CHALMERS

Understanding Customer Value in a Market of Change

- A Market Analysis of the Experience Industry in Gothenburg

Bachelor Thesis in Industrial Engineering and Management

SUSANNA ANDREASSON
MATILDA VAN DEN BROEK
CAROLINE ERIKSSON
MATTIAS KARLSSON
JOHAN MALMBERG
ALEXANDRA NYBONN

Department of Technology Management and Economies
Division of Entrepreneurship and Strategy
CHALMERS UNIVERSITY OF TECHNOLOGY
Gothenburg, Sweden 2016
Bachelor Thesis TEKX04-16-06

Acknowledgements

This report is a Bachelor Thesis within the Division of Entrepreneurship and Strategy, Department of Technology Management and Economies, written in the spring of 2016. It is also the final part of the Bachelor Degree at Industrial Engineering and Management at Chalmers University of Technology. The project is based upon a collaboration between the department and the experience company 2E Group.

We would like to give a special thanks to our supervisor Yashar Mansoori, Doctoral student at Technology Management and Economics and connected to the Center for Business Innovation. During the process of writing this report, he has helped and guided us in the right direction and has always been available to give feedback when needed.

Further we would like to thank Tobias Elmquist and 2E Group for giving us the opportunity to perform this study. We are very grateful for being able to conduct research about a topic that genuinely interests us. Finally, we would like to thank all the individuals and companies who participated in the survey and the interviews. Without their input and knowledge, this report would not have been possible.

Chalmers University of Technology
Gothenburg, Sweden
May 18, 2016

Susanna Andreasson

Matilda van den Broek

Caroline Eriksson

Mattias Karlsson

Johan Malmberg

Alexandra Nybonn

Abstract

Problem
The consumption of experiences is increasing, in concert with people's financial prosperity. However, consumer expectations are soaring and the range of demanded experiences is diverging. This puts pressure on the actors of the experience industry to provide offers of both high quality and a more individualistic character. The factors above are indicative of a market of great opportunities, but of unpredictable and changeable nature. This leads to difficulties in acquiring a genuine understanding of the experience industry.

Aim
The aim of this study is to examine and explain the state of the experience industry in Gothenburg today. More explicitly, the report aims to explore potential ways for companies to navigate the market. This will be accomplished by studying current consumer behavior and demand, in combination with the business perspective of Gothenburg's experience industry.

Theoretical Framework
The foundation of the theoretical framework is based on marketing literature. Initially, the experience industry and important aspects of it are defined. The chapter then discusses how companies can gain an understanding of the market, and how to create customer value. An investigation into market research and its relevance concludes the chapter.

Method
An empirical data collection of both quantitative and qualitative nature was conducted and used in combination with a theoretical framework to fulfil the aim of the study. A questionnaire survey was administered in order to develop an understanding for the customer perspective of the experience industry. To gain insight into the business perspective of the market and their thoughts about the future, semi-structured interviews were conducted with actors from different segments within the industry. The results from the survey and the interviews were finally analyzed together with the presented literature in order to reach a conclusion regarding the state of Gothenburg's experience industry.

Result and Implications
Results of the survey and the interviews indicate that the experience industry in Gothenburg is one of great potential for companies who understand which segments to target. Globalization leads to increasingly aware customers and hence companies must offer world class experiences with differentiating concepts. Rising consumer expectations coerces actors to be alert on current trends, in order to validate their existence on the market. As the scarcity of time increases, companies need to provide holistic offerings of flexible nature in order to fit the more individual customer needs. Finally, technological development offers added competition, but also opens new possibilities for actors, in terms of both marketing and product augmentation.

Sammanfattning

Problem
I takt med allmänhetens ökande välstånd har även efterfrågan på upplevelser ökat. Förväntningarna hos konsumenter stiger samtidigt som efterfrågan på upplevelser divergerar, vilket sätter press på företagen inom upplevelseindustrin att erbjuda både högkvalitativa och mer individanpassade upplevelser. Dessa faktorer tyder på en marknad med stora möjligheter, men som är oförutsägbar och föränderlig vilket försvårar förståelsen av upplevelseindustrin.

Syfte
Syftet med denna studie är att undersöka och förklara dagens situation inom upplevelseindustrin i Göteborg. Mer specifikt syftar rapporten till att utforska potentiella sätt för företag att agera på marknaden. Syftet uppfylls genom att studera konsumenters beteende och efterfrågan i kombination med företags perspektiv på marknaden.

Teoretiskt Ramverk
Grunden för det teoretiska ramverket baseras på litteratur inom marknadsföring. Initialt definieras upplevelseindustrin samt dess viktiga aspekter, för att senare övergå i att diskutera hur företag kan erhålla en förståelse för marknaden och hur kundvärde skapas. En genomgång av relevanta aspekter av marknadsundersökningar avslutar kapitlet.

Metod
En empirisk datainsamling har genomförts, bestående av både kvalitativ och kvantitativ data. Denna användes i kombination med det teoretiska ramverket för att uppfylla syftet med studien. En enkätundersökning utformades för att få förståelse för konsumentperspektivet på upplevelseindustrin. För att även få insikt i företagsperspektivet samt deras tankar om framtiden, utfördes semi-strukturerade intervjuer med aktörer från olika delar av branschen. Slutligen analyserades resultaten från enkätundersökningen och intervjuerna, tillsammans med den presenterade litteraturen, för att nå en slutsats angående Göteborgs upplevelseindustri.

Resultat och implikationer
Resultaten från enkätundersökningen och intervjuerna indikerar stor potential i Göteborg för upplevelseföretag som riktar sig mot rätt del av marknaden. Globaliseringen leder till ökad medvetenhet hos konsumenter, vilka därav måste förses med differentierade upplevelser av världsklass. Kundernas ökade förväntningar tvingar aktörer att vara medvetna om aktuella trender. Då brist på tid blir mer vanligt behöver företag tillhandahålla helhetserbjudanden av flexibel karaktär för att uppfylla alltmer individuella kundbehov. Slutligen skapar teknisk utveckling hårdare konkurrens, men öppnar även upp nya möjligheter inom marknadsföring och produktutveckling hos aktörer på marknaden.

Glossary

Commissioning body - Client of the project result.

Dinner show - An event combined with both dinner and entertainment.

Edutainment - Entertainment created with an educational purpose, where the customer learns something in conjunction with being entertained.

Examined population - The 308 people who responded to the questionnaire conducted in the study.

Experience - An event that gives a lasting impression and memory for those who experience it.

Experience Industry - A generic term for people and businesses with a creative approach that has the main task of creating and/or delivering experiences of any form.

Gothenburg Region - The city of Gothenburg and its adjacent counties.

Green Marketing Myopia - A state where marketing focuses on a product's environmental benefits to the extent that it neglects a products necessary functionality.

Night out - A period of time spent outside the home on an event that can be classified as an experience.

Personal brand - How a person is perceived and what they stand for.

Planning horizon - The length of time an individual plan ahead.

Reach approach - An offering with the purpose of reaching a broad expanse of consumers.

Rich approach - An offering with rich content aimed at one or few segments of the market.

Social media - The collective of online communication channels dedicated to community-based input, interaction, content-sharing and collaboration.

Staycation - Period of time which is spent at home or in one’s city, participating in leisure activities that the near-by surroundings has to offer.

Table of Contents

1 Introduction

The introductory chapter of the thesis presents the research topic dealt with in this report. It is initiated with the background of the study, its' relevance to the industry and a presentation of the commissioning body, 2E Group. The chapter then presents the aim and problem statements of the thesis. To conclude the introductory chapter, the limitations of the study will be discussed.

1.1 Background

The current economic boom continues, with a steady increase in the number of upper middle class citizens. The average disposable income in Sweden has risen by almost 25 percent since the turn of the millennia (SCB, 2015). Hence, consumer behavior shifts towards accommodating less essential needs. Not only does the domestic population have more money in their pockets than ever before, but a greater share of their consumption consist of experience related activities (Tink, 2014). As a result of this, the Swedish experience industry should be a market of great opportunities. However, although the industry is experiencing growth, other unpredictable forces are moving within it. A competitive business climate puts pressure on new types of experiences, in order to capture the interest of the more aware, demanding and busy consumer (Kotler et al., 2010). Moreover, as the case with all sectors in this decade, emerging new technology could potentially change the entire industry. It could be a necessity for companies to gain an understanding of these factors, if they wish to successfully take advantage of the opportunities presented above.

1.1.1 Responding to Demand in a Market of Change

Adapting to changes in customer demand is one of the toughest challenges for any company, especially those with a strong position on the market, who may be tempted to keep doing what is working until it is too late. Companies must instead be ready to transform, and change when time changes (Kotler et al., 2010). The list of large companies who have failed in this manner is long, and in order for companies to avoid making the list even longer, it is imperative to try and create an understanding of how the market is adapting so that the offering can be tailored accordingly. 2E Group is one of the existing actors on the market of experiences, that need to be acquainted of this.

The challenge facing large experience companies in general, and 2E Group in particular, can in many ways be likened with those described by Clayton Christensen in his *The Innovator's Dilemma* (1997), where he explains how large companies fail to adapt to new technologies. Christensen describes how the small markets of new innovations do not meet the growth needs of large companies, and once they rapidly expand and overtake other ones, the larger companies in the market are already so far behind that it is impossible for them to catch up. In the same way, the niche markets of the experience sector could be both too small and too many to warrant investment from a large company like 2E Group, but it is critical that they are ready to act if one of them starts to grow.

1.1.2 The Commissioning Body - 2E Group

Since 2010, 2E Group has been the name of the parent company of 2Entertain, Hansen Event & Conference and Wallmans Nöjen (2E Group, 2016). Their subsidiaries host a multitude of different events, ranging from theatre and musicals to dinner shows and concerts, with an aim to deliver a unique experience to the visitors. In addition to this, they also offer customized experiences, company events and conducts e-commerce of tickets. Their headquarters is located in Falkenberg, Sweden. The turnover for 2015 was 913,6 MSEK and the number of employees in the last quarter of 2015 was 530 (2E Group, 2016). The company is one of the leading actors on the market in Scandinavia, and accompanies more than 1.8 million guests every year.

One of the core businesses of 2E Group themselves, the dinner show, started out as a single venue. The concept was brought to Scandinavia in 1991 under the name of Wallmans salonger. Wallmans was later acquired by 2E Group after it had grown. Making similar acquisitions on expanding concepts would not be an impossible plan, but with a larger overall market today they would most likely be much more expensive. Add to that, the increased globalization and thus risk of being outbid by larger foreign companies, cannot be ignored. Thus being able to predict and adopt successful concepts early on could be key to maintaining a strong position on the market.

Today, 2E Group have relatively good information about the experience industry in both Stockholm and Copenhagen, but lack knowledge about the market potential in the Gothenburg region where they are now expanding. 2E Group have made previous market studies, which have looked at the demographics of the visitors to their major venues in Stockholm, and compared them to the population of Gothenburg. These surveys show that there is a large overlap in the demographic groups of 2E Group’s customers in Stockholm, and the population of Gothenburg. However, it cannot be assumed that because of similar living conditions and income these people have a demand for the same types of experiences, and therefore more knowledge about the Gothenburg market is needed. Because of this, they seek a market analysis and a decision basis on what kind of experiences they should invest in in the future.

1.2 Aim

The aim of this study is to examine and explain the state of the experience industry in Gothenburg today.

More specifically, the study intends to identify factors that influence the industry and possible ways for companies to navigate the market. The industry will be examined through both a consumer and business perspective, in order to develop a nuanced understanding of the marketplace and where it is heading. Furthermore, it will be examined whether there are segments in the market with a potential to grow, which could be of interest for 2E Group to conduct further investigation into.

1.3. Problem Analysis and Problem Statements

As previously mentioned in the background, the experience industry's market is changing, and this is something that cannot be overlooked. When looking at the scene in Gothenburg, a great diffusion can be seen in terms of the types of experiences being offered to the market, with for instance the opening of many themed bars and restaurants which Elmquist[1] argues is changing the way people think of the term “a night out”. The definition of this term used to be fairly similar for most people, dinner at a restaurant followed by either visiting a bar or watching some sort of entertainment such as a show, performance or the equivalent. This, however, is also changing. Nowadays people define

---

[1] Tobias Elmquist (Head of Business Development, 2E Group), interviewed by the authors Jan 24, 2016.

the night out in many different ways. Some stay at a themed bar all night, partaking in the games and activities, others go to a sports game followed by a restaurant, while still others prefer dinner shows or a musical. Not only is the definition of a night out changing, but due to the increased availability of higher quality experiences in one's own home, so is the population's willingness to spend a night out. It is no longer a self gone conclusion to ever have a night out - some instead choose to get their experience from a night spent watching tv or playing a video game.

1.3.1 Understanding the Market Today

It is in this changing market that an issue for 2E Group can be identified. With the diversification in both options and priorities, it is becoming increasingly difficult to attract customers to the offerings available, forcing a steady increase in marketing effort. If one could instead cater the offering to what people have a demand for, the product could in a way market itself. This could be looked at in the same way as a producing company adapting a strategy of pull instead of push, where demand drives production. In order to be successful in understanding customer value, it is critical to be aware of the situation that the experience industry is currently in, and what forces are moving in it. This study has therefore aimed to answer the following questions:

- What does the market for experiences look like within the Gothenburg region?
    - In the experience market today, how is the target group spending their time and money?
    - Are there any particular types of experiences that are especially successful?
    - Is there a type of experience that has a demand but is currently missing from the market?

1.3.2 What's Next?

2E Group has a history of producing concepts in the traditional way, which means that they strive to take maximum advantage of their in-house expertise in order to develop successful concepts. This approach has the danger of limiting the view to within the company and therefore overlook what the market really wants (Woodruff, 1997). In order for 2E Group to broaden their view and gain advantage over their competitors the following questions have been examined:

- Where is the experience market heading?
    - What should actors in the industry, and 2E Group in particular, be doing in order to remain successful?
    - Are there any emerging concepts with the potential to become successful?

1.3.3 Sustainable Development and the Experience Industry

Sustainable development has become a major subject and not least in the corporate world. To have sustainable thinking within the company is good out of an environmental point of view, but can also be a way to compete. In the experience industry, it is difficult to stand out from the competitors in a sustainable way through only using traditional environmental attributes such as energy consumption, recycling and minimizing pollution. Instead, it could be a way to niche the company by providing a vast selection of local and organic food and drinks at the events. One of the problem statements that this study has focused on is hence:

- How should companies in the experience industry relate to increasing environmental awareness?

- Does the sustainable mind-set have an impact on the target group´s choice of experience, and their willingness to pay?

As the environmental issue grows, local and organic food and beverages could be something that the customers will demand to a greater extent in the future. In 2015 the selling of organic viands in Sweden increased by 39 percent, which is the biggest increase in the world (Ecoweb, 2016). An interesting aspect for the entertainment industry in Sweden is that the sales of organic alcohol increased by 68 percent, which means that today 9.6 percent of all alcohol sold in stores is organic. Therefore, it will be further investigated if this is something for 2E Group to focus on in the future.

The classic definition of sustainable development means sustainability within three main areas; social, economical and environmental (Pawłowski, 2008). This study will focus on the environmental aspects of sustainability. It will be examined whether organic and local food and beverages, can be an aspect that makes people choose one company or event in front of another, as well as if they are willing to pay more to get it. If the willingness to pay increases, there are economic possibilities for the company to get ahead of their competitors. In this way they can secure their market share and at the same time work towards a more sustainable future. In addition, companies that work with the sustainable development issue as a core in their business may be ahead of other companies in the future as external costs will become more and more internalized (Blinge, 2015).

1.4. Limitations

To produce a report of considerable relevance, certain limitations have been required to be put in place. The experience sector is a broad term, and certain exclusions have been made in this study. In this report the term includes restaurants and bars, cinemas, comedy, concerts, theatres, sporting events and recreational activities such as day spas. It does not include travel or other multi-day activities, as these are not in direct competition with the company's business due to major differences in terms of duration and money spent. Regarding the time aspect, this study has solely focused on evening or single-day events.

Moreover, this study has had the Gothenburg region as its focal point, as this area is of most interest to the company and where they plan their future expansion. The study has focused on the region through only interviewing actors which are active in Gothenburg, as well as by only conducting the survey among people who are residents of the area. The analysis of the report will hence be most applicable to the city Gothenburg.

Based on the initial wishes of 2E Group, the ages of 30 and 50 have been of main focus. However, as the entertainment industry develops, the company wants to know where the market is heading and what trends are next. The study has therefore shifted towards taking equally into account people from the age of 25.

Furthermore, the corporate experience industry is significantly different to the consumer based market. The latter is more volatile, and it is this segment that 2E Group wants to gain more information about. The study has therefore focused solely on the spending and habits of the private experience industry.

2 Theoretical framework

Based on the problem statements, a theoretical framework consisting of relevant theory was created. This material is then used as a foundation for the progression of the study. Initially, a definition and different aspects of experiences and the industry is given. The chapter then moves on to discuss how companies can gain understanding of the market through looking at trends and forces impacting the industry, and how to create consumer value. An investigation into the relevance of market research will conclude the chapter.

2.1 The Experience Industry

In the recent decades, the consumption of culture and experiences in various forms has steadily increased, especially in the Western world. In terms of both time and capital, the consumption of goods and services related to this is increasing and people have never before watched films, played video games or listened to music to the extent that they do now. At the same time, many companies put more and more emphasis on creating a total experience for the consumer. In the coming chapter, different aspects of experiences will be discussed, as well as the industry itself.

2.1.1 Experiences and the Individual Interpretation

According to the book *Om Upplevelseindustrin*, there are a number of findings regarding experiences (Nielsén, 2003). An experience is individual and unique and it can be shared with others. The experience can be strengthened or reduced depending on the value offering even though the individual interpretation is unique. A condition for an experience to be unique and persist throughout the whole life, some kind of commitment from the receiver is required. Pine and Gilmore (1999), argue that experiences have to contain added value as a part of the offering. If this value does not exist, the offer can be seen as a commodity and hence be forced to compete with price as the differentiating factor. Goods and services in the experience industry today are increasingly being treated as staples, partly due to the internet's comparison opportunities. It is therefore a differentiation strategy to create experiences that engage the customer. According to Pine and Gilmore there has been a stepwise change, previously a service was added to products to increase the value, but now an experience is required.

Different types of people are attracted to different types of experiences. A survey produced by Kairos Future (2011), made to clarify the concept “experience”, shows that there are four different dimensions of experiences including Highs, Comfort, Competence and Contact. Highs are experiences related to adrenaline, that create an exciting and thrilling feeling and Comfort can be associated with experiences that create the feeling of carefreeness, happiness and safety. Competence is associated with self-fulfilling experiences and Contact is relates to experiences that are associated with physical intimacy. The report also shows that experiences are perceived in different ways by different individuals. For a company in the business, it is important to understand the distribution of customer types. The survey also shows that there is a general pattern where different types of experiences shift in attraction over various stages of life. Factors affecting the results include civil status, age, family status and employment.

2.1.2 A Definition of the Industry

The definition of the experience industry, used by the Swedish foundation for knowledge and competence development and mentioned in the publication *Mötesplatser för upplevelseindustrin* (Algotson and Daal, 2007, p. 16), is:

> "A generic term for people and businesses with a creative approach that has the main task of creating and/or delivering experiences of any form"
> *(Translated freely from Swedish)*

The foundation has issued a number of reports on the topics and made a great effort to strengthen the growth of the experience industry. According to Algotson and Daal (2007), the definition applies to many sub-areas, including architecture, computer and video games, design, film, photography, literature, marketing, media, fashion, music, food, performing arts, tourism and hospitality industry and experiential learning. However, there is disagreement on what the experience industry is, what the concepts means, in what perspective it should be viewed and what areas should be included (Nielsén, 2003). This includes the perception by individuals, companies, organizations and administrative authorities and researchers. For example, The Export Council believes that sports should be included in the definition and that architecture should not. The Swedish term "experience industry" originates from the book *The Experience Economy*, written by Pine and Gilmore (1999). Compared to Sweden, the USA and England uses the term Creative Industries instead of experience industry, while Cultural Industries or Creative and Culture sectors is another term used by the European Commission. One difference between the countries is that the Swedish term has a stronger consumer perspective (Algotson and Daal, 2007).

2.2 Understanding the Marketplace

In order for a company to be successful in a market, they must satisfy consumer needs to a greater extent than their competitors (Kotler et al., 2013). In order to do this, an understanding of the market and its prerequisites is essential. In addition, as the business climate becomes more competitive and customer expectations grow, actors must continue to learn and be responsive to changes. These issues will hence be discussed in the coming chapter.

2.2.1 The Consumer's Effect on the Market

This section will begin with a description of buyer and seller diffusion, continuing with an explanation of what a trend is and how it occurs depending on the global situation. It will then narrow down to how and why people act and reason the way they do today and at last some speculations will be brought up about future trends in the industry from professional actors in the market.

2.2.1.1 Buyer and Seller Diffusion

Diffusion is a term that refers to the process where an innovation is adopted by individuals or organizations (Granstrand, 2010). Buyer diffusion is a series of individual adoptions, and seller diffusion is a series of individual imitations. The diffusion of a product begins through the early adopters, moving on to the early majority, late majority and lastly the laggards. The counterparts in seller diffusion are called the innovator, early imitators, early majority and so on. The different buyer and seller segments correspond to different stages of a product's lifecycle, as illustrated below in figure 2.1.

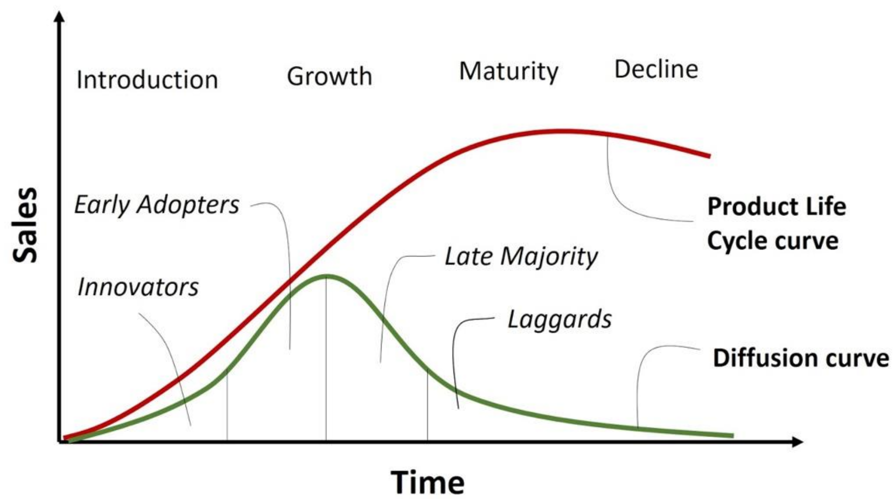


Figure 2.1 The product's life cycle (Adopted from Granstrand, 2010).

The innovator is the main actor behind the introduction of the innovation. Often, an innovation is triggered by small changes from another innovation and creates a new direction to this. For an innovative company a successful strategy is to in the beginning create a successful buyer diffusion with large margins, while trying to prevent the seller diffusion that reduces margins.

2.2.1.2 How Trends and Megatrends Impact the Global Environment

A trend can be defined in many different ways. One definition mentioned in *Foresight in organizations: Methods and tools* is that "a trend itself is a tendency for the values in a time series to increase or decrease with some steady regularity" (Van der Duin, 2016, p. 40). Other ways to describe a trend can be that it is a progress of a change, a product development or a new product. A trend is about change which is pointed towards innovation, and it has often to do with personal and social values (Van der Duin, 2016).

A trend is a social construction - a direction of where markets or society is headed. It often occurs in the large cities such as Shanghai, New York, Paris or Milano and spreads to smaller cities gradually (Feldreich, 2013). A trend can be a further development of another already adopted trend. Most common is that it appears as a reaction to a big, often global, occurrence from a so-called megatrend.

Megatrends are worldwide phenomenons that influences the direction of the global development. To explain this term, it is important to describe the difference between trends, driving forces and consequences. Megatrends are driving forces that are the reason behind the occurrence of a trend, for example the climate issue as a megatrend creates trends such as ecological shopping and environmental thinking (Helsingborgs Stad, 2013). A consequence of a trend is called a counter trend, the creation of a trend that is opposite of the trend created.

Knowing today's most important megatrends can assist companies in understanding the marketplace. By being updated on today's megatrends companies can predict trends specific to the industry in which they operate. The municipality of Gothenburg has listed megatrends of today and the ones of importance for the report will briefly be described below (Göteborgssamhällets utveckling, 2010).

Globalization: The world has gone from having an attitude directed relatively nationally, both on a corporate and a personal level, towards being globally adjusted. Globalization is a linkage between the world's economies, cultures, markets, people, services, information and techniques.

Development of Technology: Developments within technology has had a sharp upward curve in recent years and it is expected to continue so. Today technology can be seen affecting all parts of society in many different ways.

Prosperity: Prosperity is a megatrend since the majority of the OECD-countries' population has increased its financial status, as well as some of the developing countries. The same source argues that the changed financial conditions lead to changes in the demand for new types of products and services and the stronger economic position will lead to an increase of consumption of more intangible things like entertainment, experiences and likewise.

Individualization: The society to today is more focused on interests and capabilities rather than duties and traditions. This affects companies and the marketplace, since humans have needs of being unique and distinguishing themselves, leading to segmentation becoming more difficult. Customers expect more individual adjustments, which for companies means more challenging products.

