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**A LITERATURE REVIEW ON POP-UP STORES AND THEIR POTENTIAL TO ASSIST
MICRO-BUSINESSES**

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1 INTRODUCTION

The term pop-up used to be strongly associated with advertisement that interrupted customers, but has now emerged in new context in the storefronts of cities with the intention of offering them something out of the ordinary. Even though pop-up stores were first noted over 10 years ago (Burattino, 2008), as a phenomenon it is still scarcely researched with little qualitative and almost non-existent quantitative research conducted on it. Even a unified definition of a pop-up still remains unestablished, although different researches underline a variety of coherent characteristics and motivations for its implementation. Although almost all research conducted on pop-ups share a common reality, research methods, similar findings and prove its effectiveness on reaching its desired objectives, the body of literature still remains thin. This in combination with the still constantly evolving phenomenon gives little appreciation for its current and potential value.

This literature review is focused on synthesizing the available pop-up literature in a way that gives indications on what it is, what it is suitable for and how it should be used in pursuing the different objectives of the retailers who decide to implement it. Especially, this review adopts micro-business approach to the examined literature, which according to Organization for Economic Co-operation and Development (2005) are businesses with zero to nine employees, but in this context can also be thought as businesses that have been recently established, are restricted by economical resources, such as capital, and production is still low. Although these kinds of companies can be considered to have a disadvantage against established businesses, their operations aren't yet fully stabilized which gives them the leverage of malleability and flexibility. One of the objectives of this literature review is to try to synthesize this body of research in a way that gives guidelines for micro-businesses and their entrepreneurs on how they can utilize this medium. First, let go through what is better known about the pop-up store before examining the different components of it in more depth.

The definition of a pop-up has been characterized as wide and confusing, lumping different temporary spaces together and overlapping with the defining characteristics of other typical store formats such as the flagship and the concept store (Russo-

Spena, Carida, Colurcio & Melia, 2012). It has been also referred to as a temporary store, an itinerant store or a guerrilla store (Surchi, 2011; Russo-Spena et al., 2012; Niehm, Fiore, Jeong and Kim, 2007). However, the phenomenon is closely related to other types of unconventional marketing methods such as “viral”, “buzz”, “guerrilla”, “experiential”, “tribal”, “environmental” (Koch, 2005; Marciniak and Budnarowska, 2010) and to the new view of seeing the store as a new medium of providing a branded experience (Russo-Spena, 2012; Klein, Falk, Esch & Gloukhovtsev, 2016). Similar to the flagship store, pop-ups were are as a retail environment that enabled retailers to provide a context for their brand, focusing on reinforcing the brand experience rather than merely selling products at a profit (Kozinets, DeBerry-Spence, Duhachek, Nuttavuthisit and Storm, 2002; Doyle, 2008).

Location plays a key factor in this, being either the city or a certain location within it, as it already indicates something about the brand (Marciniak and Budnarowska, 2010; Picot-Coupey, 2013). However, there is no agreed upon best location for a pop-up. A lot different places are thrown around in the literature such as high traffic shopping areas (Surchi, 2011), highly representative (Pellegrini, 2009; Zarantonello, 2009; Russo-Spena et al. 2012), trendy (Russo Spena et al., 2012), innovative (Niehm et al., 2007; Kim et al., 2010) or in radical and little-known places (Doyle and Moore, 2004). They can take the form of a traditional brick-and mortar store or a variety of mobile ones, such as kiosk, containers, busses and so on (Marciniak and Budnarowska, 2010).

They pop-up are deliberately open for a short period of time, springing up and then disappearing or morphing into something else (Kim et al., 2010; Surchi, 2011; Russo-Spena et al., 2012). Their intrinsically molding and vanishing nature is meant to evoke excitement and a sense of urgency in customers (Marciniak and Budnarowska, 2010). Characterized as theatrical and a form of art (Marchetti and Quinz, 2007; Picot-Coupey, 2013) and being developed in synergy with other events, communication methods and temporary initiatives (Russo-Spena et al., 2012; Picot-Coupey, 2013), they are means to create and engage customers in new experiences.

However, these experiences don't occur in separation from the brand, rather initiated by and in interaction with it. Experiences are intrinsically linked to the pop-up phenomenon and contribute to things such as co-creation, brand perceptions and relationships, and to the triggering of word-of-mouth promotion (Russo-Spena et al. 2012, Klein et al. 2016).

Russo-Spena et al. (2012) characterized pop-ups as “an interactive and relational platform”, where a dialog with knowledgeable brand representatives takes place and customers get to share their perspectives (Kim et al. 2010). This dialog deliberately contributes and influences the shaping of the brands and its products. The pop-up has a more in-depth investigative component to it, especially in an international context (Picot-Coupey, 2013), which will be further examined in the following sections.

Similarly to traditional relationships between people, interaction and experiences mold into an emotional connection with a brand and contribute to the development of long-term relationships and word-of-mouth intentions. These relational aspects of a pop-up exceed short-term profit generation motivations (Doyle and Moore, 2004; Marciniak and Budnarowska, 2009; Surchi, 2011; Russo Spena et al., 2012; Klein et al., 2016).

1.1 Research objectives

Considering the scarcity of current research, the objective of this literature review is to review available pop-up literature in order to synthesize it and understand the phenomenon as compressively as possible. Thus, the first research question is; what is a pop-up stores and what are its functions?

The second objective is to see if the pop-up store could be suitable for micro-business since they comprise the majority of businesses in many countries, they are the predecessors of other small and medium sized enterprises and are at a disadvantage compared to bigger enterprises. Thus, the second research question is; in what ways could the pop-up be used to alleviate the restrains that micro-business face?

1.2 Methodology

As was established above, this paper is conducted as a literature review, which serves a variety of purposes. It shares the result of previous related studies to the subject reviewed, relating them to the bigger body of literature and ongoing dialog in it by filling in the gaps and extending prior studies (Cooper, 2010; Marshall & Rossman, 2011). It is also a means of comparing research results and emphasizing the importance of the subject in hand (Creswell, 2013). However, it doesn't just summarize the relevant research, but evaluates and analyses from the author's perspective.

1.3 Discussion of resources

This literature review used only peer-reviewed researches. It puts the researches in question under the scrutiny of professionals in the same field who conduct an impartial review on it and try to identify the flaws in it. Although it gives validation to them and helps the publishers on deciding whatever to publish the study, it does not prevent the publication of all invalid researches.

The researches examined in this literature review were went trough in a time linear fashion to trace the evolvement of the phenomenon and to see what kinds of form it has taken. Research by Surchi (2011), Spena, Carida, Colurcio and Melia (2012) & Picot-Coupey (2013) examined the characteristics of pop-ups, how they are harnessed for the special needs of retailers and what motivations fuel it choice as a marketing tool. They were conducted in similar markets (Italy & France) as they are both generally associated to be fashion capitols (Paris & Milan) and are geographically, and on cultural dimensions, similar. Just moving from Surchi (2011) research to Spena et al. (2012) the amount of pop-ups identified grew from 2 to 50. In addition, they gave similar results and the later deepened the understanding of the different functions. Other researches on were conducted in different markets and with more specific perspectives such as marketing approaches, psychographic tendencies and word-of-mouth intentions. However, they did offer complimentary angels on understanding this phenomenon, giving indications for its efficient implementation and future evolvement.

As pop-ups are still a relatively new phenomenon, all the available and reviewed literature were qualitative in nature, seeking to answer “how” (the characteristics) and “why” (the motivations) for using them. The former three researches were conducted using cases. It is generally accepted that case studies are suitable for the early stages of research on a specific topic (Eisenhart, 1989) and examining the multiple features of a certain phenomenon and the interrelationships between them (Yin, 2002). In two cases, they adopted a multiple case-study approach, which is considered to derive more compelling findings (Miles and Huberman, 1994; Yin, 2009), allowing the observation of patterns and replication among cases (Stake, 2005; Yin, 2009).

The case studies used similar data gathering techniques, using multiple approaches and sources such as in-depth interviews, a variety of documents and first-hand observations, with the exception of Surchi (2011). Data triangulation was used and enabled the crosschecking of viewpoints (Yin, 2009), giving more validation to the derived results. Although the interviews were open-ended, narrative or semi-structured, they had a unified objective of capturing the motivations and experiences of using pop-ups from the perspective of the people who were responsible for their implementation, thus increasing the coherency of interpretations.

