The influence of motivation, social interaction and space on individual experience: Case m2cell cruise ship concept in three group events

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ABSTRACT

Objectives of the Study

The thesis, *The influence of motivation, social interaction and space on individual experience – The m2cell cruise ship concept in three group events*, explores consumer behaviour in the context of innovative modular cruise ship concept. The main goal of the research is to investigate what added value m2cell-concept could bring to the participants of three group events, namely family-friends, incentive and conference. The goal is partially achieved by examining factors influencing individual's decision-making and preferences in those events. These elements are motivation, need for social interaction and space experience.

Methodology

The research is done in three phases: First, a literature review, an observation expedition and expert interviews were conducted to define the background of fairly academically researched area of consumer behaviour on board cruise ships and in the three group events. As a result, a tentative theoretical process map of consumer behaviour was proposed. More clearly, the components of the process map consist of factors such as motivation, social interaction and space experience. Second, an empirical research was done: Five focus group interviews were conducted with interviewees from different backgrounds, to answer the research questions defined in the first stage. Third, an analysis based on empirical findings is produced and conclusions drawn.

Results and conclusions

The research outcomes indicate that m2cell can be utilised to realise cruise passenger's preferences on space and social interaction in the three group events. Therefore, when designing spaces within m2cell cruise ship concept, the possible motivation and social interaction needs should be consulted. Individual's motivation to participate in an event is found to affect both social interaction and space experience. Moreover, the relationship is mutual and it is found to exist between all three elements studied: they all have interactive relations with each other. Therefore a negative or positive change in one component would reflect on the two others. As a result of the findings, theoretical process model was revised and a new theoretical suggestion formed.

Keywords

Motivation, social interaction, space, experience, group, conference, incentive, family, friends, event, consumer behaviour, decision-making, modularity, passenger, cruise ship, cruise industry

Number of pages (including appendices): 91

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1 INTRODUCTION

1.1 Background

The cruise industry is the fastest growing and most dynamic sector in the global travel industry (Cruise Line International Association 2011a; Wie 2005; Dwyer and Forsyth 1998); its annual growth rate has been 8% since 1980, having its biggest travel markets in North America and Europe, with the global market shares of over 55% and 30% respectively (European Cruise Council 2012b). In 2012, altogether 20.61millions people have cruised with some of the biggest cruise line operating worldwide belonging to the European Cruise Council's alliance (ibid.). Due to the continuous growth of the cruise industry, there is an increasing need for finding ways to well meet the requirements of the industry and its customers. For example, there exists some demands, which are previously uncovered; and there are also needs emerging with time.

In the academic maritime researches, the focus of the studies has mainly been on the technicalities of ship and the naval architecture, i.e. ship design and shipbuilding. The cruise as a social and economic event has been fairly researched. According to the research investigating the "poverty of cruise theory" hypothesis, 291 different journal papers exist in the fields of the cruise market, cruise society, cruises and society as well as cruise administration (Papathanassis and Beckmann 2011). However, only 10 out of those were on the culture and the social impact of cruising, and many revolved around the social and cultural impact of cruises on cruise destinations. The study then concluded, "The study on social life and human behaviour on board is a rarity in the cruise research literature" (ibid.). Therefore the social and behavioural aspects in cruise should be studied more.

The cruise industry sees customers as essential source of income; exploring customer's behaviour is then an obvious objective for many cruise companies. The spending patterns can be analysed and other behaviour on board cruise ships studied. The ships are then designed, or in some cases redesigned, to fit customer needs. When designing a new, innovative cruise ship concept, the detailed analyses are especially needed to investigate whether the ship would be better than the existing ones, and be therefore worth of building. The concept analysis is crucial in the cruise industry. If a cruise ship company introduced an unappealing cruise ship, it would mean the construction costs in hundreds of millions euros, in addition to the loss of billions of euros in future cash flows. Therefore studying the preferences and needs of customers is one of the most important factors when developing new cruise ship concepts.

Cruise ship companies may face the challenge of inventing entirely novel cruise ships. More precisely, the product development in cruise ship companies is often evolution rather than revolution. For example, when observing the currently operating cruise ships, one can see that the structure and services provided on these ships have been quite similar when compared horizontally with current cruise ships as well as vertically with earlier cruise ships. Exceptions of course can certainly be found, for example in "Oasis of the Seas" and "Allure of the Seas" of the Royal Caribbean Cruise Line. In the above-mentioned cruise ships traditional superstructure of cruise ships is replaced with two separate superstructures, enabling a new experience of space in the cruise ships.

The previously mentioned cruise ships have very similar blueprints to each other. In the cruise industry, even though cruise ships within the same company may have their "personality" and characteristics, the fundamental concept is usually the same. For instance, the positioning of services is similar across all cruise ships, even across all cruise ship companies. The reasons for this phenomenon can be derived from the points mentioned in the above paragraphs; it is risky to introduce novel cruise ship concepts, since the customer acceptance is hard to predict. Additionally, using the existing blueprints is preferred, since they have been proved to be functional. Accordingly, cruise ship companies can use their existing design to decrease risks involved in creating previously unused ideas. Thus the cruise lines need to relentlessly develop their services to fit changing consumer preferences, which requires time and money. Furthermore, real innovations, such as Oasis of the Seas' double superstructure or new service concepts, are rarely seen, despite the possible additional value they might bring to the customers.

The Triad project was started in the Marine Technology department, Otaniemi in 2009, to address the particular issue of continuous development and innovations in the maritime industry. The Triad is an award-winning joint Master's theses project, which is a part of the Cruise and Ferry Experience -program that was established to deliver multi-disciplinary education and research in passenger ship context. The main aim of the program is to integrate design, economics and technology for joint production of new insights into the passenger ship field. The common starting point of Triad 2012, within which this thesis was begotten, is the innovative cruise ship concept called m2cell (Kauppi 2012), created by Antti Kauppi from Triad 2011. The concept redefines the cruise ship as a dynamic entity rather than fixed. With modular structures in the conventional cabin area, the m2cell cruise ship can be described as an adaptable and changeable floating city of leisure and recreation. An example picture of the m2cell cruise ship concept can be seen in Figure 1.

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Figure 1. The m2cell concept created by Antti Kauppi (2012).

The Triad 2012 consists of a designer, Vesa Ylirisku, an engineer, Oliver Parmasto, and researcher herself, an economist. The research of the Parmasto (2012) focuses on the superstructure of the vessel that would justify the construction of the ship. The designed superstructure will have big impact on actions that can be done with the modules. This would set up a base for the other two researches, design and economic. The design research will then simulate new possibilities that the m2cell-concept brings, when cruise ship and its modules are brought into a contemporary context. Hence the aim of Ylirisku's research (2012) is to define possible usage of m2cell cruise ships, which includes studying the change of the modules and creating a system for modelling the change of the modules. However a cruise ship should carry passengers. Thus it would be interesting to explore the preferences of possible customers on m2cell cruise ship.

1.2 Research problem

As justified in the introduction section, there are needs for further studies of the social life and behaviour of passengers on board cruise ships (Papathanassis and Beckmann 2011). Especially when observing an entirely new concept such as m2cell, research on customers is needed to justify realisation of the concept and method of accomplishment. Therefore a detailed plan, on elements to be examined during the exploration of possibilities offered by m2cell-concept, is required. Next, the researcher will find the factors that should be analysed during the thesis by

narrowing down the investigation scope. This is done by reviewing the previous related studies, with the m2cell-concept as the starting point for the funnelling process. In the end of this section, the final research gap is found.

The m2cell is a cruise ship concept; it is then evident to start the analysis by appraising previous maritime articles. Additionally, as related to the previously mentioned need of more research on social and behavioural aspects, studies in cruise industry related to the two features will be reviewed. For example, in 1986, George M. Foster created the foremost article on the cruise culture, the ship environment and the passenger behaviour. In his article, titled as "South Seas cruise: A case study of a short-lived society", the social aspect of cruise was discovered and examined for the very first time in the academic literature (Table 1.). The research was done through the empirical observations on the co-travellers. The main finding of the research suggested that passengers form short-lived societies during their travelling together, which highlighted the importance of the **social interaction** for passengers.

However the cruise industry has changed a lot after Foster's research. Nowadays, the class separation is nearly inexistent and the age range is far wider than it was in the 80's. Cruises are also getting shorter and shorter, with the shortest cruises lasting only two days. In 2003, Douglas and Douglas's (Table 1.) observation concluded that there does not exist a typical cruise culture, as opposed to Foster's analysis results. Thus the social findings discovered by Foster's study might not be valid in the contemporary settings. Consequently the social aspects of cruises have yet again been revived in academic maritime research during the last decennium, as the cruise industry continued to grow all the way from 80's (Hobson 1993).

Despite Douglas and Douglas's critic, Yarnal and Kerstetter in 2005 (Table 1.) uncovered that cruise ship space, social interaction, and communal feelings are significant factors for generating favourable emotions. This investigation outcome supported Foster's argument over the importance of community and social interaction during cruises. In 2010, J. Huang and Hsu (Table 2.) published one article providing further evidence of the positive impact social interaction can have on cruise experience and vacation satisfaction. In the paper, researchers also studied what kinds of social interactions may happen, and what relational needs may occur on board a cruise ship. Papathanassis (2012, Table 2.) confirmed the analysis results by J. Huang and Hsu's (ibid.) and underlined the importance of social interaction as a facilitating factor. However they argued that social interaction should not be seen as a determinant factor.

Some other maritime studies on customer behaviour include the research done by Park and Petrick in 2009 (Table 2.). They found motivational factors, which can motivate non-cruisers, people having no cruise experience, to take a cruise. Hung and Petrick (2011, Table 2.) studied a similar theme, classifying four factors that inspire people to take a cruise. In addition to these motivation inquiries, Petrick's (2004, Table 1.) studied on the effect of perceived value and quality of a cruise on the intention to recommend and satisfaction. The latter two elements were also main factors in Hosany and Witham examination in 2010 (Table 2.), where researchers found out that aesthetics, nature of the environment, and activities offered on board cruise ship could influence passenger's satisfaction and intention to recommend. Kwortnik (2008, Table 2.) supported Hosany and Witham's conclusions, as his study reinforced the impact of space and interaction on cruise experience. Duman and Mattila (2005, Table 1.) had similar conclusions; their appraisal indicated that by creating environment enabling social interaction, one could bring favourable customer reactions.

On the whole, social interaction and spaces on board a cruise ship has become more and more of topical interest. Yarnal and Kerstetter observed (2005) how social interaction and spaces have impact on the overall cruise experience. They then suggested that future research should adopt a perspective of individuals as social interactional beings. Additionally, as suggested by Papathanassis's (2012), J. Huang and Hsu's (2010) as well as Yarnal and Kerstetter's (2005) study results, it may be sensible to further investigate passengers in a social context. For example, one could define whether or not the social aspect is crucial for passenger's satisfaction and positive cruise experience. Social aspects would then be important elements to analyse for the cruise industry. However the social aspects alone are still quite vague definition for the scope of this thesis, thereby some further restraints are required.

Author and publication year	Main research results
Foster 1986	Passengers on board a cruise ship form a society during their travel.
Douglas and Douglas 2003	A typical cruise culture does not exist, though behaviour similarities exist on board cruise ships.
Petrick 2004	Perceived value and quality influences the cruise passenger's satisfaction and thus the intention to recommend. Satisfaction is a crucial factor for the repurchase decision.
Duman and Mattila 2005	Satisfaction, value and hedonics are notable factors for predicting behavioural intentions. Whereas novelty can have negative and control indirect impact. Furthermore, creating encouraging an experience for social interaction is likely to bring positive customer reactions.
Yarnal and Kerstetter 2005	The "we" sensation in liminal, or limited, space contributes to positive feelings, such as relaxation, pleasure and contentment. Importance of space for community forming on board cruise ship, and of freedom sensation for group travel members.

Table 1. The maritime articles related to the social aspects on board a cruise ship.

Author(s) and publication year	Main research results
Kwortnik 2008	The existence of shipscape and the importance of atmospherics as well as interaction for the cruise experience.
Park and Petrick 2009	The main reasons why the current non-cruisers avoid cruise holidays are misconceptions about cruising and superiority impression of other vacation forms.
Hosany and Witham 2010	The aesthetics and the entertainment are strongest determinants for both satisfaction and recommendation intention.
J. Huang and Hsu 2010	Social interaction of unacquainted customers has strong impact on customer experience and satisfaction. Two main groups of interaction type determine the effect on satisfaction and experience (positive or negative).
Hung and Petrick 2011	Under the similar conditions, higher motivation to cruise leads to higher intention and thus the realisation of the intention. Motivation is an important factor for decision-making process. Escape and relaxation are strongest motivation.
Papathanassis 2012	Social interaction on board a cruise ship is important. However it should be viewed only as a facilitating factor, not the determinant one.

Table 2. The maritime articles related to the social aspects on board a cruise ship (continued).

An m2cell cruise ship concept can enable the social interaction in an entirely new way; its adaptable spaces facilitate a new experience of space and customisation of the environment according to the needs of cruise line customers. Therefore from the social aspects, the social interaction is an aspect worth of exploring from the concept viewpoint. Furthermore, as justified by the previous researches, there is a gap for exploring social interaction on board cruise ships. Generally, social interaction is often a motivating factor for people to seek each other's company.

The main reason for this is the basic social nature of human beings. Since consumer and psychology studies have more research on social interaction, one should approach the social aspects in cruise ships through those academic fields. A factor to be examined in the thesis would then be **social interaction between passengers**.

As mentioned earlier, the effects of other factors, such as atmospherics (physical and abstract space around an individual) and affective factors', on passenger's behaviour have been discovered during recent decennium in academic cruise literature. Kwortnik (2008, Table 2.) revealed that atmospherics affect consumer behaviour on board a cruise ship. Whereas Duman and Mattila (2005, Table 1.) uncovered that by creating social interaction enabling experience for passengers, one could more likely engage positive customer reaction. In 2010, Hosany and Witham (Table 2.) learnt four dimensions that would impact on a passenger's experience, satisfaction and intention to recommend, which are education, entertainment, escapism (tendency to escape normal life) and aesthetics, the environment. On the whole, it would seem that many factors in **passenger's environment** affects his or her behaviour, and a surrounding enabling social interaction can generate positive customer experience.

In consumer studies, the findings about environment's influence on consumer behaviour has been similar to the ones in maritime mentioned above. Bennett and Bennett (1970) noted that the space where the social interaction happens could influence the process itself (Bitner 1992). Ryu and Han (2011), Alacouch (Alacouch et al. 2009) and Karusisi (Karusisi et al. 2012) also recorded that space affects the experience and behaviour of people. Additionally, as the environment where the social interaction happens has been found to influence the consumer behaviour and their experience (Karusisi et al. 2012; Ryu and Han 2011; Hosany and Witham 2010; Alacouch et al. 2009; Kwortnik 2008; Duman and Mattila 2005; Bitner 1992), it would be sensible to observe the **space** item in this thesis. Especially since the *m2cell* modular cruise ship concept enables completely new arrangements of space, it would then be interesting to explore passenger tastes regarding the environment within the cruise ship.

There have been also some other researches related to the experience of a cruise. Duman and Mattila's (2005) researched the significance novelty, control and hedonics factors for a cruise experience, and they discovered that satisfaction, perceived value and hedonics are strong indicators for passenger behavioural intentions. Additionally, in the latest articles, Hung and Petrick (2011) indicated that further study on motivation and its underlying roles for taking a cruise should be performed. Since motivation is a main component influencing consumer's

decision-making and consumer behaviour, motivational factors should be examined in addition to social interaction item. Hung and Petrick also found out that motivation is a decisive factor in passenger decision-making (2011), which would further indicate the importance of observing **motivation** factors within the thesis.

Overall, the leisure and vacation context has been the main theme of all the above-mentioned researches. Therefore there would seem to be a research gap in the event, where its purpose can be something else besides leisure has not been researched yet in maritime industry. Since it is economically and practically more feasible to customise m2cell-concept for groups, group events should then be chosen as one of the focus of this thesis. Group events have been fairly studied elsewhere: For example, in convention industry, the group event attendees' motivation factors, the destination perception as well as the image assessment have been explored (Severt et al. 2007). However even in convention industry, the attendee's preferences on space and its implications in the experience have yet to be further studied (ibid.). Therefore, the **group event** would be another element to be observed for the thesis study. The compiled demonstration of observed factors in the thesis work can be then seen from Figure 2.
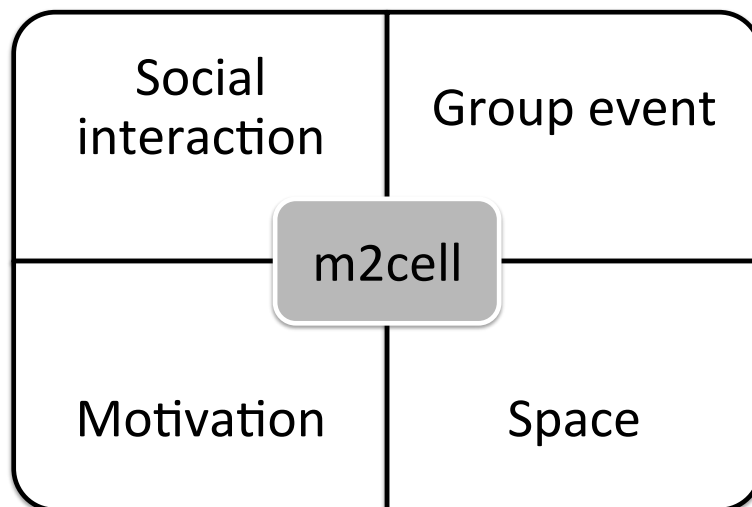
Figure 2. Factors to be examined in the thesis work.