Health and Environment: Both environmental awareness and health consciousness has grown through the decades. The same source states that humans spend more money on beauty, health and sustainable purchases, and they also believe that this will increase in the future as a result of individualism and a desire to avoid diseases.

Acceleration: People and society are used to a high rate of change today, due to the resources, knowledge and the range of opportunities that exist. It is more common today to switch jobs, partners, homes and interests than previously. Also, the rate of production in industries is extremely high compared to the past. These factors are driven by society's thirst for knowledge, curiosity and development. This puts pressure on the market and the companies in it.

Urbanization: Migration to cities increases each year, in developing countries as well as in developed countries. Nearly half of the world's population lives in cities and the number continues to increase (Göteborgssamhällets utveckling, 2010). The level of education is often higher than in rural areas, economic growth is stronger and includes several other benefits.

2.2.2 The Changing Experience Consumer

CEOs from both the entertainment and media industry are under constant pressure to adapt to changes in customer expectations and behavior, this from earlier developing technology trends. According to a survey conducted by the audit firm PwC (2016), there is concern about geopolitical uncertainty, availability of key skills and the speed of technology changes among 1409 surveyed CEOs (in 83 different countries). The experience industry is an industry where technology has contributed to disruptive innovation and rapid technological change, where the current actors must meet new players, using partnerships to grow and focus on customer needs. PwC believes that the strategies that will be important for companies include being innovative about the product and the user experiences, developing seamless customer relations of distribution channels, and putting the cell phone, and increasingly video, in the centre of its consumer offering. In addition, PwC (2016, p.5) reports that many surveyed CEOs plan to use key partnerships to help drive growth, as illustrated by the statement below:

> *"As users demand more personalized and engaging experiences, it becomes increasingly important for companies to explore alliances that support new combinations of advertising, subscriptions and transactions."*

2.2.2.1 A Shift in Buyer Behavior

Futurologists at Kairos future (no date) states that experiences are related to dreams, and dreams are connected to the lifestyle people have. During the 20th century, most work was physically challenging to many and there was not much time left for other interests at the end of the day. Because of that, people dreamt of recreation, which was also reflected in the interests and the spare time. When approaching the contemporary, spare time has become directed towards pure experiences and one of the important trends today are about strengthening one's personal brand, sometimes through social media. The personal brand is also discussed in *Principles of Marketing,* as the authors convey that the way people see themselves is something companies can use to target their offerings towards their consumers (Kotler et al., 2013) . The authors go on to say that people buy and consume products and services which are in line with what their view of themselves is

According to Olofson (2012), today's society is based more and more on data, information and knowledge and strives towards being at a high level of computerization. This moves society towards a future where people put greater value in dreams, self-fulfillment, adventure and emotion, such that cannot be atomized. The Danish scientist Jensen (1996) discusses the term "The Dream Society", implying that consumption begins to mean more than just the purchased product or experience - the customer demands a story or background to come with it, in order for his or her interest to be caught. This becomes easier to understand in correlation with some of the megatrends mentioned earlier in the report including individualization, acceleration and prosperity. There are a plethora of products and experiences offering the same function available today, and therefore they need to differentiate themselves in other ways. Jensen declares that if there is a story behind, people are more willing to spend money on the products. Consumers put their values and feelings into their purchases, such as when some people buy free-range eggs, they pay money for the hen's lifestyle and this may be based upon the consumer valuing animal rights and having an environmental awareness. This trend was discovered fairly early in the entertainment industry, but now also applies to everyday products. In the Dream Society, efficiency, quality and reliability will continue to be self-evident and does not act as selling factors for the consumer. It will not be as much about satisfying material needs, but rather fulfilling spiritual and emotional needs. The author further believes that the future households will contain a room of entertainment where children can play virtual fighting games, or experience outer space. He also believes every entertainment room will act as a themed amusement park of its own.

2.2.2.2 The Millennial Generation

Just like society as a whole, the experience industry now faces the challenge of a new generation, the so-called millennials, becoming a larger part of the customer base. Barton et al. (2014) has broken down many of the challenges that companies face when marketing towards this new segment, who value and are influenced by other things than the generations before it. According to their study, millennials show less loyalty towards different actors, and value social media availability and personality in brands as opposed to history and conflict resolution, which are highly valued by older generations. They are twice as likely as others to be influenced by celebrities, and much less so by expert advisors in any particular subject. They also express significantly greater trust in social media and digital advertising compared to previous generations.

The influence from social media has become an important aspect when choosing what to do with consumers' spare time. Before making a decision, many people consider if their activity is something worth sharing on social media (Björn and Magnusson, 2011). The likelihood of sharing on social media is high for young people and decreases by age. Social media is considered to be a major source behind trend diffusion, which also means that younger people are more susceptible of latching on to a trend through social media. In addition to this, an increase of the use of review sites can be seen, which is an important aspect for the companies in the experience industry according to a survey conducted by Travel Weekly (2014). The survey shows that ratings have a strong correlation to sales and that people are influenced by review sites when choosing establishments.

2.3 Creating Value for the Customer

In order for companies to be successful, they must understand what the customer actually values. This section aims to present various theories behind market offerings and will discuss concepts like differentiation, commodities and order winners. A clarification regarding the word "product", which is used throughout this section, is that the core product may as well be a service.

2.3.1 Differentiating Offers to Fit Increasingly Individual Demand

The fundamentals of an offer to the customer is the core product which can be defined as a solution to the customer's basic problem (Anderson et al., 2008). Additional value such as maintenance or delivery is then added upon the core product to enhance the value of the offer. The kind of additional service that the customer values varies between different segments which often causes a trade-off. Since the customers demand regarding additional value increases managers tend to stretch the additional services in a strive to satisfy the customer. At a certain point the additional service does not for sure increase the value of the offer to all customers. Therefore, to solve this trade-off, a strategy called Flexible Market Offerings is used. It provides the customer with a standardized offer with optional additional value instead of providing the additional services to all customers. Since the core product is the basics of the offer it is rarely regarded as differencing itself, instead the additional value is what separates the different offers on the market. The amount of additional value or rather the importance of the core product itself in the offer is what categorizes the different types of offers. These categories are described in *Business Market Management* by Anderson et al. (2008) and are presented below in figure 2.2.

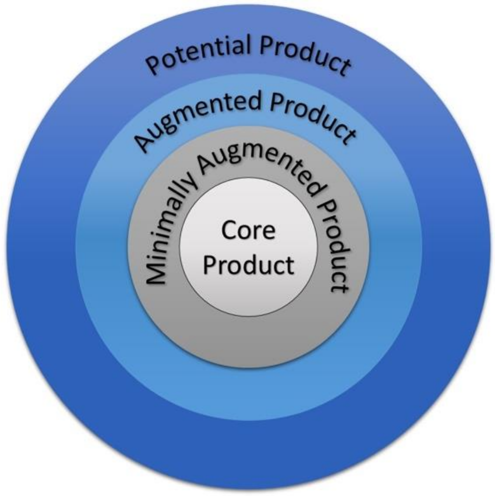


Figure 2.2 Categories of Value Offerings (Adopted from Anderson et al., 2008).

Minimally augmented product: An offer which includes the additional value that is a necessity for the buyer. These services are typically taken for granted by the customer and includes i.e. delivery and payment terms.

Augmented product: An augmented product is further increasing the value of the offer by including services that aims to exceed expectations. There are multiple ways to meet or exceed these expectations, some common ways are to practice discounts or to include an assurance in the offer.

Potential product: Any possible service that can add value to the offer is included in the potential product. Offers in this category is often very differentiated from the rest of the market, an example would be if a supplier of forklifts offered a solution to run the whole storage and thereby causing the forklift to become just a part of the whole offer with multiple additional values. Once the potential service is realized it turns into an augmented product.

When discussing differentiation, the concept of segmentation is close at hand. Consumers in almost all markets vary in their needs and buying habits, and must therefore be approached by companies in different ways (Kotler et al., 2013). Companies should, instead of targeting a market too large, focus on the segment which is most profitable and beneficial for them. This is also illustrated in *Marketing 3.0*, as the authors argue that “customers are diverse, go first to those who can benefit most from you” (Kotler et al., 2010, p.173).

2.3.2 The Hazards of Commoditization

Over time products tend to become less differentiated from others causing the competing factor to be the price - the product or offer has consequently become a commodity. There are several underlying reasons for products becoming commodities, one common reason is that managers believe they operate in a commodity market. Anderson et al. (2008, p. 184) states that:

> *“If you think you are in a commodity market, you are thinking too narrowly about the market you are in.”*

The conclusion of this is that all types of products can be differentiated, it is just a matter of perspective. The managers therefore have to broaden their view regarding the product in order to be able to see the opportunities that can add value and differentiate their offer from others. The differentiation can be from the core product itself or by adding additional services to the product. It could also be done by using brand positioning, which is of outmost importance when marketing an offer (Kotler et al., 2010). Consumers tend to choose the product with the strongest brand reputation, if the quality of the two goods are considered to be equal. A strong brand is important for any company, as a lack of it may lead to the product being considered a commodity (Kotler, 1999). This causes a downward pressure on price, decreasing margins.

Moreover, a distinction between products and services is often done due to the fundamental differences between these two. According to Anderson et al. (2008) four different factors separates products from services. Services, unlike products, are experienced rather than tangible therefore they are also consumed at the same time they are produced. A service cannot be stored and since a service often is dependent on the human factor the probability of variance is higher in services than products. Despite this distinction the theories for market offerings, described in 2.3.1 and 2.3.2, are applicable to services as well since the additional value is as important when the core product is a service.

2.3.3 Order Winners, Qualifiers and Delights

The theory behind Order Winners, Qualifiers and Delights can further explain the importance of differentiation in market offerings. The fundamentals in this theory are that customer demand is steadily increasing and therefore businesses have to adapt and continuously improve its offers. Wilson and Gilligan (2005) describe the Order Qualifiers as the fundamental elements in the offer, which makes the consumer take the offer into consideration. Furthermore, the Order Winners are the elements that differentiate the offer from other offers while Customer Delights are elements that, in addition to differentiating the offer, increases value and also are especially meaningful to the customer. Continuous improvement is necessary for the business since customer expectations are increasing. Therefore, over time, delights become order winners and order winners become qualifiers. This is illustrated in figure 2.3 below.

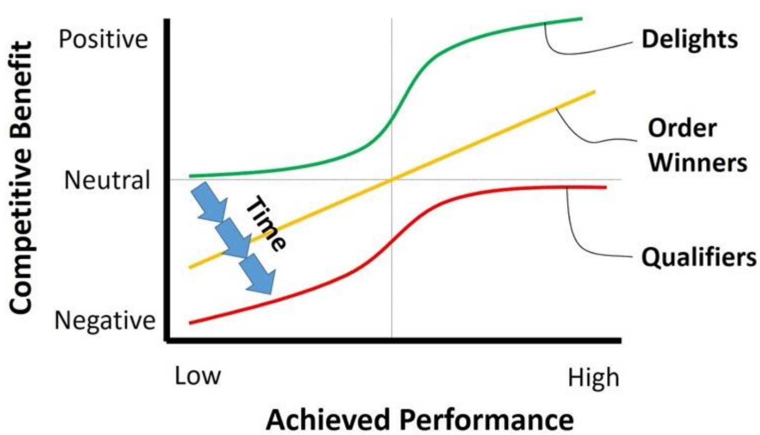


Figure 2.3 Order Winners, Qualifiers and Delights (Adopted from Slack et al., 2013)

2.3.4 How to Manage Customer Expectations

The customer is ultimately of most importance in any business, not least the experience industry. However, there is often a gap between what customers expect and what they actually want. Companies can decrease the gap between these with a customer orientated strategy implies having a clear understanding of the market and an understanding for customer needs and expectations (Brainmates, 2009). This puts high demand on the actors of the market and also an appearance of a gap is common here, a so-called knowledge gap. This is a gap between customer expectations and the company's provision of the service. This forces companies to put effort into market research to find out what the customers demand.

It can be a great challenge for companies to figure out what the customer actually demands, especially since the customer often does not know the answer. Grönholm (2010) refers to Henry Ford's quote: "If I had asked people what they wanted, they would have said faster horses", which illustrates that people do not always know what to expect and therefore lack clear wishes. It is particularly difficult when it comes to services or experiences, as it can be difficult to predict the outcome in advance. Because of this, it also becomes harder for companies to meet customer expectations which in turn makes it difficult to measure customer satisfaction in the form of, for example, customer satisfaction surveys and how well the service or experience responded to expectations. Grönholm (2010) also explains that it that can become problematic if companies focus on the customer's frame of reference on what is realistic to expect, and that they therefore hamper their company's innovative ability to create new experiences and services on the basis of the customer's inability to think innovatively. Henry Ford's quote mentioned above is worth highlighting also in this context. This makes it difficult to listen to what the customers believe they want and instead necessary to examine the customer's underlying needs and actual will.

Henry Ford was not alone with this mind-set. Steve Jobs, founder of Apple, was according to Grönholm (2010) famous for not letting the customers lead the path for innovation. The author claims that Ford and Jobs did not listen to their customers' speculations and demands, but did listen to their complaints. The source also explain that it is not the customers' role to know what the entrepreneurs do not know. Instead, the innovating company should listen to what is not working with an offer or product and improve these parts, but the innovator should not forget that what the customer wants in the end is exceeded expectations. This is something the customers themselves does not know until they get it.

2.3.5 Marketing From a Green Perspective

Although environmental awareness is increasing, many companies are yet to seriously consider changing their processes as a consequence (Kotler et al., 2010). There are three ways for actors to be competitive through the use of green marketing, by being either an innovator, propagator or an investor. The innovators are somewhat forced to produce environmentally friendly products, the propagators use a green agenda in niche markets for a competitive advantage while the investors work as enablers, allowing the product to reach the mass market. In order to create positive externalities, all three actors must be present in the market.

When targeting customers through green offerings, companies must be aware of the different segments of the market, as it is heterogeneous. The different groups are illustrated below in figure 2.4. Trendsetters are the consumers most likely to adopt the green product early on, without requiring multiple other arguments before purchasing. In order for a product to reach a broader audience, trendsetters should work as promoters, influencing the value-seekers. The value-seekers adopt a green product when it promises to increase efficiency and reduce costs. The third group will only seek sustainable products when they have become standard, and the cautious-buyers are skeptical towards the idea of sustainability and hence should not be pursued.

Figure 2.4 The four segments of the green market, showing a decreased likelihood of buying green products (Adopted from Kotler et al., 2010).

2.4 Market Research

The following section aims to put market research in a broader context, but also to provide the reader with a more nuanced picture of the research method. This is done by ascertaining when and in which way market research could support manager decisions and by explaining the risks and common misunderstandings that market research entails. The section also explains the difference between qualitative and quantitative research and the distinction between market and marketing research.

2.4.1 Market Research as a Part of Marketing Research

First of all, a distinction between the terms marketing and market research has to be done due to the common misunderstanding that these terms can be used interchangeably. The American Marketing Association (2004) define marketing research as:

> *"Marketing research is the function that links the consumer, customer, and public to the marketer through information--information used to identify and define marketing opportunities and problems; generate, refine, and evaluate marketing actions; monitor marketing performance; and improve understanding of marketing as a process. Marketing research specifies the information required to address these issues, designs the method for collecting information, manages and implements the data collection process, analyzes the results, and communicates the findings and their implications."*

Whereas market research is defined by the European Society for Opinion and Marketing Research (2016) as:

> *"Market research, which includes social and opinion research, is the systematic gathering and interpretation of information about individuals or organizations using the statistical and analytical methods and techniques of the applied sciences to gain insight or support decision making. The identity of respondents will not be revealed to the user of the information without explicit consent and no sales approach will be made to them as a direct result of their having provided information."*

The conclusion of this is that marketing research focuses on gaining information that can support decisions linked to the marketing while market research focus on gaining information about, and from, the relevant market and address problems such as where a trend is heading and what the market demands. To support decisions linked to marketing it is necessary to have information about the market but also information regarding i.e. pricing strategies and branding. Therefore, market research can be seen as a subset with a narrow definition, of marketing research which covers a broader spectrum as illustrated in Figure 2.5.

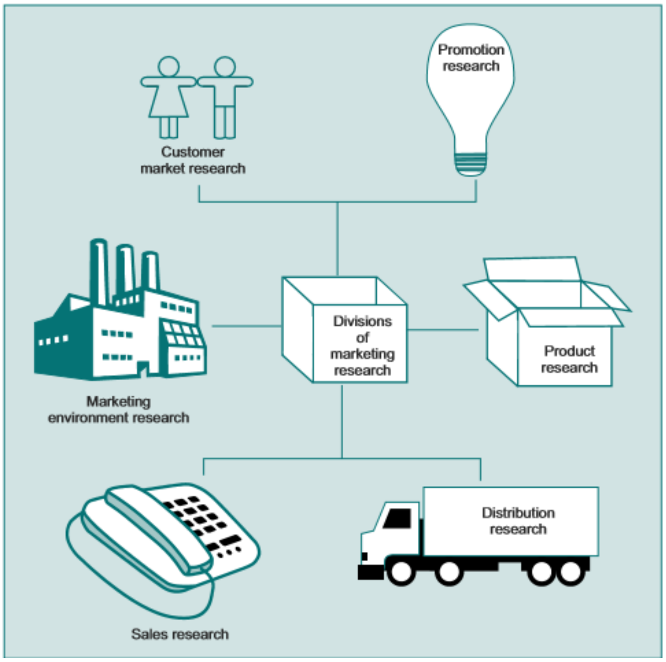


Figure 2.5 Divisions of marketing research (Jamieson and Proctor, 2012).

2.4.2 When and Why to Perform Market Research

Market research is often associated with the launch of a new product or service where the managers want information about if and how much their product or service will sell. That is though just one of many applications of market research, however it is often linked to business expansion in some way. The Ansoff matrix, see figure 2.6, which is a framework for strategies in business expansion, will work as a base to illustrate situations when market research can be used (Hague, 1998).

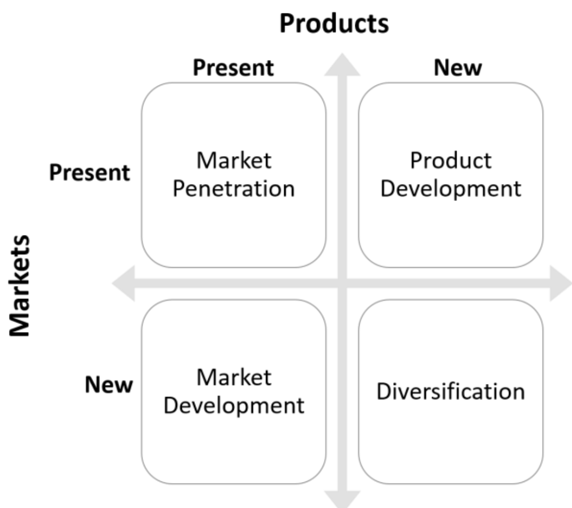


Figure 2.6 The Ansoff matrix (Ansoff, 1957).

Market penetration: First of all, the business can seek to expand in its current market with its existing products, ergo increase its market share. In order to increase the market share, means like price reduction or increased promotion is commonly used. Market research can in this situation be an effective way to gain information about i.e. the product's price elasticity or customer satisfaction, which can be a valuable support to make the right decision.

Product development: By new products the business can expand within its existing market. Common ways to do this is by developing new products or to acquire another company in order to get their products. Information regarding what the existing market demands and how likely it is that they will buy the new product is essential and can be provided through market research.

Market development: This strategy is used when a business tries to expand to new markets with its existing products. A typical use of this strategy is when a company tries to get established in another market or city. Market research can provide the company with information regarding the opportunities for the existing product in the new market but also the current market situation and, if conducted over time, where the market is heading.

Diversification: The final strategy that can be used to expand a business is called diversification and aims for the company to enter a new market with a new product. Since the company is blind with regards to both the market and the product, market research is of great need to succeed with this strategy. The company has to understand the market before they enter it but also what products the market demands.

Though market research is commonly used when a business tries to expand it also has other applications. Kent (2007) argues that it is useful to control changes in the market environment, handle threats from competitors and even as a currency from which the company can negotiate with other interested parties such as suppliers.

Market research does also have different applications depending on the products current state in the product’s life cycle. In the beginning of the product’s lifecycle the research should focus on the potential of the product, which means that the market situation and demographics is analyzed. Since demographics etc. is not connected to the product per se, secondary data can be both useful and affordable. At a later stage in the lifecycle focus shifts towards the product, and the user of the product, itself hence the greater emphasis on market research linked to customer satisfaction and brand positioning. When sales are starting to decrease the market research is necessary to further expand or maintain the business. which can be done by the strategies in The Ansoff Matrix.

2.4.3 Risks of Over Trusting

Though market research can be used as a tool to help managers gain insight in the market and therefore work as an aid to improve decisions, it is not a guarantee for success. According to Berghoff et al. (2012) market research cannot overcome the fundamental unpredictability of the future. At best, it reduces uncertainty by improving the probability to meet particular expectations. Hague (1998) claims that it is a necessity for companies today to put the customer at the centre of the business. Despite this, managers tend to overlook the support that market research can give them. Hague (1998, p. 11) argues that:

"It is sometimes easier to look from the outside into a company and recognize their need for research than to arrive at this realization when on the inside. Managers of companies build a picture of their markets in their head."

Hague (1998) has identified two common misunderstandings regarding market research. First of all, market research should not be used to provide decisions. It should rather be seen as a support in decision making, a tool that the decision maker can use instead of making decisions based on gut-feeling according to Kent (2007). The second common misunderstanding is that market research eliminates the risk that is associated with the decision. Hague (1998) argues that market research at best can improve the odds of making a satisfying decision and that the real value comes with the improvement a business can get in long term decision making.

2.4.4 Qualitative versus Quantitative Research

Data provided from market research can be divided into two separate types, primary and secondary data. Primary data is collected by the researcher specifically for the research purpose while secondary data is collected from someone else and can consist of i.e. literature. When primary data is collected a distinction between two types of research is generally done, quantitative and qualitative research.

Qualitative research is in general used for exploratory research, which means that the problem it seeks to solve is not well defined. According to Shukla (2008) one of the primary objectives for qualitative research is to gain preliminary insight into different types of problems. Furthermore, the qualitative approach focus on quality and depth rather than quantity therefore the sample size is in general relatively low. Hague (1998) states that data often is gathered from focus groups or in-depth interviews and therefore consist mostly of open-ended questions, which results in rich data with a great amount of information. Due to the low sample size, data provided from qualitative research has limited generalizability and validity but should instead provide the researcher with more of an understanding (Kent, 2007).

Quantitative research on the other hand is targeting conclusive research with a clearly defined problem and is, according to Hague (1998), useful whenever a comparison between the views of different segments of the population needs to be done. This type of research is characterized of a large sample size which makes it possible to apply statistical analysis. Quantitative research has according to Shukla (2008) the advantage of generalizability and validity due to the large sample size. Furthermore, the main aim is to provide facts that can support decisions rather than gain insight as with qualitative research. In terms of design, quantitative research needs to be more structured than the qualitative research in order to be able to compare the answers within the population. The structured design implies more closed questions, which does not give room for different takes, with predetermined options like scales etc. Hague (1998) argues that a combination of these two approaches is the best option where qualitative research work as a preliminary and supportive research to the quantitative research. This approach has the advantage of achieving both depth and generalizability.

3 Method

This section will discuss how the study took form and why a certain approach was chosen to answer the problem statements and fulfil the purpose of the report. Initially, the working procedure will be described. The choice of method approach will then be summarized followed by a presentation of the selection of quantitative and qualitative method. The chapter will continue with a detailed description of all the performed operations. Criticism of the references and the method will be presented in the end of the chapter.

3.1 Working Procedure

The study consists of a questionnaire survey, interviews and a complementary literature study, in order to analyze and provide possible suggestions for the experience company 2E Group. This to enable them to gain a greater understanding of what potential customers in Gothenburg demand and then obtain a basis for strategic planning. This section consists of a description of the working procedure both in general and with the commissioning body.

3.1.1 General Working Procedure

The working process began with defining the project idea and clarifying the purpose. This was done through several initial meetings with both the supervisor Yashar Mansoori, Doctoral student at Technology Management and Economics, and the Commissioning body Tobias Elmquist at 2E Group. In the meetings with 2E Group, Elmquist shared some of their knowledge about their company and the industry they operate in. This course of action aligns with the established policy model that both researchers and investigators use in qualified investigation and research methodology (Eriksson and Wiedersheim-Paul, 2008). The model is illustrated in figure 3.1. Although a project structure can vary in the details, it can be assumed that the basic structure is relatively similar. The basic model is based on five sub-processes and starts off with deciding what topics should be involved and stating the main questions and problems. In order to structure future work, a planning report was formulated, which also served as a verification towards the commissioning body and supervisor, ensuring that the project was heading in the right direction. During this phase, large parts of the project methodology were established.

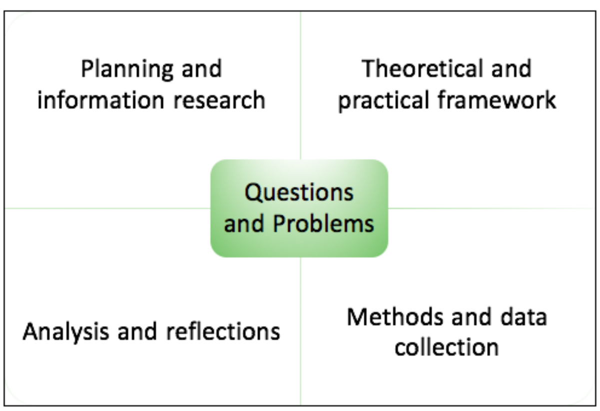


Figure 3.1 A base model used in investigation and research methodology (Adopted from Eriksson and Wiedersheim-Paul, 2008).