1.4 Structure of the thesis

This review intends to move through the research questions in a “funnel” manner. It starts with observing the forces that lead to its conception and the store as an entirety, moving into the precise subjects of its functions, before reflecting those onto micro-business and the different store characteristics. In the second chapter the functions of the pop-up are investigated. In the third, how these functions are used on different subjects of the pop-up stores. The fourth one looks at the special conditions of micro-entrepreneurs and connects them to the discussed pop-up literature. The fifth and last chapter will entail the conclusions of this review.

2 THE POP-UP

The pop-up store has been used to answer the changing market conditions. In this chapter we will look at those changes before examining the different functions that the pop-up has adopted. These functions support each other, forming an entirety that can be used for individual or multiple objectives of the retailers.

2.1 Background

Historically store formats that are temporary in nature are decades and even centuries old, manifesting in the forms of market stalls & market towns (Sullivan 2002), with food trucks and other mobile entrepreneurs fitting into this defining characteristic (Marciniak & Budnarowska, 2010). However, the first pop-up that represents it in its current form was the “guerrilla store” initiated by a Japanese fashion retailer Comme des Garçons. It was opened in 2004 in an old warehouse in Berlin for the duration of one year with the intention of challenging conventional retailing, and as a search for radicalism and revolution in it (Doyle and Moore, 2004). Since its conception, the pop-up phenomenon has exploded and is viewed as the “latest expression of innovative solutions in marketing channels” (Musso, 2010, p. 37; Picot-Coupey, 2013).

Understanding the social and economical changes that have led to the formation of pop-up can help on pinpointing why pop-ups have been so successful and give indications on how to it might evolve in the future, extending this information further. As mentioned above, the pop-ups roots stem from the fashion industry, a market that depicts the accelerated and unpredictable nature of a variety of different markets. In fact, fashion in itself is an expression of change, reflecting change in aesthetics, economics, politics, culture and social life (Cholachatpinyo, Padgett, Crocker and Fletcher, 2002). Today, pop-ups are widely used by a variety of sectors, such as food, furniture and cosmetics and so on (Russo-Spena et al., 2012).

The demographic and socio-economic changes of the post-1960's consumer revolution started to breakdown previously fixed status groups to more mobile identities (Paterson, 2006), leading to greater fashion differentiation and more

dynamic patterns of consumption (Kawamura, 2005; Aspers, 2012; Taplin, 2014). The growing female labor force, and subsequently the middle class, gave people the social mobility and financial ability to create a fashion identity for themselves (Taplin, 2014). While at the same time the rise of urbanization and the growth of shopping malls further contributed to this less exclusive fashion system (Entwistle, 2000). These changes enhanced people's ability to develop a material sense of who they are and what they want to become, with advertising, merchandizing and marketing fueling this new culture of consumption (Taplin, 2014). As discretionary spending and the versatility of fashion identities increased it brought more volatility to an industry already known for its unpredictability (Taplin, 2014).

The initial changes in consumer behavior and demand drove the fashion industry to reinvent itself, leading to the integration of organizations and the structural competitive advantages accompanied with it (Richardson, 1996) such as reduced lead-times for entire supply chains (Sabbadin and Lugli, 2007). Concurrently the advances in technology and production processes that took place within the industry made products more homogeneous in quality, challenging customers in the comparing of products and reducing their communicative efficacy (Surchi, 2010). As the perceptibility of conventional media communications started to erode, traditional advertising campaigns became insufficient on establishing communication with consumers and keeping up with the constantly changing demand (Surchi, 2010).

The progress of the fashion industry didn't happen in separation but in synergy with advances, such as in information technologies (Taplin, 2014), which benefits customers got to equally enjoy. The development of the Internet, social media and virtual communities enabled a variety of new modes of shopping behavior (Surchi, 2010). The Internet made it possible to get a transparent view of prices, compare products, access information, such as e.g. unbiased reviews, and to buy globally. Virtual communities further empowered consumers as they could now form influential market forces outside the control of the brands that might have initiated their conception. For example, Rice (2001) reports, "that 80% of brand decisions are influenced by someone other than the marketer of the brand."

These significant changes globally placed new demands for the communication strategies of brands. Consumers are no more seen as passive recipients of marketing operations, but play an integral role in the production and distribution processes (Surchi, 2011). However, the accelerated nature of these changes and the multitude of factors that influence customer motivations such as attitude, personality, values and so on (Blackwell and Miniard, 2006) has left marketers challenged in understanding demand and establishing communication with consumers.

Nevertheless, a few defining characterizations can be made about today's consumer which can give indications for the future evolution of pop-ups. Customers are more aware and better informed than ever (Surchi, 2011). An increasing amount of them are looking for more than just quality products at a low price (Florida, 2002; Pine and Gilmore, 1999; Postrel, 2003; Richards, 2001), and crave for products that they can express their personal identity through (Kim, Fiore, Niehm & Jeong, 2009). They also desire innovative and engaging experiences in all aspects of their lives such as recreational sports (Florida, 2002), restaurant environments (Gilmore and Pine, 2002; Postrel, 2003), tourism venues (Richards, 2001), shopping environments (Sit, Merrilees and Birch, 2003; Snell, 2006), and marketing campaigns (IXMA International Experiential Marketing Association, 2004). This variability is supported in the outlets that offer innovative, engaging experiences for consumers with sensation- and arousal-seeking tendencies (Steenkamp and Baumgartner, 1992; Fiore, Lee and Kunz, 2003, 2004).

The pop-up can be seen as a manifestation of these changes or as an answer to them. Similar to the Internet, it has contributed to the democratization of the fashion industry, permitting access for customer, brands and other stakeholders without requiring a big investment (Di Sabato, 2009). However, it contrasts itself to it by providing a physical element. In a time where everything seems to unfold online, the pop-up concretizes it in a form that is easily recognizable and digestible for the average consumer. They get to experiment and compare with products, something that used to be intrinsically connected to the consumption process but has been somewhat excluded from the present acquiring of goods. Also, as consumption is more interconnected to people's sense of self, portrayed by the current consumer culture, it allows them to experience these parts of themselves in a more personalized way.

2.2 The functions of pop-ups

As the phenomenon is still scarcely researched, the majority of it is still focused on identifying the motivations behind its usage. A array of initial motivations have been identified such as creating events, providing a physical presence for fashion fairs and online firms and directing customer attention toward brands and the emotional context within them (Zarantonello, 2005; Pellegrini, 2009; Surchi, 2011). However, such a categorization might appear scattered and doesn't necessary reveal the initial underlying motivations behind their implementation. Subsequent researches have further contributed to clarify these and revealed that the pop-up has three primary functions, which are communication, investigation and revenue generation (Surchi, 2011; Russo-Spena, 2012; Picot-Coupey, 2013.) The pop-up ability to pursue all of these different functions can be seen stemming from the stores comprehensive and complimentary nature. This will be illustrated using Picot-Coupey (2013) research on the motivations and implementation of an international pop-up store.

In an internationalization context, when a brand decides to enter a new marker resource commitment, control and flexibility over its operations usually work in a continuum, playing an essential part on determining what operations the organization decides to take. The pop-up breaks this continuum by offering low resource commitment, high control and high flexibility (Picot-Coupney, 2013), which contravenes the financial risk – control continuum to which foreign operation modes (FOM's) are usually classified within (Treadgold and Davies, 1988; Doherty, 2000). The independent entry gives brands more control, while the stores malleable and temporary nature allows a more flexible and proactive approach to their operations, such as changing from cautious to ambitious ones (Treadgold, 1990).

The same advantages associated with this FOM also apply in a domestic context. Because of the pop-ups temporary nature, it doesn't consume as much resources as setting up a conventional retail store with a lease of x-number of years. It can be also implanted in a "rough and ready" or "improvised" fashion without shocking consumers and requiring much investment (Finn, 2004; Picot-Coupney, 2013). The store is completely controlled by the brand, ensuring the coherency of activities inside the store and the symmetry of information from direct customer contacts. The

brand can reflect on what it has experienced, and after the pop-up has come to the end of its short lifecycle it can choose how it wants to proceed.