All in all, as concluded by the analysis, there seems to be a need to explore the group event behaviour on the cruise ships. The social interaction is an important factor due to its significance for satisfaction, as demonstrated above. Additionally, motivation and space have also proved to be key factors influencing passenger's behaviour and overall experience. By merging these aspects with the m2cell concept, we can thus define the research gap for this thesis as **exploring the group events in the cruise ship context: investigate reasons for the travel (motivation), examine the importance of social interaction, and determine spaces requirements**.

In order to conduct the described research task, the group event types are chosen to be the following three. These event types are **friends-families**, **incentives**, and **conferences**. The reasons why these events should be chosen as the research object are following:

1) According to the Cruise Line International Association's latest report (2013), these group events have considerable growth potential.

2) It is economically more feasible for cruise lines to customise according to group than individual demand. Since the m2cell-concept can be adjusted for group events, different preferences can be realised. Group events might have higher resources to pay for customisation in comparison to traditional passenger groups: couple or family with kids.

3) According to the observations and interviews done on the expedition trip in March (Lillemäe et al. 2012), the friend- and family-travel are popular forms of travel, though less academically researched in the cruise industry. Additionally the corporate and association events on board cruise ships are historically related to the cruise industry itself. Thus there is a market niche for other industries and a gap in the knowledge about the events for cruise lines.

1.3 Research questions

As elaborated in this thesis, there is a research gap for group event travelling in a cruise context, its motivation factors, and its implications in the social interaction and space experience in modular cruise ship context. Thus this thesis will strive to fill in the gap through literature review and an empirical case study. The general goal of the thesis is to explore the value that the m2cell system can bring for the three event groups. To achieve the above-mentioned goal, one needs an examination on:

1) Motivation factors influencing individual's decision-making
2) The importance of social interaction for group members
3) The significance of space from experience viewpoint

In this study, groups refer to the specific assemblies of people participating in the three different events, which are, as defined in earlier section: conferences, incentives and family-friends events. As the research employs integration of theories from different science areas in addition to numerous empirical studies, well-structured research questions are crucial in ensuring the consistency of examination focus throughout the thesis. In the next paragraphs, the research questions will be discussed and presented.

The m2cell-concept enables adaptability and thus customisation to meet demands, it is then easily economically feasible to customise the spaces and services for the group events, as justified in the Research problem -section. However, the question remains that how can the researcher gain relevant and significant information. In response, the research questions should be well structured and conform to the research gap, the general goal of the thesis. As the main focus in this thesis is individual, it should also be the starting point for structuring research questions.

The event groups consist of individuals, who are all separate decision-making units. Therefore an important question for the individual, regarding the m2cell-concept, would be its value added. However this value is not a stand-alone element. As discovered earlier, social interaction and space influence individual's experience of an occasion. The experience is one of the main dimensions, by which consumers evaluate their value of purchase. Social and space aspects should then be examined when probing for the worth of m2cell modular cruise ship concept for event participants. The motivation influences more directly individual's decision-making and behaviour rather than the actual experience, which is why this thesis will assess motivational factors more deeply in further analysis. Therefore the foremost overall research question would be:

"What value the m2cell-concept could bring to the event participants from the social interaction perspective and in relation to the space?"

The main research question indicates the importance of discovering individual's preferences. The event attendee's requirements should be first analysed to find out what additional value the m2cell could bring from social and space perspective. When scrutinising possible answers to the main research question, an underlying issue would appear that why someone would want to attend an event on the cruise ship, furthermore the one with a m2cell-concept, instead of traditional event venues. Here, exploring the motivation of event participants could discover a market niche for m2cell cruise ship concept and the possible competitive advantages it might have over conventional event locations. In other words, what motivates people to participate in the events should be uncovered to assess factors that could influence their decision-making and behaviour. Thus the first subordinate question is:

1. *"Why would people be motivated to participate in these three events?"*

In order to answer this question, one needs to investigate the reasons for engaging in three events, since these motives can influence the participant expectations for space and services. For

example, if one participated in family-friends event to have fun together with his or her loved ones, he or her might prefer to have opportunity to spend quality time together, consequently generating desire for example joyful activities targeted at small groups. As seen from the example, the motives behind individual's decision-making and behaviour need to be examined to properly assess possible demands from social and space aspect. By fulfilling such needs, the possibility of customer satisfaction is then higher than neglecting those requirements.

The question about the motivation is then an important base for the main research question. If one has some specific reasons for attending an event, in general she or he also has expectations and preferences on what should be present at that specific event. Moreover, the additional value that the m2cell-concept could bring should be realised by satisfying the existing and possible needs of participants. On the other hand, if the concept could bring added value to event participants, people would be more inspired to participate in an event on m2cell-concepted cruise ship.

Though the needs might exist, a concern remains that how can those findings be integrated into insights. By simply asking what motivates people to participate in an event does not necessarily lead them to think that social interaction or space is an important factors for their event experience. To proceed with answering the main research question, answers to questions below will then help to explain individual's social behaviour during the event and preferences regarding the space. Moreover, social interaction needs might have influence on space requirements, as demonstrated above, hence some specifications regarding space and possibly event the services can be discovered in the end. Therefore, as the main research question strives to explore the social and space aspects in group events, too, the following two secondary questions would be:

2. *"How important is the social interaction in these events?"* and
3. *"What are participants' space preferences in the events?"*

All in all, thee responses to the question help in discovering future value of m2cell-concept, as they are not limited to the current or past events. The answers should rather emphasise the experience of events as well as participant needs and wants regarding social interaction and space. The main limiting factor is the motivations that influence these preferences and needs, which it is intentional as to keep the whole thesis within a manageable scope.

The research is explorative by nature, and the methods will be used accordingly. The research's explorative feature is due to the relative freshness of the subject and the scarcity of prior similar researches. The explorative study here means that the conclusions will be drawn with extreme

caution, as it is fundamental examination on new insights of a formerly less investigated subject. The structure of this explorative thesis investigation will be reviewed in the following section.

1.4 Structure of the thesis

The thesis is divided into two parts, theoretical and empirical part. These parts are further divided into five sections in total. In the beginning of the theoretical part, in the first section, general problem background, motivation and research gap is defined. Then in the second section, the theoretical framework will be discussed. The order of framework discussion is following:

1. Short definitions on relevant concepts.
2. The pros and cons of the m2cell-concept from stakeholders' viewpoints, including consumer, cruise line and shipyard.
3. Investigate following issues related to the consumer experience and behaviour. The aim of this part is to review and discuss some pioneering theories, and to formulate a framework for the consumer decision-making, contributed by the motivation, social interaction and space experience:
   a. The consumer decision-making process to form a background for the following three elements
   b. The motivation formation and different motivational factors
   c. Individual's need for social interaction
   d. The space experience

In the third section, the framework will be concluded, reviewed and formed into a model to be utilised in the empirical research.

In the empirical part, the fourth section of thesis, the methodologies used in empirical study shall be discussed, along with main results. An analysis on the results of empirical research will be provided. Additionally, the theoretical framework will be applied and main findings elaborated.

Finally in the fifth section, the research results will be discussed, theoretical contributions and managerial suggestions provided. In the end, the conclusions will be drawn. Additionally, limitations of the research and implications for further research will be indicated.

By the end of the research, the investigation will contribute to the understanding that consumer behaviour on board a cruise ship has social and cultural dimensions. The thesis will also present further knowledge of the space experience inside cruise ships from consumer viewpoints.

Proposals are formed based on focus group's interviewee preferences on space, using the communal perspective of group travelling. All in all, the thesis will give managerial indications especially for the cruise industry, and the indicative suggestions are also beneficial for the convention and tourism industry; the main aspects being what kinds of intimacy and space experiences would increase consumer enjoyment in the group event travelling on board cruise ship. The achievements of the thesis work can also assist in business analysis before actually launching the m2cell as a product. The findings of the thesis regarding the motivation, social interaction and space experience, can also be utilised in other scientific areas, such as consumer research and social sciences.

2 THEORETICAL BACKGROUND

The theoretical background will be explored mainly from the consumer perspective and the structure of the section is following: In the first subsection, the Definitions-section, three event groups and cruise industry will be briefly introduced, which can assist reader to facilitate the understanding of general context behind the research. Here, a general background on the observed elements will be presented. Afterwards, some key terms used in the thesis will be clarified to further enable a comfortable reading experience.

Accordingly to the research questions, m2cell-concept, motivation, social interaction and space experience will be analysed rigorously, as they are crucial for achieving the thesis goal. These four factors will also be the main components in the theoretical framework. Thus in the second subsection, m2cell-concept will be analysed to explore its strengths, weaknesses, opportunities and threats when being realised.

In the third subsection, a general background for motivation, social interaction and space experience will be first explained; which in this case is the consumer decision-making. Afterwards, the three factors will be scrutinised separately. In the end, the theoretical background shall be completed with deep investigation on m2cell-concept, consumer motivation, social interaction and space experience as a continuum. A process map will be created in the end of the examination to demonstrate the plausible relationship between relevant factors. All the theories will be positioned into appropriate places and the whole process map will be then made into a theoretical framework.

2.1 Definitions

2.1.1 Group event

Group event in this work is defined as a happening with a specific purpose that unifies the participants. The purpose of the occasion is then a main connecting factor between the event participants. There can also be other variables linking people participating in the gathering together, such as blood tie, friendship, collaboration, and profession.

The main group events explored in this thesis are family-friends, incentive and conference events: Family-friends event is defined to be an occasion often coordinated by the participants themselves, where one travels with 1) his or her family and friends, or even with friends' families; 2) his or her extended family, thus including members outside of the traditional western

core family; 3) his or her friends. For example, commonly couples depart together on cruises, and nowadays families and multigenerational families are travelling together in an increasing amount, too. Incentive can be described as an event commonly organised by one's workplace or home organisation to motivate and encourage members to perform certain acts; pursuing for profit is often an integral part of incentives (Interviewee 6). Conference then differs from the two events above in its nature; it is often an event with more participants, and organised by a third-party to facilitate information spread within a certain field. In the following paragraphs, family-friends event and meetings industry, covering incentive and conference events, will be reviewed.

Hedonic nature is one of the main features of family-friends event. The concept travelling together with friends or family is quite common among the tourism literature, for example Loker and Perdue (1992) found that one of the major motive factors for travelling in general is to spend time with family and friends. It was also noted that the primary aims of family-friends events are mostly related to the cognitive, affective, relational and conative factors (Michie 1986; Kluin and Lehto 2012). Item conative word refers to behaviour as a result of relational variables, such as family income, family role, distance awareness and attitudes (Michie 1986). Consequently, the family-friends event is often more about recreation than business.

The meetings industry dates back long time ago. The Detroit Metro Convention & Visitors Bureau, the first office organising meetings, conventions and expositions, was founded in the US in 1896 (City of Detroit 2013). However only during the last decennia the meetings industry has becoming increasingly significant. One of the first meetings organisations was Convention Industry Council, which is still effectively one of the most important facilitator of information within the industry, founded in 1949 in the US (Convention Industry Council n.d.).

The meetings and conventions industry is one of the fastest growing sectors of global tourism industry. When compared with the direct travel and tourism output in the US during 2009, $708 billion, meetings industry reached $263 billion, of which $113 billion was shared with travel and tourism industry. $113 billion stood for the travel and tourism commodities, while the other $150 billion signified direct spend of meetings on meeting planning and production, venue rental and other meetings-related products. According to the US Bureau of Economic Analysis, the meetings industry contribute more through direct value added to the GDP and employment, than other conventional high-profiled industries, such as air transportation, amusement, gambling, recreation, motion picture and sound recording industries. (Convention Industry Council 2011)

The item, meeting, is usually defined as a general term referring to the "coming of a number of people in one place to confer or carry out a particular activity". Furthermore, the key aims of the meetings are described to be motivating, supportive for business, information sharing and learning. According to Convention Industry Council, meetings include conventions, conferences, congresses, trade shows and exhibitions, incentive events, corporate/business meetings, and other meetings that had more than 10 participants and lasted at least 4 hours in a contracted venue. The industry organising these events are more commonly called the MICE, the meetings, incentive, convention and exhibition industry. (ibid.)

Overall, family-friends event differs from incentive and conference events in its recreational feature. Then again in incentive event the motivation forming and rewarding are commonly perceived as important goals (Site International Foundation 2010), whereas conference events emphasises more on information sharing. The three group events then each have their own nature, thus possibly having different space and service requirements within an event.

2.1.2 Cruise industry

Human started travelling by sea long time ago. Though the earliest sea-going vessel is yet unidentified (Carter 2006), some of the earliest ones date back to 5300-4900 BC (Connan et al. 2005). The first passenger carrying purpose-built cruise ship was Prinzessin Victoria Luise. Maidened in 1901, she contained about 120 luxurious first-class cabins, where the interiors were rumoured to have a bit of touch from the last Emperor of German and Prussia, Kaiser Wilhelm II. Though the Prinzessin was still classified as an ocean liner, it had features that fulfilled the description of a cruise ship. Nowadays the world's biggest cruise ships, Allure and Oasis of the Seas, can contain as much as 2,700 cabins (Royal Caribbean International 2013a) with the room-type ranging from affordable interior cabins to suites and deluxe cabins (ibid.).

Cruise as a verb is defined in the Oxford English dictionary (2004) as "sailing about in an area without a precise destination, especially for pleasure". As a noun, the term stands for the action of cruising, especially as the holidays where one travels with the cruise ship and calls in at several places (ibid.). Accordingly to the dictionary definition, the cruise industry revolves around leisure and recreation, which can be clearly seen from its service offers.

According to a report of the Cruise Line International Association (2011a), the cruise industry has been growing with an annual rate of 7.6% since 1980, though the economic crisis has slowed down the real GDP growth (Cruise Line International Association 2012). This covers 26 out of

the first 44 biggest operational cruise lines. The cruise economics have increased their significance in academic research owing to the continuous and rapid growth of cruise industry. The industry's growth potential is strong (Cruise Line International Association 2011b; Passenger Shipping Association 2012); despite recent economic crises, the total number of passengers has been growing.

However recently, the conventional economic calculation methods have been questioned, as the growth of total number of passengers on board does not mean that passenger spending will grow by the same ratio (European Cruise Council 2012a): When the growth in recent year 2010 is computed with the total sum of spending on board, it would have been negative by 1% (ibid.). In the case of North American cruises, in 2010 the spending for discretionary goods have only increased by 1.1% though the passenger embarkations in the US has grown by 8.9% to 9.7 millions of people (Cruise Line International Association 2011a). This shift is alarming, however it should be mainly contributed by the global economic crises that have engendered downsizing consumer confidence (European Commission 2013; Consumer Confidence Index®, cited by Trading Economics 2013).

Cruise industry is influenced by many factors in its operation environment. In addition to the direct economic influences on its income, social factors, such as cultural or demographic changes in its customer pool, can affect its operation through the altered consumer preferences. Furthermore, worldwide spread trends, such as current sustainable development as well as pursuit for experience in addition to product itself, can affect what cruise industry's customers consider of value. Then the cruise lines would need to adjust their operations and sometimes even strategies to correspond with transformed consumer inclinations. Additionally, political and technological forces, such as political restlessness in destination areas and innovations, will also impact on cruise line operations. For example, as observed through expedition (Lillemäe et al. 2012), the political restless in Tunis at the time of our travel induced a shift in passenger behaviour: Most people chose to stay on board the cruise ship, while at other harbours nearly everyone disembarked to explore destination cities. The cruise industry is then sensitive to its changing environment, which could for example be addressed by increasing adaptability.

2.1.3 Short explanations

Consumer is the main title of the people who purchases goods and services for personal use. In this thesis, word "consumer" will be used: firstly to describe the above-mentioned group of people; secondly to portray a special case, where consumer is assumed to be a person who

considers or participates on a cruise, or in a group event. The first definition is also valid in the second one, though the reverse does not always apply.

In thesis, some other terms are used interchangeably with word "consumer", and they are **cruiser**, **passenger** and **group event participant**. They each are used in the special occasions where consumer exists. Cruiser denotes that consumer is on a cruise often aiming at leisure, whereas passenger refers to the customers on board a cruise ship. Cruiser is also frequently used as consumer who goes on a cruise repeatedly. The group event participants then apply to the consumers participating in a particular occasion as an assembly of more than two people. **Event group** then encompasses the event participants in a specific occasion.

Social interaction in the context of this thesis refers to the relationship between individuals. More clearly, the definition encloses speech, gestures, meaning transfer, contacts as well as other externalities. These externalities influence the participants within the social interaction. The main feature in social interaction event is then the influence that two or more persons have on each other during the social occasion. Communication is one basic form of social interaction. In the context of the thesis, the communication is hereby defined to consist of abstract and physical exchange of meanings, words and actions. Social interaction then encompasses the effects that communication and other situational factors have on the interaction parties.

Another important concept in the thesis is **space**. The appropriate dictionary definition of space describes it as "the dimensions of height, depth, and width within which all things exist and move" (Oxford English Dictionary 2004). In this thesis, space is defined as physical, social and abstract surroundings of a person. More precisely, the space is not only what one can see or sense, but also what one can feel. The space also possesses social features, being a **social space**. This type of surroundings is born through social interaction and social meanings shared through interaction. It then implicates the context within which individual is acting in.