As Eriksson and Wiedersheim-Paul (2008) describes as the next step, a literature study was carried out and from this a theoretical framework for the study was developed. The literature was a key part of the project and information was first sought in order to gain a broad understanding of what an experience is and the industry it is engaged in. Furthermore, the study discusses how companies can understand the marketplace and how to be successful looking at trends, different impacts of the industry and how to create value for customers. Hence, it was necessary to seek knowledge about market research which was to be the main tool used when collecting data. As discussed in the theoretical framework, market research is a suitable course of action when a company wants to expand with an existing product in a new market, as the case with 2E Group. In section 3.4 the literature study will be further described. The literature has throughout the whole process of the work contributed to increased knowledge which has led to a bigger understanding and a refinement of the information and data collection has been carried out. The data collection consisted of a questionnaire survey and a number of interviews, which started in parallel with the literature study. More detailed descriptions of the data collection and its objectives is presented in section 3.5 and 3.6. At last, the results of the study were compiled and subsequently analyzed. From this, a number of conclusions could be reached.

3.1.2 Working Procedure with Commissioning Body

During the course of the study, a close contact has been held with 2E Group's company representative, Tobias Elmquist. Two personal meetings were held during the beginning of the project, in order to provide certainty that the problem at hand was fully understood, and that the company's wishes about the direction of the study were met. After the initial meetings, further contact was concentrated to phone calls and emails. Elmquist received both the planning report as well as the test survey, and was given opportunity to comment on these. This to further ensure that company interests and the study's aims were aligned.

Besides providing information about the company and the entertainment industry, Elmquist has provided some material for the study including information about the demographics in the Gothenburg region. This information was concentrated to hard facts with little room for argumentation and opinions, and was therefore decided to be of objective nature. The group has used this material as a starting out point, and after that sought out many other sources of literature.

In order to fully understand the company's market presence in Gothenburg today and their thoughts about the future, Annika Cardell was contacted on recommendations by Elmquist. Cardell is Team Leader of Marketing at 2E Group, and declared to be the individual with the most knowledge about the experience industry in the region. An interview was hence conducted with her, described above in chapter 3.5.

Throughout the course of the study, it has been of significant value that the company's current activities do not affect the results of the study, in order to minimize any preconceptions that may have been had. The company is genuinely interested in the market potential and future development of the Gothenburg region, and are not seeking confirmation of a previous investment. This enables the study to lean towards objectivity, as there was no prerequisite for the results. Although personal subjectivity of the authors of the reports could be a factor, this has attempted to be avoided by consistently using existing literature in combination with primary sources to support any claims made. The collaboration has worked well, and it is the hope of the authors that the report will be of value for 2E Group.

3.2 Choice of Method Approach

To generate ideas and analyze how 2E Group could act in the future, the study is based on two complementary parts. An empirical data collection consisting of interviews and surveys, and a thorough theoretical study consisting of literature, was conducted. It is how these elements are related to each other that decides which method approach is used in a study (Patel and Davidson, 2003). Essentially, two different methodological approaches in research exists, inductive and deductive (Wallén, 1996). The inductive method approach is based on data collection and from that, general and theoretical conclusions can be drawn. Data collection should be completely impartial and knowledge is then generated by observation. A deductive method approach on the other hand, starts off with theory to formulate a hypothesis, which will then be tested against reality through observation.

Since this report is modelled by a continuous exchange between theory and empirical work, which then develops the resulting ideas of the report, a so called abductive method approach was used. It is a combination of an inductive method and deductive approach, and is characterized by an interaction of empirical and theoretical data where the authors' new knowledge continuously can lead the work forward and fulfil the purpose (Patel and Davidson, 2003). An illustration of the different method approaches is presented in figure 3.2.

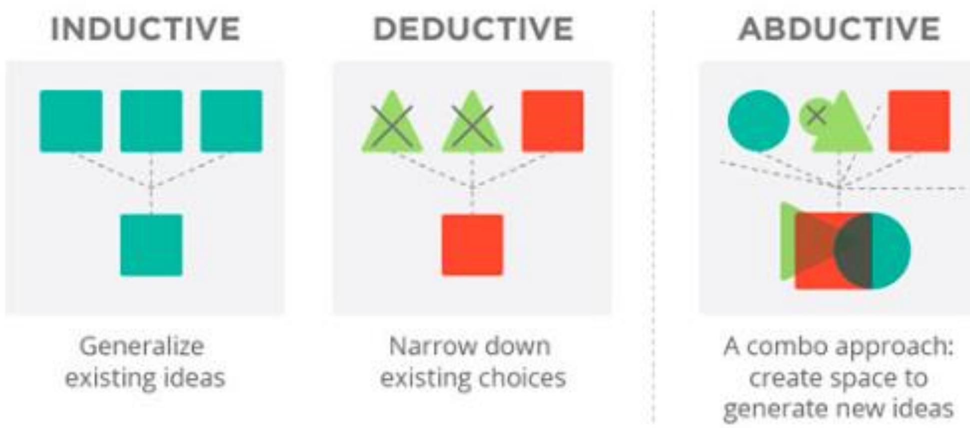


Figure 3.2. Differences between inductive, deductive and abductive method approach (Pivot Design Group, 2015).

Compared to a purely inductive or deductive approach, the abductive means a more liberal approach, reducing the risk of lock-in and the ability to create new ideas (Patel and Davidson, 2003). An abductive approach is shown figuratively in figure 3.3. A reason why this approach was chosen was because it was important to match theory and empirical evidence to meet and find answers to the problem and purpose of the study. It has also been important to have a broad perspective and approach to avoid the risk of overlooking important theory or empirical evidence due to subjective or predetermined ideas or opinions. It fits well when the study deals with an emerging and changing market where there are not enough extensive and available qualitative data in form of statistics, for example. The abductive method approach also suited this work well since the aim was neither to test a hypothesis nor to only use empirical data to form a new theory.

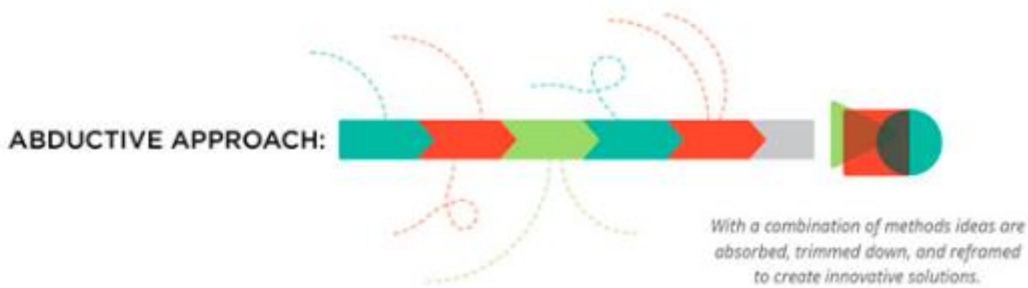


Figure 3.3 The different colors illustrates different method approaches and by using a combination of them, innovative solutions can be produced (Pivot Design Group, 2015).

3.3 Choice of Quantitative and Qualitative Data Collection

The empirical data collection in this study is divided into two separate types, the quantitative data collection and the qualitative data collection. The reason why a combination of these two approaches is appropriate in this case can be found in the problem statements. Questions such as *"In the experience market today, how is the target group spending their time and money?"* have to be generalizable, hence the quantitative approach is appropriate. Other questions, including "*Are there any emerging concepts with the potential to become successful?"* are more explorative, which requires more informative answers, therefore the qualitative approach is useful.

The quantitative data collection consists of a questionnaire from which comparable data between the different segments of the target group could be obtained. Since the data that was sought to be gathered from the questionnaire was well defined, closed questions were highly applicable and therefore a comparison of the different views from the target group could be done. An advantage of gathering data from a quantitative approach compared to a qualitative approach in this sense is that the data that are acquired from the qualitative research is mainly answers from predetermined response alternatives, which makes the comparison possible. Another main advantage of the quantitative approach is the large number of respondents that make the data generalizable to the target group overall.

As a complement to the quantitative data, a qualitative data collection was also done. The aim of the qualitative research was to gain insight and to understand the experts' thoughts regarding the current, and future, situation. Since the survey lacks the depth in terms of informative answers it was necessary to complement this research with in-depth interviews. The complementary data acquired from the interviews in addition to the quantitative data could also show the differences and similarities, between the views of the actors within the business and the views of the target group, although the main purpose was to seek answers to questions that could not be answered in the questionnaire. In this study the advantages of conducting both quantitative and qualitative research were several, especially the advantage of getting both depth and generalizability in the results.

3.4 Constructing a Theoretical Framework

In the beginning of the creation of the theoretical framework, a general discussion of the topics that could be relevant to read and write about in the report, to strengthen the analysis in a later stage, was made. Topics were gathered and the authors conducted a wide search for literature. A literature review was made of the relevant sources together with a short description of its content, so that information could be found quickly. The next step was to create a shape of the framework. Four main topics was chosen to act as the skeleton of the theoretical framework. As the knowledge of the topics grew, the realization of what needed to be added appeared. The main topics of the report include:

The Experience Industry: What was important to introduce to the reader under this headline was the definition of experiences, an explanation of that different types of people are attracted to and also to give a definition of the experience industry.

Understanding the Marketplace: Here, buyer behavior and how people of today reason when choosing experiences is presented. Other different forces of the industry are also described, including the importance of trends. How they appear and diffuse on the market is included, and also speculations of the future from experts within the field are presented.

Creating Value for the Customer: Describes and explains the value of an offering and how one can differentiate the offer, through for example additional values. Terms as commodities and order winners are described and also what separates a product from a service in the value offering. The section also explains and discusses customer expectations and green marketing.

Market Research: This chapter includes what market research is, what it is used for, what kind of risks that comes with it and the differences between quantitative and qualitative research.

The sources used were mostly books, articles and surveys. The goal was to find several sources concerning the same subject, to get a nuanced picture of the subject and to not rely on only one source. The search has primarily been made in Google Scholar’s search tool and within the search registers of libraries in the Gothenburg area.

The theoretical framework had several aims. Wallén (1996) explains that a literature study is a good method since it provides a quick insight in the subject in relation with the short time available. Another aim with the theoretical framework was for it to act as a complementary part to the empiricism and that this together can be used to answer the purpose and problem statements of the report. The theoretical framework, the interviews and the questionnaire are assumed to be independent of each other. The theory gives broad information that is non-specific to the Gothenburg area, as well as the empirical parts gives depth and narrowness and are very specific to the Gothenburg area. Together they create a relevant tool to analyze results and draw conclusions.

The benefit of the literature study is that information is easily reached instead of the alternative of performing all of the research from scratch. Using a literature study there are possibilities for identifying risks and difficulties with making market researches and thereby create conditions for avoiding pitfalls along the study. The risks that comes with reading someone else’s work is that there can never be a full reliance of the source. The importance of source criticism is thereby always important and that has permeated the theoretical framework.

3.5 Questionnaire Survey

The purpose of the questionnaire survey was to identify how the target group spends their free time today, as well as how it could be spent in the future. A questionnaire was chosen in order to be able to question a larger audience and therefore achieve a more reliable result compared to what could be accomplished through random interviews. This is because a questionnaire can be quickly distributed to a large group of people, whereas interviews require much more time. This would have limited both the amount of people willing to respond and the amount of people possible to interview during the limited time of the study.

In this way the use of a questionnaire is very resource effective in regards to the man-hours needed to gather results, as well as removing the risk of the respondents being influenced by an interviewer and thus either not answering truthfully or exaggerating their responses (Eriksson and Wiedersheim-Paul, 2008). There are however drawbacks to this method as well, including difficulties in explaining the questions or affecting how they are interpreted, as well as there being a risk for a low response rate (Eriksson and Wiedersheim-Paul, 2008). In regards to this study it was assessed that the advantages of a questionnaire to heavily outweigh the disadvantages and therefore be the best way to accomplish the purpose of the study.

The aim of the questionnaire was further to provide a better understanding of the market today from the customer's perspective, and to identify segments with unutilized potential into which 2E Group may expand and benefit from filling a gap in the current offerings available. Furthermore, part of the questionnaire was designed to figure out how much time and money people spend on their experiences, as well as which of these two are the limiting factor when they cannot do all that they want. Finally, it included questions regarding organic and locally produced foods and drinks aimed at providing a better understanding of the demand for these products. Added together, it was assessed that the results from the questionnaire would aid in answering the questions formulated at the early stages of the report. The questionnaire in its entirety can be seen in appendix A.

3.5.1 Designing the Questionnaire

The questionnaire was designed in three distinct parts, in accordance with Blair et al. (2014), who emphasizes the importance of structuring a questionnaire and sorting it into the different themes or areas that one would like to get information about. Part one consisted of five questions designed to gather information in order to segment the respondents and aid data analysis. In part two there were 10 questions split up on two pages where the main data collection took place. These questions had the aim of answering the research questions, and were designed in accordance with Curtis (2008), who recommends avoiding open-ended questions due to them requiring more effort from the respondent and thus presenting a risk that he/she may quit doing the survey because of them. Only one open-ended question was included in the final survey and it was posed as a follow-up question to one with four alternatives for the response. The third part of the questionnaire aims to answer the research questions regarding sustainability. It included four multiple-choice questions asking the respondent about the effect their view on sustainability, as well as locally produced and/or organic goods, has on how they choose what establishments they choose to visit, and their willingness to pay at these establishments.

The design of the questionnaire was a central part of the entire thesis, as it was the best way to ensure the quality of gathered data, without which relevant analysis and conclusions would be impossible. In order to lay a proper base for analysis, a lot of time was put into designing a useful and adequate questionnaire. This was done in multiple steps in accordance with the abductive method. At first questionnaire theory was studied in combination with the rest of the literature study in order to achieve a better understanding of questionnaire design. After this initial study a first draft was drawn up through group discussion. Through multiple discussion sessions, including looks back at the purpose and problem statements of the study in order to ensure these were answered, the questions were clarified further until a complete questionnaire had been formed.

In order to ensure that the questions were formulated in a manner that minimized the risk of misinterpretation, multiple test surveys were carried out with the help of friends and family as well as 2E Groups representative Tobias Elmquist and project supervisor Yashar Mansoori, in accordance with Blair et al. (2014) who describes test surveys as an important part of designing a survey. Through these tests it was ensured that all the questions were understandable and not easily misinterpreted, and that the questionnaire as a whole had a good flow to it and did not take too much time to answer.

3.5.2 Operating and Performing the Survey

The questionnaire has been distributed through a multitude of channels including social media, connections through family and friends as well as directly handing it out at multiple locations in Gothenburg. This multi-channel approach was chosen in order to gather as many responses as possible by avoiding the issues of low response rate often associated with Internet surveys. Distribution of the questionnaire over the internet resulted in a response rate of 21 %, with 84 responses in the target group, as well as 14 outside it, which were deleted as not to skew the results. Therefore, the visiting-questionnaire approach as described by Christensen et al. (2010) was used at public locations all around Gothenburg. Handing out the questionnaire survey this way usually results in a much smaller lapse between participants asked to partake, and responses received than is the case with internet-based surveys (Christensen et al, 2010). When handing out questionnaires, the recipients were first asked their age and where they live, as to identify whether they belonged to the target group or not. This direct distribution resulted in 224 gathered responses, all of which were in the target group, and a hit rate of 75 %. The drawbacks of a higher work cost for each individual response was deemed worth getting as many answers as possible during the survey period.

When distributing the survey, special care was taken in ensuring that the respondents were part of the target group - residents of the extended Gothenburg area between the ages of 25 and 50. The aim was to reach as many different parts of the target group as possible, why many different places in different parts of the city and its surroundings were visited while handing out surveys, at different times of the day. Directly spreading the survey also gave an opportunity to increase the number of respondents in the older part of the target group, as these did not answer the Internet survey as much as the younger people.

The questionnaire results were analyzed as part of the analysis section, where the interview results and facts from the theoretical framework were the other parts. The analysis of the questionnaire results was made using a quantitative form of analysis, which means that conclusions were drawn from quantitative data. In our study we have primarily used the tool that Eriksson and

Wiedersheim-Paul (2008) call concentration of data. Instead of showing every single questionnaire response individually they have been compiled and analyzed as one. This was done through the use of spreadsheet software, where the data was organized and analyzed using built-in functionality in the program.

3.6 Interviews

The purpose of the interviews was to complement the survey by getting to know the corporate side of the experience industry. Semi-structured interviews were chosen to gain information about the companies' thoughts about the current situation and the future. Six interviews were conducted with leading actors within different segments of the industry. This in order to be able to get as wide picture as possible of the experience industry in Gothenburg and to talk to persons with different knowledge about the industry. The amount of companies available limited the number of interviews, more could have been conducted to get even more information and perspectives on the subject, but these interviews together with the survey was considered adequate to receive a good picture of the experience industry's progress. The interviewees were selected partly with respect to width and competence and partly on recommendations from Tobias Elmquist. In appendix D the interviews are summarized and compiled.

3.6.1 Operating and Performing the Interviews

The three ways of conducting interviews; structured, semi-structured and unstructured (Hague, 1998). Structured interviews are used for large quantitative studies where often more than 200 responses are sought and closed questions with predefined answers are used. Unstructured interviews are the opposite, where only open questions are used to get free responses. Hague (1998, p. 137) refers to them as ”guided conversations rather than structured interviews”. The interviewer is allowed to construct new questions while conducting the interview, depending on the responses. In this case, semi-structured interviews were chosen, where both open and closed questions are used to get both quantitative and qualitative information. This approach was chosen to get as much information as possible out of the interviews and to be able to get discussion answers to many of the questions.

The interviewees were contacted via email, with an explanation of why they had been contacted and the purpose of the study. The companies that did not answer the first email were sent another and were then contacted by telephone, just to make sure they had received the enquiry. 30 % of the contacted organizations agreed to an interview. The relatively low response rate could be because of various reasons such as conflicts of interests, a competitive market or disbelief of how we would use the information.

Time and place were set via email and some of the companies wanted the interview template beforehand to be able to prepare themselves. No difference could be seen in how the questions were answered regarding whether the company had received the questions beforehand or not. All interviews where conducted face to face at the company's or organization's office. Conducting an interview face to face is more time consuming than for example via the telephone, but was chosen in order to minimize the risks of misunderstandings that can occur when the interviewee cannot see the researcher's body language (Hague, 1988).

To be able to compare the answers afterwards, the same interview template, attached in appendix C, was used in all interviews, no matter what company or organization. For that reason, it was very important to design questions that could be used for every interviewee. Two authors of this report were present at every interview, where one of them was responsible for the conversation and one of them was taking as exact notes as possible. All interviewees were asked if it was okay to record the interview in order to be able to transcribe the conversation afterwards, which all of them agreed on. They were also asked to fill in a short questionnaire of what they thought about the future development of various segments of the experience industry in Gothenburg, to get further insight into their views of the industry.

The same interview template was used in all interviews, although some questions were not applicable to all interviewees and therefore not asked. However, the interviews resulted in different conversations with different focus. This because of the semi-structure character of the interviews, where flexibility is allowed to enable further developed responses (Denscombe, 2003). Using semi-structured interviews can be criticized because of the fact that all interviews do not proceed in the exact same way, and thus all interviewees may not receive the questions in the exact same way. Differences were avoided as far as possible by always having the same two persons conducting the interviews and having the predetermined questions asked in the same way to all of the interviewees. Conducting the interviews face to face minimized the risks for any misunderstandings, but the human factor cannot be completely avoided. There were, however, certain differences in the order of the questions and follow-up questions that arose during the interview, depending on the response given. The advantages of semi-structured interviews were considered to be greater than the disadvantages. In this way, much more useful information and a better understanding was achieved - something that would not have been possible with structured interviews.

3.6.2 Interview Objects

In order to be able to get as wide picture as possible of the experience industry, and approach the subject from different angles, a series of different companies and organizations that are focusing on different experiences were contacted. Furthermore, it was very important to speak to persons with the right knowledge about the companies and the experience industry at large, for them to be able to appropriately answer the questions. Therefore, it was carefully checked on beforehand who at the company seemed most logical to get in contact with and gave a detailed description of the purpose of the interview so that the right contact at the firm could be reached in case the first assessment was wrong. The companies and organizations that were interviewed, gave such a wide picture that it was considered sufficient to get a truthful picture of the corporate side of the experience industry today.

Fredrik Toreskog, Marketing Director at ESS Group was contacted because of his broad knowledge about the industry. ESS Group is operating a series of hotels and is partner in many different restaurants and clubs in Gothenburg. It is a company that has a lot of projects going on and for that reason it was an obvious company to interview about their view of the experience industry. There is a risk that Toreskog did not reveal everything he was thinking of in order to protect his own interests. However, Toreskog answered all the questions freely and explained his thoughts well and therefore his answers were considered reliable.

To get information about the different arenas in Gothenburg, contact was made with Lina Lindquist, CEO at Folkets Hus and Jeanette Holmén, Sales and Marketing Manager at Got Event.

Folkets Hus and Got Event are both companies that work with many different organizers to host multiple kinds of events at their arenas. Got Event hosts events of a larger scale than Folkets Hus, so in that way both small and bigger events were covered and two different views of what opportunities and difficulties there are in this segment of the experience industry in Gothenburg could be received. There is a possibility that that these companies did not reveal all information and refrained from telling the truth, but as in ESS Group's case, this risk was considered small, since detailed answers were provided to all of the questions. Furthermore, Got Event is a municipal company that is not profit driven, which makes them even more open about their company and likely to give truthful information.

Avenyföreningen and Göteborg&Co are two organizations that are not arranging any own experiences, but have a great track of what Gothenburg has to offer and knows the experience industry in Gothenburg. Avenyföreningen are working with a series of different members and Madelein Wahlberg, Centre Manager at Avenyföreningen was contacted to get her view of the situation today. At Göteborg&Co, Ossian Stiernstrand, their Head of Research and Development, who has knowledge about the tourism in the Gothenburg region, was contacted on recommendations. Since these two operators do not arrange experiences themselves, they were most likely not keeping important information to themselves and were able to give an impartial picture of the situation today.

To get 2E Groups own view of the experience industry contact was made, on the recommendation of Elmquist, with the Team Leader of Marketing at 2E Group, Annika Cardell. Through this interview, a better picture was painted of what obstacles 2E Group is facing today, and what their thoughts are about the future. Since the study has been conducted in collaboration with 2E Group, there was no intrinsic value for them to keep any information of value to themselves, and for that reason the interview with Cardell can be considered reliable.

3.6.3 Designing the Interviews

When designing the interview, many different aspects had to be taken into consideration. Firstly, it was important to design questions that could fit every company and organization that would be interviewed in order to be able to compare and analyze the interviews in a correct way. Furthermore, it was important to not miss out on information by making closed questions where there could be more important information to get by asking an open question (Eriksson and Wiedersheim-Paul, 2008). It was also important to design clear questions where no misunderstandings could occur, one question at a time was asked and clear and simple language was used. Another important aspect was not to influence the interviewee by how the question was asked. Therefore, the questions did not contain any valuations, in order to get reliable answers.

3.6.4 Analyzing the Interviews

To be able to compile and analyze the interviews, a qualitative analysis form was used. Qualitative and quantitative analysis can complement each other to enable a deeper understanding of the subject (Eriksson and Wiedersheim-Paul, 2008). At first, a descriptive account of the situation was carried out. The interviews were then cut down to units and categorized for analysis. Certain patterns were searched for, in order to find themes that recurred between the units of the different interviews. The explanations that were found were then checked against literature and reality to ensure validity, and generalizations that could explain the patterns and themes were made. According to Denscombe (2003), these steps should be done in order to be able to make a proper analysis of qualitative data.

3.7 Critical Discussion

The importance of being critical to sources and evaluate them is something that Eriksson and Wiedersheim-Paul (2008) emphasize in the book *Rapportboken*, as it is of great importance to ensure the result of a study. In this report, scientific books and publications are mainly used, where the authenticity of the sources have been evaluated continuously throughout the working process. The case could naturally be that other theories are more appropriate with regards to the subject, even though the selection has been thoroughly chosen to align. Furthermore, certain theories are not scientific by definition, however they can still be regarded as a guideline since scientific theories are missing. The literature sources were also examined so that the information source did not have any possible interest in the matter to ensure validity of the information.

Regarding the interviews, the responses can naturally be subject for critique, in terms of for instance lack of generalizability, and subjectivity. The respondents however were chosen to represent the professionals' view from different areas within the industry in order to, as far as possible, be generalizable. This may though not be the case and therefore, when analyzing the answers, triangulation has been used so the answer from one interviewee is supported by other empirics or theories, i.e. survey responses or other interviewees' answers. Triangulation involves proving the sources and data by looking at different sources with the same meaning and therefore a multiple source of evidence occurs (Yin, 2003). The questions were also designed so that the interviewee would not benefit from answering untrue, there is though a chance that the answers is exaggerated or inaccurate. Still, since the main purpose was to get answers that reflect the actors view on the industry it is difficult to avoid subjectivity, hence the strategy for analyzing the answers was found to be appropriate.