The store thus functions in a comprehensive manner, allowing the cost-efficient implementation of an international marketing policy (Picot-Coupney, 2013). There is an interplay between the communicative, investigative and revenue generative functions of the store, as they compliment each other. For example, if the initiating motivation would be to communicate a retail offer, the interactivity inside the store facilitates learning, which can be used to tune the offering and/or brand and should ultimately result in the increase of demand. Or it can be set up in a straightforward manner, where the motivations is to communicate the offering, investigate its attractiveness, while at the same time sell the products. One could argue that the same functions apply to other traditional retail formats, but these functions are intrinsically connected to the pop-up phenomenon. It's a medium that offers retailers rapid feedback and return in contrast to other formats. However, this is a simplification and a generalization of the concept, and thus, the functions and the interplay between them will now be examined in more detail.

2.2.1 Communication

The entire pop-up, and all of its physical elements, should be there to convey something about the brand. Different researches underlined that the stores strategic importance is primarily based communication, while objectives like “emphasis on turnover” might have more relevance for emerging brands (Doyle and Moore, 2004; Marciniak and Budnarowska, 2009; Picot-Coupey, 2013). This could be advocated, considering the prevailing market conditions where establishing communication with consumers and distinguishing from competitors are major concerns for brands. The pop-up is considered to be an effective way to educate customers and other stakeholders about a retail concept by working with various dimensions of the store (products, interaction, narrative, environment), delivering a consistent message (Kim et al., 2010; Picot-Coupey, 2013). This view is in accordance with the branding process, where all the elements of the retail offer should align in way that communicates a coherent set of core values of a particular brand (Hankinson, 2001).

If the pop-up is set up with the intention of generating profit, the brand might limit the amount of resources invested in the store, and thus, the communicative potential of the store might not reach its full potential. Although the branding process is not a new concept, and yet, is intrinsically connected to the store, pop-ups are still an addition to the marketing tool kit that offers a new way of communicating with consumers (Subvertising, 2009).

They are a new form of marketing communications that has moved beyond traditional communication methods such as print and broadcasting (Baker, 2008), and practically employs no overt methods of communication (Surchi, 2010). The knowledge of their existence relies on entrepreneurial marketing techniques, which can be defined as an opportunistic perspective to creating value and building customer equity (Morris, Schindehutte and LaForge, 2002, 5), such as guerrilla, viral, buzz marketing techniques (Marciniak and Budnarowska, 2010; Trendwatching.com, 2006 via Kim et al. 2010; Ryu, 2011). However, research emphasizes the pop-ups potential on generating and exploiting word-of-mouth (WOM) promotion (Marciniak and Budnarowska, 2010; Ryu, 2011; Surchi, 2011; Klein et al. 2016). WOM is considered to be more credible than other traditional types of marketing as it seen to be independent of the brand (Woerndl, Papagiannidis and Bourlakis, 2008 via Marciniak and Budnarowska, 2010).

An important distinction is to be made here that the stores communication is not based on sender-receiver interaction, as in traditional communication mediums and brand representative contacts, but on dialog. This interaction between the company and customer enables it to influence customer perceptions of brands, experiences and WOM, which are crucial factors in explaining the formats success. The next chapter will go to more detail and examine these influences. In addition, interaction is a major component on the investigative function of the store.

2.2.2 Investigation

Similar to the difficulties that retailers experience in establishing communication with consumers, to which pop-ups are keen to answer, are the ones that have to do with understanding demand. The investigative function of the pop-up is concerned

with testing products, the potential of different markets and the customer preferences within them - adapting the brands accordingly (Russo-Spena et al. 2012; Picot-Coupey, 2013). This is in accordance with Surchi's (2011) and Ryu's (2011) findings that pop-ups are a means to test new markets.

The comprehensive nature of the store gives retailers flexibility and pre-evaluation opportunities in terms of market study, market selection strategy and market expansion strategy (Surchi, 2011; Picot-Coupey, 2013), and was seen as a key factor for its implementation by both emerging and established brands (Picot-Coupey, 2013). Companies described the store as a "laboratory situation" (Picot-Coupey, 2013, interview Z), where the direct contact and control enabled them to assess the markets attractiveness, consumer behavior and preferences (Surchi, 2011; Picot-Coupey, 2013). It also addresses the brands concept standardization – adaptation dilemma by allowing the display of a retail offer, and subsequently, forming of a distinctive and appropriate one for that particular market. While these approaches to the investigative function depict more of a sole implementation of a pop-up store, it can be used to complement existing operations, such as brick and mortar stores, by efficiently exploring new opportunities of growth in domestic and international markets (Picot-Coupey, 2013).

The investigative function is highlighted in Picot-Coupey's (2013) research in contrast to Surchi's (2011), where the established brand didn't consider the investigative function to be primary, as it could rely on earlier experiences of store openings. However, they did also acknowledged that their "findings cannot be confidently generalized", as specially as this observation was based on one case company (Levi's). This review suggests that the investigative function is just as relevant in domestic markets. Even though the domestic company can be presumed to know their market better than a foreign one, and thus, not dedicating as much of resources to understanding it, the domestic company is most probably interested in promoting and investigating the attractiveness of new products lines, making the investigative component current. However, the emphasis on investigation might differ due to the same reason that the domestic company presumably has a basic understanding of the market in contrast to the foreign one who might not have any.

2.2.3 Revenue generation

Although research emphasized the pop-ups stores communicative and investigative functions, it's potential to generate revenue without consuming much resources cannot be overlooked, especially in the case of micro-businesses who are in general restricted by them. Picot-Coupey's (2013) research demonstrated that there is a motivation to use pop-ups for rapid profitability, especially for smaller firms, something that had not been observed in a domestic context (Ryu, 2011; Surchi, 2011). Such motivations were deemed as "secondary", as they were concerned with "selling-off excess warehouse stock and maintaining sales levels at certain times of year" (Surchi, 2010).

As mentioned before, the possibility of implanting the store in a "rough and ready" fashion enables immediate revenue generation (Picot-Coupey, 2013). The revenue generated from the pop-ups can be used to finance of the future operations such as international expansion, opening of a conventional store, growing stock, further contributing to the companies potential to generate future revenue. In addition, the accelerated timeframe of the store help on addressing time-related issues that are crucial for the internationalization process (Hutchinson, Alexander and Quinn, 2007) and for micro-businesses who generally have a limited amount of resources to kick start different operations. Although emphasis on such motivations can be seen as more concerning smaller retailers, established retailers used it stimulate demand and sales during times when market conditions are static (Picot-Coupey, 2013).

3 THE TARGETED INFLUENCES OF POP-UPS

Now that we have examined the motivations behind the formation of pop-ups it would be appropriate to examine who or what is it trying to influence, what are the targeted subjects of its efforts. As mentioned before the store's primary function was based on its communicative efficacy, in being either in the form of the store itself or as a facilitator for the investigative function. However, this can be described as an external perspective on the communicative aspect of the store. The actual communication that happens through and inside the store influences brand perceptions, experiences, word-of-mouth intentions and the attractiveness of the concept for different stakeholders. In fact, all of the influences are intrinsically connected to, and influence, each other. To simplify, the brand conceives the space, which is a manifestation of it. This space influences brand perceptions and the experiences that happen inside of it. These perceptions and experiences are linked to WOM intentions and to the attractiveness to various stakeholders. Thus, the brand, customer and the experience between them form the essence of the store. However, there is linearity to it. If there is no space, there is no brand presence, no experiences occurring and so on. The following chapter will examine this trail of thought. To understand the entirety, we have to examine these components in this order so that they built upon one another to form a totality of the store.

3.1 Branding

Viewing retailing as branding is one of the most emergent and important trends in retailing (Grewal, Levy and Lehmann, 2004). The retail store has evolved into a new medium that has been successful in conveying abstract attributes and values systems of a brand (Carpenter, Moore and Fairhurst, 2005; Ciappei and Surchi, 2008). It contributes to the communication of these through its location, store design and atmosphere, visual merchandising and merchandising mix, staff and the services it provides (Carpenter et al. 2005; Picot-Coupey, 2013). The store exposes the customer to a multi-sensory experience (Ciappei and Surchi, 2008), which is inline with previous researches that have demonstrated the impact of retail environment on customer's sensory and social stimulation (Kotler, 1973; Relph, 1976; Baker, Grewal and Levy, 1992).

