

The Pop Up Store Motivational Factor of Indonesian Online Fashion Retailer as Innovative Marketing Strategy

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Abstract: *The purpose of this research is, firstly, is to investigate the motivation of Pop Up store implementation as an innovative marketing strategy for Indonesian online fashion retailer businesses. Secondly, it is to describe the innovativeness of Pop Up Store.*

A multiple-case study was adopted in this research. The data was gathered by interviewing an Indonesia online fashion retail manager who was in charge during Pop Up store implementation. The analysis of the data was carried out using Miles and Hubberman's approach (1994).

The research results showed that there are three key motivations for Pop Up store implementation: branding objective, generating sales, and market test and entry. The role of the Pop Up store as an innovative marketing strategy is investigated as an experiential instrument, interactive space, and sharing the experience.

In conclusion, the Pop Up store provides a new breakthrough for fashion online retailers to accommodate various marketing objectives at the same time (branding, sales and market entrance), which is supported by its characteristics. The innovative role of the Pop Up store relates to the direct shopping experience and interactivity perceived by Indonesian consumers.

Keywords: *Pop Up store, Fashion, Online, Retailing, and Marketing*

1. Introduction

Online fashion business performance is undeniable in terms of its success. This condition also affects the increase in the phenomenon of online fashion retail performance in Indonesia (MacGregor and Kartiwi, 2010). This determines the high competitiveness among national online fashion retailers to gain more market share. Therefore, marketing strategy formulation should be taken into account to make the company survive in the market.

Even so, the current online fashion retailer phenomenon shows similar patterns for marketing strategy such as website marketing, social networking, periodical promotion, etc. These types of strategy are mainly used by online media to attract consumers and target consumers who are actively online. This leads to a monotonous marketing strategy implementation as perceived by consumers. Moreover, with the influence of digital access to information, current online consumers are eager to look for a brand that is not only able to fulfill their needs but also able to give distinctive value experience (Rosenblum and Rowen, 2012) and Indonesian consumers are becoming part of this phenomenon. Thus, consumers are likely to admire innovative engaging experiences in every aspect of their lives including shopping environments (Snell, 2006; Kim et al., 2010) and marketing campaigns (IXMA International Experiential Marketing Association, 2004; Kim et al., 2010).

In response to this, despite using alternative digital marketing strategies to attract the consumer, some of Indonesia's online fashion retailers attempt to operate offline instead. Here, the stakeholders set up a temporary store better known as the Pop Up store, which acted as a marketing strategy. By the temporary nature of a Pop Up store, it enables the online fashion retailer to be offline for short periods without eliminating the company's identity as the company that runs the business has an online retailing environment.

A Pop Up store is a retail store that operates for a limited period of time (Pomodoro, 2013). It has been gaining popularity in recent years and is viewed as the 'latest expression of innovative solution' in marketing channels (Musso, 2010; Picot-Coupey, 2014). Commonly, a Pop Up store offers selected products and brands which are promoted (Niehm et al., 2007). It allows the brands to reach the target market and broaden their consumer reach (Surchi, 2011). Moreover, it offers direct interactive communication between consumer and company representative as well (Kim et al., 2010; Surchi, 2011).

2. Literature Review

2.1. The Weaknesses of Online Fashion Retailer

Although online fashion retailers conduct the implementation of online fashion marketing comprehensively, there are some weaknesses that cannot be covered by utilising the online media. Some of the retailers fail to bring an online presence in order to deliver brand experience of the fashion brand within the virtual environment (Dayal et al., 2000). In addition, online consumers are looking at a distinctive brand experience incorporated with satisfying instrumental values as engagement tools (Mollen and Wilson, 2010). Moreover, the consumer also needs interaction that does not also provide them the tangible goods but also an extraordinary experience (Khalifa and Liu, 2007). Thus, consumers are looking for an experience that elongates beyond the actual purchase of the product (Ryu, 2011).

The presence of an online retailer is often compared with a physical store. Some of the basic attributes of the physical store, indeed, are more riveting. For instance, the trust between consumer and retailer is built easily since the product and the retailer's representative are present at the exact time when the consumer needs them. Therefore, this example makes the weaknesses of the online fashion retailer seem more obvious.