When conducting a survey, there is oftentimes weaknesses and room for improvement. One common critique is that the responses are not reliable since people may answer one thing then act in a different way (Curtis, 2008). This could also be the case in this study, the respondents may for example want to do more of certain activities but they are restrained by either time or money. Even so, the results show what the target group's demand is, which still could be valuable to the reader of this report. Another problem is the difficulty to make a sample of respondents that should represent the target group overall. The target group for this survey was everybody aged 25-50, living in the greater Gothenburg area. According to Statistics Sweden, the official Swedish bureau of statistics, in 2015 there were 362 951 people in this population whereby it was impossible, given the time and budget constraints of this report, to achieve a sample size large enough to ensure statistical significance.

Together with a lack of previous empirical research on the subject this means that the results of the questionnaire survey and analysis of these, are not meant to be viewed as concrete facts about the market. Rather, they are to be viewed as a guideline, and a basis on which to perform further research. The difficulty to get access to previous empirical research in this field, due to the market research companies' unwillingness to share them without a fee, did also hinder the process of comparing the results of this study with similar studies.

4 Results

This chapter will present the results of the conducted survey and the interviews. These results, in combination with the literature study presented in the theoretical framework, will constitute the foundation for the analysis of the report.

4.1 Results of the Questionnaire

This section is a compilation of the results of the survey, which has been answered by 308 residents of the Gothenburg Region, split into three age groups. 43 % of the participants are in the ages 25-30, 27 % in the ages 31-40 and 30 % in the ages 41-50. Of all the participants, 38 % have children living at home. The graphs below foremost show the compiled results to each question, regardless of personal attributes such as gender and age. Further results divided into age as a differentiating factor can be found in appendix B.

4.1.1 Consumer Habits Today

In order to map out the respondents' current habits regarding how and where they spend their time and money on experience activities, questions were asked to see how they distribute their resources today. This section refers to the questions 7, 10, 11, 12, 13 and 14 in the questionnaire.

4.1.1.1 Distribution of Time

The majority of the examined population spend their time on experience activities once a week or more, while about one third of the respondents is involved in experience activities once or twice a month as can be seen in figure 4.1.

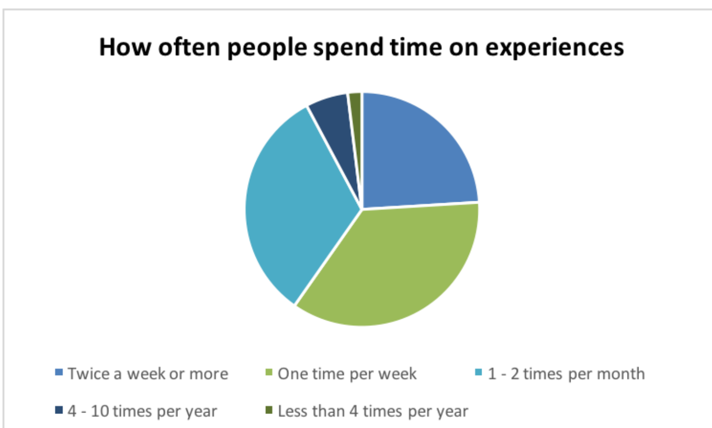


Figure 4.1 Distribution of the amount of time spent on experience activities.

There is a spread between the different segments of the respondents regarding the amount of time they spend. The vast majority (~85 %) of the respondents in the age between 25-30 is involved in experience activities at least once a week, followed by those in the ages 31-40 where the number has decreased to approximately 50 %, compared to the oldest segment where a majority spends one or two occasions per month on experience activities. The distribution among those with children is similar to the oldest group where one or two occasions per month is the most common answer, whereas those who do not have kids answers similarly to those in the youngest age group.

4.1.1.2 Distribution of Activities

On experiences the respondents attend at least once or more a week, the distribution over the age groups is quite similar, where cafes are most popular followed by pubs and sports bars, casual dining, "after work" and nightclubs, as illustrated in table 4.1. However, the number of attendants decrease with increasing age.

	Twice or more per week	Once per week	1-2 times per month	4-10 times per year	1-2 times per year	More seldom/never
Fine Dining	1	2	7	16	39	35
Casual Dining	2	8	35	38	9	8
Pub/Sports bar	3	10	31	20	15	20
Activity Based Bar	0	1	11	25	38	26
Wine-/Cocktail bar	0	5	12	28	23	32
Night Club	1	5	17	19	18	40
After Work	1	8	22	32	24	14
Café	6	16	35	29	8	6
Dinner Show	1	0	3	5	32	59
Concert	0	1	2	18	52	28
Theatre/Opera/Musical	1	0	1	9	34	55
Cinema	0	1	16	52	21	10
Sport Events	1	4	8	22	22	42
Stand Up Comedy	0	0	0	1	17	82
Day Spa	1	0	1	3	29	67
Activities like Go-Cart, Laser Dome etc.	0	0	1	11	34	54
Museums, Vernissage	0	0	6	14	32	47

Table 4.1 Distribution of time spent on different experience activities.

The youngest segment is heavily over-represented of those who attend these experiences most frequently, which shows in the distribution of the answers from the participants without children. Within this age group, about 25 % answer that they visit cafes at least once a week. They also visit pubs/sport bars and restaurants categorized as casual dining more frequently than those who have children.

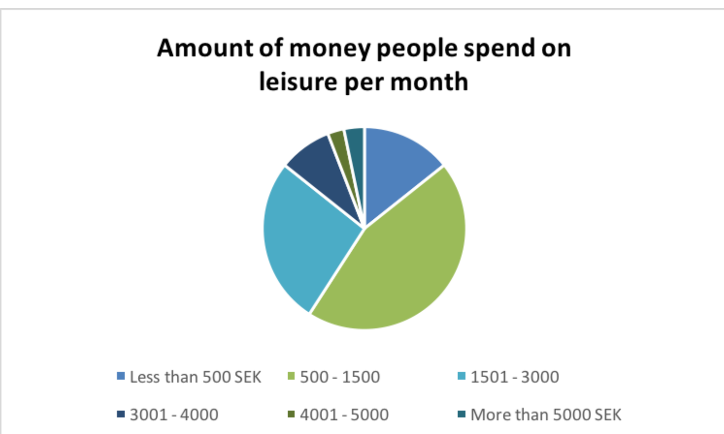
The most popular answer among experiences that the respondents attend to once or twice a month is cafes, casual dining, pubs and sports bars, "after work" and nightclubs. Among the oldest age group cafes is most popular followed by casual dining and pubs/sports bars. A significant share, about 10 %, also answers that they visit restaurants categorized as fine dining at least once or twice a month. In the middle segment, cafes, casual dining and pubs are the most popular experiences, where the youngest participants are more diversified and also include "after work", nightclubs, cinema and activity bars as activities they attend to once or twice a month. The distribution among the participants with children is similar to the whole target group except that they spend fewer occasions on “after work” and nightclubs while those without children include activity bars, cinema and wine and cocktail bars besides the other most popular answers.

Among the activities that the target group participates in less than once a month, the most popular answer is cinema, followed by concerts. A significant share also answers fine dining, activity bars, wine/cocktail bars and “after work”. The middle segment of the examined population shows a similar spread between all of the response alternatives except stand-up comedy, which is attended more seldom. This spread is also apparent among the oldest segment of the respondents, except for the less attended activities stand-up comedy, nightclubs and day spa. The youngest segment answers that they visit museums and dinner shows least of all of respondents. The spread between the population with and without children is fairly equal in this segment. What can be seen is that a larger share of the respondents with children answer dinner shows than those without children.

Experiences that the respondents attend to less than once a year are mostly stand-up comedy followed by day spa, dinner shows, theatre/opera/musical and activities like go-cart, laserdome and mini golf. The youngest segment answers museum, dinner shows and theatre to a high degree while the middle segment has answered day spa and dinner shows. The oldest group spends less time in the nightclubs and on activities like go-cart compared to the rest of the group.

4.1.1.3 Distribution of Money

The distribution of answers among the surveyed population is illustrated in figure 4.2. A further examination of the answers in the different segments show that the respondents in the ages 25-30 and 31-40 have answered similarly to the whole group, though the middle segment tends to spend more money per occasion. A larger share of the oldest segment (~26 %) spends less than 500 SEK per month on experiences compared to the rest of the group, which also shows in the money they spend per night out where the majority (~78 %) spend between 300-700 SEK. The respondents without children spend more money per month than those who have children - 30 % of those with children spend less than 500 SEK per month compared to 5 % in the group without children. However, the respondents with children tend to spend more money per occasion than those without.



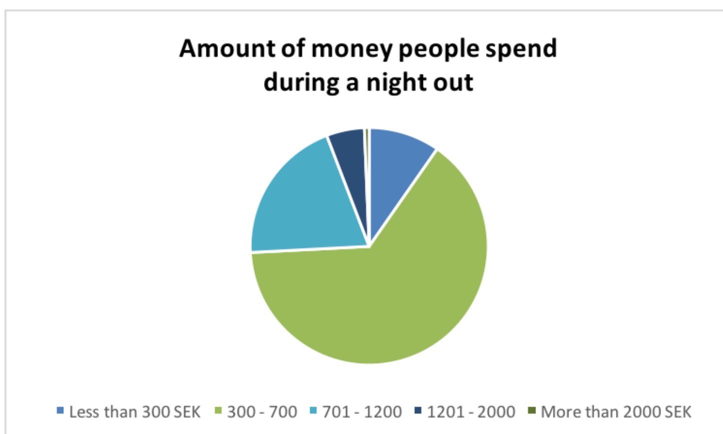


Figure 4.2 The amount of money spent on experiences per month (to the left) and per occasion (to the right).

4.1.1.4 Value Adding Factors

When the respondents spend time on experience activities the vast majority appreciate the food the most, followed by the entertainment, music and beverages as shown in figure 4.3. The youngest age group answers similarly to the whole group, but prioritize the music more than the entertainment. Respondents over 30 prioritize the food more (~65 %) than the younger population (~42 %). The oldest segment does also prioritize the entertainment more than the rest of the group - 22 % compared to 12 % of the whole group. Among the respondents with children the far most appreciated asset is the food followed by the entertainment. Those without children has a wider spread between the response alternatives, the food is though most appreciated followed by the music.

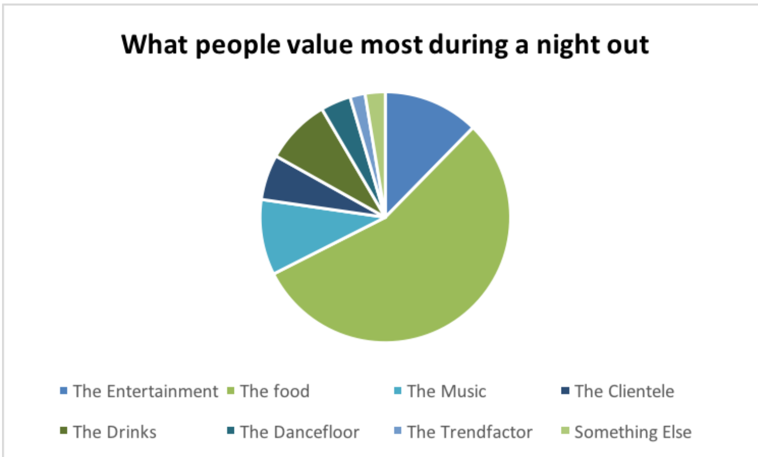


Figure 4.3 Distribution of what the customers value.

4.1.1.5 Competing Activities

The results from the question about habits regarding how they spend their spare time when not participating in any experience activity is illustrated in figure 4.4. It shows that the predominant response alternatives are socializing with family and friends followed by visual media and exercise.

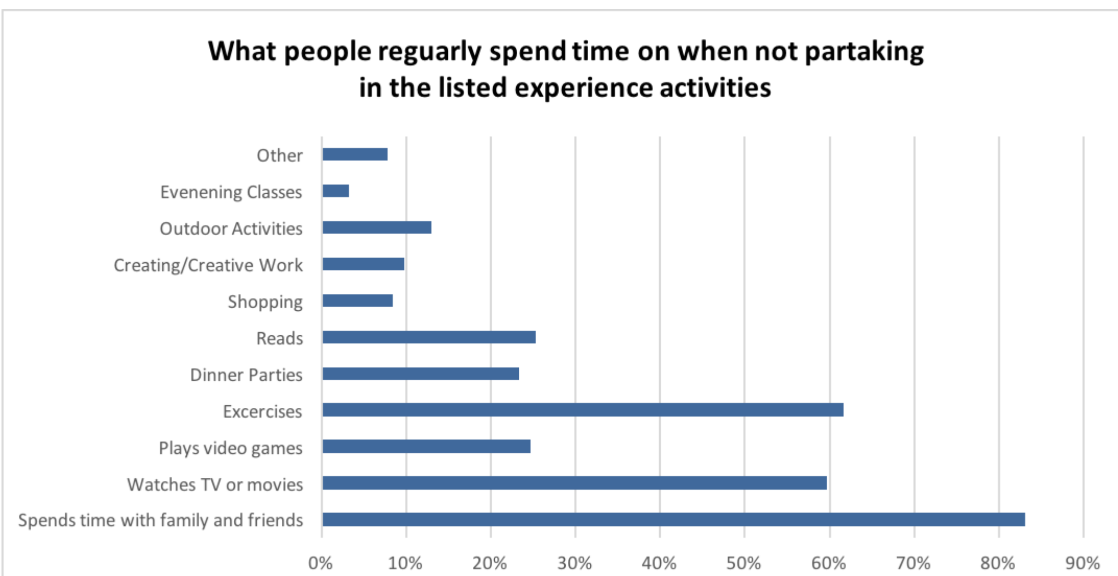


Figure 4.4 Distribution of how the spare time is spent when not on experience activities.

Examination of the responses from the different age segments shows that they all answer fairly equal, except for in three different categories. A larger share of the youngest segment answers that they play video/computer games more than the rest of the examined population. They also watch visual media to a higher degree than the older segments. The third category that stands out is outdoor activities, where a larger share of ages between 31-40 participate. The respondents with and without children have answered similarly in the majority of the response alternatives, a difference can however be found in video/computer games and shopping where those without children spends more time.

4.1.2 Consumer Views on the Industry

This section will present what experiences the respondents wants to do more of but also the reason for not doing more of it. The section further describes what the target group think about the offer of experiences in Gothenburg. At last, a description on what the population are missing in Gothenburg is presented. This corresponds the answers to the survey questions 8, 9, 15 and 16.

4.1.2.1 Unrealized Demand

By knowing what people want to do more of, there is a greater chance of pointing out potentially new markets. In the survey, people were therefore asked what kind of experiences that they want to do more of. 18 different suggestions of various experiences were presented to choose from, including an empty box to write in if the examined population had a different response. The different options are shown in figure 4.5. This table also presents the result of the survey question.

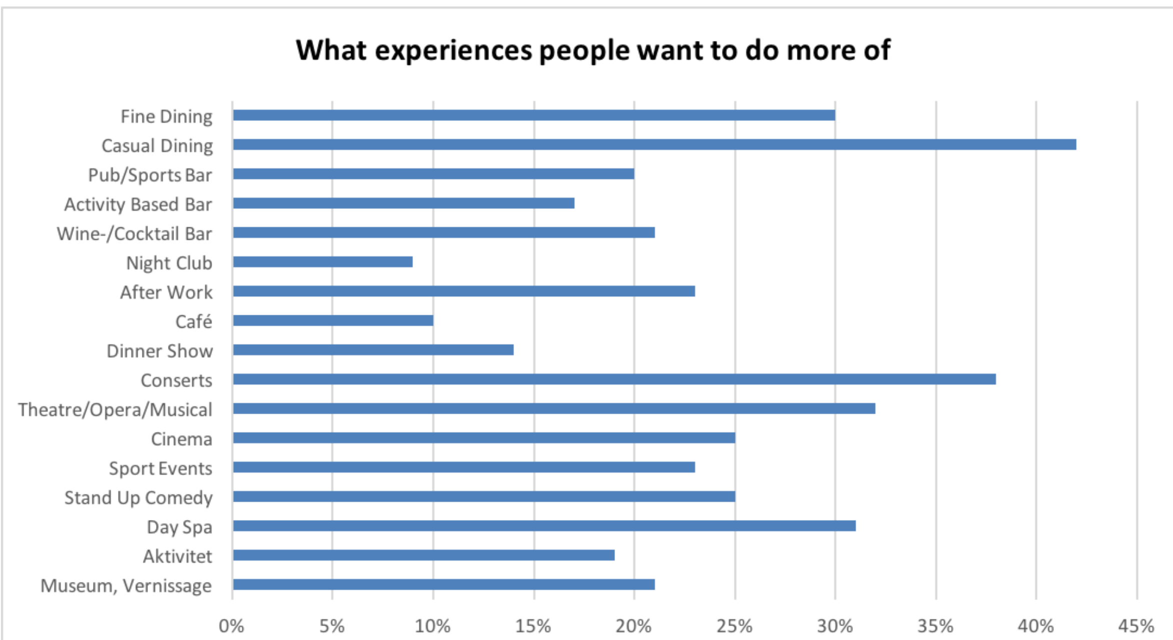


Figure 4.5 Feature the result of survey question 7, and includes the answer from the entire population between the age of 25-50.

A deeper look into each age category shows that 39 % of the youngest group shows interest in Day Spas, which however then decreases for each age group. High interest among the youngest age category followed by a decrease of interest when increasing age is a pattern that shows itself in seven of the 17 experience categories. Overall, there is generally greater interest in the youngest age group for participating in more experiences than in the older groups. The oldest segment shows a slightly greater interest in visiting a theatre/opera/musical or the cinema, where over 30 % of the group state that they want to do these experiences more. The former activities are also of interest to the middle age group, while the interest in cinema is relatively low.

Moreover, the results show a clear difference in the variation of interest in participating in more activities between those with and without children. Those without children show a relatively even spread among all categories, while the group with children have a high representation in some categories and almost none in others. This is illustrated in that the segment with children, over 40 % want to attend casual dining restaurants more often, as well as more concerts. When it comes to nightclubbing, visiting cafés and activities like go-cart, laserdome and mini golf, barely 6 % of the segment have a will of doing these activities more often. Among those without children, Day spa and Stand up comedy are activities that dominate and over 30 % of this target group wants to do these things more.

The activities which the examined population show least willingness to do more of include nightclubbing, café visits and dinner shows, as shown in figure 4.5. These experiences have low interest in each age group, especially for the two older segments. In the table, it is also evident that 4.5 % of the examined population wrote something in the open box for other responses. However, there was a significant spread in the variation of the answers given.

4.1.2.2 Restricting Factors

To understand why the target group do not invest more time in experiences, when they have an interest of doing more of, the response population were asked what the main reason for this is. The results show that time is the main reason for half of all the respondents. The complete result is shown in table 4.2.

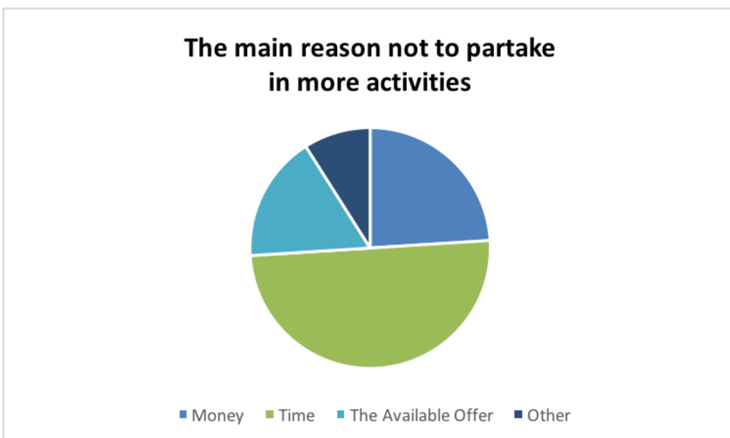


Figure 4.6 Distribution of the survey question 8.

Among the result of "other", people had the chance to write if they had another main reason for not doing more experiences. Here, some of the answers that were listed are: lack of energy, laziness, hard to get tickets to concerts, having small children, hard to get information of the range of experiences, busy friends and prioritizing other things. In figure 4.6, a look into the different age groups is shown. Here it can be seen that with an increasing age, the amount of people answering time as main reason increases, while answering money decreases.

	Money	Time	The Available Offer	Other
25-30	33 %	44 %	14 %	9 %
31-40	21 %	48 %	26 %	5 %
41-50	13 %	61 %	13 %	13 %

Table 4.2 Distribution of result for the different age groups.

In addition, the responses to this question have a strong dependency on whether the respondent have children living at home or not. 71 % of the respondents with home staying children are answering time as the main reason for not going out more often. For people without children on the other hand, the distribution between time and money is fairly even, with 37 % answering time and 30 % answering money.

To follow up on the previous question and mainly to understand the participants' habits and to get a greater picture of that they spend their time on, the population were asked what they are doing when they not doing the previous listed experiences. A majority, with 83 %, are saying that they are spending time with family and friends, 62 % says they are exercising and 60 % says they are watching TV or a movie. Other competing activities that was mentioned by over 20 % of the participants is video and computer games, dinner parties and reading.

4.1.2.3 Satisfaction With the Experience Offer

To connect the interest of the response population and the range of experiences that the Gothenburg region provides, people were asked if they are satisfied with the offer of experiences currently available in the Gothenburg region. The result is presented in figure 4.7, where we can see that a majority of 74 % say that they are either very satisfied or quite satisfied. The distribution is fairly even between the different age groups, but the oldest group is slightly more neutral than the other groups. 33 % of the oldest participants are neutral to the question. The corresponding number for the entire population is 19 %. A comparison between people with and without children shows that there is no significant difference in satisfaction.

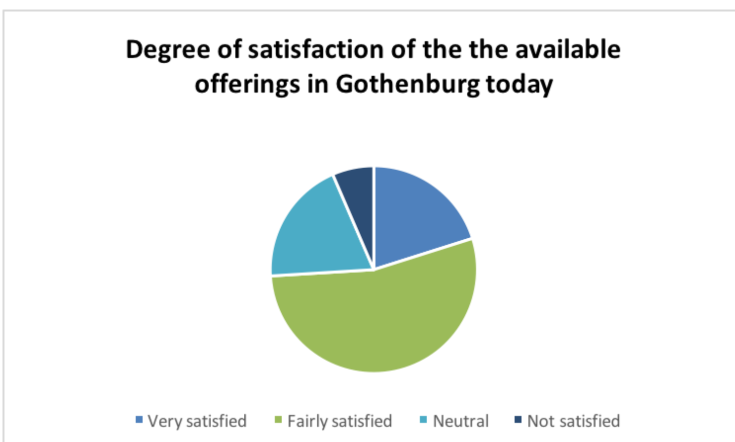


Figure 4.7 Result of the survey question number 14.

4.1.2.4 Offers Missing in the Market

In order to see if there are any experiences that Gothenburg lacks and companies should invest in, the people were asked if there is anything that they want to do in Gothenburg but is not possible due to the current offer. 82 of the 308 participants wrote a response and some of the repeating ones is following; More different bars like cocktail or wine bars, theme bars, rooftop bar, oriental bar activity bars and bars with healthier or more ecological alternatives. 29 % of the people aged 25-30 who wrote an answer wished for some kind of bar like previous described. In the two older age groups there was no indication of a unified response. Overall for all age groups, more exhibitions and smaller gigs was requested to some extent. A place with a higher age limit was also something that more than one person wrote. 73 % of the examined population did not leave any suggestions at all.

4.1.3 The Consumer´s View on Sustainability

This section presents the results of the questions regarding the examined populations' interest in sustainability. The purpose of the questions has been to examine how customers prioritize sustainability, organic and local alternatives when choosing among experiences and companies. This corresponds the answers to the survey questions 17, 18, 19 and 20.

As figure 4.8 illustrates below, the biggest percentage of the examined population answered that their choice of experience is affected a little by sustainability. The youngest age group shows least interest in sustainability in this case, where 52 % have answered that it does not affect them. The ages of 31-40 years show the biggest interest for this question.

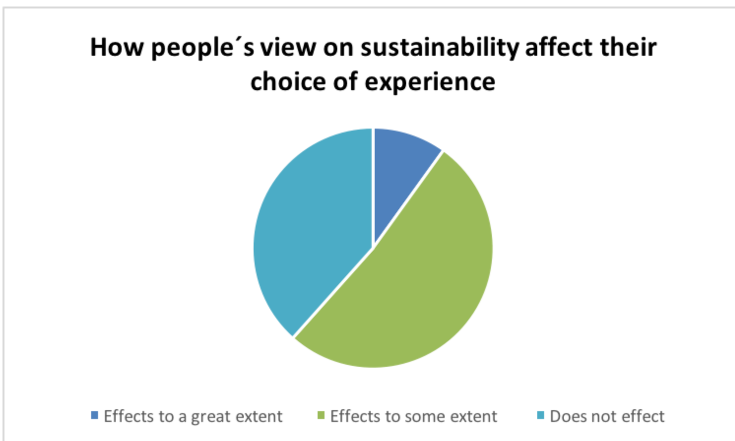


Figure 4.8 Distribution of how sustainability affects customers choice of experiences.

The target group was asked whether their interest in an establishment increase if the company provide locally produced or organic food and beverages. The results from this question are illustrated below in figure 4.9. On this issue, the majority in all age groups show at least some increased propensity to visit an establishment. The respondents between 31-40 stood out in regards to this question, as 49 % state that their interest increases to a great extent if the restaurants and the bars offer organic or locally produced alternatives. Ages between 25-31 shows the least interest in this subject as well, with a number of 52% which says that the interest does not increase.