The store acts as a brand communication tool where different elements of the store come together to consolidate brand identity, brand image and brand awareness (Marciniak and Budnarowska, 2010; Surchi, 2011), with the aim of enhancing all of these brand attributes (Sabbadin and Negri, 2009; Carida, Russo-Spena, Melia and Colurcio, 2010; Surchi, 2011). It enables the brand to manage its in-store brand communication, directs the consumer attention towards the brand and provides a fertile ground to exploit the brands value systems (Surchi, 2011). In addition, the store facilitates both awareness and positioning opportunities as it multiplies the possibilities for establishing contact with consumers (Surchi, 2011) and creates displays and shows products in away that take customers by surprise, encouraging interaction and exploring them further (Kozinets et al. 2002).

The pop-up is seen as a way to manage, raise and sustain international brand image (Marciniak and Budnarowska, 2010; Picot-Coupey, 2013). This view is in align with Surchi (2010) and Marciniak and Budnarowska (2010) who stated that it is an appropriate method for brand dissemination across international markets. The retailers in Picot-Coupey's (2013) research identified it as an appropriate way of shaping and/or updating a brands international status, and as the main reasons for its usage. In an international context, it is a means of counterbalancing the major risk of misinterpreting a concept (Dupuis and Prime, 1996; Goldman, 2001) and the essential task of developing a distinctive retail brand image (Burt and Carralero-Encinas, 2000).

The personal aspect of consumption is illustrated by this emphasis on branding, which can be seen means of expressing ones individuality, gives agency to experiences as they allow customer to interact with those "extensions" of their individuality.

3.2 Experiences

A growing body of literature has emphasized the experimental consumer dimension (Schmitt, 1999; Pine and Gilmore, 1999), highlighting the idea that experience is what determines the value for the consumers (Holbrook, 1996). Experimental marketing offers an actual response to complex consumer needs as it views the

consumers as someone who is also emotionally involved in the consumption process and offers immersion to it (Caru` and Cova, 2007). Although research on the potential of experience-based strategies is still generally neglected (Verhoef, Lemon, Parasuraman, Roggeveen, Tsiros and Schlesinger, 2009), it has revealed that consumer experiences, which are “the feelings and emotions evoked by brand related stimuli“ (Brakus, Schmitt, and Zarantonello, 2009), are significantly shaped by the interaction customers have within the store (Klein, Falk, Esch & Gloukhovtsev, 2016). In addition to interaction for brands to influence experiences they have to view the entire retail space as influencing them (Burns and Neisner, 2006; Fiore and Kim, 2007), and take into account the influence of the customer’s points of contact, past experiences and personal environment (Verhoef et al., 2009).

Experiences directly influence purchasing behavior, and thus, brands must actively try manage these experiences (Holbrook and Hirschman, 1982; Verhoef et al., 2009). Grewal, Levy, & Kumar (2009) and Pine & Gilmore (1998) argue that the retail environment should evolve into a medium that competes on the basis of experiences rather than just product sales. In similar lines, the focus of future experience-based research should be on how perceptions of a store affect the experiences of a brand (Brakus et al., 2009; Dolbec & Chebat, 2013), and how they subsequently influences behavioral outcomes (Klein at al., 2016).

3.3 The pop-up space

Emphasis on the importance and role of space in defining the brand experience is a result of the evolving view of seeing the store as an experience space (Kent and Stone, 2006; Kent, 2007), with a considerable amount of evidence supporting its capability of enabling sensory, emotional and social connections (Castaldo and Mauri, 2008; Zaghi, 2008). Stores have evolved from traditional places of exchange to physical mediums that are able to communicate, interact and raise emotional connections from customers (Penn, 2005). In addition to tapping into the customer emotions, brands should provide customers with hedonic experiences and understand the significance of symbolism in their consumption if they want to make the experiences memorable (Pine & Gilmore, 1999; Addis & Holbrook, 2001).

Kim et al. (2010) research revealed that the hedonic aspects of the pop-up store, which are linked to its novelty and uniqueness, are the ones that seem appealing to consumers. A contributing factor might be that pop-ups can be event-driven (Shanahan, 2005; Picot-Coupey, 2013) or created in synergy with various contemporary events (e.g., festival, fashion and cultural happenings) that work with rather than interrupt one's lifestyle. This offers widened opportunities for personally relevant and unique experiences (Costa and Cattaneo, 2010; Zorzetto and Catalano, 2010; Kim et al., 2010; Russo-Spena et al., 2012). The pop-up being a format based on surprise and exclusivity, it offers an appropriate response to current expectations of customers and the visibility needs of brands (Picot-Coupey, 2013).

The pop-up facilitates the communication of the brand by providing an interactive and narrative experimentation place, which is intended to take consumers by surprise, evoke emotional responses and reactions, and as a result, to project and enrich its complex brand values (Surchi, 2010). Within the experimentation place context, interaction with the consumer is central to developing and extending the brand (Zarantonello, 2009; Costa and Cattaneo, 2010; Zorzetto and Catalano, 2010). It moves beyond simple knowledge and information sharing to a dialog between the customer and the company, offering real access to extraordinary brand experiences (Kent, 2007).

In the pop-up store, the branding process, experiences and the space emerge, with interaction working as the facilitator, to form the co-creation of value. The role of interaction within the store will now be examined in further detail.

3.3.1 Co-creation

The concept of experience has evolved in accordance to the view that value is not offered, rather than is co-created within the interaction of the consumer and the producer (Vargo and Lush, 2004, 2008; Gronroos, 2008). This depicts the emergence of a new notion in value creation in which both the consumer and the company derive value as a result from collaborating in the co-creation process (Prahalad (2004); Prahalad and Ramaswam, 2004a, b). The experience space is intrinsically connected to the co-creation experience process (Prahalad and Krishnan, 2008), as

the consumer and the interaction with the company are central in it, which “ is the source of personal meaning derived from the co-creation experience” (Ramaswamy, 2009).

Prahalad and Ramaswamy (2004) consider this interplay between the customer, the experience space and the company as the new frontier in strategy innovation, with interaction being the facilitator of the co-creation experience. They also offered the DART model, which analyses the co-creative experience through the points of interaction where customers exercise choice. These points provide opportunities for retailers to assess the customers needs, wants and how they experience value propositions - and how to integrate them with the companies offering.

The following results have been adopted from Russo-Spena’s et al. (2012) research, in which they used this model. This review chose to include this model, as it is based interaction, which is at the core of the communicative function of the store, explaining why it is so affective at reaching its audience. In addition, as the experience approach depicts a more current understanding of consumer psychological gratification, it further explains the success of this format.

DART

In co-creation, interaction between the customer and the company is four-fold, consisting of the four pillars of dialogue, access, risk/benefit and transparency. Dialogue is crucial as it extends interaction from simple knowledge and information sharing to a deep engagement and a mutual desire to act. It has three components; dialog between *the firm* and *consumers*; between *consumers*; and between *consumers* and *experts*, with each one contributing to the formation of a value experience dense environment. The dialog between the firm and consumers consists of face-to-face interaction and multimedia tools. The dialog between customers within the store is means to foster a sense of community between customers and further encourage the sharing of information, experiences and knowledge. The dialog between consumers and experts emphasized communication between two problem-solvers, which contrasts traditional representative-customer interaction (Russo-Spena’s et al., 2012).

Based on these findings, this review suggests that these components of dialog are there to provide customers with a sense “psychological security” to help them in immersing to the experiences proposed by the firms. The most apparent component that indicated this was the dialog between customers, which is there to give a sense on belonging between them. The use of both traditional and technological interaction could be seen as offering the customers their desired amount of personal interaction. The possibility to independently engage with the pop-up makes it more approachable for a larger audience, since not everyone is keen to directly engage with brand representatives. And lastly, the dialog between consumers and experts reinforced an impression of objectivity inside the store.