2.2 m2cell cruise ship concept

Through the concise definitions above, reader now has sufficient knowledge of relevant terms and background to understand following theoretical analysis, which include the study on m2cell-concept. Since m2cell is a cruise ship concept, the cruise industry view possesses an important role when examining strengths, weaknesses, opportunities and threats involved in realising the m2cell-concept. These four perspectives will be analysed to discover elements impacting on the possible success or failure of the concept. Additionally, as the adjustable m2cell-concept could be

easily customised for groups, the passenger point-of-view will also be considered in this section. In the end, the examination results will be concluded with a table illustrating the main components discussed. This table will act as a blueprint for reviewing empirical research findings, when the researcher applies study outcomes on the m2cell-concept and present managerial implications for realisation of the concept, in relation to the motivation, social interaction and space experience.

Antti Kauppi introduced the m2cell-concept in his thesis: "*m2cell-concept – an interchangeable module system for cruise ship hotel spaces*" (2012). The ideation process for m2cell-concept began when Kauppi (ibid.) discovered challenges concerning current shipbuilding in the cabin areas non-human scale, lack of space for social interaction, impossibility to redesign and monotony. Kauppi also discovered that by solving one problem, lack of adaptability, all other issues could be improved simultaneously: The solution is to build ship having a Lego-like structure in conventional cabin areas. (ibid.) If cabin area or interior adjustments are needed, the only action needed is to take old modules out and insert required ones in. It follows that the ship can operate for a longer time than its contemporary counterparts.

The operation time is an important element for cruise ships, since one day spent out of service signifies a lost income of approximately €200,000 in a cruise ship with 1,000 cabins and capable of carrying 3,000 passengers (calculated using SeaKey, an economic forecast program used by cruise industry). If the ship were suspended from service for two months to upgrade its interiors or do some minor technical maintenances (Interviewee 1), it would mean a loss of €12,000,000, in addition to incurred labour costs. However when using modular cruise ship concept, former modules can be efficiently replaced by new ones. It would then take circa five days to exchange all 70 modules, which are all the modules on a cruise ship carrying approximately 3,000 passengers. This happens when the process becomes routinised. (Interviewee 5)

In subsequent parts, the internal and external pros and cons of the m2cell-concept will be analysed. The Triad as a team ideated an analysis table together to evaluate the strength, weaknesses, opportunities and threats in this new concept. The probe was done considering the whole lifecycle of the m2cell, i.e. the construction, usage and disposing of the m2cell –modules. Here the researcher describes and further justifies the ideas with previous scientific researches and expert interview results.

2.2.1 Strengths

Among the strengths of modular ship concept would be its easy adaptability to different trends, as the interior and the space, built up by modules, can be changed when needed. This could happen when a ship changes its operation area to another, exempli gratia from the United States to China; by changing the ship's theme, cultural differences can be addressed and accommodated. The modules can be therefore customised to fit varying passenger preferences with its flexible structures. The changeability aspects are more precisely analysed in Ylirisku's, a fellow researcher's thesis (2012).

The customisation possibilities discussed above may in return bring added customer value through solutions that fit better to the taste of each individual or group. On the one hand, as Wong and Eyers (2011) found, cost-efficiency and long lead-time to customise might inhibit efficient customisation processes, which in return might make a possible competitive edge into weakness. On the other hand, Merle et al. (2008) discovered that if company considers customer experience during the customisation process, it could modify the valorisation of service or product and thus turn customisation possibility into strength. Thus the equilibrium of appropriate amount of customisation should be yet explored to define an appropriate line for offering customised and standardised service on a m2cell-concept cruise ship.

Strength of the adaptability attribute is increased lifetime of the vessel and reduced costs for midlife services (Interviewee 3; Interviewee 5; Interviewee group). A cruise ship is usually designed to operate for 25 years. Though they may operate for a longer time, usually after 25 years of operation the ship is then either disposed or wholly refurnished. The latter is extremely expensive to do for current cruise ships. Here, the m2cell-cruise ship will have big advantage, since its modules could be removed and replaced with new ones. Therefore the renovation will become cheaper and the cruise ship can operate for as long as the technical requirements of a cruise ship allows, which is approximately 50 years.

When the lifetime of a vessel is doubled and the duration of its midlife service declined, the cruise ship can be used more during its lifetime. Thus the total operation time of a vessel will be at least doubled compared to current cruise ships. Additionally since the time-consuming midlife services can be decreased considerably, the time that cruise ship needs to stay on dry dock will be reduced. The dry dock is usually due in every five years for checking and renovating the cruise ship interior for maintenance and updating purposes, which are complex and thus time-consuming: They include checking and updating cabins and other inner areas, and inspecting

technical parts and the overall condition of the cruise ship structures. As dry-docking takes away operation time, inherently there will be lost revenue. (Interviewee 1; Interviewee 3; Interviewee group)

For m2cell-concept cruise ship, the only time when it should be suspended from operation is to exchange its modules, which can bring added value for the cruise ship in the form of time-saving and retaining otherwise lost revenue due to idling. The time needed to update these modules is excluded, since the presence of the ship is not required during this specific updating procedure. According to an expert interview (Interviewee 3), the exchange of modules takes much less time, when compared to the current midlife service duration, once the process becomes routinised. Therefore the m2cell will reduce the costs for the midlife services, as it will not incur any loss in revenue. Additionally the image updates can be done more easily and quickly than in traditional cruise ships. This is especially true as the modules themselves are highly adaptable.

The m2cell will also enable scattering of services, which is quite uncommon in the existing ships. In contemporary ships, the services are quite concentrated in the midship decks and the sun decks. During the times when everybody is on the move, these services become quite crowded and it will be hard to find intimate place for relaxation or fun, except cabin. Additionally, depending on weather as well as the time of the day, the crowd might be even more concentrated in certain areas. Currently some cruise lines have created ship-inside-ship concept, which means that passengers who are willing to pay more can access more intimate spaces. However the m2cell could enable scattered services and thus more personal spaces for passengers. Though there is a question whether or not the passengers will desire for increased privacy during cruises. This uncertainty will be addressed in the latter part of the thesis.

An important strength of the m2cell-concept is that it can enable communality in an unforeseen way. The modules can be designed and arranged so that communities may form easily in certain areas of the ship following passenger request or cruise line decision. As the modules themselves contain a certain number of cabins, they can induce people who bump into each other to get better acquainted by building some communal space into the module, such as a rest area and a small library. This ability can be easily utilised for group events, where different sizes of private spaces might be desired. Some cruise ships already have this feature: The Norwegian Cruise Line has communal spaces in its cabin areas, whereas the MSC Cruises have created an entirely separate club for passengers, who are willing to pay the premium. As stated by an expert (Interviewee 2), people, who interact with each other more, form relationship and small

community; they are more eager to cruise again. It can be seen that communality has some impact on passenger motivation and satisfaction.

The m2cell-concept shall enable a whole new business model for cruise line. It has unforeseen benefits over the traditional ships both to cruise line and passenger. Therefore it will enable new business models. The cruise line will endure less costs, whereas the passengers can receive more varied and customised services as well as experiences. In that sense, one of the m2cell's opportunities is to develop a blue ocean strategy. This opportunity perception will be discussed in detail in the Opportunities-subsection in m2cell-section.

m2cell-concept has also other strengths, which are technical development and the shape of module. The technical development refers to the future development of shipbuilding and designing cruise ships. The innovative hexagon shape of modules in the m2cell concept refers to competitive advantage m2cell has over conventional cruise ships, due to its new exciting visual experience. It might be interesting to walk from one module to another, especially on the outside promenade, a previously conservatively used design. However it should be noted that the shape of module might still change depending on the future research on its practicability.

2.2.2 Weaknesses

Despite the numerous strengths in the m2cell-concept, some weaknesses still remain. One of them is the possible and probable high variable cost owing to the modular system. Variable costs are expenses that follow the activity of business. Thus the variable costs come mostly from adapting to changing demands. These costs are, e.g., replacing module, manufacturing new module, refurnishing on-hand module, and if possible, refitting worn module – that is to empty a module entirely and build new insides into the frame of the module. The variable costs related to these processes are labour costs of joined stakeholders, operating costs of technology to realise the processes, material costs and manufacturing overheads, which are indirect labour, material and manufacturing costs.

Another shortcoming is of the technical aspect of the m2cell modules. Though very inspiring the concept might be, its technical feasibility has not yet been explored. There might be some issues regarding its actual usability. Parmasto, a fellow engineer researcher, discovered (2012) that building a narrow superstructure is realistically achievable; despite being something that naval architecture has not seen before. However more research is still needed on the functionality of whole m2cell-concept in real life, including supply chains and ordering system for customer-

specific customisation. As the concept by Kauppi (2012) is still at the concept generation stage of a new product development, these technical issues will be addressed in more detail at the actual design and technical development stage (Crawford and Di Benedetto 2008, 26-35). This thesis describes a concept evaluation process, and the researcher strives to explore the possible demand for the concept (Crawford and Di Benedetto 2008, 30-35).

The dimensions of m2cell modules are quite large; its overall size is over nine times the maximum transportable size on land (Kauppi 2012). Furthermore, modules are designed to be atypical in shape; the m2cell module is a hexagon instead of the conventional rectangle. This could be problematic when considering warehousing and transportation of modules. To address the transportation and warehousing issue, a customised network would be needed. Also the manufacturing area of modules should be integrated and optimised in unison with the aforementioned network to increase cost efficiency and reduce risks in moving and storing modules. Additionally, though the modules can be too big for land or rail transportation, the module is still small from a space design point-of-view: The module size might make creating big open spaces problematic; each module consists of two floors and there might be difficulties in creating for example an 4- or 5-floor high open space, which are quite common in cruise ships nowadays. This is however a problem that should be addressed in further research.

If the m2cell-concept were used for customisation following consumer preferences, there might difficulties in predicting the preferences. First of all, the prediction itself is complicated. Using historical data, one can only improve service or product after the consumption situation, which means that some customers would have already been dissatisfied. Though often by systematically and efficiently exploiting well collected customer data using statistical forecasting methods, company can also generate valuable customer insights for service and product innovation. Secondly, projecting the likes and the dislikes of customers is difficult. To make precise projections, one needs to enquire customers about opinions. This is time consuming, however as rewarding; one has good insights on customer preferences in the end. Nonetheless it has some disadvantages, which are 1) keeping up with these preferences and 2) the real truthfulness of interviewed people towards themselves and the questioner. Company should regularly keep records of consumer liking and adjust the m2cell modules to fit them. Yet it should be noted that if customers got used to something, then it would not bring any creative value after a while. Vice versa, if one raises service quality, consumer requirements on the quality levels shall also rise.

Though the m2cell-concept is adaptable, there is a possibility that the cruise ship using this system will lack a consistent ship identity. This is particularly true in the current cruise industry, where each ship has a clear identity and thus clear customer pool. The Oasis of the Seas emphasises on its neighbourhoods (Royal Caribbean International); the Queen Mary 2 stresses its luxurious and elegant characteristics (Cunard Line); the Disney Dream guides you to the magical land for the whole family, whereas the Disney Wonder underlines the family friendliness and the sophistication (Disney Cruise Line). It might be difficult for consumers to classify the m2cell cruise ship, which thus leads to less recognition and less realistic choice.

The fact that m2cell-concept allows the service scattering in the ship might be a problem. If services are scattered, there is threat of cannibalism within the cruise ship: For example, if there is a small café on the upper decks or the fore of ship, which is popular regardless the time of day, the nice big café in the lower decks, without any specific window views, would gain fewer customers. In this case the customers would distribute unevenly. As a result, some service areas would be crowded while others idle. Optimisation of service positioning while considering the people flow can be used to solve this problem.

2.2.3 Opportunities

After discussing the internal challenges of m2cell-concept, now the focus shifts to the external opportunities, of which the first one to be mentioned is concept's innovative nature: Since there are no other ships like the m2cell ship, one of concept's opportunities is naturally to deploy the blue ocean strategy (Kim and Mauborgne 2005) mentioned earlier in the Strengths-subsection. The cornerstone of the blue ocean strategy is the value innovation. The blue ocean strategy is used to achieve a situation, where the innovation, the m2cell in our case, raises and creates value to the market. Simultaneously, the features or services, which are less valued for the current or the future, are removed. Each process should lower the cost of its product or service. (ibid.) The value innovation in the case of m2cell is the unforeseen adaptability.

Through the customisation enabled by the m2cell-concept, cruise line can offer better-targeted services and thus more customer value when compared with conventional ships. Also the m2cell enables cutting down the costly down time of a ship since the duration of its midlife service operations can be reduced. The understanding of passenger behaviours will improve as company can get more current information about conquering consumer preferences through pilot studies of different module settings. By changing the positioning of different services, cruise lines can also try and test different scenarios to see if they are feasible for their fixed-structured cruise ships as

well as for their m2cell-concept cruise ships. The unlocked opportunity of customisation might induce cruise lines to venture other, less conventional customer pools, such as meetings industry.

The new concept will have horisontal diffusion value, too. It can enable new technologies for shipbuilding as well as for other module related applications, such as new transportation mechanisms and new ways to build houses in easily exchangeable modules. Numerous possibilities lie within such a large-scale innovation. That is to say, if a cruise line decides that the m2cell-concepy should be realised, many other supporting systems are needed. This gives rise of need for novel logistic and warehousing systems as well as supplier relationships. Additionally, new ports-of-call would be possible, as not all the existing ports have enough resources for the m2cell-concept logistics.

Some other vertically related phenomena can arise, such as what has happened with the shipping containers and the information technology. Construction business can use shipping containers as living square of staff (Ylirisku 2012). House can also be built of containers (Container City™). Similarly to the information technology, which underwent its rise in 90's, many industries have benefitted from its growth. Furthermore, its development has facilitated many innovations, latest being the cloud technology. All in all, the various challenges mean that the opportunities are correspondingly high in number.

As environmental issues are of growing concerns individually and globally, one of m2cell-concept's opportunities is its sustainability when compared to traditional cruise ships. For example, the Oasis of the Seas that was maidened in 2009 takes pride in the energy efficiency and the recycling on board, and in 2010, the Det Norske Veritas, one of the three major classification society companies, awarded her with the Green Passport verification advocating her sustainable system. As the environmental issues are likely to rise in significance due to increasingly concerning climate change, m2cell-concept cruise ships have a chance to offer a greener cruise experience. First of all, there is no need to build so many ships to operate at the same time, since m2cell-cruise ships are transformable and the variety can be reached with fewer ships. Secondly, cruise ship would last longer, as stated in the Strengths-subsection. Lastly, the material used during a m2cell-concept ship's lifetime can be less when compared to conventional cruise ship, as m2cell cruise ship will operate at least twice as long as traditional ones.

The cruise line implementing the m2cell concept could assist in finding new safety ensuring methods. As seen from the case of Oasis of the Seas, the safety regulation is changeable; during her safety trial, new safety methods were invented and used, and some modifications and

additions were made to the existing regulations (Royal Caribbean International 2013b). Also the modules themselves might provide platforms for innovative safety solutions. The m2cell-concept could then enable the introduction of novel regulations as well as pave way for further innovations in cruise ships and ship directives. However it should be noted that establishing new safety rules commonly require strong evidence and time, which should be taken into consideration when launching a m2cell ship.

2.2.4 Threats

The safety regulations can be an opportunity and a threat. Some safety regulations are rigid and thus make implementing innovative concepts difficult and delay the launch of product excessively, as mentioned in the last paragraph. As time goes by, competitor might adopt the innovation. Therefore the safety directives may form a threat to the cruise line, since it would decrease competitive value of innovation.

Considering a big-sized m2cell -module, which is nine times bigger than conventional shipping containers, certainly there will be some logistic problems, such as difficulties in warehousing and transportation. Firstly, having any warehouses at all could prove to be problematic. Currently, passenger cruise ships do not need any warehousing in ports. However, m2cell-modules, if not in use, should be stored. This would be quite new cost expenditure for the passenger ships. Additionally, if the warehouses were needed, new infrastructures would be needed for storing as well as for moving modules within and around the warehouses. These warehouses should be big enough and preferably be located near the ocean. The ship could then easily move closer and have its modules exchanged.

The transportation is another big issue. Due to the m2cell module size, it cannot be easily, if at all, transported on land and in air. New logistic infrastructure should be developed in the future to accommodate the usage of modules. This could prove to be a long and costly operation that needs considerable amount of investment. The location for building the logistics should also be considered well before investing, due to the requirements that cruise line may have on the cost-efficiency. One scenario would be that the m2cell modules are manufactured, stored and changed in the same or at least very close places. This would seem ideal, as it decreases the amount of transportation need. It could also decrease the warehousing costs, since there would be no need to store as many, but rather to manufacture using just-in-time manufacturing.

If customisation is wanted for allocating cabins and services according to passenger preferences, an order system is definitely needed, in order to make it easier to capture these preferences and transfer this knowledge to the cruise ship. However there is a threat of building a too complex order system for this purpose. It can be harsh for passengers to answer numerous questions about their preferences and consequently they raise their threshold of ordering tickets. Even though the preferences were clear, the questionnaire would be in vain, if the information cannot easily get through to all key stakeholders engaging with realising the preferences. Thus when building the order system for exploring, communicating and gathering the preference information, the stakeholders should be cautious about the ballooning effect and the complexity effect.

The technical and economical feasibility of the concept might also be a threat for the further development of the m2cell-concept. Since new supply chain technologies are needed throughout the realisation of modular cruise ship, the current technological knowledge might restrain or even postpone building of the m2cell system. If the system is economically heavy for cruise line, there will be difficulties to build such infrastructure alone. Thus cooperation with other interested parties would be needed, though they may in return raise agent problems in the future. The threats along with strengths, weaknesses and opportunities are presented in Table 3 below.