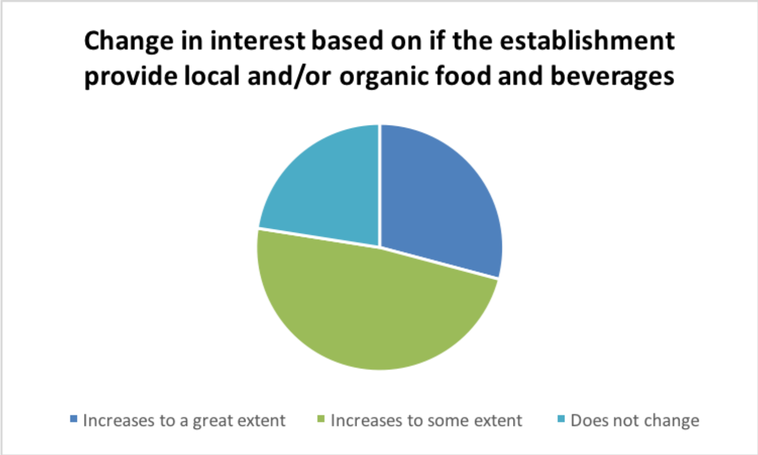


Figure 4.9 How the interest in bars and restaurants change if they provide locally produced and organic viands.

Figure 4.10 shows how the interest in an establishment changes if companies profile themselves as environmentally aware. Here, the youngest age group shows the least interest with 52 % that are not affected at all and the age group of 41-50 shows the highest interest. The difference between the two elder segments however, is not significant.

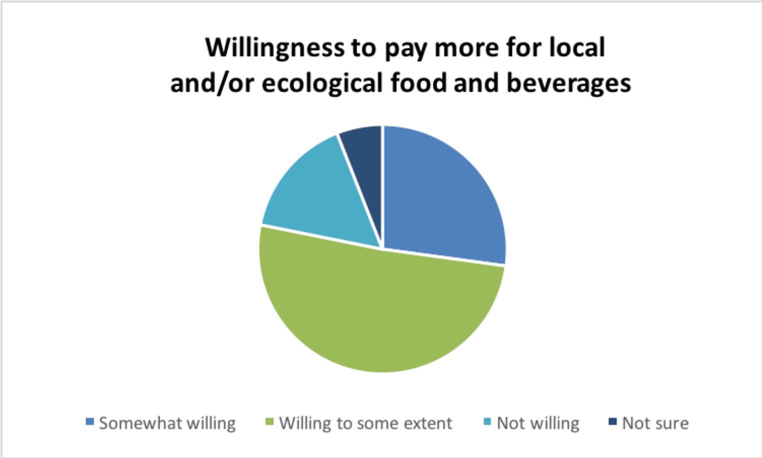


Figure 4.10 Distribution of how interest in an establishment changes if companies profile themselves as environmentally aware.

Whether the survey population has an increased willingness to pay for sustainable viands is illustrated in figure 4.11. All age groups show quite high figures that there is some willingness to pay for organic or locally produced foods and beverages. Ages between 31-40 shows the highest willingness to pay since 39% answered that they were very willing to pay more. Ages between 25-30 showed least interest.

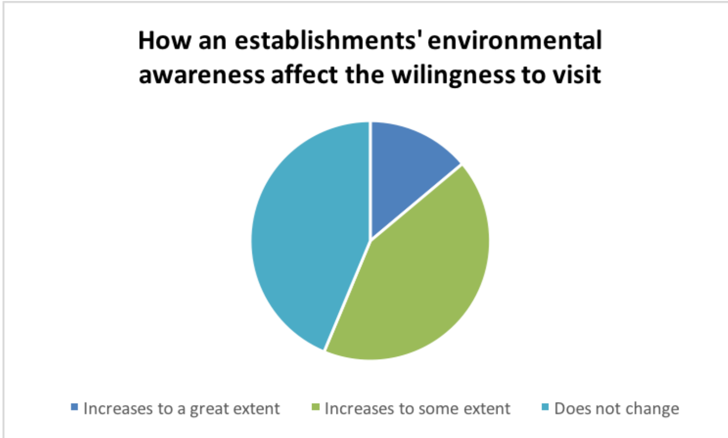


Figure 4.11 Willingness to pay more for organic or locally produced products at the restaurant- or bar visits.

Overall, for all the questions, the results show that those with home staying children care more about sustainability issues than those who do not have children at home. The majority of the population show some interest in all four questions regarding sustainability.

4.2 Results of the Interviews

This section will present a summary of the six interviews conducted throughout the study. Notes from the interviews can be found in their entirety in the appendix. The opening questions were foremost included to gain perspective on the area of business of the different companies, and not of direct value to the analysis. They are therefore not summarized below. Table 4.3 gives an overview of the interview objects and their positions in their companies.

Date	**Representative**	**Position**	**Company**
16/3 - 2016	Lina Lundqvist	CEO	Folkets Hus
22/3 - 2016	Fredrik Toreskog	Marketing Director	ESS Group
1/4 - 2016	Jeanette Holmén	Sales and Marketing Manager	Got Event
4/4 - 2016	Annika Cardell	Team Leader of Marketing	2E Group
12/4 - 2016	Ossian Stiernstrand	Head of Research and Development	Göteborg&Co.
14/4 - 2016	Madeleine Wahlberg	Centre Manager	Avenyföreningen

Table 4.3 Interview Schedule.

4.2.1 The State of Gothenburg's Experience Industry Today

Each of the interviewees were asked how they believe the experience industry in Gothenburg is doing, and if it attracts more people now than previously. The majority of the representatives share a common view that the industry is doing better than ever before, while some give a vaguer response. Stiernstrand comments that there has never been more restaurants and hotels in the city, and that actors in the region have never made more money. He goes on to explain that Gothenburg's growth in the sector is larger compared to their own index than other cities in Sweden including Stockholm and Malmö. Cardell refrains from commenting on the industry as a whole, but adds that customers are more likely now than before to visit multiple shows per year rather than one.

The representatives of the larger venues, Folkets Hus and Got Event, reveal that they have filled all or almost all of the bookable days for events during the whole year early in the season. Lindquist strongly agrees that the industry is doing well, commenting:

"There are a lot of things happening in the city. We [consumers] are more interested in going out multiple days per week, not just on the weekends. [...] It feels as if though people have more money to spend." (Translated freely from Swedish)

Wahlberg agrees with the comment, saying that consumers now spend more on experiences such as restaurants rather than shopping. Toreskog shares a positive view of Gothenburg's experience industry with her, but both agree that there is room for improvement, and that the city is lacking in certain sectors such as live entertainment. They also argue for the importance of Kungsportsavenyn, the main boulevard of Gothenburg, as a central role of Gothenburg's entertainment image, but that actions must be taken to keep it vibrant and alive. Wahlberg believes the street needs more niched businesses that create a buzz, which will spike interest in customers.

Moreover, the two interviewees Toreskog and Stiernstrand bring up a trend of consumers wanting to explore more of their own surroundings, by the means of a staycation, as referred to by the former. The latter expresses that Gothenburg residents are more interested in discovering their own city now than previously.

4.2.2 A Shift in Consumer Demand

In order to gain perspective of that the interviewees view of consumer preferences, they were asked how these have changed over time and what consumers want today. This question gave coinciding answers, with the representatives agreeing that consumers now are more aware, and more particular in their wishes than before.

Stiernstrand discusses the fact that people now are spending more of their time and money on entertainment, or hedonist desires, as he refers to it. He goes on to add that the world is shrinking, and that if you have the right offering, the whole world can be your customer base. This is something that Toreskog also touches on, by saying that consumer knowledge has widened, and thus expectations. He says that the competition is no longer only with businesses in the city, but with establishments all around the world. His view on consumer behavior is illustrated in the comment:

"Guests are generally quite aware, have experienced a lot and have high expectations on, for example, service. They want a good deal, but are willing to pay if it meets their expectations." (Translated freely from Swedish)

Lindquist, Holmén and Wahlberg concurred with this view of the consumer, all emphasizing that consumers now are more demanding than previously, for example regarding the level of the food being served, what entertainment is offered and so on. Wahlberg states that it is harder to run a restaurant now than before, because of the consumer's increased knowledge. She adds that customers now expect the same level from a casual restaurant that previously was reserved to more formal venues.

Holmén also brings up that guests to a greater extent expect to be able to interact with technology in the form of their smart phones and social media, at the same time as they are participating in an experience such as watching a football game. In conclusion, the respondents agree that not only do customers expect more, but more now than ever seek a reason to choose one establishment in front of another. This can be summarized in Cardells comment below, who also share similar views:

"People demand that it is a little spectacular for them to put in the money required. *Venues have to do something different, as consumers ask themselves 'Why should I go to to that specific place?'." (Translated freely from Swedish)*

4.2.3 What it Takes to be Successful in the Industry

The quote above leads to another focal point of the interviews, sprung from the question: what is required of a company to be successful in the business? The majority of the representatives expressed views that consumers are seeking a more holistic experience than before. This means for example, as expressed by most interviewees, that consumers seek something other than just a place to eat when going to a restaurant. Almost all interviewees discussed the importance of a niché, and having a clear concept that makes the venue exciting and appealing. Cardell highlights the importance of the atmosphere, decoration and trend factor of a venue, while Toreskog brings up the concept of edutainment, referring to a guest learning something while at the same time being entertained. He believes this is an important trend, and says that the willingness to learn is increasing. He goes on to say that successful restaurants have understood that if they do what they do well enough, it becomes an experience. Wahlberg however does add that it is not necessarily the most niched establishments that have the greatest monetary revenues, and even if there is a demand for it more classic establishments will not cease to exist.

Another topic that was put forward to the interviewees was their opinion on if the concept of a night out is changing, for example as a result of wanting a more holistic experience. Several responses discussed the trend of activity based experiences. Toreskog goes on to say that companies should not be afraid of mixing different types of experiences in order to create new segments. He also conveys that actors in the business should not be too locked in on when, during the day, it is possible to sell experiences. Lindquist also discussed the activity-based trend by saying that consumers are driven by new types of experiences, which coincides with Holmén's view on the question. The latter believes renewal is the key to success, and that there are some but few venues which can be successful without changing to fit consumer demand. Cardell also acknowledges the trend, and speculates that they have gained popularity by offering a wider experience for an affordable price.

4.2.4 Speculations on the Future

In order to determine where the actors believe the market is heading, the interviewees were asked about the future of the region and if they saw any unexploited segments of the experience industry in Gothenburg which have the potential to grow. The results of the interviewee questionnaire are presented below in figure 4.12, and illustrates their shared view of the future development of various experience segments in the city.

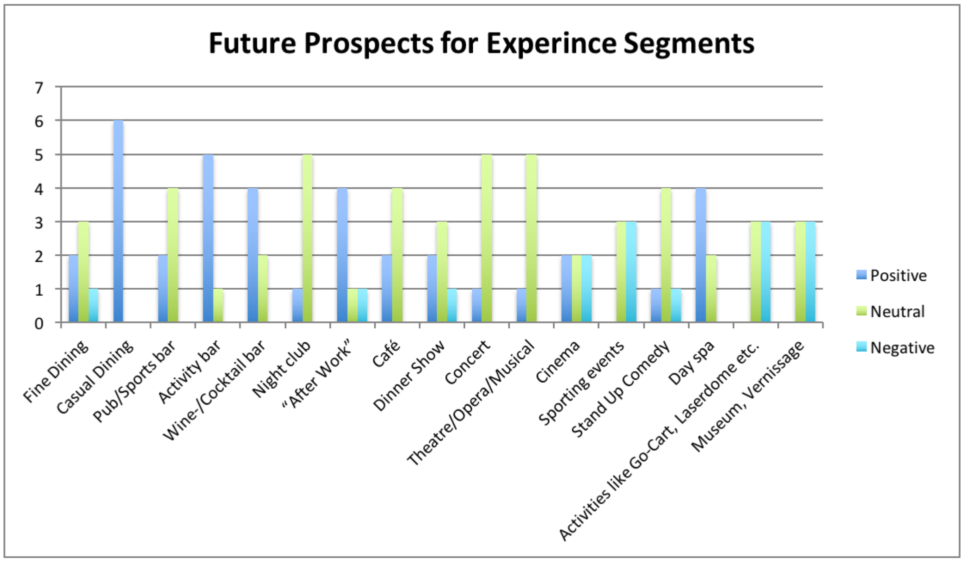


Figure 4.12 The interviewees view of the future for different experience segments.

The segment that stands out, with a positive attitude from all of the interviewees, is Casual Dining. This is the only segment that all interviewees agreed on to have a bright future. Other segments that got mostly positive response is activity bars and wine/cocktail bars. The segments that did not get any positive answers was sporting events, activities like Go-Cart, Laserdome etc. and visits to museums and vernissages. The interviewees agreed that these segments are antiquated and need some kind of boost in order to become attractive again.

One area in which three of the interviewees responses are aligned is in regards to of the need for smaller music venues. Toreskog believes that there is too much focus on large scale concerts, and that there is potential for additional smaller venues giving Gothenburg a more available music industry. Wahlberg agrees, saying that more live music has a demand among consumers. She also states that the actors within the city want to expand within this segment, but various regulations set by the county make it difficult.

Cardell and Holmén discussed flexibility with reference to technology as a potential factor for success. Both considered the possibility of having a venue which could easily be transformed to fit the size of the crowd, enabling more variation and flexibility in the type of experiences possible to offer. Holmén goes on to discuss the potential technology has to revolutionize for example arena events. Stiernstrand mentions in regards to this how fast technology can change an industry, giving the example that arena sports might become less appealing to consumers as technology develops further through for instance virtual reality.

Lindquist and Stiernstrand discuss another type of flexibility, in regards to how available an experience is and the connection between how likely consumers are to attend it. The former highlights that consumers are becoming more spontaneous, and that planning horizons are becoming shorter. Stiernstrand concurs, stating that because society is moving at a quicker pace than before, and that the more available something is, the more attractive it will be. Moreover, Lindquist sees a need for more family-friendly establishments as she says it is sometimes difficult for parents today to bring their children when going out.

In regards to availability, three of the interviewees said that they saw signs, or could see a future, of Gothenburg having a more decentralized experience industry. This would mean that restaurants and various entertainment are not restricted to the city centre, yet more spread out, potentially creating new, smaller centres. Toreskog gives the example of the suburb *Majorna*, which has blossomed and grown in popularity through entrepreneurship - something he believes can happen in other areas as well.

4.2.5 The Use of Market Research

In order to find out how to know what one should invest in, the interviewees were asked how they proceed when making new product release, if they use market surveys or not and the extent to which they do market research. None of the actors interviewed do specific market surveys before new releases, but they all do some market research in terms of looking into the habits of the customers and talking to other actors in the industry. At 2E Group, a consumer analysis is always made before a release, consisting of both internal and external information to get a picture of who the customer is. Stiernstrand talks about the utility of looking into numbers of other establishments and through that try to see a pattern of what works at the time. Toreskog is pressing the importance of experience and gut feeling, saying:

> *"One should be careful of listening too much to the customers. Experience and gut feeling usually works well. Sometimes the customers do not know what they want until they see it."*
> *(Translated freely from Swedish)*

On the other hand, Holmén talks about the importance of listening to the customers. She believes that if one does not do that, your business is unlikely to succeed. Got Event and 2E Group are the only actors interviewed that send out surveys directly to the customers after they have visited their event. They do this in order to gather as much information as possible about the customers and through that, be able to get a better picture of what the customers want and what should be invested in in the future.

4.2.6 The Industry's View on Sustainability

In order to examine how the increasing environmental awareness actually affects the experience industry, the interviewees received the question about how they are working with sustainability today. They were also asked if they see any trend towards customers increasingly caring about sustainability issues such as local and organic viands, and if the customers are willing to pay more to get it.

Almost all of the interviewees states that they are working with local and organic viands, but none of them have chosen to specialize in it. Both Lindquist and Wahlberg says that the customers are often asking for local or organic food, but they are in many cases not willing to pay for it, although they do see an increased interest for it. They say that maybe it is better to go all in and only offer local and organic food to get people to buy it, as some other actors in the industry successfully do.

Both 2E Group and ESS Group are working with local and organic viands to some extent and Toreskog informs that they can see a trend that people want to pay for it when presented in the right way. He says that it is maybe not the sustainable issue that makes people choose one event in front of another, but it can make them want to pay more when they are already there. Holmén agrees with this and believes that in the long run, you can make money out of offering organic food because it strengthens the brand and makes people sympathize with the company. Stiernstrand states that companies seek a sustainable profile if it benefits them economically.

5 Analysis

This section will present the analysis, which is based on qualitative and quantitative data provided from the questionnaire and the interviews respectively, in combination with the theoretical framework. Consumer preferences, and how they are changing, will be analyzed in order to see how they apply to, and affect, the experience industry. Based on this, future opportunities for businesses within the industry will be identified where the consistent theme will be how to differentiate the value offer so that it aligns with consumer preferences. Furthermore, the analysis will discuss how sustainability factors affects the consumer and hence the market and its actors. The fundamentals of the analysis are illustrated in figure 5.1 below.

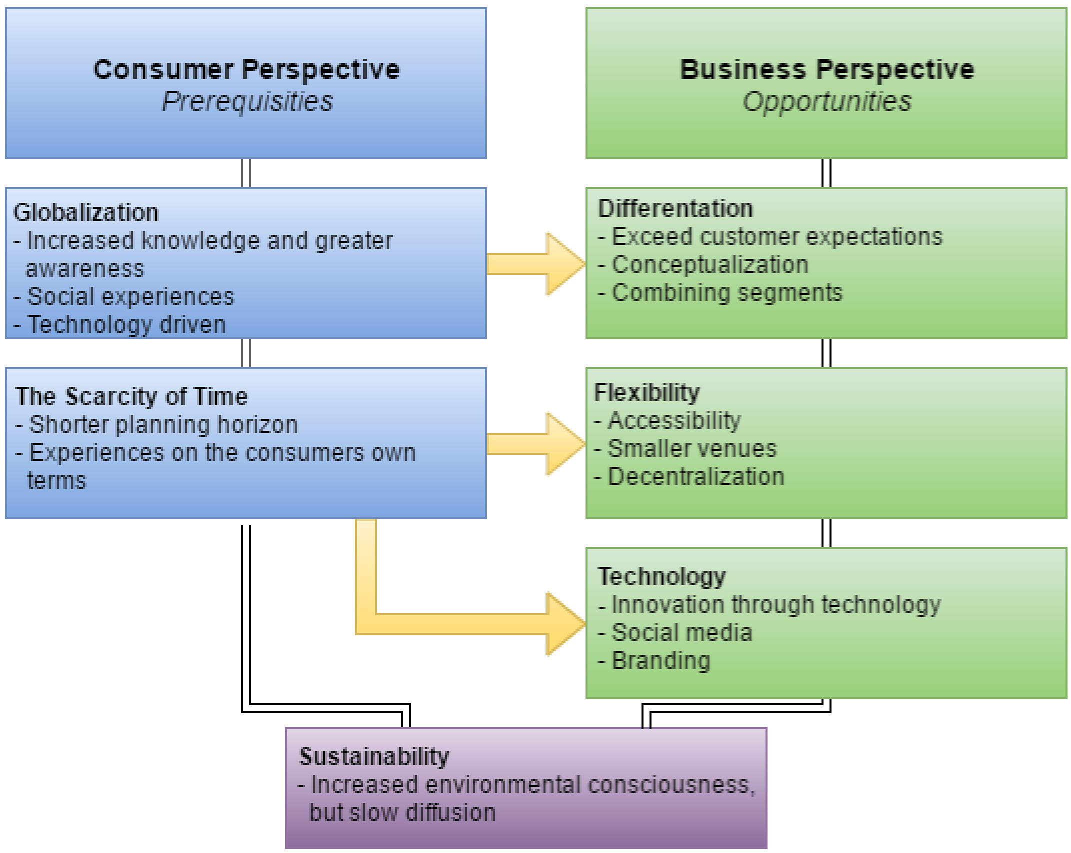


Figure 5.1 The fundamentals of the analysis. How consumers' demands shape the market and in which way businesses can take opportunity of it.

5.1 The Consumer Perspective

The world does not look the same as it used to and the ongoing globalization is a fact. Customers have different behaviors and new habits, which in turn changes the demand from a consumer perspective. In this section, some of these changes and their effects on the experience industry in Gothenburg will be discussed.

5.1.1 Globalization and its Effect on the Market

Due to the previously discussed globalization, the world has shrunk and local actors are now competing with the whole world, which the interviewees agreed on. 93 % of the Swedish population now have access to the internet (Internetstatistik, 2015). In combination with this, people, goods and money are significantly easier to move between different countries than before (MSB, 2015). These are influencing factors on the experience industry in Gothenburg. The average consumer has increased knowledge, which puts pressure on actors to deliver more.

The majority of the interviewees say that customers have greater awareness, and thus have higher expectations on all aspects of an experience. According to the questionnaire results, the food is the most important thing during a night out for 55 % of the population. Additionally, this number is steadily increasing as the respondents age go up, which can be interpreted as a result of increased knowledge of, and a greater interest in, food due to life experience. The questionnaire results also shows that the demand is greater for casual rather than fine dining, for which Wahlberg could have provided one explanation. She stated that customers today are expecting casual dining to provide the type of quality that used to be associated with fine dining, and are therefore unwilling to pay a surplus for a marginal improvement in visiting a more formal venue. Toreskog furthered this point by mentioning that customers expect the casual dining restaurants to be as good as in London and New York, also highlighting the importance of educated and service-minded staff members. As fine dining today is associated with a surplus price, these establishments have to offer something that increases the customer's willingness to pay to the same point. Keeping the earlier description about understanding customer expectations discussed in the literature in mind, the various businesses in Gothenburg have to understand the real needs and expectations of the customer and decrease the so called knowledge gap.

One consequence of globalization is the increasing interest for food and beverage, especially in combination with edutainment. According to the largest food and beverage fair in the Nordics, the interest for not only cooking at home, but for cooking shows, food blogs and restaurants has never been higher (Stockholmsmässan, 2016). This coheres with the results of the survey, where the food was the most important factor when going out for over 50 % of the population. A group which stood out was those with home staying children, where 71 % prioritized the food the most. As previously stated, they do not spend time on leisure as often as other respondents. A reason for this high number could hence be that when they do go out, quality of for example food is of most importance. The youngest segment shows a wider spread than other groups in what they prioritize most, with factors like the music and clientele also being important for them. This could be because they, as discussed in chapter 2.2, have a more flexible mindset on what an experience has to be. The two older segments prioritized the entertainment of a venue next after the food. However, the respondents were only allowed to choose one alternative. When considering the interviews, the majority speak of the importance of the overall experience, including the atmosphere and buzz of a venue. It is hence likely that many respondents would have chosen a combination of factors, had it been possible. It may therefore be of interest for companies to ensure that their concept includes all aspects of an experience, and not focus solely on the core.

The demand in Gothenburg has not only increased, but also changed. Wahlberg has observed that consumers now spend more on experiences such as restaurants rather than shopping. According to an e-commerce research made by Internetstatistik (2015), 73 % of consumers bought something online in the second quarter of 2015, which is an increase by 21 % compared to the year before. The retail increased with 4.2 % over the same period. Digitalization is changing customer behavior and creating new ways to simplify certain actions. This may lead to different priorities when planning a day or night out. Once people go out, it could result in them spending more of their time and money on the experiences that cannot be done online. This is one example of how technological advances have altered the way people spend their spare time. Another example is in regards to media consumption. The questionnaire survey revealed that 60 % of the examined population spends time watching TV or movies when they do not go out. Further, a report from The Internet Foundation of Sweden (2016), says that internet users who watch videos have increased from 52 to 70 % in one year. The issued questionnaire stated that both time, and to some degree laziness, is a restricting factor when planning to go out or not. The increasing availability of media through streaming services was mentioned specifically by Elmquist as something that keeps people from going out more. In addition, when looking at the future one cannot ignore the fact that 25 % of the respondents answered that they regularly play video games, and for the age group 25-30 the same number was almost 40 %. Both of these are experiences that can be enjoyed at home together with family and friends, and as they are becoming more widely accessible digitally at the press of a button, require almost no planning at all. The wish for more social experiences was mentioned by several of the interviewees. Giving the opportunity to integrate the experiences offered with one's social life, as well as offering experiences that require little planning, may be one way for actors to prosper in the future. Further analysis on what companies can do to differentiate themselves will be presented in section 5.2.

5.1.2 The Scarcity of Time

Despite, or perhaps due to, the increased globalization, the most common view shared by the majority of the interviewees was that the experience industry in Gothenburg is doing better than ever before and that people have more money to spend. This correlates to that the average disposable income in Sweden has risen and people are spending more money on experience related activities (Tink, 2014). In addition, the result of the issued survey indicate that people want to go out more and spend money on experiences. For example, 43 % of the examined population wants to increase their visits to casual dining restaurants, and 38 % wants to attend more concerts. Although this does not imply that people are actually going to go out more, it should be seen as some kind of indication of an interest or a willingness to do so (Curtis, 2008). The fact that time is becoming more of a scarce resource could be one reason for the growing trend of staycation. Several interviewees mentioned that consumers today want to explore and discover more of their own city than before. All of these factors combined point to that the experience market in Gothenburg has the potential to grow.