2.1.1 Shopping Experience and Environment

The environment of the online fashion retailer depends on the technological sophistication to create the best experience for its consumer. Some of physical store atmospheric attributes might not applicable for an online store (Eroglu et al., 2003). From the retailer's point of view, the role of physical stores is vital as a point of direct contact with consumers (Chu and Paglucia, 2002; Blazquez, 2014). From the consumer perspective, physical stores provide the instant excitement of purchasing the product and experiencing the service (Kilcourse and Rosenblum, 2009; Blazquez, 2014).

In terms of the atmosphere of the store, the design and the architecture consciously can influence the consumer's decision-making process (Kotler, 1972). In the fashion industry, a store has to have a sensorial aspect that is crucial as an entertainment tool for the consumer to gain a special experience (Drapppers, 2012; Blazquez, 2014).

Even though the consumer has easy access to obtain the information regarding products from an online fashion retailer, the consumer is expecting a communication experience from the retailer to notify them of the added value of the product (Siddiqui, 2003). Moreover, the online store still lacks experiential information (Menon and Kahn, 2002) and direct physical interaction with the desired product (Retail Week, 2012; Blazquez 2014) that represent the main barriers to purchasing fashion online. Therefore, it may lead to a decrease in consumer satisfaction in the shopping process and a greater perception of risk (Menon and Kahn, 2002).

2.1.2 Product and Interaction

For many consumers, it is important for them to examine the product before they decide to buy it (Otto and Chung, 2001). This is because the trust element in an online environment context is more critical due the inability of the consumer to examine a product and the opportunity to have face-to-face interaction with the retailer (Bergqvist & Leinoff, 2011). Moreover, the availability of all the information floating around has created poor quality for the consumer (Chi Lin, 2003).

Meanwhile, the online shopper faces a difficulty in the decision-making process (Otto and Chung, 2001) because there is no direct communication between consumer and the retailer and the information exchange only happens entirely based on the electronic system (Chi Lin, 2003) so that both parties could miss out on voice pitch and body language which are able to give essential information (Bergqvist & Leinoff, 2011). Bergqvist & Leinoff (2011) explained that direct interaction with the seller or retailer provides the opportunities for the consumer to obtain a personal service from human interaction that is considered to be a privilege for them.

Therefore, the absence of a sales person may make the consumer feel insecure within an online shopping environment (Warrington et al., 2000).

2.2. The Pop Up Store as a Marketing Strategy for Indonesian Online Fashion Retailers

According to Bergqvist & Leinoff (2011), the situation between online retailers and consumers creates the unique condition where trust becomes an important issue. By looking at the Indonesian market, consumers have strong engagement and trust with the physical store (Boston Consulting Group, 2013) that makes them likely to purchase the desired product from the physical store. Therefore, in order to respond to those problems, the marketing strategy has an important role to fulfill the market condition (Kotler, 1972) and to cover the weaknesses of the online fashion retailer.

Many obstacles occur in the online retailer business because it relies on a digital and Internet platform, and this suggests employing the physical or offline approaches to bring more convenience to the customers from the provided experience (Dai et al., 2016). Thus, in Indonesia, some online fashion retailers have transformed into physical stores temporarily (Lubis, 2014) to cover their weaknesses. This type of physical store is known as a Pop Up store which many scholars argue that it is part of a marketing strategy (Surchi, 2011; Pomodoro, 2013; Alexander and Bain, 2014). Through the appearance of the physical form of online fashion retail, the online retailer can build a relationship with the consumer by having direct exchange (Bergqvist & Leinoff, 2011), which allows the consumers to have their own judgments regarding the brand. Moreover, by utilising the physical approach, such as a Pop Up store, it can support the exchange that can make the consumer have a willingness to buy the product through the online retail online portal (Dai et al., 2016).

2.3 Pop Up Store in Literature Synthesis

In a general marketing setting, there are some studies that raise the topic of Pop Up stores or temporary stores but they are still rare. Table 2.1 provides the relevant literature that might help the researcher to analyse the topic of this research.