An good example of these suggestions were displayed in Kim et al. (2010) research in which market mavens, who are seen as active market place influencers, were not drawn to pop-ups as they might feel that “brand representatives are usurping their unique role as information provider”. Although this is just an example, the attractiveness of concept to different customer groups is a contributing factor, and thus, making the pop-up as approachable for as many consumers as possible is advisable.

The second component, access, is the knowledge, tools, information and experiences enabled by the interaction that the consumers use to experiment the displayed offering in an unprecedented way. The unfolding of this access is connected to the layout of the store. The experience space is conducted in a dynamic fashion so that customers are able to move freely and interact with different tools, such as virtual technologies, which facilitate access to the brand experience. The visual dimension of the space and tools evoked brand values in a more appealing way and enhanced the sensory dimensions related to the offering. For example, Nivea used the associated colors, symbols and scents of their brand as a reminder of their most famous and standard products. There was a separation between the outside world and the socializing area as an effort to further immerse the customers in the branded experience. In contrast to the stores dynamicity, this narrative dimension expands the opportunities for interaction through out the store, which is illustrated by the emphasis on the social dimension (e.g. social area) (Russo-Spena’s et al., 2012).

The risks/benefits emphasize the subjective aspect of value creation in a way that balances and derives benefits for both parties. In the pop-ups case, the expanded opportunities of interaction helped both the customer and the brand on assessing and alleviating these. Retailers said that it contributed to more frequent and personalized contact with consumers, making it a means of reinforcing a brand positioning, searching for new business opportunities and deriving economic benefits (Russo-Spena's et al., 2012).

And lastly, transparency is concerned with the symmetry of information during the interactions. As the stores are conceived for a communicative finality, striving to share information, values and brand emotions, the examined stores emphasized this pillar in almost every aspect of their appearance. However, research result didn't explicitly reveal how the pop-up succeeded in this in the eyes of the consumer. Only that this component strengthens the customer's ability to make informed, experience-based choices and enables peer-to-peer interaction (Russo-Spena's et al., 2012).

Caru` and Cova (2007, p. 3) offer a complimentary angle to this model where the customer can be passively and actively immersed in the experience. Active meaning all the choices a customer does during the experience that are intended to turn that situation into their advantage. It would be appropriate to presume that psychographics influence such intentions, as they indicate and predict customer behavior. The various stakeholders and potential customer groups of pop-ups will be further examined in the next chapter. These remarks reinforce the notion that brands should adopt a broader view of the customer experience, enabling customers to pursue personal identity and communal projects by deploying their own cultural, cognitive and social resources through the store (Puccinelli, Goodstein, Grewal, Price, Raghubir and Stewart, 2009). The subjective dimension of experiences is emphasized within the experience approach (La Salle and Britton, 2003; Prahalad and Ramaswamy, 2000, 2004a, b; Caru` and Cova, 2007), underlining the active role of consumers and the companies input in co-creation and making the experiences meaningful. Even though the company provides the environment and the artifacts within it, it is through interaction that the experience is staged by the company and customer, with the customer being the one who actualizes this co-

creating potential by creating his/hers own personalized experience (Prahalad and Ramaswamy, 2004b; Caru` and Cova, 2006, 2007)

Thus adopting a broader approach to the implementation of a pop-up makes it more applicable for a larger audience. However, a broader approach can also be seen as eroding the distinctiveness of the message that it is trying to convey. For example if the brand tries to lure as wide of an audience it can by offering commonly perceived hedonic fun, this can delude the experience for the customer who see their role in the consumption process transforming, such as in a fashion context. However, such an example can be seen as being more tied to brand perception and certain kinds of markets by which customers like to express themselves through. For example luxury brands are challenged at addressing new customer groups without “diluting the brand for existing target groups” (Hagtvedt & Patrick, 2009; Lassus & Freire, 2014). In the next section we will examine in further detail on how experiences shape word-of-mouth intentions.

3.3.2 Word-of-Mouth Promotion

Although researches from authors such as Surchi (2011) highlighted the pop-ups potential to increase WOM intentions, it provided little concrete examples on how it achieves this goal. The contributing factors accordingly were the location, which can “increase curiosity and enhance word-of-mouth communication”, and that “highlighting the brands’ core attributes can and seek to consolidate a positive message disseminated by word of mouth”. Word-of-mouth can be seen as: “activities that are likely to encourage consumers to talk about a product or company to their friend ... setting in motion a chain of communication that could branch out through a whole community” Mason (2008, 207).

Prior research on WOM emphasizes the social and emotional drivers that get customers to share brand experiences, such as experiencing emotional arousal from a brand encounter (Lovett, Peres and Shachar, 2013). The social driver is based on the consumers' desire to enhance their social self, and WOM enables them to present themselves in a desired way (Klein et al., 2016). The emotional drivers on the customers are the “need to share positive feelings about a brand” (Klein et al., 2016).

Customers like to share interesting, unique and entertaining content, and are likely to engage in WOM activities when they are able to do so (Berger, 2014). Klein et al. (2016) pointed out that although pop-ups have been shown to provide customers with emotional arousal and exciting brand experiences, “research linking pop-up brand stores and WOM remains scarce”.

In addition to what was discussed before, prior research on in-store experience shows an intrinsic link between three distinct store characteristics and the brand experience. First, hedonic shopping value, which is the entertainment fun associated with in-store shopping (Babin, Darden, and Griffin, 1994), aimed at enhancing emotional brand associations (Kozinets, Sherry, Storm, Duhachek, Nuttavuthisit and DeBerry-Spence, 2004). Second, store uniqueness, which is the exceptional interaction customer have with the brand in contrast to mundane brand interaction (Dion & Arnould, 2011). Third, store atmosphere, which is intent to create fascination with the brand (Hollenbeck, Peters and Zinkhan, 2008).

Klein et al. (2016) research examined how these specific store characteristics influence the customer’s brand experiences within pop-ups and their WOM intentions. They found that in the luxury brand context they adopted, hedonic shopping value, store uniqueness and store atmosphere influenced a positive effect on the customer word of mouth intentions. Or to be more accurate, pop-ups are effective in increasing the brand experience which acts as “an important mediating variable between consumers' perception of store characteristics and their intentions to spread WOM”, since different characteristics had different behavioral outcomes on new and existing customers (Klein, et al., 2016). However, it is important to note that the combination of a luxury brand, which offers hedonic appeal in itself (Hagtvedt & Patrick, 2009), and the pop-up store, might amplify the tested effects and possibly erode its generalizability. In addition, the study excluded the influence of other consumers on the brand experience (Klein, et al., 2016). As it was pointed out earlier in the text, consumers as individuals can differ greatly which can have an influence on how they perceive different store function and characteristics. The next section examines the various stakeholders that pop-ups try to engage with and how those stakeholders, especially different kinds of customers, are drawn to the pop-up concept.

3.4 Stakeholders

Pop-up are can be used as an effective way of establishing and developing relationships with various stakeholders (Kim et al. 2010, Picot-Coupey, 2013). The stores brand communication efficacy advocates the importance of branding in influencing the relationships between companies and their myriad stakeholders (Keller, 2003) and the importance of such relationships in the retail internationalization process and FOM choice (Bianchi and Ostale, 2006; Elg, Ghauri and Tarnovskaya, 2008). In this international context, relationship networks facilitate access to and further contribute to the formation of a retail network in a foreign market. The primary target identified in this case is the foreign media, as they represent a medium for reaching the entire target market (Picot-Coupey, 2013).

This in accordance with the notion that pop-ups rely on non-traditional communication and WOM, since coverage from foreign media can be seen as independent from the brand, enhancing the objectivity and curiosity of the concept. In addition, various stakeholders get to share the financial benefit from of pop-ups. For example, landlords can fill vacant spaces as they look for long-term tenants (Mulvihill, 2010) and welcoming new and foreign concepts that introduce diversity to the retail environment, generating surprise and interest (Picot-Coupey, 2013).