Strengths	Weaknesses
Easy adaptability	High variable costs
Customisation	Atypical shape and big size
Increased lifetime of vessel	Problematic to build big spaces
Increased operation time	Difficult to predict passenger preferences
Easy modification	Raised service expectation vs. repeat of same routine until change demanded
Scattered services	
Innovative shape	Lack of ship identity
Communality	Service cannibalism
New business model	

Table 3. Strength, weakness, opportunity and threat factors in the m2cell cruise ship concept.

Opportunities	Threats
Blue ocean strategy – value innovation	Rigid safety regulations
Well-targeted services	Acceptance time – loss of competitive edge
Active gathering and utilisation of passenger information	Difficulties in building appropriate infrastructure
Innovative safety solutions	Complex order system
New technologies (e.g. shipbuilding)	Warehousing
New infrastructures (logistics and warehousing)	Logistics
New ports-of-calls	Technical feasibility
Related product/service innovations (containercity™)	Cost-efficiency of system utilisation
Possibility to try new service placements	Agent problems
Environmental advantages	

2.3 Consumer decision-making

In earlier sections passenger's and event participant's environment was discussed; namely the three event types, the cruise industry, and the m2cell-concept cruise ship. In this section, the focus will shift from individual's environment to psychological processes happening within individual. More clearly, the customer, passenger and event participant as an individual and a consumer will be discussed in more detail in following subsections to explore elements, which may influence one's decision-making related to three group events and m2cell-concept. First, consumer decision-making will be introduced, and thereafter motivation, social interaction and space experience will be examined. In the end, a decision-making framework for understanding influential items in one's experience of an event on m2cell-concept cruise ship will be created.

The elements will be examined in following sequence: First, a general overview on the decision-making process will be given to provide context for further analysis. In the second subsection, motivation will be discussed. Afterwards, social interaction and space experience will also be reviewed in separate sections. Existing academic literature on specific subjects will be used in these discussions. Additionally, factors' influence on the three group events and m2cell cruise ship concept will be indicated. Finally in the Theoretical framework-section, the whole consumer decision-making process and theoretical discussions related to motivation, social interaction and space experience are integrated and transformed into analysis tool for empirical part of the thesis.

2.3.1 Decision-making process

The history of decision-making theories stretches long back into the history. Daniel Bernoulli was the first scholar to invent a theory on people's rational behaviour in 1738 (Bernoulli 1954). In his thesis, he claimed that people decides to act based on the expected value of the outcome. Furthermore, the same amount of money would have less value for a wealthy person than it would have for a poor one, and this attribute would influence on one's decision to take the act (ibid. pp. 24). Von Neumann and Morgenstern (1944) developed Bernoulli's decision-making theory yet further and transformed it into a game theory. Their book "Theory of games and economic behavior" was the pioneering text that established game theory's significance in academic world. The game theory is applied in other science areas, too, in addition to economic one: Anthony Downs used game theories to model political decision-making in 1957, David Lewis succeeded to incorporate game theory with philosophy in 1969 and John Maynard Smith applied evolutionary game theory on biology in 1982.

For m2cell cruise ship concept, understanding its customers and factors influencing customers' decision-making process is important for creating a relevant experience. As customer experience have significant effect on customer satisfaction, word-of-mouth and loyalty intentions (Klaus and Maklan 2013), it is important for company to optimise this experience to ensure the continuity of customer relationship. However to create an ultimate experience for the consumer means that company would need to understand factors influencing his or her decision-making and especially the motivation for initiating an act. For consumers, motivation, involvement and one's attitude are internal factors that may influence one's decision outcomes, besides external elements such as unexpected situational factors. Therefore through systematically influencing above-mentioned items through marketing communication, service delivery and customer engagement, company can increase its possibility of gaining favourable decision outcomes.

There are some factors affecting the future decision-making, and one of these is post purchase behaviour. It is important especially for the marketer to decrease the amount of cognitive dissonance in consumer's post purchase behaviour, which is defined as buyer's discomfort caused by post purchase conflict (Kotler et al. 2008, pp. 149). For example if the product or service did not fulfil its promises, consumer would become dissatisfied with his/her choice, which will influence his or her future decision-making situations. However, Wu and Lo (2012) noted that even if customer faced a product or service failure twice, the customer might still stay with, and maintain high expectations towards the company. Though this does not mean that service failure is acceptable; on the contrary, it indicates a maximum amount of failure that customer can endure from a company before leaving for its competitor. To ensure satisfaction, positive word-of-mouth and loyalty, the whole experience should be well designed from the very first touch point that prospective customer may have with the company (Klaus and Maklan 2013).

In addition to cognitive dissonance, Westbrook and Oliver (1991) found that emotional involvement with the purchase was connected to satisfaction of consumption experience. They argued that emotional experience of consuming influences the after-purchase satisfaction. Wu and Lo (2012) then stated that high emotional involvement induces high service expectations, which will decrease when encountering service failures. Involvement is then an important factor influencing customer satisfaction. Since involvement is a motivational direction, an element shaped by motivation, the motivation itself is then also an important factor to be observed in consumer decision-making.

Though consumers are usually assumed to be rational, it is notable fact that consumer decision-making can be largely irrational, too. For example, Kahneman and Tversky (1979), who won a Nobel prize for their research on decision-making under risk, were among the first researchers to prove that the people are not as rational as one tended to think they are; people frequently use heuristics, which are experience-based rules of thumb, to decide. Furthermore, some steps from the decision-making process described earlier can be omitted if the consumer is 1) loyal to (Petrick et al. 2007), or 2) familiar with the brand or the products (Opperman 1998; Prentice and Andersen 2000). Hedonic consumption also causes situations, where some or all steps in rational decision-making theories are excluded. A general example of this is impulsive purchases. On the whole, the rationality and irrationality in consumer's decision-making process depends on different factors, which should be understood by company when designing services or products.

In tourism industry, consumption is mainly hedonic by nature (Hirschman and Holbrook 1982; Holbrook and Hirschman 1982; Gnoth 1997; Goossens 2000; Sparks 2007). When considering the three main group events analysed in the thesis, the hedonic nature of decision-making might influence the final decision made. For example, as family-friends events tend to be hedonic by nature, the decision-making in this case is likely to be irrational (Michie 1986; Loker and Perdue 1992; Kluin and Lehto 2012). Additionally, if one's motivation for participating in some event aimed at enjoyment, this hedonic feature might cause the decision-making to be more irrational than rational.

Overall the rational decision-making follows the sequence of 1) recognising the problems, 2) searching for information using internal or external sources, 3) evaluating alternatives, 4) making purchase decision and 5) evaluating the purchase. Individual's involvement is an important factor during the whole process, which may influence decision-making's extensiveness, customer satisfaction and service expectation. The customer experience is then an important factor when assessing satisfaction and loyalty intentions of an individual.

The decision-making can irrational, too, when consumer is loyal to (highly involved with) or familiar with a product or a brand. It has also been noted that people tend to use heuristics in their decision-making, which argues against the assumed rationality of decision-making. The irrationality of consumer decision-making is possibly present at the three events investigated in this thesis, due to their possible hedonic nature or use of heuristics. This possibility will be reviewed in results analysis of empirical research, in the Discussions-section.

2.3.2 Motivation

In earlier subsection, motivation was mentioned as a factor influencing consumer decision-making, involvement and satisfaction. Motivation is also an underlying element to be examined in this thesis to explore reasons behind individual decision of participating in a group event on board m2cell-concept cruise ship. In this subsection, item motivation will be explored using perspectives from different science areas, namely consumer, psychology and tourism science. First, item will be introduced using classical definitions commonly used by many science fields. Thereafter, consumer, psychology and tourism research on motivation and its composition will be discussed. In the end, the motivation process map for this thesis will be introduced.

The most common meaning of motivation is "the reason or reasons one has for acting or behaving in a particular way" and "the general desire or willingness of someone to do something" (Oxford English Dictionary 2004). The act of being motivated then can be described as being moved to do something. However the definition does not differentiate between intrinsic or extrinsic motivation; intrinsic being a motive born naturally from one's within, and extrinsic being the one originated outside oneself (Ryan and Deci 2000). Simply, if one has intrinsic motivation to perform a certain act, the act itself would be motivating. Then again, if one has extrinsic motivation, the end result would be the goal that motivates one to act. Though neither of these motivation types indicates that either process or goal will be the sole enjoyable aspect for the acting person.

In tourism research the more frequently used motivation theory is the push and pull-theory. It was first introduced by Dann in 1977 and subsequently became most commonly used motivation theory in tourism related literature (Crompton 1979; Dann 1981; Iso-Ahola 1982; Uysal and Jurowski 1994; Gnoth 1997; Goossens 2000; Klenosky 2002; Hung and Petrick 2012). Dann argued (ibid.) that there are push factors, which are embodiment of intrinsic needs to break off the stress or escape the routine. These factors then "push" consumer to buy a trip. The pull factors then are those extrinsic appealing features of a destination that "pulls" consumer towards a certain place. Additionally, Dann stated that motivation and satisfaction are two factors, which should be observed jointly rather than separately, emphasising on the relationship between the two items.

In addition to push and pull motivation theories, there are two psychological motivation approaches, behavioural and cognitive approach, which are both commonly used in consumer and psychology studies. In cognitive theories, motivation is the drive that individual has towards

reaching a final goal, based on certain information. Whereas in the behavioural school's drive theories, a person's biological need produces unpleasant state of arousal: Individual wishes to reduce the tension, and motivation is thus engendered.

The cognitive theories seem to relate to the pull motivation factor, which is external (extrinsic) to the consumer and involves cognitive process of information analysis rather than action based on deep emotions (Crompton 1979; Dann 1981, pp. 191; Uysal and Jurowski 1994; Gnoth 1997; Klenosky 2002; Hung and Petrick 2012). The behavioural approach again resembles the effect of push factor, where one is trying to break off or improve from the current state due to stress or other internally formed needs (Dann 1977; Dann 1981; Uysal and Jurowski 1994; Gnoth 1997; Goossens 2000; Hung and Petrick 2012). Additionally, it can be detected that push motivation is largely internal (intrinsic) and drive-based (Gnoth 1997; Hung and Petrick 2012). This perspective gives a justification for deeper consideration of motivation formation process when making managerial decisions. In addition to making destinations more appealing or creating a place for escape, company should examine the sources of information search (cognitive theory) and possible internal needs of an individual to efficiently address his/her possible demands.

One of the most well-known behavioural drive-motivation theories in the academic motivation research is Maslow's hierarchy of needs (1943), which will be used here to elaborate **push** motivation further. In 1943 he indicated in his paper (ibid.) that there are five basic need categories, which are hierarchical towards each other. On the lowest level is the physiological needs followed by the need to feel safe. Belongingness (or love, as Maslow called it (ibid.)) then tops the safety needs and it is followed by ego and self-actualisation needs, latter being the one on the top of the whole hierarchy. However it was stated (ibid.) that this need hierarchy is not a comprehensive theory on motivation. Additionally Maslow claimed that multiple motivations could affect the behaviour of an individual, rather than a singular one (ibid. pp. 390).

Though the Maslow's hierarchy model is very rational, it has been criticised by many in academic fields. Berkowitz (1969) argued that self-actualisation is not a basic need by concept and Hofstede (1980) and Wahba and Bridwell (1976) identified the scarce amount of evidence existing for Maslow's hierarchy. In service environment, it might be likely that some basic needs exist for the services. Additionally, though the hierarchy is questioned, the theory still covers some basic needs of human nature, which can be utilised to differentiate motivation factors.

Likewise, the **pull** motivation resembles cognitive school's expectancy theories, where expected desirable outcomes pull out the behaviour rather than push it from within. More clearly, the pull

factors are motives aroused by the destination itself rather than being born within (Crompton 1979; Dann 1981, pp. 191; Uysal and Jurowski 1994; Gnoth 1997; Klenosky 2002; Hung and Petrick 2012). Some of the pull factors are scenic attractions, cultural and historical attributes, as well as climatic characteristics. The push factors can be exempli gratia self-development (Sparks 2007), exploration and improvement of kinship (Dann 1981). These motivation factors can influence each other, as noted by Dann (ibid.), Uysal and Jurowski (1994) as well as Klenosky (2002).
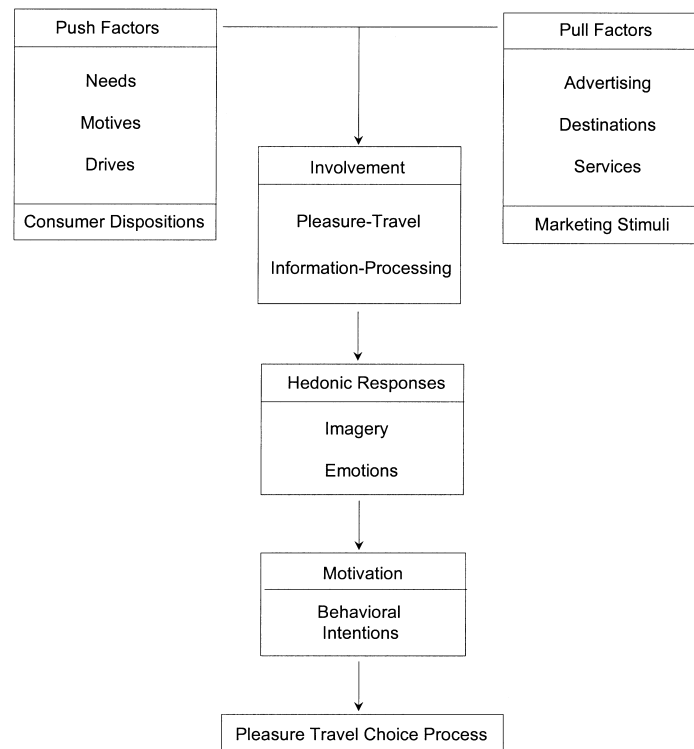
Figure 3. The motivational model for hedonic tourism constructed by Goossens (2000).

A classical interpretation of push and pull-motivation theory is found in Figure 3, where push factors are characterised as consumer dispositions, id est. internal needs, motives and drives (Goossens 2000). The push factors are then described as marketing stimuli that refer to the factors external to the consumer, which are advertising, destination and services (ibid).

In 1982, Iso-Ahola pointed out that Dann's theory lacks psychological perspective. More precisely he argued that since the motivation comprises psychological processes, which have been much researched in psychology, theories that exclude that aspect could be potentially lacking. Therefore Iso-Ahola presented his own research utilising both social psychology research as well as tourism research as sources. He then created a social psychological model of tourism motivation (1982) that comprehended the two academic areas involved in motivation

formation, namely psychology and tourism. Later on the model was revised and it gained its final form, which can be seen in Figure 4.
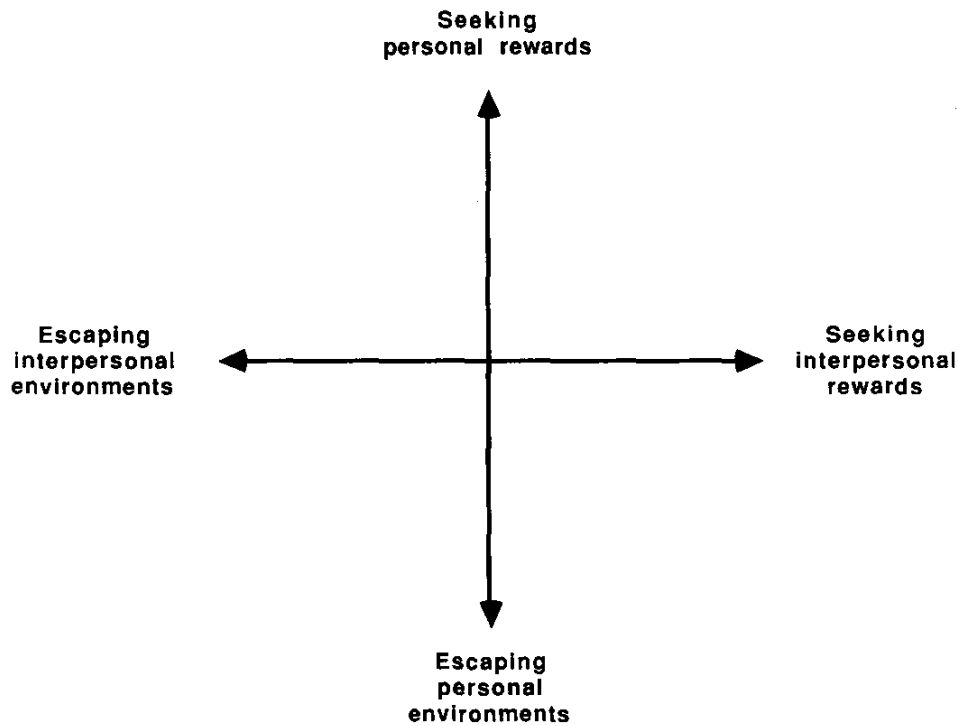
Figure 4. Motivational dimensions for leisure travelling (source Mannell and Iso-Ahola 1987)

The two main motivational forces are approach (seeking) and avoidance (escape). In Iso-Ahola's article published in 1982, "approach" is described to be seeking intrinsic rewards, and "avoidance" to be escaping surrounding environments. The main aim of this model was to emphasise how it is ineffective to categorise factors into reasons and benefits (Iso-Ahola 1982). According to Iso-Ahola and reinforced by Klenosky's research in 2002, it might be more sensible to analyse motivational factors and their means ends, rather than sort them into rigid motivation groups. However the basic idea behind theories of Iso-Ahola (ibid.) and Dann (1977; 1981) is similar: They both declare tourism motivation as combination of two basic factors, escaping life (push) and seeking experience (pull).