TABLE I. Pop Up Store Literature Synthesis

Author	Research Findings	Fashion Online Store Perspective
Niehm et al. (2007)	The American's consumer perspective towards the Pop Up store as an experiential shopping venue according to demographic characteristics	No
Marciniak and Budnarowska (2010)	The importance of location selection and criteria for Pop Up retail	No
Kim et al. (2010)	The psychographic characteristics of consumers affecting beliefs, attitude and patronage intentions toward Pop Up retail	No
Ryu (2011)	Analysis of the consumer behaviour towards Pop Up fashion stores	No
Surchi (2011)	The motivation and function of Pop Up stores as marketing tools in the context of fashion retail in Italy	No
Russo Spena et al (2012)	The Pop Up store phenomenon and its value co-creation potential between the firm and customer in Italy	No
Pomodoro (2013)	The preliminary typology and function of a short-term fashion store in Italy	No
Alexander and Bain (2014)	The implementation of SME's Pop Up store and its motivation	No
Picot-Coupey (2014)	The Pop Up store characteristics, motivation, and its role in internationalisation process	No
Horne (2014)	Repurposing neglected buildings and space for Pop Up store utilisation	No
de Lassus and Anido Freire (2014)	The commercial activities of pop-up stores complement luxury parent houses	No

The findings that refer to Table 2.1 contribute to the Pop Up store discussion that is required for this study. Nevertheless, the prior studies have been observed in Western countries only and have not covered the Asian market such as Indonesia. Moreover, since the topic is still rarely discussed, there is no academic literature that has been discussed on online fashion retail businesses. Hence, this study can contribute to the concept of the Pop

Up store that is implemented in a domestic context in Asia. In addition, most of the literature discusses this topic from the customer's perspective only and there are still limited studies that discuss from the company or management's point of view. Therefore, the literature reviews revealed that the research topic on Pop Up stores as an innovative marketing strategy for online fashion retailers is very limited and this study aims to address this gap, which is the basis for exploring the critical research questions arising in this study: Why would the manager of an Indonesian online fashion retailer want to implement a Pop Up store? How it can be as the innovative marketing strategy for the company?

3. Method

As the study of online fashion stores and Pop Up stores in Indonesia is novel, the purpose of this research is to explore the Indonesian online fashion retailer perspective to implement a Pop Up store based on the management perspective. The priority for conducting this research is in defining the research philosophy that contains the ontology and epistemology to guide the research. After that, this chapter will identify the research approach that is presented as an inductive approach. Next, the data sources and data collection approach will be discussed where this study uses the qualitative approach. A qualitative study will be conducted that takes the form of a multiple case study of Indonesian online fashion retailers. The reason for the multiple case study selection is because the research wants to investigate the Pop Up store phenomenon from several Indonesian online fashion retailers' management. According to Silverman (2010) case studies are used to investigate a contemporary phenomenon in its real life context. The research investigates the how (the characteristics) and the why (motives for the choice and its contributions to the online fashion retail) of a Pop Up store as an innovative marketing strategy for the sector. Moreover, case-study research is considered to be suitable in the early stages of research on a specific topic (Eisenhardt, 1989). The research methodology will be underpinned by the theory offered in the literature review in two ways. Firstly, it will orient the cases chosen in the sample. Secondly, it will give grounds for structuring the interview guide and specifying the constructs identified as relevant in terms of interview questions. In the last part of this chapter, there will be a summary of the chapter.

4. Findings Discussion

4.1 Motivation of Implementation

There are three key motivations for the choice of a Pop Up Store as an innovative marketing strategy from the management's perspective. The motivation includes the branding activity, sales objectives, and market test and entry.

4.1.1 Branding Activity

All companies underlined the importance of building their branding in terms of national status and how their Pop Up store helped them to achieve this kind of marketing objective. Firstly, with such attractive designs for their pop up stores and the right decisions for location selection, they bring benefit to generate brand image and awareness. This result is relevant to prior studies showing that Pop Up stores contribute to create awareness and 'buzz' for the brand with the target market (Marciniak and Budnarowska, 2010; Ryu 2011). Secondly, the online retailers found that they feel closer to their consumers and this allows them to educate them regarding the product and the brand itself, which is in correspondence with Picot-Coupey's (2014) findings. Finally, pop up stores are also important for the company to sustain and update the recognition of brand among their current consumers, which is in line with Picot-Coupey's (2014) research.