When looking closer at the respondents with and without children, a clear difference can be seen between the two segments. In regards to for example casual restaurants, 55 % of those without children visit these venues one or two times per month, while the corresponding number for those with home staying children is 27 %. In the group with children 43 % do however say that they are more interested in increasing their number of visits than those without, where the corresponding number is 23 %. The explanation for this could be time, as only 31 % of those with children spend time on experience activities once per week, while 78 % of those without children do. When asked what the main reason for not spending more time on leisure, twice the share of those with children answered lack of time. These differences are substantial, but not surprising to Lindquist. She highlights that going out with children can be difficult, as many restaurants are not equipped for it. She also touches on the megatrend of urbanization as discussed in chapter 2.2, saying that people spend more of their lives in the city than before, instead of moving to the suburbs when starting a family. These observations could point to that there is a need for companies to adapt their experience offering to fit the modern family, either through including children or offering an alternative activity for them. This links back the discussed importance of segmentation, as it could be difficult to target each of these segments with one offering. However, it must be regarded that although respondents with children say that they want to go out more, it does not necessarily mean that they have more time to spend on leisure. Although companies could facilitate the experience for them, their time could be restricted by other, non negotiable factors. The respondents were not asked if their answers reflected their wishes with or without accompanying children, meaning there is a demand, but further investigation would have to be made into its validity.

Moreover, consumers have more money to spend but the range of competition is also growing. Businesses today are not only competing for the customer's money, but also their time. According to the questionnaire results, time is the most restrictive factor for why people are not going out more often, regardless of age. With increasing ages, the share that are most limited by a lack of time also increases, while the interest for participating in more experiences decreases. This could be related to the fact that people enter different phases of life, including a changed work and family situation. However, it should be noted that 60 % of the population spend time on experiences at least once a week. Keeping this in mind, it could be argued that customers are looking for an opportunity to kill two birds with one stone by combining the experiences that are available with other things they want to do. For instance, Toreskog stated that many guests want to learn something while at the same time being entertained, so called edutainment. This and other trends in general will be discussed later, in chapter 5.2. Another example is that 83 % of the questionnaire respondents answered that they spend time with family and friends when not going out. Giving an opportunity to socialize in the same manner as one does at home could therefore be a potential key to success. This may be linked to the relatively high demand and desire to dine out more often as described earlier.

On the other hand, according to the survey there is a demand for experiences like the theatre, operas and musicals, which are not as easy to socialize in as for example restaurants. 32 % of the examined population want to attend these experiences more than they currently do. However, the explanation for this may be that only 10 % of the population partake in these experiences more than one or two times per year, revealing that there is a demand but not how big it actually is. Another explanation could be that these types of activities are often combined with more sociable activities which coincides with the interviewees saying that a night out has become longer.

5.2 The Business Perspective

As described in the previous chapter, businesses must augment the core activity with other factors in order to differentiate their experience offer from another. In the experience industry, companies can create an attractive offer in several different ways. With regards to the survey and the interviews, creating successful value offerings can be perceived through three different perspectives. These include differentiation through latching onto trends, offering flexibility, and lastly utilizing technology to drive innovation.

5.2.1 Differentiation Through Utilizing Trends

Almost all of the interviewees state that for an establishment to capture the interest of the more aware consumer, they need to have a clear direction and a genuine feel to separate them from other offerings on the market. This can be connected to the hazards of companies thinking that they are in a commodity market, when in fact they are not (Anderson et al., 2008). One way of conceptualizing and hence differentiating the product is by looking at various trends in society. Conceptualization in this instance refers to creating an experience or venue which stands out from competitors through various factors specific to that company.

As discussed in the previous chapter, the quality of products offered in the industry is increasing, and what was previously an order winner is now a qualifier due to increased knowledge and expectations. Although growing interest for food and beverages have made it a large trend, excellence in this matter could now be something customers take for granted. This could lead to actual order winners being more complete, niched experience offerings which include attractive add-ons, making it a potential product and more than the core as discussed in chapter 2.3.

The idea of a targeted experience offering has a foundation in the survey results. Multiple respondents stated that they wished for more niched nightlife venues, which tells of customers demand for a complete experience where all factors have been taken into consideration and a common theme permeates the venue's concept. The youngest category stood out, with 29 % of respondents who had ideas of what they wanted more of stating that they sought some kind of niched bar. In fact, 20 % of the youngest segment of the survey population attend an activity bar, which can be said to be niched, at least once per month, and of these 26 % want to visit these types of venues more often. The numbers for cocktail/wine bars are notably similar. None of the respondents in the oldest segment attended activity bars at least once per month, and when asked if they wanted to do it more often, only 2 % said yes. There are several possible explanations to these numbers. Either there is no market for activity bars for this consumer segment, but there is also a possibility that the concept is fairly new in Gothenburg and that the knowledge of it has not yet spread. Younger people are, as discussed in the literature study, more inclined to try new activities, and also to adapt to trends quicker. They could hence be early adopters to an offering which has not yet reached the majority, as discussed in chapter 2.2. However, there is also a possibility that the concept is aimed at younger segments, who spend more of their time on leisure activities and hence need a wider distribution of possibilities when going out as opposed to the older groups.

Nearly all of the interviewees highlight the importance of a concept, and when looking at the graph of which segments they believe will increase in popularity five of six said activity bars will have a positive development in the future. On the contrary, Wahlberg did state that it is not necessarily the most niched establishments that have the greatest monetary revenues. However, she does add that although there is a smaller demand for them, more classic establishments will not cease to exist. Classic venues could hence be argued to be niched, in the fact that they are traditional and non-conforming.

In order to keep up with the faster pace of society, meeting customer demand and expectations is the key for companies within the industry. In this case it could mean understanding people's interest and aims and then helping the customers to combine them as far as possible. Toreskog implies that successful restaurants of today have understood that if they do what they do well enough, it will then become a complete experience for the customer. As described in the literature study, an experience has to involve delivering a value. Since time and not money is the main restricting factor for people, it can be discussed that delivering a value has become a must for a company in the experience industry. 24 % of the examined population state that money is the most restricting factor for not going out more. This does not mean that money is not an important factor for the rest of the population, but it indicates that the majority of people focus on something else rather than price when planning to go out. Returning to the definition of what an experience is and the values it provides, businesses have to provide something individual and unique, that can affect customers wellbeing and development. Customers expect their individual needs catered for to a greater extent now than ever. As previously discussed, the concept of a Dream Society, where consumers demand a story behind or a personal connection to a product or service in order to purchase it, becomes more current.

One possibility for businesses to deliver value to the customer is by offering a combination of the trends mentioned above. This could be done through edutainment, which sprung from time being a scarce resource. Consumers want to contribute to their personal brand while at the same time partaking in an experience and interacting with others. As discussed in the previous chapter, the interest in gaining knowledge and adding to the personal brand is growing. By providing information in an appealing way on for example what guests are consuming, it not only contributes to the customer's wish for personal development. It also helps create a story behind it, which increases the perceived value of an experience, as referred to in chapter 2.2. This way of creating a differentiated offer can be applied to multiple areas of the experience industry.

Health and fitness is another trend which various experience offering actors in Gothenburg are latching on to. In the conducted survey, 62 % of the population stated that exercising or a sport activity was something that they did on a regular basis. The spread across the age segments was fairly consistent. In addition, multiple answers to what target group sought more of in Gothenburg were coinciding in that restaurants with healthier options were of greater interest. Results from the survey cohere with the health trend, as nearly 40 % of the youngest segment want to attend day spas more often. Several of the interviewees state that people are spending more time on experience activities than before. However, the entire surveyed population wish to attend one or more experiences than they currently do, but as previously discussed, time is a restricting factor for 50 % of them. A potential growing trend in the experience industry could hence be combining concepts in which the time spent exercising could be combined with an experience. An example of this is fitness vacations, which an article published april this year reveals are increasing in popularity (Bordier, 2016).

5.2.2 Offering Flexibility

One way for companies to differentiate their experience offer could be to make their experience more available and flexible for the customer. Flexibility could for example mean that customers are not required to book or purchase tickets to an experience for a long time in advance. Several of the interviewees mentioned flexibility as an important concept and a future aspect of the experience industry.

Stiernstrand states that society and consumer habits are moving and changing faster, and goes on to say that concepts which are easily accessible are those who will become most successful in the future. This perspective is in line with the previously discussed individualization of society, where people want entertainment on their own terms when it suits them. It also connects to the megatrend of acceleration, implying that people expect everything to move and change faster. The planning horizon is becoming shorter, and the interviewees see a potential for more flexible experiences as consumer behavior becomes more spontaneous rather than focused on planning ahead. This could be one reason for, what this study characterizes as casual dining, being something that 47 % of the survey population want to do more of. In contrast to fine dining, it does not require the same planning and booking ahead, and easierly fits into the leisure budget - also connected to planning. Casual dining is also the only segment that received positive response from all the interviewees when they gave their thoughts about the future of different segments, which is a strong indicator that it could be a lucrative venture.

The idea of a more flexible experience industry coheres with the thoughts of several interviewees, stating that Gothenburg has a demand for smaller venues for for example live music. These venues could offer flexibility in types of performers and when events are held. In the surveyed population, 38 % stated that they want to attend more concerts. In the age categories the spread was relatively even, showing a potential in all segments. In their reasons why they do not do more of the activities that they want, some responded that it is difficult to get tickets, as many larger concerts sell out quickly. The surveyees further asserted this as several respondents gave smaller music gigs as the response to the question of what they thought was lacking in the city. Another experience segment which is interesting to examine in regards to this is stand up comedy. A large segment of the population, over 80 %, attend the activity more seldom than once per year. However, close to one quarter of these people wish to do it more often, and an even greater percentage of the segment wish to do it more often regardless of their habits today. There could be a number of explanations to this, besides the previously discussed factors. Although there seems to be a clear demand for more, smaller concerts and events, one must keep in mind that Gothenburg's nightlife is restricted by communal regulations, as brought up by Wahlberg.

With regards to a more available experience industry, the concept of decentralization is close at hand. A more available offering could hence refer to as closer by where people live, and not focused on the city centre in itself. Swedes are becoming more continental, for example illustrated by a 16 % increase in restaurant visits in the last eight years (SCB, 2016). In the survey, 12 % visited some type of restaurant at least once per week, and 56 % want to eat out more often. The interviewees stated that consumers now are more likely to spend time on leisure on weeknights than before. From this information it could be concluded that establishments with a broader physical distribution, more available to consumers, would be successful. In coherence with this, multiple interviewees recognize the beginning of a decentralization of Gothenburg's experience industry, where new trendy centres are emerging. The interviewees do however emphasize that there is room for multiple experience hubs in the city, because of its potential and growth. They do not, however, see the growth of one leading to the decay of another, yet the potential for them both to grow as in line with the trend of urbanization.

Besides presenting more available experience offers, businesses could themselves be flexible in their ideas and endeavors in the industry. During the interview with Toreskog, he highlighted that a business should not be too concerned with what the customers say they want. With this he did not mean that a business should not listen to customers, but as previously discussed in chapter 2.3, a business should learn how to exceed customers' expectations. His comment on that customers do not always know what they want until they see it, coheres closely to the ideas of Ford and Jobs, discussed in the same chapter. In accordance with this, market research into consumer preferences is only to be used as a complement and not as a single decisive factor (Kent, 2007). Another interviewee does highlight that a company must listen to the customers, but it is possible that she means listening to what they do not want, and not let them be leading factors in innovation. In the survey, the uncertainty among consumers can be highlighted through the results that only 20 %

said they were very pleased with the available experiences in Gothenburg. However, only 27 % wrote something in the open question of what they would like to see more of in the city. This points to that there is a customer demand, but it is ultimately up to entrepreneurs to discover what it is exactly. There could be another reason for this percentage, being that it was an open question and hence respondents sometimes sway from answering these. However, it was the only open question in the survey, which leaves credit to the previous claims.

When discussing flexibility with regards to innovation in the experience industry, it could mean, as considered by Toreskog, that a company should not be too narrow minded when considering combining different segments of the experience industry. This can be linked with the availability discussed above; as experience segments can be combined to create new concepts with a more flexible nature. A concrete example of this is the entrepreneurial success “Out of Office”, which started in Stockholm in 2013 (Bodelius, 2015). The entrepreneurs saw a window of opportunity in the earlier hours of friday nights among their hard working friends and colleagues, who wanted night out but were restricted by work and family. The concept consists of monthly free events, and has expanded to all major Nordic cities, London and is soon to open in New York. Hence, flexibility could besides from combining concepts mean offering an experience in unexpected hours. It could moreover be profitable for businesses to be flexible in their own concept, by adapting it to the market. An example of this could be providing offers which are only available for a limited time. These thoughts cohere with answers from the interviews, which state that experience segments such as museums and vernissages and activities like go cart etc. could have limited future prospects unless something innovative is done in order to give them a boost.

One example of this is the dinner show, which seems to cohere with what is previously discussed as the key to success, as it combines multiple experience segments and allows guests to interact. However, among the youngest age group only 17 % want to do it more often. The interviews show a wide spread in what the industry themselves believe about the future of the segment. Toreskog commented in his interview that the concept itself is appealing to consumers, but the presentation of it has to be renewed in order to fit the younger consumers. The interest among the surveyed population overall is highest for casual dining and concerts, which are combined here. The conclusion may therefore be that dinner shows are at a crucial stage in the product life cycle, where there is a demand but the offering somewhat does not cohere with younger customers’ expectations. A renewal and perhaps a restructuring of the concept could be done to draw the attention of the youngest segment. However, there is a possibility that the concept could be appealing to the group as they grow older, as the survey results shows that people have less time with increasing age while their monetary means increase.

Although flexibility seems to be something consumers seek, it can be difficult for companies to meet these demands. Tickets being purchased and bookings being made long in advance creates economic security for businesses, yet gives little flexibility for the consumer. The company could lose revenue by selling out tickets too fast to a lower price in order to ensure filling the seats. Although the experience industry is relatively sensitive to changes in the business cycle, the price volatility for experiences at peaks may not be. This could be an explanation to for example the black market of concert tickets, where they are sold at higher prices to consumers who are willing to pay more, but not always plan far ahead. It is ultimately a trade-off, and as discussed in chapter 2.2. A company must carefully choose what they want their value offer to contain, with the foundation being what the customer values.

5.2.3 Embracing Technological Innovation

When one attempts to understand the ongoing societal changes and trends of the early 21st century, it is impossible to overlook the role that technological development has played. The increased availability of information thanks to the internet leads to an increased pressure on actors to deliver value to every single customer. Wahlberg talked about how rating your experiences, restaurants in particular, through services such as TripAdvisor and Yelp, are becoming more and more common. This leads to people demanding an establishment having a certain rating in order to consider visiting it. In other words, the rating of an establishment or the company operating it, may be heading from the state of order winner into one of order qualifier, as previously described in chapter 2.3.

Several interviewees discussed the increased usage of cellphones, and how they are becoming a large part of people's everyday lives. Holmén stated that more and more, the younger customers expect to be able to integrate their cell phone in all parts of life, and that they perhaps will be able to support many different experiences in the future. This is in complete accordance with the findings of PwC as described in chapter 2.2, and can be an important avenue to reaching customers in the future. Integrating the cell phone into an experience could be a way of individualizing it to fit a customer, making them perceive the experience as personalized for them.

One example of a growing technology that may enter and disrupt the market is Virtual Reality, or VR. Its potential can be seen in the fact that many of the larger technology companies in the world have invested, for instance Facebook through acquiring Oculus VR (Facebook, 2014). Stiernstrand stated in his interview that the development of the technology could threaten for example arena sports or concerts, in that it becomes more like the real experience while at the same time providing convenience and accessibility. This coincides with the interviewees thoughts of sporting events as an experience segment. Neither one of them had a positive attitude to the future of live sporting events as they are offered today, claiming the experience needs to contain added value to be able to maintain interest. This is in line with the previously discussed thoughts of Jensen in chapter 2.2, who believes every household will contain an entertainment room which will act as a personal amusement park. Holmén however said that she believes these types of technologies can never quite replace the more personal interaction available when attending something live, in person. Several interviewees offered that technology can help improve the arena venues themselves through flexibility, giving an opportunity to adapt them according to what form of experience will be offered on that particular day. This may also be seen as a potential answer to the problem regarding sizes of for example musical venues discussed in chapter 5.2.

Moreover, the cell phone has also become the primary platform for social media use, which is rising in popularity and diversity of usage in concert with the millennial generation growing up, since they are tech savvy and avid users of social media, as described in chapter 2.2. Adapting to your customers is important in every industry, and as Millennials value a company's presence and availability on social media highly, being active online with modern marketing campaigns, special offers and other activities that gives the audience an opportunity to "share" with friends and family could become a necessary form of branding in the future. It may even be possible to go as far as creating experiences with the aim of them going viral, i.e. spreading quickly across social media through sharing, and therefore becoming attractive to a wide audience. However, it is important to keep in mind the unpredictability of the internet, as it is virtually impossible to predict how it will react to anything, hence being a strategy that risks amounting to nothing.

5.3 Sustainability in the Experience Industry

As described earlier, environmental consciousness has increased in recent decades. People spend more money on environmentally conscious purchases, yet it is difficult to attract the larger masses and use a green profile as the main argument to sell. The majority of the examined population of the questionnaire answered that they have some interest in sustainable options and that many people are affected by sustainability in their choice of experience activities to some extent.

However, only a limited percentage of the respondents show overall significant interest in sustainability. This implies that a green approach is perhaps not an order winner, but rather a delight that can act as a promoting factor when other important factors are fulfilled. This could be due to that environmental awareness is still at an early adopter's stage, where the trend has not yet reached the majority of the population. This idea coheres with the thoughts of Lindquist, who points out that prices today are relatively high for organic and locally produced viands, but the difference in price is likely to diminish over time. As discussed in the literature study, when a trend develops and its' followers increase, prices tend to decrease. It could be dangerous for a company refrain from latching on to the sustainability trend and hence risk becoming a laggard in the product cycle as discussed in chapter 2.2. Sustainable awareness by this stage could have become an order qualifier, which customers then expect the companies to have adopted.

The results from the survey reveal that 78 % of the respondents accounted that they are very or somewhat willing to pay extra for locally produced or organic food. Several interviewees have stated that customers are attracted by the idea of a green profile and sustainable options being on the menu. This coheres with results from the survey, where multiple respondents stated that they wished to see more cafés offering ecological or locally produced products. However, the same interviewees stated that customers often refrain from actually choosing the sustainable options. This illustrates that the experienced value of choosing the sustainable option is not enough to justify the difference in price for all customers. The 51 % of the respondents that answered that they are somewhat willing to pay a premium could be one explanation for the difference between what they are interested in and what they are actually willing to pay. The same applies, according to Lindquist, to conference customers who demand organic options, but when the price differs too much they choose the cheaper option.

An explanation for actors in the business saying that people ask for green alternatives, but are not willing to pay, could be that they are value-seekers, as explained in chapter 2.3. To reach this group, companies must provide green alternatives which are rational out of a financial perspective. In the context of the experience industry, regarding food and beverages, this is difficult to accomplish and could therefore serve as a reason for the trend not diffusing quicker.

The results from the survey shows that the youngest age segment corresponds to the lowest rate of interest in all four questions regarding sustainability in the experience industry. These results could be seen as somewhat surprising, as younger people are usually more inclined to latch onto trends as discussed in chapter 2.2. This could however be explained by that the group included a significantly higher amount of students, which usually goes hand in hand with a more limited financial situation However, a closer examination of the segment shows that there is little variation between the younger people who work or study. An explanation may be that younger workers on average earn less than the older segments, and hence prioritize sustainability to a lower extent when making day to day decisions. The youngest segment, as previously discussed, spends significantly more time on experiences than the other two segments but they do not spend as much money per occasion. Because of the desire to participate in more experiences, they could therefore be forced to minimize the costs. Not choosing sustainable options could be one way of achieving this.

Moreover, the results from the survey also reveal that people with children are more sustainably aware than people without children. 55 % of the respondents without children are affected to a great or to some extent by their view of sustainability in the choice of an experience, while the result was 73 % for the respondents that do have children. This trend is consistent among all the questions regarding sustainability. A possible reason for this could be that people with children are more concerned of the future, and cares for the next generation's future health and environment.

However, Toreskog argues that there are great possibilities to sell sustainable options, and that it depends on how it is presented. He believes that a sustainable profile is not something that attracts customers as an independent factor, but when customers are partaking in an experience sustainable options are often appreciated by them if they are presented in an interesting way. Companies have opportunities to create concepts around the sustainable options by for example using edutainment, as discussed above. A concrete example of the combination of these two could be organizing a tasting of organic viands. As mentioned in the literature study, the Dream Society of today requires a product with an interesting story or something that adds to the customer’s personal brand. This example could fulfil both matters, were the customer learns something new about the viand while adding value to their personal brand though showing interest in the trend of sustainability.

A risk for companies that want to promote themselves with a green approach is to fall into the pitfalls of Green Marketing Myopia. This has to do with the mistake of only marketing their product as sustainable and forgetting about the customer’s preferences. They therefore only reach consumers that prioritize sustainability to a great extent, which is only a small percentage of society (Hartman et al., 2006). The vast majority will ask themselves how it is beneficial for them individually, before they choose green alternatives. As a company in the experience industry, as well as every other industry, customer preferences in this form are important to be aware of in order to succeed with sales of sustainable products. It is important to satisfy both environmental quality and customer satisfaction to reach the majority since only a limited group are attracted to the first criteria independently. Many of the interviewees attach importance to conceptualization and the combination of more than one concept. The sustainability trend therefore provides possibilities for companies to create a concept in a combination with other segments.

To succeed with sustainable sales for a company in the experience industry, market positioning is highly relevant. Two approaches, focusing on health and the trend factor of sustainability, applies well to the experience industry (Hartman et al., 2006). To combine sustainability with a health profile as a concept could increase the chances of attracting customers, in accordance with utilizing trends as discussed above. With the right marketing strategy, companies can be successful in their sustainability approach by for example pushing on sustainability as growing trend soon leaving the phase containing early adopters. As mentioned earlier in the report, young people are most inclined to share experiences, and be influenced of social media. According to the same source, young people are most affected by celebrities’ lifestyles. This could be used in market positioning within sustainability, by looking at if any sustainable trends are current among celebrities and incorporating this in the marketing of an offer.

6 Conclusion

The experience industry in Gothenburg is prosperous, and the survey conducted in this study shows that there is potential in many sectors. It has been found, that due to globalization and the development of technology, customers are more experienced, knowledgeable and are more easily making informed comparisons between experience alternatives. This has led to a changing consumer with individual behaviors, demands and expectations. People in Gothenburg do show a willingness to go out more, but a lack of especially time hinders this. Therefore, 2E Group and their industry colleagues must maximize what they give to the customer when they do spend the time, in order to survive and prosper on a competitive market. Figure 6.1 below begins with illustrating Gothenburg's experience industry, and goes on to suggest how companies can navigate the market.

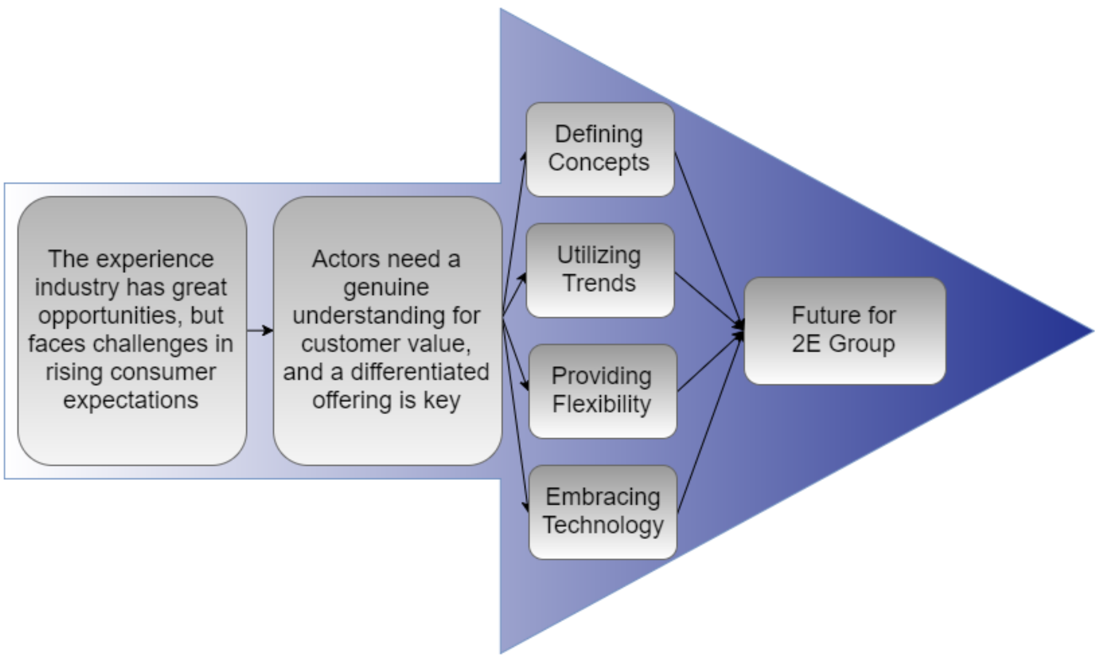


Figure 6.1 A visual illustration of the conclusion to this study.

The importance of differentiation grows as the world gets smaller. Companies have to be alert and updated about the market in order to maintain the consumers' interest. Companies cannot target the great masses in a reach-approach, as it would be too expensive and difficult to add enough supplemental value to an offer for it to be attractive for all consumers. This approach could also become counter productive, as businesses would take on more than what would benefit them. Companies should instead aim for a rich-approach with added values of high quality, creating order winning concepts in addition to a solid core product. In order to do this, they must carefully identify specific segments of the market which will benefit the company most. This study has concluded that the possible ways of succeeding in the industry include having a strong concept, adapting to trends, offering flexibility, and finally being updated with the development of technology and utilizing it in both offering and marketing. These differentiation strategies will be discussed below in more detail.