Overall, to understand an individual's motivation to go somewhere, destination factors do matter, as proved by empirical researches (Uysal and Jurowski 1994; Klenosky 2002; Yoon and Uysal 2005). Moreover, there seems to be basic needs that push consumer to initiate decision-making process of travel. Therefore despite the stiff motivation classification criticised by Iso-Ahola (ibid.) and Klenosky (ibid.), categorising motivational factor's into push or pull group might be beneficial for an overall understanding of consumer decision-making. However to gain a more comprehensive view on the motivational factors, the categorisation should integrate aspects from

escaping and seeking, as well as cognitive and behavioural motivation to make the analysis constructive.

In this thesis, the aim of motivation research is to explore individual's reasons to participate in an event. Thus the emphasis will be on the upper part of classical interpretation model of motivation factors shown in Figure 3, the push and pull factors, which influences individual's initiation of decision-making. Iso-Ahola's model can complementarily identify if these factors are seeking or escaping type, giving an additional idea about the psychological reasons behind one's decision. The cognitive and behavioural motivation theories will be used during the empirical analysis process of the motivational factors. The aim of integrated investigation is to identify factors important for managerial decision-making about the events, services and spaces. Exempli gratia, if one's push factor is escaping the routine in the personal environment, then some specific actions can be taken to reinforce this aspect when promoting the event.

2.3.3 Social interaction

Earlier the motivation's importance for consumer decision-making was discussed. As human are social beings by nature and social interaction is commonly noted as an important aspect in the service encounter, social interaction might have important role influencing consumer's decision-making processes. Additionally, as m2cell-concept can enable changing of spaces according to group events' requirements on for example social interaction, the significance of social interactional factors in these events will be discussed to justify the customisation. Therefore, in this subsection the general significance social interaction in three different events will be explored in relation to the m2cell cruise ship concept. In the end the relation between social interaction and space experience will be inferred.

Individual's life consists of numerous social interactions. For example, from company viewpoint, the different daily interaction situations can be employee-to-employee (e.g. internal marketing), employee-to-customer (e.g. service delivery) as well as customer-to-customer (e.g. co-creation). Lately, the latter has increasingly gained more attention in academic literature: According to previous researches in tourism (Gorman 1979; Holloway 1981; Yagi 2001; J. Huang and Hsu 2010; Papathanassis and Beckmann 2012), social interaction among customers is a significant factor for improving consumers' favourable perceptions. Since the thesis is about social interaction in the group events on board an innovative adaptable m2cell-concept cruise ship, the social interaction and its significance in three different group events will be reviewed in this subsection.

The social interaction studied in above-mentioned investigations usually refers to the interaction between people, who are relatively unacquainted with each other beforehand. In the groups the importance of social interaction could then be even more important, as the group members already have some bonds with each other. The loosest affiliation can be found in conferences, where people do not necessarily know each other before the event or even after. However common areas of interest tie them together, which include the event itself as well as various own personal goals, such as networking, professional development and association activities. In family-friends travel the relationships between event participants usually are much closer than in conference or incentive. (Mair and Thompson 2009, pp. 402; Severt et al. 2007)

In **family-friends event**, the intrarelations within the group are usually strongest out of the three. The main reason for that is the close relationships between group members, more specifically family or friendship ties. Additionally, when compared to incentive and conferences, which are often arranged by a third party, in the case of family-friends event, participants usually arrange the event by themselves. Though the family-friends travel might not directly aim for social interaction, it is however a significant motivation factor for the event as described by Loker and Perdue (1992), since group members intend to spend time with each other during the event. Additionally, one of the most commonly perceived motivations for travelling is affiliate and socially interact with each other or other people (S. Huang and Hsu 2009; Pearce and Lee 2005; Crompton 1979). The family-friends travel is mainly for personal and recreational reasons rather than business or on behalf of work, which is commonly the main feature for incentive and conference event. Furthermore, the social interaction seems to influence motivation and satisfaction of recreational travellers, thus enforcing the importance of social interaction for family-friends event (Dunn Ross and Iso-Ahola 1991; Crompton 1979, pp. 418-419).

The **incentive** would most likely situate in between the family-friends and conference event based on its degree of close social relations involved. The social interaction there can differ from the other two events, since: Firstly the participating people are usually somewhat acquainted with each other, if not well familiarised, as opposed to conference. However they do not usually share deep bonds as participants do in family-friends event. Secondly, a common employer or some similar organisation ties the participants together, whereas in family-friends event it is relations and in conference event discipline that link participants together. In incentives, as stated by a Research Project Chair of "Society of Incentive and Travel Executives" (Site) in an international non-profit organisation specialised in incentive travel, the positive interpersonal relations are crucial for generating motivation, which in return will heighten the performance levels of the

employees (Site International Foundation 2010). As the research on social aspects in incentive event and conferences are relatively neglected (Getz 2008), this study attempts to find scientific results to prove or disapprove the importance of social interaction in these events.

The importance of social interaction in **conferences** is amplified by the need for involvement with the association, social networking and forming a global community (Opperman and Chon 1997; Zhang et al. 2007). Lee and Back found (2008) that social networking is positively correlated with the conference meetings' satisfaction, which implies that social interaction is a significant factor for the event experience. As these aspects influences the conference selection process (Opperman and Chon 1997; Zhang et al. 2007; Lee and Back 2008), naturally it leads to situation, where the event with better tangible and intangible infrastructure enabling social interaction is preferred.

Dann argued in 1977 that people go travelling to escape the need of social interaction. However in the cruise context, Yarnal and Kerstetter discovered in 2005 that social interaction between cruise passengers contributes to communal feeling and generates positive feelings. Kwortnik (2008) added to this that, in addition to interaction, physical environment and atmospherics influence one's cruise experience. J. Huang and Hsu verified then in 2010 that the social interaction between cruise passengers affects positively or negatively on satisfaction and cruise experience, depending on the nature of interaction. Thus it would seem that social interaction with relatively unknown people during a travel could influence one's overall experience of a cruise.

However, earlier researches have not studied social interaction between previously acquainted people, which would be the case in the three group events. During the expedition trip, it was revealed that people choosing to cruise on a ship-within-ship, the privileged VIP area accessible to members only, formed relations with other passengers living in the same space, which was stated to impact their decision to repurchase the same cruise (Interviewee 2; Lillemäe et al. 2012). Apparently, these passengers gained a positive cruise experience through the cruise and especially from social interaction aspect, which was recalled when they were planning for another holiday trip, conforming to the decision-making process. Additionally, the possibility of social interaction might have even acted as the motivation factor behind decision-making. This would indicate that social interaction and formed relations during a cruise might positively affect customer's decision making about the next cruise.

All these would indicate that in the cruise industry, social interaction is an important factor that should be considered when observing its passengers. Moreover, there should facilitating factors enabling positive social interaction between passengers, as suggested by Papathanassis (2012). These facilitating factors can be for example service design, guest management and behaviour-guiding marketing methods. All these factors have elements related to space design: In service delivery situation, the environment where service has been provided affects one's experience. To manage guests more efficiently, physical and human resources should support actions to be taken. The behaviour-guiding marketing is more efficient when it is done in a suitable place; one would pay more attention to the dinner menu when searching for food than sunbathing, which indicates that dinner advertising should be announced before evening and placed near cabins, where one will leave for dinner.

As demonstrated above, space design is among important factors influencing individual's experience. Additionally, as Yarnal and Kerstetter implied, if communal feeling generates enough positive feelings for cruise company to respond to the social need of community, cruise company could create spaces where these needs can be easily realised. By accommodating the possible social needs of its customers, company can possibly increase satisfaction and intention of repurchase. This thesis will address the social interaction needs further in Discussions-section, where the results of empirical study will be used to validate or reject propositions proposed in this part for the three group events. The inferred relationship between social interaction and space leads to next subsection's analysis on space and space experience.

2.3.4 Space experience

In the Social interaction-subsection, the importance of space experience for facilitating social interaction and thus possible satisfaction and positive experience was introduced. In this section, the space experience and its importance for generating positive feelings will be discussed using literature from consumer and tourism science. In the end of this subsection, the space within the cruise ship will be reviewed and synopsis on space in customer experience provided.

In early 1970's, Bennett and Bennett (1970) noted in their scientific research that the physical environment in which the social interaction occurs, affects the interaction process itself (source: Bitner 1992). Later on, Bitner (1992) created the concept of servicescape based on Bennett and Bennett's study. Servicescape is defined to be the physical environment of an individual, which affects social interaction, along with other behavioural actions, and internal responses of an individual (ibid.). The concept of servicescape is increasingly popular research topic especially in

service-related industries, such as marketing, tourism and service design. Numerous researches have been conducted investigating customer preferences on physical environment, latest being the servicescape's influence on restaurant experiences (Ryu and Han 2011), individual choice of privacy in hospital wards (Alacouch et al. 2009) and residential environment's impact on jogging behaviour (Karusisi et al. 2012). By the end of this subsection, space and its influence on individual's experience will be examined, and space's relation to other observed factors revealed.

Bitner's (1992) servicescape framework (Figure 5) is commonly used in marketing and hospitality field. The framework defines three environmental dimensions, which are ambient conditions, space or function, as well as signs, symbols and artefacts (ibid.). These aspects then form the perceived servicescape. As can be seen from the Figure 5, the servicescape influences social interaction among as well as between customers and employees. Additionally, it influences individual's perception and his/her response towards stimuli, for both employee and customer (ibid.). It is then important to manage the experience from servicescape viewpoint to facilitate social interaction needs that customers might have for the specific time and space.

Since individuals have reasons or motives for participating in events, the physical event environment should have appropriate features to assist individuals to fulfil their goals and encourage positive feelings. When well optimised, the attributes could enable an overall experience rather than a basic service encounter. This is another reason why the space is an important aspect from individual perspective especially in events.
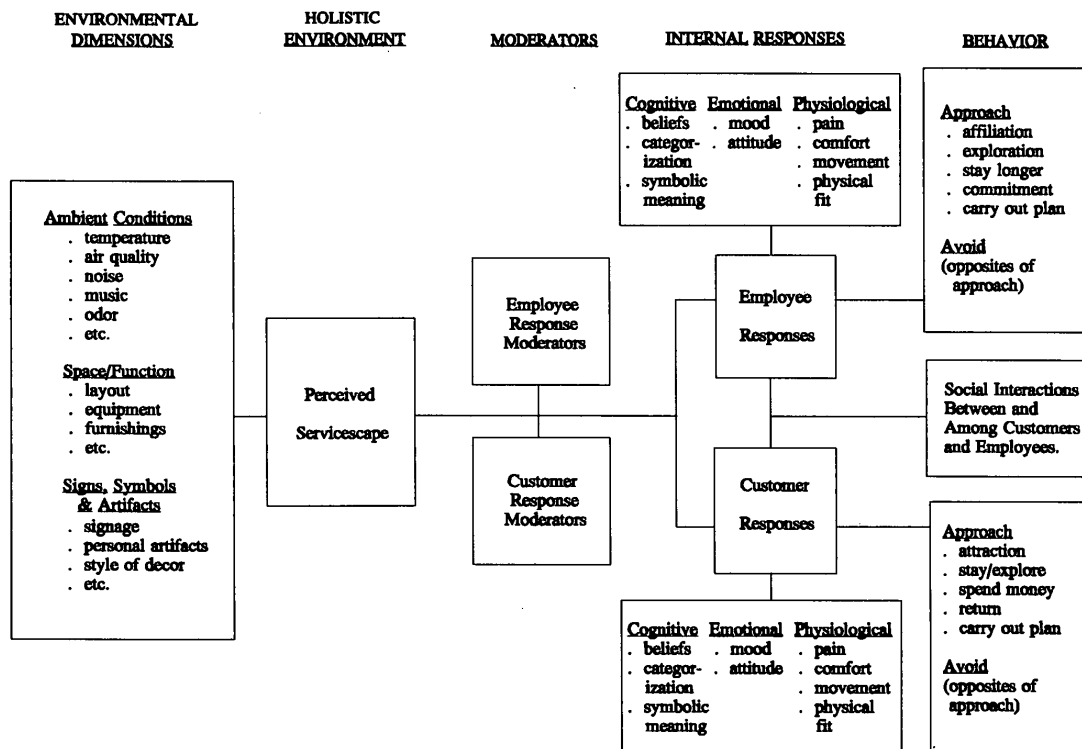
Figure 5. The servicescape and its elements by Bitner (1992).

Another important focus of this thesis is the innovative m2cell-concept cruise ship concept, which makes servicescape from cruise ship point-of-view highly useful for analysing space experience. The item "shipscape" is a redefined servicescape concept in cruise ships, initially introduced by Kwortnik in 2008; it is the physical environment within a cruise ship, and its influence on cruise experience, as demonstrated in Figure 6. Actually, the model is a simplified and applied version of Bitner's servicescape model showed in Figure 5. In Kwortnik's theory, passengers are exposed to the environmental factors such as ambient, design and social factors. Through the subjection of the environment, cruise passengers form different responses depending on their cognitive processes after the exposure.

In both Kwortnik's and Bitner's models, satisfaction is mentioned as a dimension that ship- and servicescape will influence on. In Motivation-subsection, it was noted that satisfaction and motivation are two elements that should be observed jointly, as they are closely linked together. Therefore it might be plausible that motivation also has some relation with space experience, which apparently has not received attention in previous researches.

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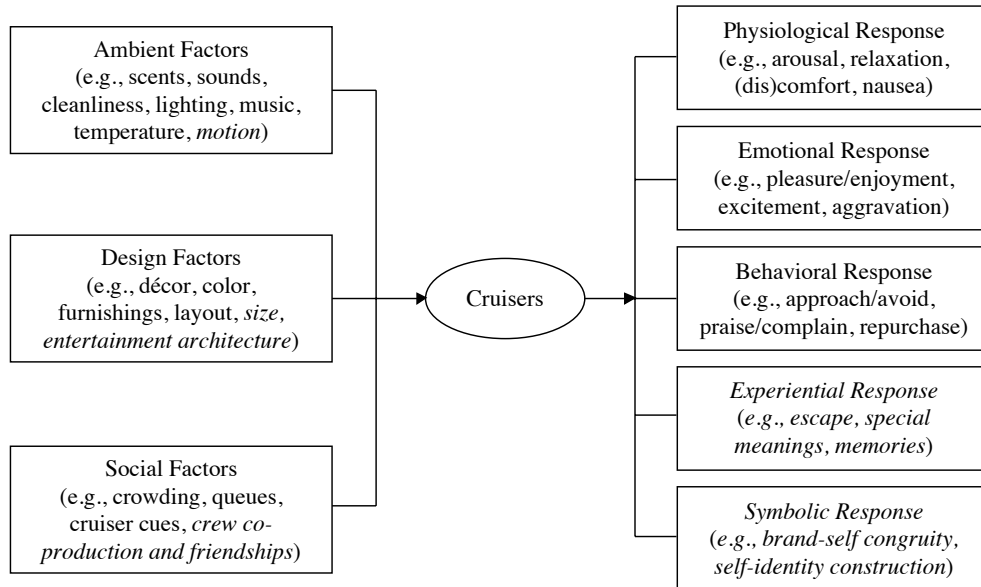
Figure 6. The shipscape's effect on cruise experience (Kwortnik 2008).

Shipscape model will be used as the main theory in this thesis, as researcher explores the implications that social interaction needs might have on spaces. Therefore there is no need for as complex model as introduced in Figure 5 (Bitner 1992); the model in Figure 6 is sufficient enough. Though social interaction may influence customer requirements for physical environment, the reverse might apply; physical environment can either promote or discourage social interaction. For the three group events on m2cell-concept cruise ship, it is essential to explore existing social interaction needs and their influences on space preferences to create a superior experience for the individuals. Additionally, the possible connection between motivation and space experience should be cogitated when advancing with the research. Item "space experience" concept will be used to emphasise the experience perspective.

3   THEORETICAL FRAMEWORK

The relevant literature for the research on motivation, social interaction and space experience has been elaborated in subsections above. As discovered the previous section, the relationship between social interaction and space experience is rather evident, whereas the relation between motivation and space experience is plausible, but not scientifically confirmed. Motivation's close connection with social interaction was discussed in Social interaction-subsection. Apparently, the three factors are connected through social interaction, which is strongly present at all group event types: Motivation factors generate social interaction needs, which in turn influence space experience. The speculation of relationship between motivation and space experience will be addressed in the Theoretical implications-section.

The compiled theoretical framework now contains all the five basic elements of this thesis, as earlier defined in Research problem-section (Figure 2):
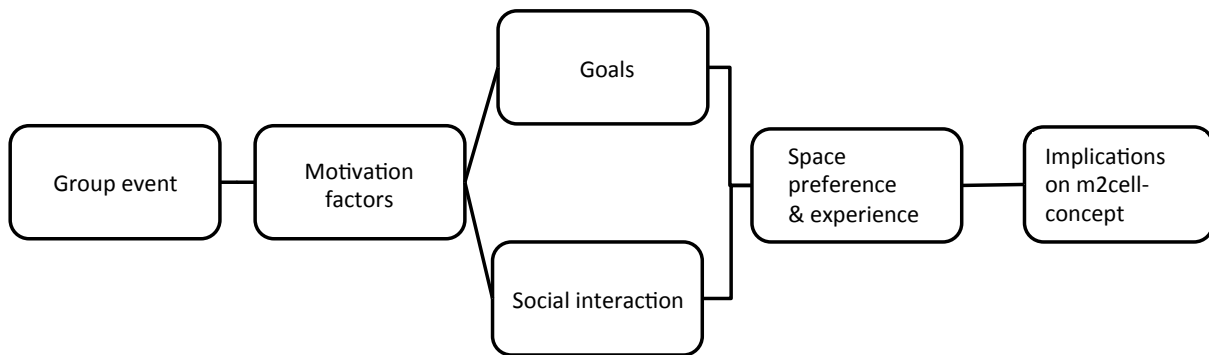
Figure 7. The theoretical framework used for empirical results analysis.