One research from Kim, Fiore, Niehm and Jeong's (2010) focused on identifying the certain customer groups that were attracted to the pop-up concept, and what they found attractive about it. This is an considerable component as certain kinds of consumers, such as innovative consumers are less price sensitive and more likely to be heavy product users (Goldsmith R., Flynn and Goldsmith E., 2003), and influence the shopping behavior of other customers, such as trendsetters. They found that customers who display higher innovativeness tendencies and shopping enjoyment are likely to appreciate the hedonic aspects of, and have a more positive attitude towards, pop-up retailing. The emphasis on the hedonic aspect of the consumption process is in line with past research whereas "consumer innovativeness and shopping enjoyment are related to the desire for new and unique experiences as well as novelty seeking" (Engelland, Hopkins and Larson, 2001; Steenkamp and Baumgartner, 1992; Venkatraman, 1991). Consumer innovativeness is characterized as the tendency to

search for and buy different products and brands instead of simply adhering to accepted consumption patterns (Hirschman, 1980; Venkatraman, 1991; Venkatraman and Price, 1990). And individuals who derive much enjoyment from the shopping process can be referred as recreational shoppers (Bellenger and Korgaonkar, 1980).

These findings suggest that retailers who decide to use pop-ups should focus on the hedonic aspects, as well as engaging customer emotionally (Kim et al. 2010), since attitude has a positive relationship with consumer's emotional experience (Wood and Moreau, 2006). As a growing number of consumers desire innovative products and experiences and prefer active, engaging, and enjoyable shopping and life experiences (Florida, 2002; Midgely and Dowling, 1993; Goldsmith and Hofacker, 1991; Pine and Gilmore, 1999; Postrel, 2003), this is generally advisable.

To reach this growing number of consumers, pop-ups should provide an environment that is a) highly authentic and experimental, b) focused on promoting the brand and its products and c) enables dialog with knowledgeable brand representatives (Kim et al. 2010), which according to Gordon (2004) is the most important attractor to the experience. Considering these remarks and the dialog component in the DART model, there is a need for knowledgeable brand representatives that are also able to further immerse customer to the experiences they have within pop-ups (Kim et al. 2010). And lastly, the interactive nature of pop ups enables customer to share their perspectives, which can be appealing to the increasing amount of consumers that see their role the retail experience transforming (Fiore, 2007, 2008; Solomon, 2005)

Kim, Fiore, Niehm and Jeong's (2009) suggested that in light of these findings pop-ups should minimize the selling aspect of pop-ups and focus on initiating and building long-term customer relationships, which is seconded by the store's capability of establishing such relationships (Picot-Coupey, 2013) and on providing experiences that enable emotional connections. However, it is important to remark that the data gathered in their research consisted of mostly people who had no first-hand experience about pop-ups. This has implications on the generalizability of the results on actual pop-up shoppers, and on the result as a whole. First-hand experiences differ intrinsically from reviewing something, since environmental factors directly influence your feelings and experiences, and it is hard to artificially

emerge yourself to a described situation. A good example of this was the Durex pop-up shop in Russo-Spena's et al. (2012) research where customers reported, "that they had never been interested in the marketing and sales initiatives of sex product brands before their experience in Durex's Temporary Shop". Yet, these findings are coherent with later researches that demonstrated similar results, giving more validity to these interpretations.

4 MICRO-BUSINESSES AND THEIR IMPLEMENTATION OF STORE CHARACTERISTICS

In this chapter we will be examining the how micro-businesses could utilize the pop-up store to work for their advantage. First we will examine current SME literature to establish the restraints that micro-business face and the specific functions that pop-ups would be suitable for. Afterwards, we are going to reflect these potential objectives on the different store characteristics to provide some potential guidelines for micro-businesses.

4.1 Micro-businesses and their restraints

Although small and medium enterprises (SME's) have been central in researches, policy making and regarded as the engines of economic growth (Curran, 2000; Blackburn and Kovalainen, 2009; Fuller-Love, 2006; Yu, 2001), the literature in general lumps all micro-businesses, small and medium sized businesses together, resulting in homogeneous description that neglects the differing challenges they face. This review adopted the Organization for Economic Co-operation and Developments (2005) definitions of each; businesses with zero to nine employees are micro-businesses; businesses with 10-49 employees are small businesses, and those employing between 50 and 249 people are medium-sized businesses. We will be focusing on micro-businesses as they account for 70-95 per cent of all firms in OECD (2013) economies, and as they are the precursors of small and medium enterprises, highlighting their importance.

In micro-businesses the entrepreneur is often responsible for all the tasks involved in running and managing the business (O'Dwyer and Ryan, 2000), and thus, the company and its success is dependent on it. However, the motivation for growth to these entrepreneurs can differ greatly. Abundance of research has identified that the lack of growth ambition acts as constraint (Poutziouris, 2003; Fielden, Davidson and Makin, 2000; Davidsson, 1989; Wiklund, Davidsson and Delmar, 2003; Walker and Brown, 2004; Greenbank, 2001; Gray, 2002; Baines and Wheelock, 1998; Reijonen and Komppula, 2007), with just 22-25% of micro-business identifying as growth-

oriented and a small fraction of them intending to actually increase in size (Baines and Wheelock, 1998; Chell and Baines, 2000; Poutziouris, 2003)

According to Perren (1999), the motivation for growth is a vital growth driver, as the lack of it will be amplified due to the entrepreneur's dominant role in the micro-business. These entrepreneurs value non-economic objectives such as being one's boss, increased independence and flexibility, job satisfaction, product or service quality, and customer and work satisfaction (Fielden et al., 2000; Perren, 1999; Reijonen and Komppula, 2007), with growth intentions diminishing after reaching a desired income level (Greenbank, 2001; Reijonen and Komppula, 2007, p. 108; Gherhes, Williams, Vorley & Vasconcelos, 2016). There are environmental factors that are apposed to the retailers and internal capabilities that the entrepreneurs possess that enable or restrain the growth of micro-businesses.

In order for the business to grow there needs to be a supportive business environment and a perception of a positive business environment (Morrison, Breen and Ali, 2003). The economic climate which are the state of the economy, dynamism, hostility, competition, and demand and so on, can have a restricting or suppressing affect on growth motivations (Lee, 2014; Perren, 1999, 2000; Wiklund, Patzelt and Shepherd, 2009) and becomes increasingly more important as the business grows (Scott and Bruce's (1987) via Gherhes et al., 2016). There is growing believe in the research that there is a lack of adequate support for micro-businesses (Lean, 1998; Fielden et al, 2000; Matlay, 2004), stemming from the assumption by support providers that they are similar to larger SMEs (Lean, 1998; O'Dwyer and Ryan, 2000; Greenbank, 2000b). This is also the case in financing. Micro-businesses face inaccessible, inadequate or inflexible grants and the reluctance of financial institutions to provide them with adequate capital (Fielden et al., 2000). The fear of increased financial risk (Robertson, Collins, Madeira and Slater, 2003), makes the entrepreneurs resort to pursuing organic growth, but limit their growth potential (Brush, Ceru and Blackburn, 2009) As it was mentioned earlier, entrepreneurs of micro and small businesses are more concerned about the loss of their non-economical benefits (Davidsson, 1989; Greenbank, 2001; Wiklund et al., 2003), resulting in risk aversive behavior that limits growth intentions (Poutziouris, 2003). This is in accordance with pre-start-up income and wealth that positively influences growth intentions and start-

up growth rate (Cassar, 2006; Cressy, 1996) and their ability to enter high-barrier industries (Lofstrom, Bates and Parker, 2014).

In addition to previously accumulated wealth, the education and experience of the retailers have an impact on their growth intentions. Higher education in an SME context is associated with growth (Bryson, Keeble and Wood, 1997; Richbell, Watts and Wardle, 2006), being a top characteristic of the entrepreneurs of rapidly growing firms (Barringer, Jones and Neubaum, 2005). Higher educated entrepreneurs start larger businesses (Cooper, Woo and Dunkelberg, 1989) and prefer high-barrier (i.e. high-risk) industries with larger expected financial gains (Lofstrom et al., 2014). However, a few studies question the influence of education (Cassar, 2006; Coad, Frankish, Roberts and Storey, 2013), which is advocated by the reliance of micro-entrepreneurs on the technical knowledge of a particular field that might be sufficient for them start a business. It is the business skills and experiences that they have accumulated that are the ones that lead to growth (Gherhes et al., 2016).