As competition toughens on the Gothenburg market, it is becoming increasingly important for actors to have a clearly defined concept. For instance, it is not enough to simply open a restaurant today, there has to be something else there to draw customers in. It is crucial for actors to provide excellent food, as derived from the survey. At the same time, it has become an order qualifier. Hence, every establishment must consider how they can provide differentiated value to the customer. Many venues are successful today by having a synchronized concept that permeates the entire experience, from the décor to the food. Others do it through combining the main experience with something more, as for example edutainment.

Keeping an eye on growing trends will provide great opportunities in the future, whilst jumping onto a particular train too late may lead to failure. The market moves at a greater speed than it used to. Thus it is critical not to remain stuck in old ways, regardless of whether they have worked well in the past. Even the most successful concept will have a limited life cycle, and the companies that succeed in making way for new trends are those that will prosper in the long term, as opposed to those that do well in the short term, but then fail to renew themselves. An example of a trend that companies are to be alert on is that of sustainability, but the results of the study reveal that the diffusion has not yet spread to the majority of consumers within the industry. The difference however, is that sustainability is not as volatile as other trends, as its relevance is unlikely to decline.

Gothenburg shows great potential for new venues that are able to offer more flexibility in terms of both time, place and the activity itself. People want to be spontaneous, and this is something that companies like 2E Group can take advantage of. Through offering experiences that do not need to be booked a long time in advance, a shorter planning horizon is made possible for consumers. This can provide an edge over companies that depend on large arenas which cannot offer flexibility to the same extent. Companies should also be flexible in their approach to traditional experience segments, and be fearless in creating new combinations. Moreover, integrating activities with social life in general, and in particular making it possible to engage friends and family, possibly including children, will be keys to success as consumers' time is increasingly scarce.

No concept however, no matter how good, will be successful without people knowing about it. Technology has increased the availability of information for consumers and created new possibilities for companies in what their offering can include. Utilizing social media for branding purposes is an important part of marketing today, and its role will only increase in the future. In order to attract the younger generation and keep their strong market position, it is crucial that 2E Group establishes an active presence on social media. Responding to critical reviews and questions from customers, as well as marketing upcoming events, projects availability. This is highly valued by Millennials, who will become an increasingly large part of the market. It will also be important to keep up to date with technological advancements and how it can improve a company's offering.

This study has brought to light that potential exists in the Gothenburg market, particularly for casual dining. 2E Group may consider further research into this and, if deemed a viable course to pursue, ways to differentiate themselves will be of outmost importance. As mentioned earlier the most successful way of doing this is with a clearly defined concept, through which an added value can be provided. Customer demands and evaluations will however change, and so must the establishment's offering experiences. Moreover, the company is recommended to investigate further into the possibility of offering concerts of a smaller scale, for which the study suggests there is market demand in Gothenburg. Technological advancement is also to be studied closely and adopted quickly, as it will come to shape the future of the experience industry.

7 References

Algotson, S. and Daal, C. (2007) *Mötesplatser för upplevelseindustrin.* http://www.kks.se/om/Lists/Publikationer/Attachments/157/motesplatser-for-upplevelseindustrin-2007-publ.pdf [2016-03-06]

AMA, American Marketing Association. (2004) *Definition of marketing*. https://www.ama.org/AboutAMA/Pages/Definition-of-Marketing.aspx [2016-03-22].

Anderson, J.C. et al. (2008) *Business market management: Understanding, creating, and delivering value.* 3rd Edition. New Jersey: Prentice Hall.

Ansoff, I. (1957) *Strategies for Diversification.* Boston: Harvard Business Review

Barton, C., Beauchamp, C. and Koslow, L. (2014) How Millennials are changing the face of marketing forever. *Boston Consulting Group.* January 15th. https://www.bcgperspectives.com/content/articles/marketing_center_consumer_customer_insight_how_millennials_changing_marketing_forever/ [2016-05-03].

Berghoff, H., Spiekermann, U. and Scranton, P. (2012) *The rise of marketing and market research.* New York: Palgrave Macmillan.

Björn, J. and Magnusson, E. (2011) *Social media inom upplevelseindustrin - Hur företag samspelar och kommunicerar med sina kunder.* Gothenburg: The University of Gothenburg. (Examination paper within The Department of Business Administration).

Blair, J., Blair, E.A. and Czaja, R. (2014) *Designing surveys: a guide to decisions and procedures.* 3nd Edition. Thousand Oaks: Sage publications, Inc.

Blinge, M. Senior Lecturer, Technology Management and Economics, Chalmers University of Technology, Lecture 2015-09-29.

Bodelius, V. (2015) De sade upp sig för att köra after work på heltid. *Veckans Affärer.* http://www.va.se/nyheter/2015/04/09/de-sade-upp-sig-for-att-agna-sig-at-after-work-pa-heltid/ [2016-05-05].

Bordier, I. (2016) Intresset för träningsresor ökar. *Topphälsa.* http://www.sporthalsa.se/artiklar/intresset-foer-traeningsresor-oekar-1 [2016-04-28].

Brainmates. (2009) The Customer Service Gap Model. https://www.brainmates.com.au/brainrants/the-customer-service-gap-model [2016-03-20].

Christensen, C.M. (1997) *The innovator's dilemma: When new technologies cause great firms to fail*. Boston, MA: Harvard Business School Press.

Christensen, L., Engdahl, N., Gräss, C. and Haglund, L. (2010) *Marknadsundersökning - En Handbok.* 3rd Edition. Lund: Studentlitteratur AB.

Curtis, K.R. (2008) *Conducting market research using primary data*. http://valueaddedag.org/nichemarkets/07conductingmarketresearch.pdf [2016-03-08].

Denscombe, M. (2003). *The Good Research Guide; For Small-Scale Social Research Projects*. 2nd Edition. Philadelphia: Open University Press.

EkoWeb (2016) *Ekologisk Livsmedelsmarknad.* http://www.e-pages.dk/maskinbladet/1180/ [2016-02-20].

Eriksson, L.T. and Wiedersheim-Paul, F. (2008) *Rapportboken: Hur man skriver uppsatser, artiklar och examensarbeten.* Malmö: Liber AB.

ESOMAR. (2016) *Market research explained*. https://www.esomar.org/knowledge-and-standards/market-research-explained.php [2016-03-22].

Facebook (2014) Facebook to acquire Oculus. *Facebook newsroom*. http://newsroom.fb.com/news/2014/03/facebook-to-acquire-oculus/ [2016-05-02].

Feldreich, A. (2013) *Trendspanaren Stefan Nilsson*. http://www.konferensvarlden.se/profiler/trendspanaren-stefan-nilsson.htm [2016-04-11].

Granstrand, O. (2010) *Industrial Innovation Economics and Intellectual Property*. 5th Edition. Gothenburg: Svenska Kulturkompaniet.

Grönholm, M. (2010). Varför du inte skall lyssna på kunderna (och varför du skall göra det). *The Brand-Man.* [Blog]. May 18th. http://micco.se/2010/05/varfor-du-inte-skall-lyssna-pa-kunderna-och-varfor-du-skall-gora-det/ [2016-03-24].

Göteborgssamhällets utveckling - samhällsanalys ur ett göteborgsperspektiv.(2010) *Omvärdesanalys.* http://www.samhallsutvecklingen.se/omvarldsanalys/ [2016-04-11].

Hague, P. (1998) *A practical guide to market research.* Guildford: Grosvenor House Publishing Ltd.

Hartman, C.L., Ottman, J.A. and Stafford, E.R. (2006) Green Marketing Myopia - Ways to improve consumer appeal for environmentally preferable products. *Environment.* June. http://www.greenmarketing.com/files/articles/Stafford-MyopiaJune06.pdf [2016-04-28].

Helsingborgs stad. (2013) *Trend och omvärldsanalys – Planeringsförutsättningar 2015*. https://issuu.com/helsingborgsstad/docs/trend-_och_omv__rldsanalys_-_planer/66 [2016-04-11].

Internetstatistik. (2015) *E-barometern – sömlös handel*. http://www.internetstatistik.se/wordpress/wp-content/uploads/2015/09/E-barometern_Q2_2015.pdf [2016-05-01].

Jamieson, B. and Proctor, T. (2012) *Marketing research.* Edinburgh: Edinburgh Business School.

Jensen, R. (1996) *The dream society*. http://cifs.dk/publications/books/rolf-jensen-the-dream-society/the-dream-society/ [2016-04-11].

Karios Future (no date) *Framtidens fritid, turism och upplevelser* http://www.kairosfuture.com/se/forskning/program/framtidens-fritid-turism-och-uppevelser/ [2016-04-11].

Kairos Future. (2011). *Upplevelser i världsklass.* http://www.parksandresorts.com/Global/Puffar/Press/Framtidens_Upplevelser.pdf [2016-04-11].

Kent, R. (2007) *Marketing research: Approaches, methods and applications in Europe.* London: Thomson Learning.

Kihlberg, J. (2016) Svenskarna snart bäst på ekomat. *DN - Ekonomi*. January 21. http://www.dn.se/ekonomi/svenskarna-snart-bast-pa-ekomat [2016-02-20].

Kotler. P (1999) *Kotler on marketing: How to Create, Win, and Dominate Markets.* New York: Simon & Schuster Audit Publishing Group

Kotler, P., Armstrong, G., Harris, L.C. an Piercy, N. (2013) *Principles of Marketing European Edition*. 6th Edition. Essex :Pearson Education

Kotler, P., Kartajaya, H. and Setiawan, I. (2010) *marketing 3.0. From Products to Customers to the Human Spirit.* Hoboken: John Wiley & Sons Inc.

Nielsén, T. (2003) *Om upplevelseindustrin - Avslöjanden om en utveckling som redan är här*. Stockholm: Volante

Olofson, C. (2012) *Dream society*. http://www.fastcompany.com/37859/dream-society [2016-04-11].

Patel, P. och Davidson, B. (2003) *Forskningsmetodikens grunder*. 3rd Edition. Lund: Studentlitteratur AB.

Pawłowski, A. (2008) 'How many dimensions does sustainable development have?', *Sustainable Development*, 16(2), pp. 81–90. doi: 10.1002/sd.339.

Pine, J. and Gilmore, J. (1999) *The Experience Economy*. Boston: Harvard Business School Press

Pivot Design Group. (2015) http://www.pivotdesigngroup.com/wp-content/uploads/2015/10/Using-Your-Logical-Powers-Abductive-Re...iness-Success-User-Experience-Magazine.pdf [2016-03-01].

PwC. (2016) *19th annual global CEO survey: Redefining business success in a changing world*. https://www.pwc.com/gx/en/ceo-survey/2016/landing-page/pwc-19th-annual-global-ceo-survey.pdf [2016-03-01].

Saunders, M., Lewis, P. & Thornhill, A. (2003) *Research Methods for Business Students.* Harlow: Pearson Education.

SCB. (2015) *Sammanräknad förvärvsinkomst per kommun 2000 och 2012-2014. Medianinkomst i 2014 års priser*. http://www.scb.se/sv_/Hitta-statistik/Statistik-efter-amne/Hushallens-ekonomi/Inkomster-och-inkomstfordelning/Inkomster-och-skatter/Aktuell-pong/302201/Inkomster--Individer/LanKommun/303220/ [2016-02-04]

SCB. (2016) *Svenskarna äter ute mer*. http://www.scb.se/sv_/Hitta-statistik/Artiklar/Svenskarna-ater-ute-mer/ [2016-04-28].

Shukla, P. (2008) *Essentials of marketing research.* http://bookboon.com/se/marketing-research-an-introduction-ebook [2016-03-04].

Slack, N., Brandon-Jones, A. and Johnston, R. (2013) Operations Management. 7th Edition. Instock: Pearson Education.

Stockholmsmässan. (no date) *Stort intresse för mitt kök – Nordens största mat- och dryckesmässa*. http://www.stockholmsmassan.se/press/pressmeddelanden/2014/9/stort-intresse-for-mitt-kok--nordens-storsta-mat--och-dryckesmassa [2016-04-28].
MSB, Myndigheten för samhällsskydd och beredskap (2015) *Globalisering*. http://www.sakerhetspolitik.se/Sakerhetspolitik/Internationell-sakerhet/Globalisering/ [2016-05-02].

Travel Weekly. (2014) *Consumer Trends 2014*. http://travelweekly.texterity.com/travelweekly/20140811?pg=53#pg53 [2016-05-03].

Van der Duin, P. (2016) *Foresight in organizations: Methods and tools*. New York: Routledge.

Wallén, G. (1996) *Vetenskapsteori och forskningsmetodik*. 2nd Edition. Lund: Studentlitteratur.

Wilson, R.M.S., Gilligan, C. and Hines, T. (2005) *Strategic marketing management: Planning, implementation and control.* 3rd Edition. Oxford: Butterworth-Heinemann.

Woodruff, R.B. (1997) 'Marketing in the 21st century customer value: The next source for competitive advantage', Journal of the Academy of Marketing Science, 25(3).

Yin, R. (2003) Case Study Research - Design and Methods. 3rd Edition. Thousand Oaks: Sage Publications, Inc.

2E Group. (2016). *Financial Statements, Bokslutskommunniké 1 jan - 31 dec 2015.* http://www.2egroup.se/content/uploads/2016/02/bokslutskommunike-1-jan-31-dec-2015.pdf [2016-02-15].

2E Group. (2016). *Vår historia*. http://www.2egroup.se/vi-ar-2e-group/vilka-ar-vi-vad-gor-vi/om-2e-group/
[2016-02-09].

8 Appendices

Appendix A – Survey Questions

Enkätundersökning - Upplevelseindustrin i Göteborg

Denna enkät är del av ett kandidatarbete på Chalmers Tekniska Högskola, som syftar till att undersöka marknaden för nöjen och upplevelser inom Göteborgsområdet.

Genom att svara på dessa korta frågor kan du framföra dina åsikter och således bidra till att forma framtiden för underhållningsbranschen i Göteborg. Om du har några frågor eller åsikter kan du maila oss på kandidatarbete2016@gmail.com

Observera att frågorna i enkäten avser kvällar och helger, i Göteborg.

Undersökningen är helt anonym och tar ca 5 minuter att genomföra. Resultaten kommer att bli publika.

Tack så mycket!

Del 1: Om Dig

Här vill vi ha lite information om dig för att enklare kunna hantera den data vi får in. (Kryssa ett alternativ per fråga)

1. **Ålder:**

Under 25	25 – 30	31 – 40	41 – 50	Över 50

2. **Kön:**

Man	Kvinna	Annat

3. **Civilstånd:**

Singel	Särbo	Sambo	Gift

4. **Har du barn som bor hemma?**

Ja	Nej

5. **Bostadsort: ____________________**

6. **Huvudsaklig Sysselsättning:**

Studerande	Arbetande	Pensionär	Icke-arbetande	Annat

Del 2: Din Fritid

7. **Hur ofta spenderar du kvällar eller helgdagar på följande, i Göteborg?** (Ett kryss per rad)

	2 gånger i veckan eller mer	1 gång i veckan	1 – 2 gånger i månaden	4 – 10 gånger per år	1 – 2 gånger per år	Mer sällan/Aldrig
Restaurangbesök – Fine Dining (Sjömagasinet, 28+, Thörnströms, etc.)						
Restaurangbesök – Casual Dining (Hard Rock, Pinchos, Vino Pasta etc.)						
Pub/Sportbar						
Aktivitetsbar (Biljard, Boule, etc.)						
Vin-/Cocktailbar						
Nattklubb						
"After Work"						
Cafébesök						

Kombinerad Middag /Kvällsunderhållning (Dinner Show)						
Konserter						
Teater/Opera/Musikal						
Biograf						
Idrottsevenemang						
Stand Up Comedy						
Dagspa						
Aktivitet likt Go-Cart, Laserdome, minigolf						
Museum, Vernissage						

8. Vilka av dessa aktiviteter skulle du vilja göra mer av, i Göteborg?

- ◯ Restaurangbesök – Fine Dining
- ◯ Restaurangbesök – Casual Dining
- ◯ Vin-/Cocktailbar
- ◯ ”After Work”
- ◯ Dinner Show
- ◯ Teater/Opera/Musikal
- ◯ Idrottsevenemang
- ◯ Dagspa
- ◯ Pub/Sportbar
- ◯ Aktivitetsbar
- ◯ Nattklubb
- ◯ Cafébesök
- ◯ Konserter
- ◯ Biograf
- ◯ Stand Up Comedy
- ◯ Museum, Vernissage
- ◯ Aktivitet likt Go-Cart, Laserdome, Minigolf etc.
- ◯ Annat, specificera gärna: ___________________________

9. **Om du kryssat i något ovan, vad är den *främsta* anledningen till att du inte gör det oftare? Välj ett alternativ.**

◯ Tid ◯ Pengar ◯ Utbudet för litet/Inte intressant

◯ Annat: ____________________

10. **När du väljer att inte göra något av ovanstående nöjesalternativ, vad spenderar du *regelbundet* kvällar och helger på? (Efter att du är klar med alla ”vardagsmåsten” som t.ex. handla mat, städa osv.)**

◯ Umgänge med familj och vänner ◯ Tittar på TV eller film

◯ Data-/TV-spel ◯ Motionerar/Sportaktivitet

◯ Middagsbjudningar ◯ Läsning

◯ Shopping ◯ Skapande/Kreativt arbete

◯ Friluftsaktiviteter ◯ Kvällskurser

◯ Annat: ____________________

11. **Hur ofta lägger du tid på nöjen?**

◯ 2 gånger i veckan eller mer ◯ 1 gång i veckan

◯ 1 – 2 gånger i månaden ◯ 4 – 10 gånger per år

◯ Färre än 4 gånger per år

12. **Hur mycket pengar lägger du på nöjen *i månaden?***

◯ Under 500 kronor ◯ 500 – 1500 kronor

◯ 1501 – 3000 kronor ◯ 3001 – 4000 kronor

◯ 4001 – 5000 kronor ◯ Över 5000 kronor

13. **Hur mycket pengar lägger du i snitt på en kväll ute?**

◯ Under 300 kronor ◯ 300 – 700 ◯ 701 – 1200

◯ 1201 – 2000 ◯ Över 2000 kronor

14. **Vad värdesätter du *mest* under en kväll ute? (Förutom bra sällskap) Välj ett alternativ.**

◯ Maten ◯ Drycken ◯ Musiken

◯ Underhållningen ◯ Dansgolvet ◯ Trendfaktorn

◯ Klientelet ◯ Annat: _______________

15. Är du nöjd med utbudet av nöjen i Göteborg i dagsläget?

◯ Ja, mycket nöjd ◯ Ja, ganska nöjd ◯ Neutral ◯ Nej, inte nöjd

16. Finns det något du tycker saknas i Göteborg som du skulle vilja göra/gå på?

____

____

Del 3: Hållbar Utveckling

17. Påverkar ditt synsätt på hållbar utveckling hur du väljer dina nöjen?

◯ Påverkar mycket ◯ Påverkar lite ◯ Påverkar inte

18. Hur påverkas din benägenhet att besöka ett företags etablissemang om de visar medvetenhet i hållbarhetsfrågor?

◯ Ökar mycket ◯ Ökar lite ◯ Påverkas inte ◯ Minskar

19. Förändras ditt intresse för restauranger och barer som tillhandahåller närproducerad eller ekologisk mat och dryck?

◯ Ökar mycket ◯ Ökar lite ◯ Påverkas inte ◯ Minskar

20. Är du villig att betala mer för ekologisk eller närproducerad mat och dryck vid restaurang- och barbesök?

◯ Ja, mycket villig ◯ Ja, lite villig ◯ Nej ◯ Vet ej

Stort tack för din medverkan!

Appendix B – Survey Responses

Below, results of the survey are presented divided into age groups. The survey has been answered by 308 residents of the Gothenburg Region. 132 of the participants are in the ages 25-30, 84 in the ages 31-40 and 92 in the ages 41-50. All the figures are in numbers of responses, and not percent.

How often the respondents spend time on experiences

Age Group 25-30

Hur ofta lägger du tid på nöjen?	
2 gånger i veckan eller mer	54
1 gång i veckan	60
1 - 2 gånger i månaden	18
4 - 10 gånger per år	0
Färre än 4 gånger per år	0

Age Group 31-40

Hur ofta lägger du tid på nöjen?	
2 gånger i veckan eller mer	18
1 gång i veckan	26
1 - 2 gånger i månaden	30
4 - 10 gånger per år	10
Färre än 4 gånger per år	0

Age Group 41-50

Hur ofta lägger du tid på nöjen?	
2 gånger i veckan eller mer	2
1 gång i veckan	24
1 - 2 gånger i månaden	52
4 - 10 gånger per år	8
Färre än 4 gånger per år	6

How often people partake in the different experience activities

Age Group 25-30

	2 gånger i veckan eller mer	1 gång i veckan	1 - 2 gånger i månaden	4 - 10 gånger per år	1 - 2 gånger per år	Mer sällan/Aldrig
Fine Dining	4	2	8	24	34	60
Casual Dining	4	18	62	34	8	6
Pub/Sports Bar	8	20	52	26	14	12
Activity Based Bar	0	0	26	54	40	12
Wine-/Cocktail Bar	0	10	26	46	22	28
Night Club	4	16	46	34	20	12
After Work	0	18	54	34	16	10
Café	10	32	52	24	8	6
Dinner Show	0	0	6	6	26	94
Concerts	0	2	4	22	68	36
Theatre/Opera/Musical	0	0	0	8	34	90
Cinema	0	2	36	66	20	8
Sport Events	2	8	14	32	36	40
Stand Up Comedy	0	0	0	4	28	100
Day Spa	0	0	2	6	48	76
Activities like Go-Cart, Laserdome etc.	0	0	2	20	54	56
Museum, Vernissage	0	0	6	10	32	84

Age Group 31– 40

	2 gånger i veckan eller mer	1 gång i veckan	1 - 2 gånger i månaden	4 - 10 gånger per år	1 - 2 gånger per år	Mer sällan/Aldrig
Fine Dining	0	2	6	12	48	16
Casual Dining	2	6	28	36	4	8
Pub/Sports Bar	2	8	32	14	14	14

Activity Based Bar	0	2	8	16	44	14
Wine-/Cocktail Bar	0	6	6	30	16	26
Night Club	0	0	6	22	20	36
After Work	2	6	8	34	26	8
Café	8	10	26	26	8	6
Dinner Show	2	0	2	4	30	46
Concerts	0	0	2	18	38	26
Theatre/Opera/Musical	2	0	2	8	34	38
Cinema	0	0	8	52	12	12
Sport Events	2	2	6	16	22	36
Stand Up Comedy	0	0	0	0	16	68
Day Spa	2	0	0	0	26	56
Activities like Go-Cart, Laserdome etc.	0	0	0	10	32	42
Museum, Vernissage	0	0	10	18	28	28

Age Group 40-50

	2 gånger i veckan eller mer	1 gång i veckan	1 - 2 gånger i månaden	4 - 10 gånger per år	1 - 2 gånger per år	Mer sällan/Aldrig
Fine Dining	0	2	8	12	38	32
Casual Dining	0	0	18	46	16	12
Pub/Sports Bar	0	4	12	22	18	36
Activity Based Bar	0	0	0	6	32	54
Wine-/Cocktail Bar	0	0	4	10	32	46
Night Club	0	0	0	4	14	74
After Work	0	0	6	30	32	24
Café	2	6	30	40	8	6
Dinner Show	0	0	2	4	44	42
Concerts	0	0	0	14	54	24
Theatre/Opera/Musical	0	0	0	12	38	42

Cinema	0	2	4	42	32	12
Sport Events	0	2	6	20	10	54
Stand Up Comedy	0	0	0	0	8	84
Day Spa	0	0	0	4	14	74
Activities like Go-Cart, Laserdome etc.	0	0	0	4	20	68
Museum, Vernissage	0	0	4	14	40	34

Amount of money people spend on leisure per month

Age Group 25-30

Hur mycket pengar lägger du på nöjen i månaden?	
Över 5000 kronor	8
4001 - 5000	8
3001 - 4000	18
1501 - 3000	38
500 - 1500	52
Under 500 kronor	8

Age Group 31-40

Hur mycket pengar lägger du på nöjen i månaden?	
Över 5000 kronor	2
4001 - 5000	0
3001 - 4000	8
1501 - 3000	22
500 - 1500	40
Under 500 kronor	12

Age Group 41-50

Hur mycket pengar lägger du på nöjen i månaden?	
Över 5000 kronor	0

4001 - 5000	0
3001 - 4000	0
1501 - 3000	22
500 - 1500	46
Under 500 kronor	24

Amount of money people spend during a night out

Age Group 25 – 30

Hur mycket pengar lägger du i snitt på en kväll ute?	
Över 2000 kronor	2
1201 - 2000	12
701 - 1200	24
300 - 700	74
Under 300 kronor	20

Age Group 30-41

Hur mycket pengar lägger du i snitt på en kväll ute?	
Över 2000 kronor	0
1201 - 2000	2
701 - 1200	24
300 - 700	52
Under 300 kronor	6

Age Group 41-50

Hur mycket pengar lägger du i snitt på en kväll ute?	
Över 2000 kronor	0
1201 - 2000	2