For an individual, the decision map for group event would then start with group event itself. Here the decision to participate in a group event is made, which can be seen as "Group event"-item from the framework in Figure 7. After making the decision, individual is assumed to participate in the event, where motivation factors influence his/her goal-setting as well as social interaction needs. Social interaction is here separated from goals regarding the event to enable deeper analysis on the importance of social interaction during the event. The goals again are an assisting element for discovering different motivational factors for participating in the event. The different goal of participation as well as social interaction requirements in the group event can affect one's space preference and experience, thus generating possible space arrangement implications for m2cell-concept cruise ship.

4 METHODOLOGY

4.1 Observations

To gain some initial data for planning the empirical research, observations were made on board a cruise ship, MSC Fantasia, during the research expedition in March 2012. This was to familiarise the researcher with the consumer behaviour on board cruise ships and the environment within and around cruise ships. Additionally, through observations the researcher was able to record precious data on people flow within different spaces of the cruise ship. The gathered information was utilised in earlier sections to complement theoretical reviews. The observations can also be used facilitate empirical results discussion, though the empirical examination will mainly rely on information gathered through focus group interviews.

The daily observations were made as combination of participant and direct observation, depending on the situation and the place where the observation is happening. In participant observation researchers participated in activities that other passengers were engaging in, whereas in direct observation, researchers observed actions from a distance. By nature, the observations are subjective interpretations of a researcher on certain phenomenon; therefore they are subject to some biases. When conducting observations on board the cruise ship, at least two researchers were observing the same situation at the same time, and taking notes during and after each observation session. This was done to reduce some of the subjectivity biases. By the end of the day, when observations were halted, researchers compared their notes and discussed about data and insights gained so far. An observation diary was born from these review sessions and it was complemented on daily basis. The diaries were then compiled, analysed and transformed into an integrated report called "Cruise Ship Report: MSC Fantasia" (Lillemäe et al. 2012). This report was used in earlier sections and will be carefully used in empirical research part, too.

4.2 Interviews

There were two types of interviews that were conducted for this thesis to gather information: expert and focus group interviews. The former ones were performed to gather relevant background knowledge mainly for the theoretical part, and latter to achieve valuable insights for the empirical part of this thesis. Both interview types were semi-structured by nature. In this subsection, the interview as a form of information gathering will be discussed. Afterwards, the two interview types, expert and focus group interview, will be elaborated in separate subsections.

Interviewer in literature is described to be a miner or a traveller (Kvale 1996, pp. 3), a performer, an actor or a director (Berg 2009, pp. 132-135), and a person sending and receiving messages (Hirsjärvi and Hurme 2008, pp. 49). Though these roles may seem different, the main aim of an interview is always the same: having a conversation with gathering information purpose (Berg 2009, pp. 101, Kvale 1996, pp. 5-6, Hirsjärvi and Hurme 2008, pp. 41). Nowadays the interview, or the purpose-oriented conversation as specified above, is an essential part of research in modern social sciences and many other science areas, too, such as economics, marketing, information systems management and even logistics management.

The etymology behind the word "interview" reveals that an interview is essentially about social interaction between at least two people (Hirsjärvi and Hurme 2008, pp. 41). Kvale defines the interview in another way by cutting up the word "interview" into "inter" and "view". The interview would then mean an exchange of views between two people ("inter") on a common theme of mutual interest ("view") (Kvale 1996, pp. 14). Additionally, these social interactions can be defined as conversations, which have been a form of obtaining knowledge since ancient Greece (Kvale 1996, pp. 8). Nowadays, the interviews are mostly used to gather and interpret knowledge for qualitative researches. However when analysing the interviews, it should be noted that each participant will bring their prior visions and experiences into the interaction (Hirsjärvi and Hurme 2008, pp. 41), thus influencing their responses.

The semi-structured interview in practice means that the interview will have a defined structure. Kvale (ibid. pp. 5-6) defines the semi-structured interview as "an interview whose purpose is to obtain descriptions of the life world of the interviewee with respect to interpreting the meaning of the described phenomena." Thus the interview is a social interaction situation where interviewer tries through conversations to obtain knowledge from the interviewee of a certain phenomenon, and interpret it. Unlike in structured interview, where the questions and responses are predefined as well as classified, the semi-structured interview allows deviation from predetermine question sequence and probe further for answers. However semi-structured interview should not be confused with unstructured interview either, where the interviewee's answer to the previous question will define the direction of following questions (Hirsjärvi and Hurme 2008, pp. 45-46). Generally in unstructured interview, the answers of the interviewee will define the direction of the whole discussion, rendering the interview situation to be more discussion-like, rather than questioning-like.

When the subject is relatively unknown and new, interviews are usually preferred (Hirsjärvi and Hurme 2008, pp. 35) to gather information. Since this research has a goal, but only partial means to achieve it through secondary sources, interviews were needed to fill in the blanks left by those existing information sources. As semi-structured interview allows generation of new ideas during the interview process, it was chosen as the interview form to achieve as much of knowledge and new insight as possible from the interviewees

4.2.1 Expert interviews

In this thesis research, most expert interviews were conducted mainly due to the innovativeness of m2cell-concept cruise ship, which requires a novel specifically built system (supply chain, warehousing, ordering et cetera). Due to the newness-feature, experts within the cruise ship areas were interviewed to gain insights on possible realisation of m2cell-concept and cruise ship operation. Additionally, since information on meetings and convention is relatively scattered and sometimes contradicting, event management experts were interviewed to gain deeper knowledge and insights about the industry. The interviews were mainly used in theoretical part to enrich the information. In the discussions, some of the interviews will be integrated to provide multidimensional view on the results. In following paragraphs, the reasons for using semi-structured expert interviews will be described.

The main rationale for using the semi-structured interview is due to the specificity of the topic involved. According to Berg (2009, pp. 106) as well as Hirsjärvi and Hurme (2008) it would be better to use semi-structured interview that allow probing beyond the answers planned beforehand. By using probe questions, more complete information can be capture when interesting and new aspects regarding the goal subject emerges during the interview (Berg 2009, pp. 115)

In the thesis, semi-structured interviews were conducted to explore specific themes. Three of the interviews were made during research group's stay on board a cruise ship, and others were made in different places within Finland. The people interviewed were always experts and experienced on the topic. The interviewees include representatives of crewmembers, of shipyards, of cruise lines and of event management offices. Due to anonymity of some interviews, none of the responses shall be identified.

The below three themes clarify further the essential motives for using semi-structured expert interviews:

1) Define the common practices in cruise industry, which are not so commonly known,

2) Explore experts' views on the technical, logistical, as well as economic issues regarding the innovative concept m2cell, and its impact on group event travelling.

3) Investigate the specific topics, which are not available otherwise, such as the types of the events arranged in a ship and their characteristics.

Although the interviewer may have the goal, it does not necessarily mean that it will be achieved without any efforts. The interview need to have solid objective according to which the whole interviewing project should be planned. The aim should be well aligned with the research questions that initiated the study. Only then the interviews' results can be truly meaningful for the whole research. A considerable amount of preparation work was done for the semi-structured interviews. The work included:

- Planning of the interview questions,
- Organising appropriate interview settings,
- Reviewing, testing and improving the interview questions,
- Contacting, arranging and coordinating interviews

During the interviews, discussion needs to be controlled to collect relevant information within a certain time restriction. The goal of each discussion topic should also be clear to ensure that responses are valid: From an interviewee point-of-view, it is easier to discuss, when the objective of conversation is explicit. It is convenient for the respondents that the discussion stays within the scope and their own timetables unperturbed.

After the interview, recordings and field notes were transcribed. These transcriptions were then analysed and an analysis report done. The interviews done together with other Triad members were reviewed together as a group, whereas individually performed interviews were analysed and report sent to the interviewee for confirmation. These processes ensured that the information gathered was valid. In addition, further questions about specific subjects could be presented even after the interview and be clarified.

4.2.2 Focus group interviews

In this research, focus group interviews are mainly used for stimulating new ideas and innovative concepts for the usage of m2cell system. To ensure the efficiency and productivity of the interview, interviews were semi-structured, similar to expert interviews; there were only 6 main questions and a goal of the interviews was to encourage people to freely present interviewees'

own ideas. The existence of other additional questions rested upon interaction and situational factors occurring during the interview.

The focus group interview was chosen as the research method is mainly due to five following reasons:

1) Focus group interviews induce synergy and thus supports the new ideas generation process, which is essential for development of this kind of new product (Fern 1982).
2) It is natural to use group interviews, as the thesis aims to explore individuals in a group context.
3) There will be more new ideas since people will interact together.
4) The group dynamics can be observed through group interview. Additionally since the group structure will be built to be relatively homogeneous, the group specific characteristics can be obtained and compared. Homogeneous here means that interviewees in the same group possess similar backgrounds.
5) Common opinions of a certain culture can be accessed and discussed more easily in groups than individually.

Each of the group made up of 4 to 5 people, with exception of one group that had 6 participants. Limiting the amount of interviewees made the interview situation easier to control. Furthermore, in this kind of interview settings, each participant could freely express their opinions within interview session's time limit of two hours. The duration of an interview typically lasted from 1 hour 40 minutes to approximately 2 hours, which enabled deep discussion among the interviewees. It also improved opportunity of examining each aspect more comprehensively and probing into interviewees' basic values, reasons and opinions.

The interviewees were selected using Cruise Line International Association's market researches (2011b; 2013) as a reference, and considering the future aspects of cruise industry. The aim in the selection process was to find interviewees:

1. Who are potential customers for the cruise lines in the future
2. Who have participated or organised events in question
3. Who have similar background to the current cruiser or people who have cruised according to Cruise Line International Association (ibid.)

In addition to these aims, the developments of Eastern countries were taken into consideration through recruiting people from Eastern countries, such as China and Russia. People from

developed countries in the East and West were also involved. However it should be noted that most of these people live in Finland. It means that Finnish culture and other environmental factors could have influenced their opinions, when compared to their counterparts living in their own homeland. In whole, there were 15 representative from Eastern countries and 9 from the Western. More detailed information on the origins of the interviewees can be found in the appendices (Appendix A).

The interview questions were developed using the research questions as guidelines starting from the second question. The precise interview questions for the empirical research can be found below. The first question set consisting of two separate questions assesses the background of the interviewees. Additionally, they explore if interviewees possess spontaneously special opinions of events:

1. In what kind of events have you been? What was the most memorable thing you have encountered in an event?

The second question aims to explore individual's motivation for taking part in the three events:

2. Why do you participate in these events?

The goal of third interview question is to find out event attendee's typical behaviour in the events. Additionally, the question strives to explore the social interaction within the groups that should be taken into consideration when designing the spaces:

3. What do you usually do there? (With whom do you spend your time with? Why were you with them?)

In the fourth interview question, aspects that can influence event attendee's preferences on space were investigated:

4. What are the most important aspects regarding the events themselves?

The last two question sets explore interviewees' space preferences:

5. What kind of space, environment and atmosphere would enable the just-mentioned important aspects?
6. Imagine a cruise ship and a space. What should it be like so that the personal goals listed above would be realised in a best way? Should there be private, semi-private, semi-public or public spaces? Why?

The focus group interviews were recorded using audio-recorder. To activate the interviewees, researcher also prepared paper slips with different services commonly provided on cruise ships written on them as well as some empty ones, to especially generate discussion about the fifth and sixth interview question sets. This is to encourage free discussion about possible desired space in different events, and to inquire if there are needs for facilitating social interaction within an event. In the end of interview, the m2cell-concept was introduced to the interviewees and their possible questions about the research answered to. After the interview, recordings and field notes were transcribed. These transcriptions were then analysed and results integrated into the thesis; the focus group interview analysis can be found in following section and results discussion in the final section of this thesis.

5 FOCUS GROUP INTERVIEW ANALYSIS

The following subsections will concentrate on interpretation of focus group interview responses and their significance. In the next subsection, a general view on focus group interviews and short descriptions of each group separately will be presented in time order. Afterwards, in the second, third and fourth subsections, the responses of each interview group will be categorised according to the event type: Each group's voiced opinions on specific events will be integrated with that of the other groups; the combined viewpoints are then used to construct a clear view on interviewees' experiences and preferences in each event. First, the family-friends event will be examined, shortly followed by the incentive and the conference. By the end of this section, interview analysis will discover interviewees' opinions on motivation, social interaction and space experience, along with the possible interrelations between these three factors. The consumer-generated insights on m2cell concept in relation to three aforementioned elements will be discussed further in the Discussions-section.

5.1 Short description

The focus groups were made up to be relatively homogeneous. The age, education level and cultural background were similar among interviewees in the same group. Additionally, there was relatively balanced number of female and male respondents, excluding the 2nd interview group. The uniform interviewee composition assisted in gaining deeper insights from specific groups. Additionally the conversation was more open, as there were no big differences between exempli gratia social stances or age that could have inhibited voicing of some opinions. To widen the view and gain of people of different age and from different cultures, the composition varied between groups rather than within. Furthermore, the interviewees were all acquainted with each other within the group, excluding the last group, which supported in creating dynamic and in depth probes, when needed.

All groups had somewhat uniform opinion on motivation for family-friends travel, which is mainly defined to be intrinsic; the reason why one usually participates in such an event is due to affection and enjoyment of the company. When enquiring about their reasons for participating the conferences, the ideas are even more homogeneous. After three group interviews, the cumulative amount of novel thoughts did not increase nearly at all for the conference item. However the insights are still very useful, as interviewees had different angles to approach the issue regarding motivational factors, thus enabling more validating interpretation of responses. In incentive event, the opinions were more diverse; they differed depending on cultural background and past

experiences of each interviewee. In following paragraphs, each focus group will be briefly introduced and their main findings identified. A synopsis of these discoveries will be provided in the end of this subsection in Table 4.

The **first** focus group was a Chinese group, which consisted of educated females and males under 30-year-old. For them, incentive as a concept was slightly different than earlier described in the thesis and by other focus groups: The item "incentive" signified tangible rewards rather than motivating or uniting experiences within the work context. Additionally, they would participate in incentive events mainly for the outcomes that can be gained only through participation rather than for the processes within event itself. These outcomes were for example getting a reward, social acceptance and team spirit. The reason for this is that they perceived incentive as a carrot and a stick for the workers to work harder and integrate into the work society, rather than a reward and motivational activity offered by the company. Additionally, they showed lack of intrinsic motivation as well as of enjoyment in any form towards incentive event, as can be seen from Appendix table 2 (Appendix C).

This group's main reason for family-friends event is said to be self-evident, whereas interviewees' motivation for conferences can be both extrinsic and intrinsic according. In family-friends event, there were some extrinsic motivation factors, too, such as improving relationships and taking care of each other. In fact, 1st group was the only one that mentioned the latter factor, which could indicate about the influence of communal cultural background. The goals that motivate them to participate in conferences can be exempli gratia meeting new people to widen their views, networking for easier future cooperation and reward for event participation. Whereas learning, professional development and relaxation were the factors, which were driven by the interest or enjoyment in these processes themselves.

The notions made by **second** group differed from other groups, especially in family-friends travel. First of all, an event where two or more families are together seemed to be unusual for interviewees, whereas big family gatherings are commonplace. This could be due to the family-centred culture (Eastern, Iran) they have, manifested during the interview as frequent referrals towards family members, which did not happen in any other interviews except for Chinese group. By the end of the interview, it could be concluded that family travel is the most preferred event type out of three events by interviewees. This is mainly due to the enjoyment level associated with family-friends occasion, which was higher than in other two events, conferences and incentives. As to incentive and conference, members of the 2nd focus group stated that they are

work-related and the motivation for participation is generated by the goals that one could achieve through participating in the events (professional development, presentations, new connections), i.e. extrinsic motivation.

The different motivation elements related to the three events clearly had impact on the factors interviewees deemed important for each event. In conferences and incentives, outside factors such as the organisation of event, the space and service quality were most prominent. Additionally warm and friendly atmosphere was desired, especially in incentives. For conferences, suitable ambience was wanted; suitable here suggests that the space should emit a feeling appropriate for the event type. For instance if the conference is academic conference, it should have an academic feel to it.

The **third** group consisted mainly of people who were older and more experienced than people in other groups. Half of interviewees in this group spoke English as their native language, whereas another half used English in their daily lives. This seemed to have considerable significance when examining their motivations as well as space preferences, and comparing them to the other groups. Overall their requirements were higher for basic services, while the motivation for participating in all three events is lower. Additionally, the motivation of interviewees in this group related with events is mostly extrinsic than intrinsic, and they feel more compelled than self-motivated to participate in events when compared with other groups. This would mean that something special is needed to induce them to take part and be motivated about events.

According to the interviewees of this group, when travelling with their family and friends, the space comes secondary to the company and activities that they can do together. Additionally, the group mentioned that family-friends event and its characteristics could depend on the life situation where one is at the moment; as young family with kids or retired couple, the definition of meaningful family-friends event might be different. This group's requirements for conferences had a significantly different focus than other groups: It concentrated somewhat on technical aspects of the environment, such as air-conditioning and comfortable chairs, in addition to atmospherically enjoyable settings. In incentives then again, the space is important, though it should change according to the appearing and differing needs occurring during the event.