Experiences are an accumulative process that requires time, training, support, and possibly initial business failures before experiencing business success (Deakins and Freel, 1998). Prior experience about ownerships and directorships of a company (Rosa and Scott, 1999a, b) and related industry experience, prior work experience, and previous job experience in a related field (Barringer et al., 2005; Cooper et al., 1989; Richbell et al., 2006) are a key characteristics of entrepreneurs of high-growth companies. However, experiences don't come on their own accord. Similar to the job market, there is a vicious circle of gaining enough experience before you can acquire more extensive experiences. As entrepreneurs can't start off by being successful, they have to develop the ability to learn from their experiences, which is "one of the key abilities in entrepreneurship" (Deakins and Freel, 1998, p. 151) and in identifying growth opportunities (Hulbert, Gilmore and Carson, 2013).

As there is potentially restricted support from policy makers and financial institutions, and shortage of motivation, education and experience on the entrepreneur's part, the entrepreneurs of micro-businesses have to accumulate for these shortcomings on their own. The pop-up could be used to help on attaining these. E.g. policy makers could establish more favorable conditions for pop-ups as

they don't consume much space or resources and create excitement for the environment in general, luring tourists and so on. However, a new premise for the entrepreneur still has to be established in order for it to alleviate some of these restraints, and to get a coherent interpretation of the different suggestions. In order for the pop-up to work the entrepreneur has to be growth-oriented, which means that it has to attain a balance between his/hers intentions, business abilities and the opportunity environment (Morrison et al., 2003), be more financially oriented (Cassar, 2007; Douglas, 2013) and dynamic in away that allows the introduction of new processes and risks to the equation.

First, considering the centric role of the micro-entrepreneur as being "the company" (Lean, 1998, p. 233), the time constraints accompanied with it, and the underdeveloped capabilities and in various business areas, it is essential that he/she doesn't become "immersed in day-to-day operating issues" and shift their focus on managing the business (LeBrasseur, Zanibbi and Zinger, 2003, p. 325). The entrepreneur has to move towards an organization structure where it can delegate everyday task and processes on to others (Gherhes et al., 2016), which requires it to hire new staff. Micro-businesses are usually unprepared or unwilling to recruit extra employees and expand due to, e.g. resource constraints, limiting their growth potential (Fielden et al., 2000; Hogarth-Scott, Watson and Wilson, 1996). The pop-up could alleviate these by providing recruiting possibilities within the store. As it is intended to lure certain kinds of customers, it can do the same with prominent job candidates. The entrepreneur doesn't have to commit additional resources for recruiting as it can do it concurrently with the pop-ups other objectives. The interaction that happens inside the store can reveal suitability. In addition, it might work as an additional incentive to visit the pop-up if there is a possibility of being "head-hunted" by the brand. Although experiential knowledge is also accumulated during the day-to-day processes, focusing on managing the company will probably yield more relevant business knowledge considering growth such as marketing information.

Entrepreneurs of micro-business don't usually engage in formal marketing practices (Greenbank, 2000a), as they consider them ineffective, and lack the time and resources (Hogarth-Scott et al., 1996). However, as even less advanced and more

informal marketing practices can build business capabilities (Gherhes et al., 2016), the pop-up and its marketing potential can be useful for the entrepreneurs as it embodies the communicative and investigative functions in a cost-efficient and accelerated-form. Opening up a store with the intention of gaining more market awareness and conducting research can help to support strategic thinking, customer orientation and opportunity creation (Gherhes et al., 2016).

In addition, the pop-up (Picot-Coupey, 2013) and marketing practices (Chaston, 2000) both interact positively with networking. Although networking is associated with things like improved organizational learning, enhanced flexibility and responsiveness to market changes (Chaston, 2000) and increased business performance and positive growth attitudes in active micro-business networkers, “only a minority engages in extensive or moderate networking” (Baines and Wheelock, 1998; Chell and Baines, 2000). As the pop-up enables the entrepreneur to interact with the different stakeholders in a particular environment, it can establish new and relevant relationships that could benefit its growth intentions. Also the acquired information, advice, and fresh perspectives from these networks can support the development of business capabilities.

The potentially accumulated business knowledge and skills from the entrepreneur’s efforts and the use of pop-up stores can assist business planning, which almost an absent practice in micro-businesses (Greenbank, 2000a). There is growing evidence that it is an important tool for planning and achieving growth, shown in growing micro-businesses (Greenbank, 2000a; LeBrasseur et al., 2003), and larger SMEs (Morrison et al., 2003; Richbell et al., 2006). The objectives and strategic direction provided by it gives direction to the growth process, which might otherwise lose direction. However, it is the accumulated business skills in areas such as managerial, marketing, sales, financial, HR, and leadership that enable the entrepreneur to keep the growth process on track (Brush et al., 2009; Moran, 1998). As the pop-up is meant to portray a distinct message, demanding preparation so that it is perceived in a coherent manner, the implementation and concretization of it can help on clarifying these objectives to the entrepreneur.

Although there is still a need for the just mentioned concrete business skills, the pop-up can be used to accelerate and synergize the learning processes of the entrepreneur, given its comprehensive nature. Let's now examine this by going through the implementation of the store and its different store characteristics from the perspective of micro-businesses. This could potentially provide some guidelines for retailers. Also, it gives us a change to recall what has been discussed before and further illustrate its functionality. The store characteristics have been adopted from Surchi (2011), Russo-Spena et al. (2012) and Picot-Coupey (2013) researches.

4.2 The implementation of store characteristics

Location

Although research did not directly indicate the best suitable place to establish a pop-up, it can be concluded that it is almost entirely dependent on the message the brand is trying to communicate. This was represented in Picot-Coupey's (2013) research where all the retailers underlined that the choice of the location is depend on the objective and brand position. Even though highly representative and strategic locations, such as high-traffic shopping areas were emphasizes in Surchi's (2011) and Russo-Spena et al. (2012) research as a means to grant visibility and access to the pop-up, these locations aren't accessible on a permanent basis (Picot-Coupey, 2013) and don't necessarily advocate the brand position they are trying to take. However, the temporary nature of the store did ease their access to certain prestigious locations that were considered necessary to develop an international image (Picot-Coupey, 2013).

Considering the generally restricted financial resources of micro-businesses and the targeted audience, the entrepreneur could either try to reserve a highly representative spaces during static times in order to get as much of visibility and contact in the shortest time possible. Or it could focus on a certain area that has a high-density of the target group and use the location decisions as a means to generate fascination. E.g. a high-technology based micro-business company could set up a pop-up in a area with a high level of students, change a conventional space to a "playground" for the targeted group, potentially providing them with out-of-the ordinary experiences.

Sale space

Based on the research, the size of the sale space is not essential, as one would believe. It was seen more as imposed by the available spaces, which makes pop-ups more improvised as Finn (2004) suggested. However, based on previous suggestions the baseline for the size would be that it is big enough to fulfill its objective. Although it is important to note that temporary spaces that are built by the retailer are tailored for a special purpose and are not imposed on to it.

In a micro-businesses case the use of imposed spaces would be more suitable as landowners are more willing to rent them for short periods of time if it means additional revenue while they look for more permanent occupants, and they might not have sufficient knowledge and resources to establish a tailored space. Although depending on who owns the property, renting a space and a container can be thought of as consuming low resources, and the growth-oriented micro-entrepreneur can work on their management skills by going through the establishment process solely. This can provide them with a more comprehensive perspective and practice on the different skills and factors that need to be taken into account when managing a business.

The store design and atmosphere

Retailers in Picot-Coupey's (2013) considered "in-store design, store exterior design, visual merchandising and store atmosphere" as essential in offering customers an immersive experience. These are all in line with Marciniak and Budnarowska (2010), Russo-Spena et al. (2012) and Klein et al. (2016) findings that have been discussed before. Designers were used and creativity was emphasized in delivering these (Picot-Coupey, 2013), which advocates the view of seeing the store as an art form and having high levels of originality (Marchetti and Quinz, 2007; Russo-Spena et al. 2012).