701 - 1200	14
300 - 700	72
Under 300 kronor	4

What people value most during a night out

Age Group 25 – 30

Vad värdesätter du mest under en kväll ute? (Förutom bra sällskap)	
Underhållningen	10
Maten	56
Musiken	24
Klientelet	8
Drycken	18
Dansgolvet	10
Trendfaktorn	4
Annat:	2

Age Group 31-40

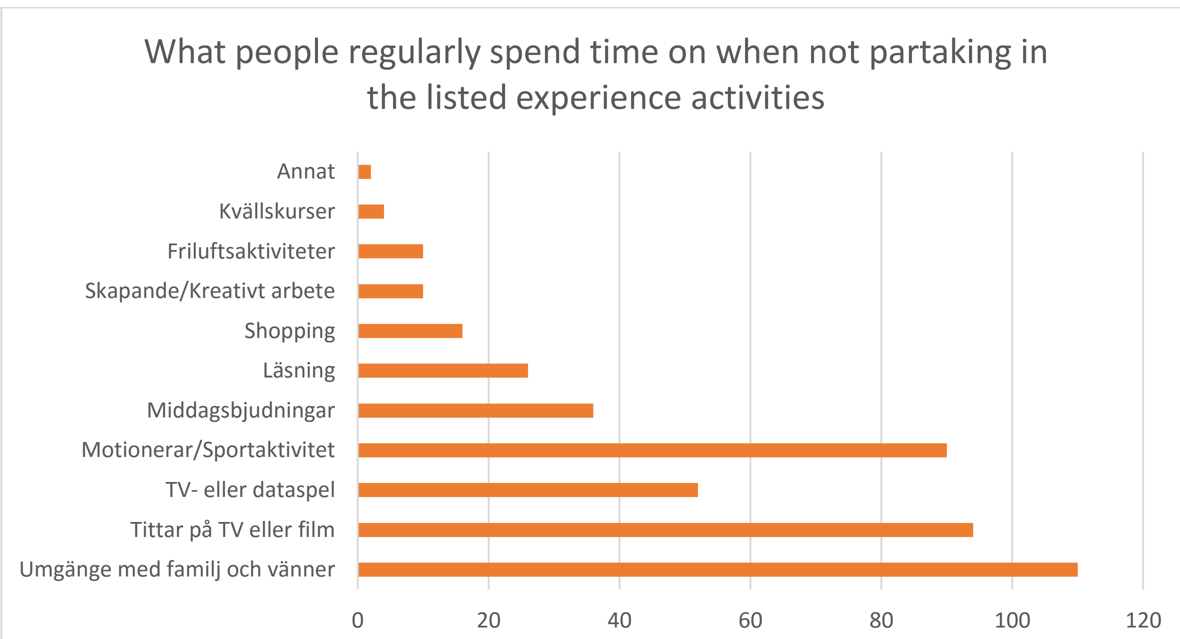
Vad värdesätter du mest under en kväll ute? (Förutom bra sällskap)	
Underhållningen	8
Maten	54
Musiken	2
Klientelet	6
Drycken	8
Dansgolvet	2
Trendfaktorn	2
Annat:	2

Age Group 41-50

Vad värdesätter du mest under en kväll ute? (Förutom bra sällskap)	
Underhållningen	20
Maten	60
Musiken	4
Klientelet	4
Drycken	0
Dansgolvet	0
Trendfaktorn	0
Annat:	4

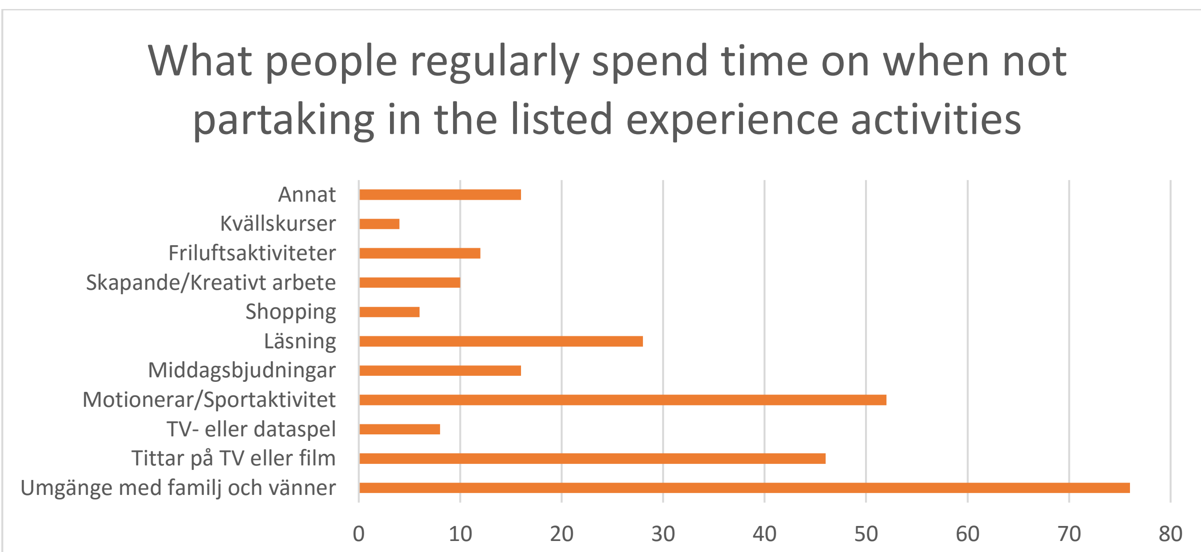
What people regularly spend time on when not partaking in the listed experience activities

Age Group 25 – 30



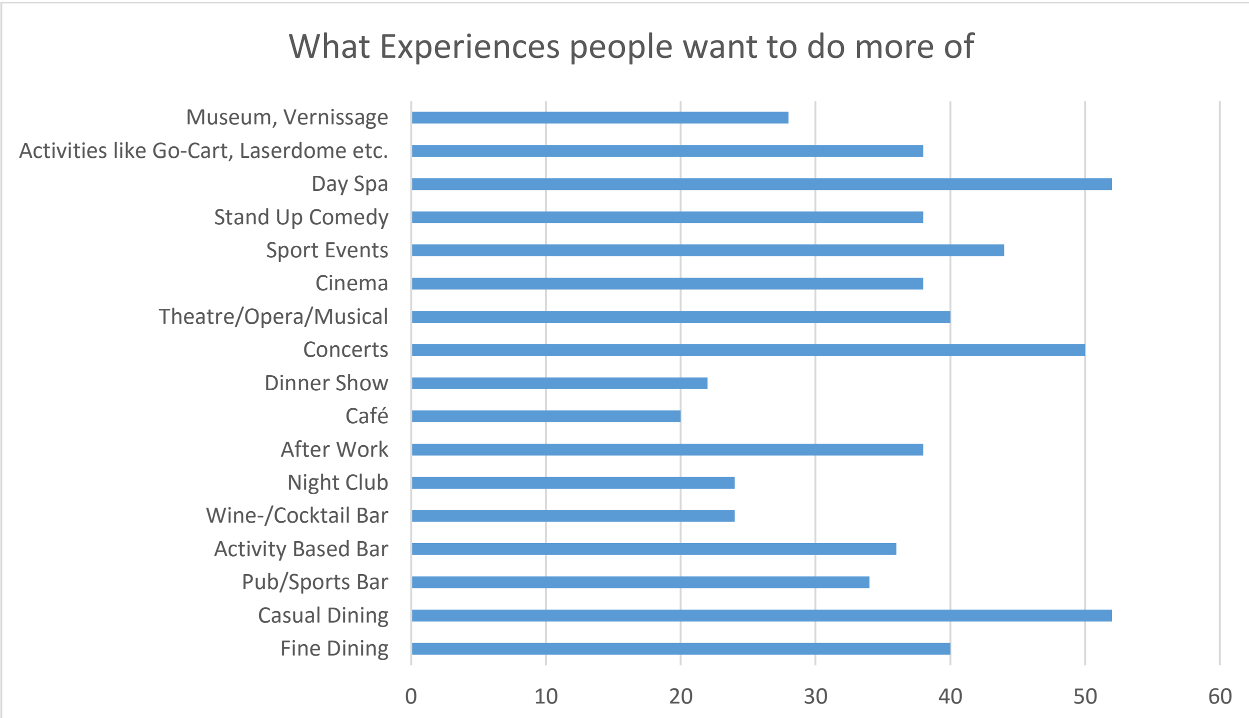
Age Group 31-40

Age Group 41-50

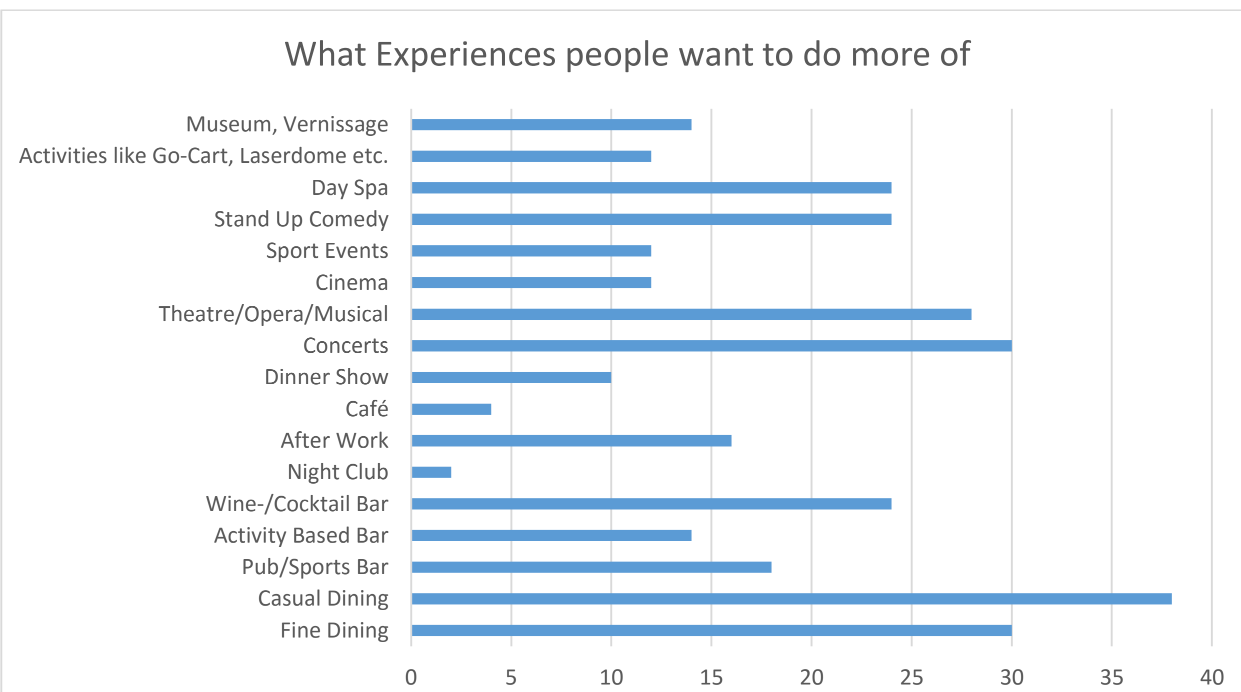


What Experiences people want to do more of

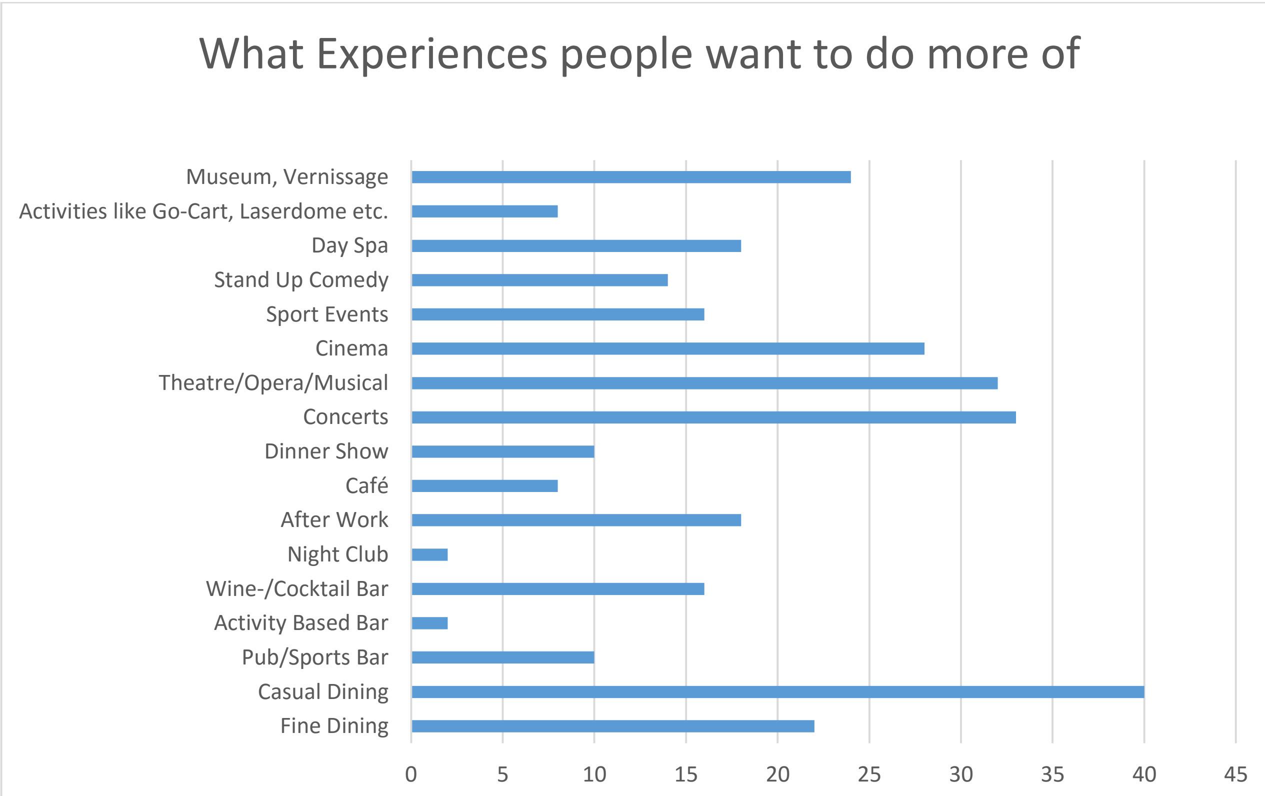
Age Group 25-30



Age group 31-40



Age Group 41-50



The main reason not to partake in more activities

Age Group 25-30

The main reason not to partake in more activities	
Pengar	44
Tid	58
Utbudet för litet/Inte intressant	18
Annat:	12

Age Group 31-40

The main reason not to partake in more activities	
Pengar	18

Tid	40
Utbudet för litet/Inte intressant	22
Annat:	4

Age Group 41-50

The main reason not to partake in more activities	
Pengar	12
Tid	56
Utbudet för litet/Inte intressant	12
Annat:	12

Degree of Satisfaction with the available offering in Gothenburg Today

Age Group 25-30

Är du nöjd med utbudet av nöjen i Göteborg i dagsläget?	
Ja, mycket nöjd	28
Ja, ganska nöjd	76
Neutral	18
Nej, inte nöjd	10

Age Group 31-40

Är du nöjd med utbudet av nöjen i Göteborg i dagsläget?	
Ja, mycket nöjd	14
Ja, ganska nöjd	50
Neutral	12
Nej, inte nöjd	8

Age Group 41-50

Är du nöjd med utbudet av nöjen i Göteborg i dagsläget?	
Ja, mycket nöjd	20
Ja, ganska nöjd	40
Neutral	30
Nej, inte nöjd	2

How People´s view on sustainability affect their choice of experiences

Age Group 25-30

Påverkar ditt synsätt på hållbar utveckling hur du väljer dina nöjen?	
Påverkar mycket	12
Påverkar lite	52
Påverkar inte	68

Age Group 31-40

Påverkar ditt synsätt på hållbar utveckling hur du väljer dina nöjen?	
Påverkar mycket	8
Påverkar lite	54
Påverkar inte	20

Age Group 41-50

Påverkar ditt synsätt på hållbar utveckling hur du väljer dina nöjen?	
Påverkar mycket	10
Påverkar lite	50
Påverkar inte	28

Change in interest based on if the establishment provide local and/or organic food and beverages

Age Group 25-30

Förändras ditt intresse för restauranger och barer som tillhandahåller närproducerad eller ekologisk mat och dryck?	
Ökar mycket	30
Ökar lite	70
Förändras inte	32

Age Group 31-40

Förändras ditt intresse för restauranger och barer som tillhandahåller närproducerad eller ekologisk mat och dryck?	
Ökar mycket	40
Ökar lite	22
Förändras inte	20

Age Group 41-50

Förändras ditt intresse för restauranger och barer som tillhandahåller närproducerad eller ekologisk mat och dryck?	
Ökar mycket	18
Ökar lite	54
Förändras inte	16

Willingness to pay more for local and/or ecological food and beverages

Age Group 25-30

Är du villig att betala mer för ekologisk eller närproducerad mat och dryck vid restaurang- och barbesök?	
Ja, mycket villig	30
Ja, lite villig	68

Nej	26
Vet Ej	8

Age Group 31-40

Är du villig att betala mer för ekologisk eller närproducerad mat och dryck vid restaurang- och barbesök?	
Ja, mycket villig	32
Ja, lite villig	32
Nej	14
Vet Ej	4

Age Group 41-50

Är du villig att betala mer för ekologisk eller närproducerad mat och dryck vid restaurang- och barbesök?	
Ja, mycket villig	20
Ja, lite villig	54
Nej	8
Vet Ej	6

How an establishments' environmental awareness affects the willingness to visit

Age Group 25-30

Hur påverkas din benägenhet att besöka ett företags etablissemang om de visar medvetenhet i hållbarhetsfrågor?	
Ökar mycket	14
Ökar lite	50
Påverkas inte	68

Age Group 31-40

Hur påverkas din benägenhet att besöka ett företags etablissemang om de visar medvetenhet i hållbarhetsfrågor?	
Ökar mycket	14
Ökar lite	32
Påverkas inte	36

Age Group 40-51

Hur påverkas din benägenhet att besöka ett företags etablissemang om de visar medvetenhet i hållbarhetsfrågor?	
Ökar mycket	14
Ökar lite	46
Påverkas inte	28

Appendix C – Interview Template

Below, the interview template for the interviews can be found. The questions were customized for each company/organisation, and the sequence of the questions and supplementary questions varied.

- Berätta gärna lite om ert koncept/vision.

- Hur ser en vanlig vecka ut, vilka dagar är bra/mindre bra?
  - Finns det säsongsvariationer?

- Hur ser merparten av ert klientel ut, vem är typkunden?

- Hur ofta besöker en typisk kund ert etablissemang?

- Vad spenderar kunderna pengar på?

- Hur mår upplevelseindustrin i Göteborg?
  - Hur tror ni att den kommer att se ut i framtiden?

- Ser man några tydliga skillnader på hur det ser ut nu och hur det såg ut för några år sedan? (Klientel/trender - vad vill man ha)

- Ser ni någon förändring i underhållningsbranschen som helhet, förändras konceptet "en utekväll"?

- Finns det outnyttjad potential i branschen?

- Finns det ett överskott av något, kommer något att "dö ut"?

- Jobbar ni något med marknadsundersökningar för att samla underlag inför nya produktsläpp/öppningar/projekt/lanseringar?

- Hur ser ert utbud av lokalproducerade och ekologiska produkter ut?

- Ser ni någon trend mot att kunder efterfrågar ekologiskt och är villiga att betala mer för det?

Appendix D – Summery of the Interviews

Intervjufrågor	Folkets Hus - Lina Lindquist	ESS Group - Fredrik Toreskog	Gotevent - Jeanette Holmén
Hur mår upplevelseindustrin i Göteborg?	På uppåtgående.	Bra och dåligt. Göteborg saknar bra och mindre musikscener.	Bra.
Hur tror ni att den kommer att se ut i framtiden?	-	Info-tainment trenden tror jag starkt på. Intresset för att lära sig ökar.	Tekniken är viktig och att kunna ställa om arenor för olika typer av evenemang.
Ser man några tydliga skillnader på hur det ser ut nu och hur det såg ut för några år sedan? (Klientel/trender - vad vill man ha)	Folk går ut mer, det bokas mer.	Matintresset och kraven ökar. Man jämförs numera med restauranger över hela världen.	Man multitaskar mer, förväntar sig att kunna stödja sin upplevelse med teknologi, som sociala medier. Färre som går på idrottsevenemang.
Ser ni någon förändring i underhållningsbranschen som helhet, förändras konceptet "en utekväll"?	Längre kvällar pga. att folk har mer pengar att röra sig med.	Restaurangerna har förstått att de kan vara en upplevelse i sig, kan då stanna en helkväll på ett ställe.	Men jag tror att man måste förnya och inte stanna upp, vi blir mer och mer kräsna som konsumenter. Det finns en produktlivscykel.
Finns det outnyttjad potential i branschen?	Enklare underhållning där planeringshorisonten är kortare. Fler familjekoncept.	Mindre musikscener saknas. Fler unika och spännande upplevelser på Avenyn. Andra stadsdelar i Göteborg som kan utvecklas.	Återigen viktigt att förnya.
Finns det ett överskott av något, kommer något att "dö ut"?	De okonceptualiserade restaurangerna.	Koncepten kombineras alltmer. Kommer behöva förändra sättet vi ser på renodlade nöjessegment och inte vara så fast i när på dygnet saker sker.	Ställen som är som instutioner, som inte förnyar sig.
Jobbar ni något med marknadsundersökningar för att samla underlag inför nya produktsläpp?	Pratar endast med folk i branschen.	Är sparsmakade med det, erfarenhet och magkänsla är bra. Måste våga överraska.	Ja, vi gör en undersökning efter varje evenemang. Man måste lyssna på kunderna.
Hur ser ert utbud av lokalproducerade och ekologiska produkter ut?	Erbjuder ekologiskt och närproducerat till konferenskunder.	Generellt inget vi satsar på, men Pigalle har en närproducerad profil som fungerar bra.	Erbjuder ekologiskt och närproducerat i restaurangen.
Ser ni någon trend mot att kunder efterfrågar ekologiskt och är villiga att betala mer för det?	Ja, men inte alltid villiga att betala mycket mer.	Ja, kunderna är villiga att betala. Det viktiga är hur man lägger fram det.	Ja, vi ser att ekologiskt säljer. I längden tror jag man kan tjäna pengar på ekologiskt, det stärker varumärket.

Intervjufrågor	2E Group - Annika Cardell	Avenyföreningen - Madeleine Wahlberg	Göteborg&Co. - Ossian Stiernstrand
Hur mår upplevelseindustrin i Göteborg?	Bra, det har blivit fler arenor.	Bra.	Göteborg har aldrig mått bättre.
Hur tror ni att den kommer att se ut i framtiden?	Hade varit bra med fler flexibla arenor, som kan ta mycket folk men också ställas om för att göra mindre intimare.	Fler konceptställen öppnas. Avenyns framtid är ett framgångsrikt företag ett företag som skapar ett positivt snack, som folk går förbi och känner ”wow här skulle jag vilja gå in”.	Ju mer tillgängligt något är, ju mer attraktivt kommer det att vara. Man vill inte behöva planera.
Ser man några tydliga skillnader på hur det ser ut nu och hur det såg ut för några år sedan? (Klientel/trender - vad vill man ha)	Folk är generellt benägna att köpa fler biljetter och gå på fler föreställningar per år.	Folk lägger mer pengar på upplevelser och mindre på shopping.	Människor är mer hedonistiska än förr, lägger mer pengar på nöjen. Folk har en ekonomisk situation som är förmånlig för turism.
Ser ni någon förändring i underhållningsbranschen som helhet, förändras konceptet "en utekväll"?	Ser att man kräver mer av en restaurang och man vill att det ska vara mer av en upplevelse.	*Ej applicerbar*	*Ej applicerbar*
Finns det outnyttjad potential i branschen?	-	Krögarna vill ha mer livemusik, Göteborg är en musikvänlig stad men reglementet styr mycket.	Det beror på hur man ser det, det som är unikt med Göteborg är skärgården men jag vet inte om det är attraktivt för en världspublik.
Finns det ett överskott av något, kommer något att "dö ut"?	Generellt finns det mycket restauranger och man måste ha något speciellt för att klara konkurrensen.	Fine dining håller på att dö ut. Man vill ha ett tydligt koncept och en helhetsupplevelse. Det är svårare att driva restaurang nu för att kunskapen är större.	Sånt som är sämre i Göteborg än på andra ställen i världen.
Jobbar ni något med marknadsundersökningar för att samla underlag inför nya produktsläpp?	Gör alltid en målgruppsanalys och skickar ut undersökningar till kunderna efter evenemangen.	Vi jobbar tillsammans med andra för att se hur avenyn uppfattas av folk. Vi jämför inget mellan våra partners.	Nej, men vi har bra koll eftersom att vi är ett nätverk.
Hur ser ert utbud av lokalproducerade och ekologiska produkter ut?	Erbjuder i viss mån, men profilerar oss absolut inte med det.	Condeco jobbar mycket med det och vi ser att det fungerar.	Jag menar på att företag egentligen inte bryr sig, man gör det för att tjäna pengar.
Ser ni någon trend mot att kunder efterfrågar ekologiskt och är villiga att betala mer för det?	Inte rätt person att svara på det, men jag tror att vi har tagit in det för att folk har efterfrågat det.	Kunderna säger att de vill ha det men är inte alltid villiga att betala för det.	-