The **fourth** group consisted of 4 Finns and it was quite different to the 3rd one in a sense that the group steered through the preliminary questions within half hour, in contrast to time of circa one hour taken by all other groups. This is mainly contributed by a concept that interviewees came up during the first quarter hour of interview: the theme of events. The theme refers to the feature that

each event has its own characteristics and activities, thus it has a specific "theme". People, who have preferences compatible with event theme, would then be more motivated to participate and engage in the event. To be precise, this indicates that by taking event attendees' opinions into consideration when organising the events, one could more successfully involve and create attractive experiences, which was also indicated earlier by the 1st group. However for 4th group, the individuality is far more accentuated factor than the overall team spirit.

Actually, individuality was a strongly emphasised factor throughout the 4th group's interview. Interviewees' prevalent idea was to have something to fit everyone's taste, individually. In addition to realising one's individual demands, other reoccurring factors for participation motivation included social interaction, enjoyment and variation to everyday life. These features were common for all events, though for incentives, experience of something new was sometimes more important than social interaction. However this newness was related to the enjoyment; it was said that having the former (newness) would induce the latter (enjoyment). When compared to the other interviewed groups, the 4th group was probably the only one whose members viewed incentives as enjoyment rather than being work-related obligation.

The **fifth** group was the last to be interviewed. In this group there were one German and three Russians interviewees. The interviewees in this group had mostly similar opinions to previous groups. From a researcher's point-of-view, this is a desired outcome, because the repetition indicates that no further interviews are necessarily needed. There were some noteworthy differences in this group's opinions about incentive event, when compared with earlier groups: Unlike first and second group, the incentives were perceived as a process that one is motivated to participate in. Additionally, as opposed to the 3rd group, and linking with the ideas of the 4th group, the incentives were seen as a possibility for enjoyment rather than obligation. In other words, there is intrinsic motivation related to incentive events, such as enjoyment and fun, uniting people as well as gaining new experiences, similarly to the 4th group. Nonetheless, like other groups, there were many extrinsic motivation factors such as exchange of ideas regarding to the work together with benchmarking and maintaining relationships for work.

In this subsection, the groups were introduced and most notable insights from each group revealed. However for the aim of this research, which is to analyse possibilities offered by m2cell-cruise ship concept for three event types in relation to social interaction, motivation and space experience, a more detailed analysis is still needed. In the next subsection, the information gathered through group interviews will be classified under each event type, starting from family-

friends, incentive and ending with conference. The social interaction needs, motivational factors and possible space issues of each event type will be explored further in following three subsections; the results of the analysis will be then used in defining the possible value of m2cell-concept for the three group events in the discussions part.

Groups	Group event		
	Family-friends	Incentive	Conference
1st group	Self-evident reasons	Tangible reward	Professional development
2nd group	Family or friends event	Professional development	Professional development
3rd group	Importance of companionship	Compel	Compel
4th group	Theme, individuality	New experience, individuality	Theme, individuality
5th group	Self-evident reasons	Professional development, enjoyment	Professional development

Table 4. Characteristics of focus groups by event type.

5.2 Relationship maintenance in family-friends event

First of all, the concept of family-friends travel (i.e. two or more families whose spouses are friends or acquainted) was relatively unexplored concept for all groups. Only one group was relatively, and another one somewhat familiar this format of travelling. The prevalent categorisation was either pure family or friends travel, which was surprising, since during the observation trip on board the cruise ship, friend families (assembly of couples or families travelling together) were one of the most commonly seen groups right after couples and families (Lillemäe et al. 2012). However this could be due to the operation area, Mediterranean, and the cruise ships' usual passenger composition as well as cultural background at that specific area.

The family-friends event is hedonic by nature; it is the pleasure of being with one's close family and friends that the decision for participating in the event is made, as can be seen from the Appendix table 1 (Appendix B). One reason commonly agreed on by all the groups for going on family or friend travel is to **maintain and improve relationships**. Four groups out of five mentioned a derivate from the aforementioned cause, which is "**seeing people not seen so often**". Furthermore in conversation it became apparent that it was inherent for the excluded group (1st group) that friends and families should be seen on regular basis. The emphasis is clear when reviewing the following quote:

> "Life is short, so go and enjoy the life or family and friends is very important."

56

(Quote from 1st focus group)

The same group had difficulties in the beginning to define their reason for family friend travel. It appeared to be **self-evident** to them to see their family and friends, without any further justifications. The 5th group had similar situation on family travel, though for both groups, when probed further, the underlying reasons surfaced, such as:

"I miss my family"

"(When asked about motivation to go, the first response was immediate) To meet them!"

(Quotes from 5th focus group)

The family seemed to be very important for all groups, but especially for 1st and 5th groups, which could partly contribute to their young age as well as their culture. The 2nd group was similar to abovementioned two groups from age and culture's perspective (Eastern), though the spending time with family as a self-evident fact was not nearly as obvious as for the aforementioned two groups.

When observing the response "seeing people not seen so often" in the context of the conversations, it became apparent that the phrase is used to describe family reunions for special occasions, such as celebrations. The 3rd group is the only exception, where the respondents were eager to see their families and friends scattered all around the world.

"Why do we go, well, vacations, being able to see family members that we don't see very often… Because we live very far away from families… Travel is the only way to see the. –And because we love them. – Because we love them, yeah."

(Quote from 3rd group)

A remarkable note is also that the 1st and 3rd groups were the only two groups, who mentioned **affection** directly as a motivating factor for the trips, whereas others indicated it through different expressions. The other common motives for journeying with one's family and/or friends are relaxation, travel and enjoyment.

However the question remains, how the motives connect to the need for social interaction, and furthermore, to the space experience. Three out of five groups highlighted the importance of social interaction and conversation by directly defining it as a motive for the family and friends travel. Moreover, the communication reciprocal actions are clearly present in other motives, too,

such as "maintaining and improving relationships", "seeing people not seen so often" and "**enjoyment**". The latter was especially interesting, as usually it does not necessarily automatically require the presence of another person. However it can be deducted from the discussions that talking and interacting with others may induce feelings of enjoyment. Though it was noted that the feel might have different origins for different people.

> "Talking about family travel, like in my case of a big family, it is usually very difficult to get all members together. Once we get together, we will have a trip to have conversations together and improve relations with each other."
>
> (Quote from 1st group)
>
> "For example, in our trip we had, my father played the cards with his uncle, and in the middle of the game, they were fighting, and we just laughed!"
>
> "For example, a person in a family group, he enjoy because of talking, someone enjoys because of talking with you, and someone enjoys because of playing some games. So it depends on the person…"
>
> (Quotes from 2nd group)
>
> "Friends and families, I have them both. I enjoy the company most of the time, both for friends and families."
>
> "Friends and family, we have lots of them. Gathering together and have lots of fun."
>
> (Quote from 3rd group)
>
> "(Talking about a trip, where some friends together booked a cruise trip with connecting cabins) It was quite nice concept, because we spent quite a lot of time among ourselves, though of course we also spent some time in the common facilities. So based on that experience, it was good and pleasant event."
>
> (Quote from 4th group)

Direct quotation from last group is not available. It is mainly due to the reason that enjoyment and social interaction were not directly connected in the conversations.

Evidently, the event type influences the importance as well as the characteristics of the space. According to the interviewees, when travelling with their families or friends, the space comes

secondary to the people, their family members or friends. The most important factors influencing their experience had more to do with the people and the activities they could do together; these factors include amount of people, the chemistry between them and the hobbies they can do together. The space comes only after these factors, though it was uncovered to be essential for the enjoyment. However the space need to have certain warmth and pleasant atmosphere for them to enjoy themselves there.

Clearly, the social interaction and space have some connections, as proved in the quotations and analysis above, especially the latter quote from 4th focus group. However depending on the cultural background, the responses ranged from wanting own spaces to seeking for bustling and lively atmosphere. Furthermore, despite of the desire for private spaces, the general opinion was that on family and friends travel, there should be more interaction with people from the outside than what is the case in other two events.

For family-friends events, the most common motivational factors for participation are relationship-related factors, enjoyment and affection. Due to the nature of these elements, the company of one's group member is considered to be the most important thing in the event, which highlights the importance of social interaction in family-friends event. However, as can be directly and indirectly derived from interviews, it was stated that privacy among the family and friends would be nice, especially when the chance for meeting is valuable and when aspiring for sincere personal discussions. Therefore, the spaces should be considered as an aspect influencing one's experience of family-friends travel, especially when customising an event for family-friends group in m2cell-concepted cruise ship.

5.3 Bonding and new experience in incentive event

Incentive as an event varied quite a lot among the groups when being described by the interviewees, as can be seen from Appendix table 2. (Appendix C). Depending on the cultural background, the interpretations on the concept of incentive were relatively different. In Finland, the incentives were apparently generally combinations of training and reward. Whereas somewhere else, exempli gratia Eastern countries, the incentives could be felt as somewhat compulsory event that one must attend on behalf of the work. Additionally, the event can be somewhat lacking in rewarding aspect.

As can be seen from the Appendix table 2. (Appendix C), the view on the motives for participating in an incentive event is not very consistent. The only two motives that most groups

agreed on was the **compelling nature** of the incentive event, usually entailed by the workplace, and **maintaining and improving relationships,** which generally is an intrinsic motive. Additionally, there were three elements that three groups agreed on, which were **building team spirit and uniting people**, **communication** and **enjoyment and fun**.

For incentives most interviewees agreed with the fact that the companionship is important, though event activities were as much essential. For example the 2nd group argued on whether the services or the activities are more important than the people present at the event. Though there were some differing opinions, the conclusion was that it is nice to know some people and to spend time with them.

In the 3rd group, interviewees had quite varying opinions on incentive. Some described it as a nice way to relax and as a vacation, while others considered it to be an unavoidable duty that each employee had towards his or her employer; an action that does not necessarily bring any added value that an incentive conventionally should, which is to motivate employees and encourage greater output. The contradicting views can be partially explained by the negative experiences of people in the focus group. Additionally, when asked purely about incentives, without any connotation to prior experience, some considered conferences to be as a sort of incentive due to its nature: Travelling and being able to meet colleagues were two main reasons for interviewees to consider conferences as incentives.

The 4rd group then again expected suitable and interesting program from a successful incentive event. The group is important for them too, as they can meet people not seen so often and explore new sides of their colleagues. However the activities should be tailored to fit people's taste, so that one could enjoy their time spent in the event.

The aforementioned case is a bit different from that of the 1st group. Though the 1st group mentioned building team spirit, maintaining and improving relationships as major motives, they seemed to be rather forced upon interviewees from the employee-side. Clearly, the motivation for event participation comes from outside rather than from one's within. It was mentioned that interviewees liked to interact with their employees and create relationships. However the enjoyment was not as strongly present as it was for the 2nd and 3rd groups.

The 5th group had the most positive attitude towards incentives. The interviewees were also self-motivated with intrinsic motives to participate in the events. These motivation factors were exempli gratia maintaining and improving relationships for own future development and

communication for the sake of better relations. Additionally, integration into work society through incentive event was perceived as a pleasant opportunity rather than duty, as seemed to apply for previous groups. Additionally, the **experience of something new** was emphasised. Though the 4th group already mentioned the newness feature, it was stressed and developed further in the discussion with the 5th group.

> "Something that get people… Incentive is burning (meaning: excitement, energy; figuratively "to be on fire"). Of course some people burn more easily. The idea is that people get together in a group. They do something they usually don't do together, and this way; grow as a group, as a team. This is the basic idea."

(Quote from 5th group)

By integrating the implicit and explicit expressions obtained from all five groups, it would seem that team building and newness of the activities in the event are key issues for a successful incentive trip. If the groups were motivated using creative and original activities as opposed to the many current routines, the value of the incentive event could increase greatly. The previous statement is especially true for 1st, 2nd and 3rd group. For 4th and 5th group, too, the kind of event mentioned above would bring added value, though they were quite self-motivated already beforehand.

As for the space preferences in incentive event or travel, there are no general opinions. Some groups highlighted that with appropriate facilities for their personal goals within the incentive event, they would feel more motivated about the event. Furthermore all the groups stated that there should be some spaces for the event members to interact with each other at least for some time, though external contacts with other people might be welcomed, too. It was also pointed out that to enable the enjoyment of the event, spaces should facilitate novel activities.

One space preference mentioned by 1st group was particularly interesting. A desired space would be such that it would prevent feelings of hierarchy and facilitate people to get close to each other as well as to have conversations. However the concern regarding to the power system was a concern that only the 1st group appeared to have. A factor contributing to this phenomenon could trace back to the cultural background of the group, where the power relations are prevalent.

In the responses made by the 2nd and the 3rd group, the individuality was more accentuated. The private spaces for the group were not desired and the emphasis was on the adventure and relaxation on one's own. 4th and 5th group disagreed with 2nd and 3rd group on the private spaces,

though they agreed on the adventure aspect. As can be seen from Appendix table 2. (Appendix C), the communication and networking were mentioned as motivation factors for participating in incentives. It is then apparent that some privacy might be desired for realising these needs.

4th group suggested strongly there should be some private space for the group where the members could spend time together. Hence the feeling of group travel would be produced and people would not feel like they are travelling by themselves. 5th group stated, too, that some place, where one could discuss in peace would be much preferred. Additionally it was stated that the group members could reserve this space for some time, after which they would go on their separate ways.

All in all, the common motivational factors for incentive event are compelling nature of event, relationship-related issues, enjoyment and fun. Though these major motives seem similar to the ones in family-friends event, incentive does not induce same amount of affection or involvement among the participants, or intrinsic motivation for participation. Generally for incentive event, the social interaction among the group is a strong element, though its significance is not as high as it is in family-friends travel. Social interaction as a motivational factor in incentive event seems to be a combination of intrinsic (maintaining and improving relationship) and extrinsic (compelling nature; communication) motivation. From space experience perspective, incentive event might need some communal spaces where participants can gather naturally; for relationship-related issues, private spaces, where one can relax with other members might facilitate social interaction.

Surprisingly, enjoyment and fun were equally if not more emphasised on than social interaction during the interviews: Success or failure of incentive event according to the interviewees mostly depended on the activities offered at the event and the enjoyment one can gain from these actions. Therefore, to address the search for novelty, enjoyment and fun, desired activities or a special surprise (Interviewee 6) could be arranged to engage participants further. The space and activities happening inside the space then are actually crucial elements in incentive events for achieving participant engagement and satisfaction. This issue should be considered when developing a portfolio of possible service offerings for an m2cell-concept cruise ship.

5.4 Communication and discussion in conference event

The conference is the only event out of three, which has most concentrated motive map as shown in Appendix table 3 (Appendix D). Two out of 14 the motivation factors were preferred by only one group; they are "relaxation" and "variation to normal day". For all the others, at least 3 or

more focus groups considered them as motivating elements participating in conferences. The uniform response pattern was simultaneously expected and unexpected result. The reason for expectation of such replies is the established form of conferences. However it was assumed that cultural traits should have effect on event feature. These two opposing reasons will be elaborated in following paragraphs.

The conferences have existed since long time ago. Along with the time, they have become more and more international, due to the increased pace of development and cooperation required by globalisation. Therefore it would be sensible to assume that, along with time and globalisation, dissimilarities between conferences organised in different countries have decreased. Consequently, nowadays, the definition of conference is similar across the countries. Furthermore, conference described by the specialised organisations is very similar to that of dictionaries (International Congress and Convention Association 2011a; Oxford English Dictionary 2004), though organisations usually might have some additional clarifications and specifications (International Congress and Convention Association 2011a, pp. 13). Therefore it was expected that opinion variation might be small.

The reason why the concentrated responses were a surprise to the researcher is due to the assumption that cultural background has influence on preferences on service and space requirements. As seen in interviews regarding family-friends event, 2nd group preferred "bustling" environment shared with everyone, whereas 1rd group wished for more privacy. However during the interview analysis, it became apparent that despite the cultural preference differences between interview groups, the main motives for participating in conference remained similar. The motives with 4 or 5 groups backing them up are following:

- Reward
- Work
- Learning and widening one's perspective
- Exchange of ideas, finding new ideas
- Meeting and acquainting with new people
- Professional development
- Communication and discussion
- Making connections, networking
- Presentation
- Travel

Three groups mentioned the two motivation factors excluded from the list above, "peer support and meeting colleagues". Additionally, there were motives that appeared during the interviews

only once: "variation to normal working days" and "relaxation". For the relaxation item, it is unclear if one or two group mentioned it as a motivator, since 4th group talked about how conference could be like a vacation and holiday, which could be interpreted as relaxing in the context of that discussion.

Clearly, half (7 out of 14) of the motives stated by the groups involved social interaction in smaller scales, such as in small groups or between few people. **Communication and discussions** happen usually, according to the respondents in small groups or face-to-face with another event participant. **Networking**, **widening one's own perspective**, **exchange of ideas** and **meeting and acquainting with new people** are usually outcomes of the communication and discussion, though they were important motives for the interviewees. As for peer support and meeting colleagues, social interaction is an integral part for realising these two objectives. Peer support requires discussion with one or more colleague, who has encountered the same problem before, whereas meeting with colleague means socialising with the co-worker.

To fulfil motives mentioned above, interviewees had many **space and service preferences**. Overall, private spaces for conference people were preferred, at least during the conference day. As 3rd group mentioned, the space itself should have good technical infrastructure, natural lights, comfortable chairs, good air conditioning and exchange as well as soundproof meeting facilities. The appropriate space then affects how interviewees felt motivated during and after the conference. Additionally, the environment should have the similar feel to conference's subject field or association, which practically means that scientific conference should for instance have an academic feel to it. However these are only the space preferences related to the conference on common level, not necessarily linked to social interaction needs.

The socialising needs elaborated above did raise some space implications. First of all, some small, intimate spaces for after session discussions were required strongly in some groups.