As a result, the branding activity does not stop during the Pop Up store implementation, it is also continuing with an impact on the online store. All participants confirmed that they acquire an increasing number of visitors to their website during and after conducting the Pop Up store. This result also explains that the promotion that is available through Pop Up store implementation influences the online branding as a result.

In order to keep the consumer updated with the brand, the companies collect consumer data during Pop Up store implementation. Therefore, the company can easily distribute newsletters or information regarding their brand to the new or existing consumer.

4.1.2 Selling Activity

According to the interview, all participants thought that the selling activity also was a primary goal for implementing a Pop Up store. This result is not relevant to Marciniak and Budnarowska's (2009) and Kim et al.'s (2010) findings that explain that the sales activity is not the first motivation for pop up store implementation or meeting its break event point (Surchi, 2011). The companies interviewed believed that the selling objective was equally important in Pop Up store implementation as branding activity. This is because the rent of the space for Pop Up store implementation took in long duration which is very unfortunate if the companies do not use it optimally.

The selling does not merely occur in the Pop Up store as a physical activity. It also influences the online selling during and after the implementation of the Pop Up store. Consequently, during the implementation, a consumer that has already had a good experience in the company's Pop Up store will visit or purchase the online product in the future. The increase in sales is perceived more by the companies when they locate their Pop Up store in an area where people rarely shop online but are still fascinated by fashion products. Moreover, it was also found that the sales from the existing consumer also contributed to growth. This is because the Pop Up store also serves as a promotion that is beneficial for the current consumers. Here, the company provides a special offer for the consumer who has been registered in a web store. The offer includes a basket size promotion and free delivery for the next order after visiting the Pop Up store. Therefore, the sales to the consumer contribute to growth.

4.1.3 Market Test and Entry

In all cases, the companies interviewed found that a Pop Up store is contributed to their market testing and observation. This determines, first, that pop up stores provide information on market attractiveness related to the product and the brand. Secondly, a Pop Up store, as a way of meeting the consumer directly, is capable of providing simultaneously a response about what a consumer wants and expects from the brand. These findings confirm Picot-Coupey's (2014) research in the context of Pop Up stores testing and adapting the brand in the market. Lastly, the impermanent behaviour of Pop Up stores makes them able to access key specific areas in targeted locations in Indonesia to reach out to their audience and expand their market. These findings support the view that a temporary store can gain new customers and promote the brand to the market (Surchi, 2011; Ryu, 2011 Pomodoro, 2013).

4.2. Role as Innovative Marketing Strategy

This research reveals the dynamic approach that companies' management have adopted for Pop Up stores as an innovative marketing strategy: understanding its impermanent nature, the development, form and objective during implementation are strategic issues for management. As shown in Table 4.1, the Pop Up store as innovative marketing strategy plays a different role in Indonesia's online fashion retail businesses.

4.2.1. Pop Up Store Provides Experiential Instrument for Consumer

As an experience that is provided by the website of an online store is limited, a Pop Up store has an innovative element to cover Indonesia's online fashion retail deficiency. The respondents described it as an appropriate instrument for their business to give an extra distinctive experience that has not been provided in their online store. These findings support prior studies that a Pop Up store is built as a novel and distinctive marketing strategy (Niehm et al., 2007; Kim et al., 2010).

According to the interviews, in terms of consumer innovativeness, the respondents described how the experience that is felt by the consumer is determined by their open-minded response and also that they directly examine the products that are available in the Pop Up store. Therefore, from this result, the Pop Up store derives the consumer's innovativeness in terms of their tendency to explore and experience the brand that results in a positive attitude which might also facilitate purchase decisions. However, this result does not support Kim et al.'s (2010) findings that explain the Pop Up store downplays the selling aspect and focuses on building the experience.

A further finding from this research is that the companies interviewed feel that experience building is significantly important in their Pop Up store. Experience building is expected as the objective for Pop Up store implementation as much as branding and generating sales.

