a common theme of differentiation from other retail formats, retailers with similar products, as well as own permanent stores. A recommendation for fashion retailers interested in establishing a pop-up store in the Swedish market is thus to take unexpectedness, surprise and differentiation into account as to create interest and attention to their store and/or brand.

### Suggestions for future research

This study may be seen as an initial step towards a clearer definition of the pop-up phenomenon. As evident from the gathered results, pop-up stores possess distinguishing features from flagship stores and outlets. Moreover, it is clear that companies within the fashion sector utilize pop-up stores in different ways. Future research within the subject may broaden the knowledge in the field of temporary retailing by incorporating additional or different product categories, such as pop-up restaurant, food trucks and non-fashion retailers, areas which were not selected for this study. Additionally, a suggestion for further studies concerning fashion pop-up stores is to further expand the study on what kind of companies utilize this store format by examining the pop-up store usage in terms of the company's size, image, target market or marketing strategy.

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