This would be an appropriate characteristic for the entrepreneurs to practice their marketing skills. Although the use of designers can be expected to bring more of a professional end result, the entrepreneur knows the product/service and the brand

behind it better than anyone. Personally concretizing these into the pop-up form will probably reveal strength and flaws within it and help the entrepreneur develop their concept without there being asymmetrical visions of what is trying to be communicated. In addition, the saved costs can be put into the materials of the pop-up, potentially enhancing the atmosphere of the store.

Merchandise mix

The depth and width of the merchandise displayed in the stores is also bound to the objectives of the retailer (Picot-Coupey, 2013). For example a display of complete product range can be a good option if the intention is to switch to a permanent store, since it allows the retailer to observe the consumer interest on their offering as a whole. In other cases, having narrow assortments increase the distinctiveness of what the brand is trying to communicate.

For the micro-businesses case the same reasoning applies. However, the flexible nature of such a company offers alteration possibilities to a more greater extent, and thus, displaying a whole potential product range can give indications on its strengths and weaknesses, what to leave out and what to develop.

Promotion and events

As it was discussed before, the pop-ups have been identified to use entrepreneurial marketing techniques (Marciniak and Budnarowska, 2010), brands experiences to stimulate WOM (Klein et al., 2016) and foreign media coverage to promote their stores. In addition, retailers used temporary web sites, street marketing campaigns and social media to showcase the store, which is accordance with the social networking approaches adopted by pop-up stores (Marciniak and Budnarowska, 2010). Although pop-up were seen to use no overt methods of communication (Surchi, 2011), some retailers used media communication to promote its seasonal pop-up stores (Picot-Coupey, 2013). This leaves us at the conclusion that although the pop-up is convenient for the use of certain types of marketing such as WOM, there is one way right way to communicate the store. Similar to the location characteristic, it dependent on the objectives and brand position the retailer is trying

to take. The use of event's were diverse, as they could be created in synergy with others (Russo Spina et al., 2012) or be the actual attraction of the pop-up and a means to amplify the experimental aspect of the store (Shanahan, 2005; Picot-Coupey, 2013).

Micro-entrepreneurs should probably favor entrepreneurial marketing techniques, as they don't consume as much resources as traditional ones, they can work on their marketing skill by coming up with unique ways of spreading the word about the store and can personally influence the experiences and the potential WOM generated from it. Also, the entrepreneur should favor events established by others, if they consist of people who are a potential target group. In addition, they don't have to commit as much to the event as they had to if it was their own.

Costs

Even though costs are directly a store characteristic, they play an essential role in the establishment of a pop-up. This is especially the case for micro-business and their restricted resources. As it has been established before, pop-ups are a relatively inexpensive medium, especially compared to a permanent company-owned store (Picot-Coupey, 2013). All retailers in Picot-Coupey's (2013) research saw it as cost-efficient, although in some cases high budgets were assigned to the pop-ups as a way to optimize its impact. This seconds what was suggested in this review before, that the goal, it being from communication to revenue generation, should dictate the level of resources committed to the pop-up. For example it would be counter productive to invest a lot of resources to selling stock if the store can be implemented in rough and ready fashion while still being able to communicate its brand position through other characteristics such as location.

A good guideline for micro-entrepreneurs would be to pursue a balance between high communicative efficacy and low resource commitment. Or in other words, they should commit resources to the extent that the objective can be executed and leaning can happen. The potential resources saved and the revenue generated from the pop-up could be channeled to developing the business further.

5 CONCLUSION & DISCUSSION

The purpose of this literature review was to synthesize the available pop-up literature in a way that provides a comprehensive perspective of its formation, functionality and applicability for different kinds of businesses, especially micro-businesses. As these kinds of business face different kinds of challenges than bigger ones, but form the majority of business in most countries and are the predecessors of bigger ones, they could harness the same benefits that established retailers have been able to acquire. The research questions were:

a) What is a pop-up stores and what are its functions? And...

b) in what ways could the pop-up be used to alleviate the restrains that micro-business face?

The pop-up store is a comprehensive brand experience space that offers retailers communication, investigation and revenue generation-possibilities. It provides customers with out-of-the-ordinary and hedonic experiences that are intended to create excitement and interest in the products, services and brands behind it. The experiences and interaction that customers have with brands should ultimate result in the development of relationship between them and other important stakeholders, and subsequently, word-of-mouth promotion that fuels the customers' interest in the phenomenon. The micro-business and its entrepreneur can utilize this medium by various ways, after he/she is committed to growing their organization. Its potential efficiency for them stems from the efforts of the entrepreneur to establish the store and go through all the different processes that are included with starting a more extensive operation. This could be argued to enable and synergize the learning process. The hand-on approach will force the entrepreneur to plan the entirety of the store to match the business behind it, possibly even pointing out flaws in it at this time, before concretizing it and keeping all the experiences and learning that happened inside the store. In addition, the pop-up store enables networking and recruiting possibilities that can enhance the micro-business growth.

Although these findings are based on another literature review on the challenges that micro-businesses face and thus don't go into too much depth on the different aspects of it, it provided a completely new perspective on the applicability of the phenomenon, one that has relevance for the majority of businesses and their growth. In addition to the three primary functions, the pop-up could adapt a recruiting function, something that has not been observed in pop-ups yet and can prove to be valuable for both retailers and customers.

This review highlighted the experimental dimension, which remains the most relevant on facilitating the different functions of the pop-up. Its relevance for pop-ups becomes clearer in the researches as they matured in time. In addition, the revenue-generative function was emphasized differently in the researches, but this review highlights Picot-Coupey's (2013) results of its importance and further emphasizes it as it has more relevance to a wider variety of businesses.

There is a lot of hidden potential in these businesses, being micro, small or medium-sized, that might remain hidden because of unfavorable conditions, and the pop-up could provide the leverage that these companies need to work on, and promote, their concepts. This review wanted to provide more understanding on who could potentially benefit from it, considering its initial success with established firms in mostly industries with products of hedonic value. Future research should thus empirically investigate the applicability of the pop-up on different kinds of businesses and industries. The suggestions of this review for micro-businesses should be tested to see if they are accomplishable in practice and turn out to be effective. Also, the use of pop-up for businesses that are or work in more conventional industries would be an interesting perspective, considering the gap between the perception of such companies and the fun and novelty associated with pop-up stores. Both are in line with the perspective of; can the pop-up be effective even when the conditions surrounding it (the initiating business, the lack of resources and so.) are not favorable.

The research results from Surchi (2011), Russo-Spena et al. (2012) and Picot-Coupey (2013) depicted a coherent interpretation of the pop-up stores' observable characteristics and function, and thus, future research should focus on quantitative

testing in order to further understand the effectiveness of those different functions. Although the researches on WOM intentions and customers groups that are attracted to the pop-up and attractive to the retailers widened the understanding of its effectiveness, the results from them still remain thin. The attractiveness of the pop-up for different psychographic characteristics should be further investigated as the participant didn't depict the most suitable target group for the study (no first hand experience, geographically different group), and the comprehension of this can enable the retailers to maximize the reach of the pop-ups by e.g. addressing key customer groups. In addition, the research on WOM intentions was conducted in luxury markets, and thus, it is important that the results need to be put into the test on traditional markets.

5.1 Managerial implications

Based on this review, managers should adopt a broader view of the experiences inside the pop-up store in order for them to maximize its relevance for different kinds of customers. However, similar to the cost-communicative finality continuum, they have to find the balance between the relevance and distinctiveness of their message. In addition, they should also focus attention on hiring luminous and knowledgeable brand representatives to the pop-up stores as they can facilitate, deepen and make the experiences more memorable. Even the most "rough and ready" pop-up store can leave a good impression of the brand if there is a great brand representative in the store. This could be illustrated by a fashion pop-up, where the staff, their personality and what they wear already communicates something about the brand behind it.

Lastly, independent of the business behind it, the ultimate focus of the pop-up should be on relationship building. Even though the pop-up enables rapid profit generation abilities, the emphasis should still be on its ability to raise emotional connections in customers, as those exceeds short-term objectives. This was also advocated in the micro-business literature where they highlighted the importance of networking in enabling growth. However, this doesn't impair its ability to pursue other function, just that those functions have to be executed with this in the back of their minds.

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