4.2.2 Pop Up Stores Provide Interactive Space

From the interviews, the companies found that Pop Up stores provide an exchange of information between the brand and the consumer in physical ways without any intermediaries. As a result, the direct interaction that is offered in Indonesia's online fashion retail Pop Up stores allows the companies to have deep engagement with their consumers. The companies underlined the engagement that occurred in Pop Up stores to enable them to understand the consumers' needs and expectations from their brand. Consequently, in the Pop Up store environment, the consumer can directly examine and evaluate the product and services from the brand. This result is in correspondence with previous findings where Pop Up stores can create consumer innovativeness which contributes to more functional aspects of product evaluation (Kim et al., 2010) and the company can also reflect themselves from the consumers' responses (Surchi, 2011). Moreover, the companies are able to educate the consumer in relation to their product in a proper way. This finding supports the previous study that Pop Up stores provide access for the consumer to obtain knowledge and tools by allowing them to experience the brand assisted by a brand representative (Russo Spina et al., 2012).

Indonesia's online fashion retail customer services, which are currently only online, can be accessed physically temporarily through Pop Up stores. The companies provide customer service to support the problem solving that is required for online store matters and also Pop Up stores. Customer service commonly handled problems that cover payment, delivery and return. Here, the consumer can find a fast and direct problem-solving process in the Pop Up store that affects consumer satisfactions as a result. Finally, the interaction that occurs in Indonesia's online fashion retail Pop Up store also contributes to branding enhancement. This is because the interaction between a company's staff and consumers leads to impression creation related to the brand itself.

4.2.3 Pop Up Stores Provide Sharing Experiences

As a Pop Up store provides different experiences for the consumer, the consumer is also involved as a branding agent for the companies. Even though the Pop Up store is an offline activity, the consumer can bring the branding activity onto the online platform. Since social media is becoming the latest trend in society, most of the consumers who attended the Pop Up store share their experiences and activity through their social media account. In addition, consumers give their opinion and testimonials about the type of service and the level of service quality through their social media. This result is in line with Surchi's (2011) findings regarding the emphasis of the power of word-of-mouth among consumers in a Pop Up store as an innovative store. However, in this case, word-of-mouth is applied through online media to share and exchange information among users.

As a result of consumer experience sharing among their peers, the next potential consumer is persuaded to come to the Pop Up store. Furthermore, the power of word of mouth in consumer social media affects the next potential consumers to visit and shop through the company's online store. Therefore, the Pop Up store can build a strong bond between the brand and consumer (Russo Pena et al., 2012), that is reflected in the consumer's willingness to share their brand experience with the public, and make the consumers be part of the image building of the brand (Kim et al., 2010).

5. Conclusion, Implications, Limitations and Future Directions

In conclusion, Pop Up store provide the online fashion retailer to have close access to meet their consumer and also helpful to reach some marketing objectives such as branding, sales, market test and entry. The implementation of Pop Up store can be said innovative for online retailer business, since it allows the company to provide direct experience to the consumers and also as the interactive space for company to know the consumer's needs directly based on real time responses. Moreover, Pop Up store also useful as the place to share the experience among targeted consumer which also able to help the image building for the company.

This research provides important guidelines for retailers who want to implement a Pop Up store as an innovative marketing strategy, particularly for online fashion retailers. The manager's motivation is the fundamental objective for Pop Up store implementation and is the determinant for the preparation and the end result to the company. As there are the innovative aspects of the implementation, the company can consider employing pop up store based on preliminary objective.

There is the limitation of this research whereas there are not sufficient literatures to discuss Pop Up stores, particularly in online fashion businesses. Consequently, the researcher refers to the literature that studies Pop Up stores in general business with the object of the research in Western countries and takes them as references. A future direction could be to conduct empirical research on Pop Up retailing in the context of the Asian market,

since this topic is mainly discussed in European and American territories. It also could be interesting and useful to conduct a comparative study with another country that has adopted Pop Up stores as a marketing strategy to draw more generalisable findings and conclusions. In addition, the discussion of this topic could turn to the extension of Pop Up retailing in other sectors, such as the culinary sector, books and stationary, etc. Moreover, it is also important to examine the dynamics of Pop Up store motivation in online retailing over time, particularly in terms of how and why a company implements a Pop Up store in the context of future conditions.

6. References

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