"As for the conference, privacy is higher; it is better to offer small spaces for 3-5 people"

(Quote from 1st group)

"(Talking about how the background noise should be controlled and reduced to be able to hear other people more clearly) Because it's the main point of the event that we get to know new people, discuss about the challenges in the industry and so on. And it's the only chance and only place where this can be done."

"(Discussing about the importance of hearing new information and meeting new people) Yes, but the thing is that you have this, from one to many, for example the conference presentation. Of course it is interesting to listen to it. But afterwards you'd like to have a conversation with some colleague, to hear what he or she thought about the presentation, or something else. So because you need to gain some counterpart so that you won't be trapped by your own thoughts, in a way, since it may lead to a wrong direction or wrong presumptions."

(Quote from 4th group)

As opposed to these statements, the 1st group considered the intimate social spaces to be more important in family-friends and incentive event than in conference. The group members of this group had clearly lower motivation to participate in conferences. When they were asked the first interview question about the conferences, the usual occurring responses were for example "It is for work" and "I don't like conferences, I like the things we do at the conferences, for example you go and see cities, you find new friends, and sometimes they just invite you for something out of conference (people inviting you for activities outside of a conference event)". Moreover, the manner within which they spoke of conference was not as enthusiastic when compared to the family-friends event. An important insight gained from this group was that their lower motivational levels regarding the event also led to situations where they avoided social interaction within the conference. More precisely, after attending to mandatory sessions, most of the interviewees in this group preferred to go somewhere outside of the conference event to for example do some sightseeing.

The members in 5th group had varying opinions on the importance of intimate spaces in a conference event. Two interviewees said in the beginning that the private spaces were not needed and that normal facilities suffice. Yet later on, they expressed their preference towards intimate places for conducting discussions. However it was not mentioned if the space should be private. The two other interviewees in this group expressed the importance of small private spaces for conference discussions. By the end of interview, members within the 5th group agreed that private spaces would be convenient for discussion purposes in conference event.

During 5th group's interview session, an interesting theme arose: In this group's opinion, the flexibility of the infrastructures comes before privacy. The flexibility of spaces is nowadays an important issue in cruise industry, too, due to the limited space on board a cruise ship. For conferences, the flexible space would allow changing of a seminar space into many small

workshops. Furthermore, some other innovative challenges could be addressed, such as reducing the feeling of being trapped by opening up the ceiling.

The motivation for conference participation is consistent across interviewees, meaning that there might be clear space requirement through social interaction needs. Similarly to conference consultant's statement about the importance of coffee breaks for networking and communication (Interviewee 4), the social interaction is a main motivator in conferences, but the time for that interaction might be short: People in conferences tend to scatter after that day's sessions have ended. Therefore as to facilitate desired discussion between and after sessions, appropriate places should be provided. Additionally, the privacy desired during conference topic-related conversations tends to be higher than in casual ones, which should be noted when allocating private or semi-private spaces for conference event in an m2cell-concept cruise ship.

6 DISCUSSIONS

As discovered above, it would seem that social interaction plays a big part in all three different types of events. Moreover, the different reciprocal needs in events inspire various types of space preferences, sometimes even unconventional ones. The results indicate that customising spaces according to the preferences of passengers on board a modular m2cell-concept cruise ship could bring added value for the event participants. Additionally, the results also justify the importance of physical environment for social interaction in the group events. Furthermore, space experience seems to clearly influence motivational levels in the case of incentive and conference event participants. As the appropriate environment can entice more enjoyment for event participants, it is sensible to take the space preferences indicated in this thesis into consideration when designing the settings for an event.

For family-friends events, the space preferences were diverse and companionship was more important factor for enjoyment than the place. Nevertheless, the place was a significant factor of their travel decision-making, too. Based on the results it would seem that current facilities used in cruise ships could suffice, as the relationship maintaining is considered pivotal. Furthermore, from economic point-of-view, it can be inefficient to realise a wide scale of different space preferences. There might be some time constraints, too, for changing the modules to fit different groups' tastes: From passengers' enjoyment point-of-view, the same feature might not be suitable for everyone and thus the spaces should be changed frequently. However by recording the passengers' backgrounds, preferences and spending patterns, one could assign some common likings for different groups and prepare for them accordingly.

In incentive, the significance of physical environment is higher than what it was in family-friends event. The group item was similarly crucial as the environment, and surprisingly, the activities, which are a part of the physical surroundings, were discovered to be an important element for event's success. This would then indicate that space is actually more important factor for enjoyment than interaction with other group members, as suggested by the interviewees in the interviews. The space here is assumed to include different possibilities to explore and gain new experiences. The focus in incentive event should then be the enjoyment of something novel.

Naturally, the concept of novelty can vary between different people. Nevertheless, there are many activities that are considered rare or exotic for most people, such as jeep safari, tandem skydiving and Nordic pole exploration. However nowadays, there is an increasing call for more serious components of incentives (Site International Foundation 2010, pp. 48; Interviewee 6); the need

for training and education facilities is increasing. The guidelines often used in conferences can then assist in creating spaces for serious components in incentive events, since an integral part of conference is education and knowledge distribution.

For conferences, the space for socialisation is evidently needed. As networking, meeting people and many other socialising activities are perceived as fundamental motives for participating in conferences, it would be unwise to disregard these interaction needs. Unlike in family-friends or incentive event, the reciprocal action in conference can happen between previously acquainted or unacquainted people. Thus, the interaction form can vary depending on the individuals and their level of familiarity within the event. Despite the difference, intimate sections for more private discussions are desired, as well as smaller break areas, where one can find conversation companions.

However the socialisation is not the only motive for participating in conferences; travel and reward are also important motivation factors mentioned in focus group interviews, as can be seen from the motive map in Appendix table 3. (Appendix D). Travel opportunities are usually well comprised in cruise trips, as passengers may embark at ports during the morning and return in the evening. The reward aspect can be similarly easily realised on cruise ships, as interviewees regarded travelling, relaxation and good service as a form of reward in conferences. Therefore these two aims can be realised without modifying the spaces, and bring added value to the event participants.

Similarly to other qualitative researches, focus group interviews have some limitations. One limitation is the group format of interviewing, which induced study to suffer from a certain amount of group thinking. Though the dynamics were captured and responses could be more accurately interpreted in the group travel context, once group thinking appeared, it made finding new ideas difficult. The researcher, who acted as the moderator tried controlled this phenomenon by stimulating development of new ideas during the interviews, yet some effects emerged, which can be seen as similar themes emerging within one group. However conducting five focus group interviews assisted in increasing the validity for the whole research; a number of independent interviews were able to produce new data and insights. In the end, same remarks made by others earlier were repeated, which further indicates that the amount of interviews was sufficient.

Another limitation would be the respondents' bias. As all respondents lived in Finland, it is obvious that factors such as Finnish culture and environment would influence their perceptions of issues. The events arranged in Finland may also differ a lot from the events arranged elsewhere,

and this is especially true for the incentives and family-friends event. Additionally, as most respondents (16 out of 24) were at the time of interview studying or working at the university, the academic culture may have had impact on the responses through experience and environment.

A further shortcoming could be most respondents' inexperience with cruise ships. Note here that by cruise ships the researcher is referring to the ships built for cruise and pleasure, instead of multitask ferries often seen in Finland. Lack of experience would mean that the replies given by the interviewees would not have appropriate experience to back the opinions, which those who have cruised before might possess. However this was an intended research setting. Since the research objective was to explore the possibilities of an entirely new cruise ship system, it is preferable to have people, whose perspective is not limited to the current cruise ships, to contribute their opinions. In return, this method would increase the possibility of gaining innovative ideas and inspirations.

6.1 Theoretical implications

Regarding the decision-making of event participants, a surprising item was found as the result of focus group interviews: Interviewees' decision-making seemed to be irrational for incentive event, whereas in the family-friends and conference event, the results were as one could expect, irrational (family-friends) as opposed to mostly rational (conference). In the case of family-friends event, the original assumption was that the affective and conative factors influence one's decision-making process (Michie 1986; Kluin and Lehto 2012), which proved to be true, as motivation for going on family-friends travel is often hedonic and thus irrational. However some irrationality could also be observed in incentive event in the form of search for interesting experience. This irrationality displayed itself as demand for novel and individual activities for enjoyment of the event, which can be classified as a form of hedonic behaviour. In conference event, as contrasted with incentive and family-friends event, the decision-making concerning participating in the event seemed to be mostly rational, though a hedonic dimension existed: the desire to do sightseeing.

When looking at the empirical research results and the three factors (motivation, social interaction and space experience) the previous theoretical framework (Figure 7) seems to be a bit lacking in describing the relations between motivation factors, social interaction and space experience. It would appear that the process is not as straightforward as it was described in Figure 7 (pp.50). Rather it seems that there are three main factors regarding each event and they all

influence each other in the group events. Therefore Figure 8 would be a better graph for describing the interrelations between the three factors.

As mentioned in the previous parts, there is obvious link between **motivation** and **social interaction** in the group events. More specifically, social interaction can be considered as an important motivation factor for participation decision of an event. For example, some interviewees mentioned that if there were no need for discussing and connecting with other people in conference, they would prefer to only publish their articles or search for the information online, and skip the travel. Reversely, the motivational levels affect on how much or deep of interaction one is willing to engage in, as pointed out in the analysis of all three events. If one is not motivated to participate in an event, it is likely that he or she would prefer to spend time otherwise occupied rather than partake in social interaction with other participants. Therefore the motivation and social interaction should be considered as two interactive factors.
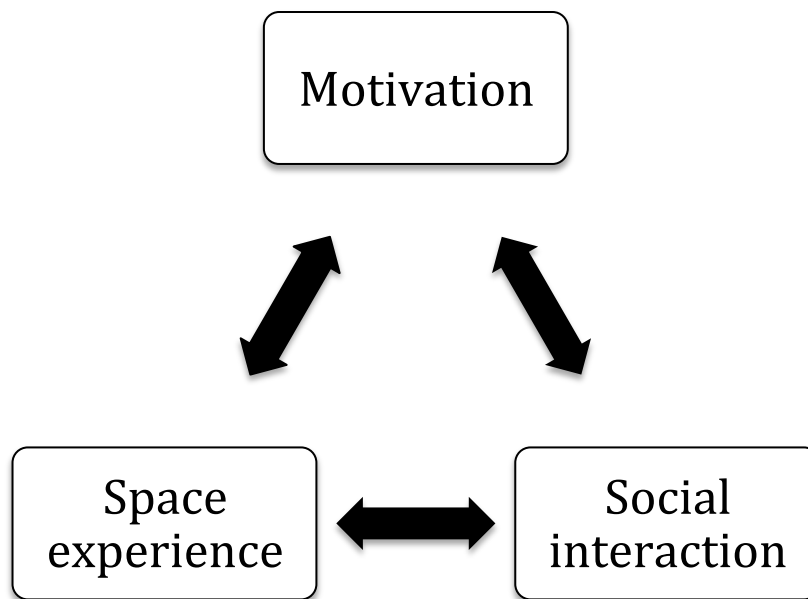

Figure 8. Interactive relationship between motivation, social interaction and space experience.

Through the focus group interviews, it became apparent that space, where social interaction happens, also influences the social processes. The requirements that **social interaction** can have on **space experience** were relatively clear since the earlier parts of thesis. Social interaction can be facilitated through design of spaces. An example is a modified situation mentioned by interviewees: When one wants to have some small talk with some friends, the bar table and its surroundings might be appreciated. Yet if there were need for more serious talk, the same environment might be perceived as inappropriate. Here the nature of social interaction one wishes to engage in influences how one perceives the space. Apparently, the social interaction affects

space experience. However reversely, if the space experience is negative in some situation, the interaction might be inhibited. For example, when discussing about issues in a noisy place where it is hard to hear what other people are saying, the nature of intended social interaction might change or the need for social interaction disappear. Thus the relationship between space experience and social interaction should be considered to be a two-way one as well.

To researcher's surprise, there also appeared to be mutual cause-and-effect relationship between **motivation** and **space experience**. Empirical results indicated that the way one experiences the space affect individual's motivational levels during and after the event. For example it was mentioned that place where one enjoys the environment, one would be more motivated to participate and listen. The relation was more evident in incentive and conference events than in family-friends event, where the role of intragroup relations is especially significant. Nevertheless it is still plausible that the space experience would affect the after-event decision-making process in the case of family-friends group through motivation to go on a travel together once more. The aforementioned speculation should be researched in more detail for further justification.

As space experience affects motivation, the same applies reversely: motivation influences how one perceives the space. More specifically, the motivational factors indicate a certain space, which would be desired. For example in the interview analysis, a group mentioned that pleasant spaces should be provided listening to a session, to reach their goal of event participation, which is learning. Thus if the space were recognised to be similar or in some aspects even better as the desired one, the experience of the space would be positive. Then again, if the surroundings were judged to be unfit or lower than expected, there space would be experienced in a negative way.

The findings of this thesis supports previous researches emphasising the importance of social interaction on board cruise ships argued by Duman and Mattila (2005), Yarnal and Kerstetter (2005), J. Huang and Hsu (2010) and Papathanassis (2012). Additionally, as Kwortnik (2008) and Hosany and Witham (2010) argued, individual's experience of a space is significant for the event, and thus the cruise experience. The space also supports the social interaction that can occur in that specific space, as indicated by previous researches on space experience (Bennett and Bennett 1970; Bitner 1992). This study then indicates that there is connection between social interaction and space experience, which influences each other in addition to individual's perception and behaviour.

Event participants' motive factors were found during the research and they could be classified using dimensions discussed in Motivation-subsection; the classical "push and pull"-model (Dann

1977) and Iso-Ahola's "approach and avoidance"-model (1982). However this was not applicable in the scope of this research, since to sufficiently justify the tentative motivation classifications made in Focus group interview analysis-section, deep and throughout research on motivation factors would be required. Nevertheless the study results indicate that there are different types of motivation influencing individual's decision-making. For example in family-friends event, the love and belonging-dimension from Maslow hierarchy of needs was substantially present (Maslow 1943). Then again for incentive and conferences, elements from esteem and self-actualisation-dimensions were mentioned as motivation for participating in the events, too (ibid.). This might indicate the psychologically more fundamental nature of family-friends event compared to the two other events (ibid.). The research results thus suggest that it might be efficient to use an integrated model that would yield more comprehensive perspective on one's mental processes, instead of utilising one model.

The thesis discovered a plausible relation between earlier fairly connected factors; motivation, social interaction and space experience. As demonstrated by the study, it would be beneficial to realise the factors possibly contributing to individual's overall experience, not only from managerial but also from academic discovery point-of-view. The findings of the thesis contribute to current researches on consumer studies, consumer experience, space experience, as well as to social sciences on motivation and social interaction. Additionally, the theoretical implications can be utilised in further studies about group events, group behaviour on board cruise ships and possible application of modular cruise ship concept.

6.2 Managerial recommendations

Overall it would seem that conference and incentive markets should be tapped more deeply into by the cruise industry. According to Site's report (Site international Foundation 2010), the spending per participant in Germany averaged at 435€ per day for domestic travel and 610€ per day for trips abroad, which is similar to what cruises might cost for individual customers. In addition, there were still over incentive travel budgets of 800€ even after two years of economic crisis (ibid.). As for conferences, the direct and indirect spending of meetings industry in United States equalled to approximately 40% of the contribution of travel and tourism sector (Convention Industry Council 2011), which advocates conferences as possible source of significant revenue. Despite the prolonged difficult economic situation, these industries remained relatively strong and spending relatively same (International Congress and Convention

Association 2011a, pp. 14-16; Site International Foundation 2010, pp. 50). These numbers would indicate that meetings market is worth exploring for cruise industry.

Due to the possible hedonic and thus irrational decision-making factor within all three events, the search for enjoyment, cruise line should communicate their service and lifestyle offerings in a way that would engage its customers. From cruise line perspective, the irrationality could be viewed as a positive sign, as consumers would choose their cruise ship based on affective factors, rather than comparing explicit facts. By capturing consumer engagement, the company could more likely be chosen when consumer is deciding on participating in a group event. The engagement can be induced when company interacts and creates relationship with its customers, which would ideally lead to favourable outcomes for both parties.

For the m2cell-concept, conferences and incentives would represent a good target area, as the groups are big enough for modifying the m2cell modules to fit their needs, from both economic and feasibility perspectives. When considering the socialisation needs of individuals in these events, some communal spaces could easily be built for the participants utilising the modules. For conferences, small areas for discussion could be beside the seminar rooms and/or the common areas where attendees spend most of their times. For the incentives, there could be some shared space near their own accommodations. Additionally these accommodations should be close to each other for their communal needs. All in all, at least some private spaces in addition to possible seminar rooms are needed for the social interaction of participants.

The family and friends travel requires a bit different approach than the two above-mentioned events. First of all, the family and friends travel together for leisure purposes mainly, unlike the other two, where leisure and work is combined. Thus the space preferences are accordingly. The interaction with people outside of one's event is preferred, although some private spaces were sought after, such as small cabinets for playing games or for singing karaoke. It would then seem sensible to introduce some multifunctional small cabinets with some basic alternative activities, which does not require the constant presence of the service staff. Additionally, the options should be somewhat different to the cruise ship's offerings elsewhere to avoid internal service cannibalism.

For all three events, the amount of outdoor activities is important, though it is more accentuated for incentive as well as for family-friends event. For the incentive, some novel activities might be difficult to realise on board the cruise ship. Thus it would practical to establish some of the activities for example near the port area, or at least arrange some special trips to realise the

special needs. As for the family and friends travel, the current activities that are offered on board cruise ships across the world would apparently suffice with some local adjustments.

As the incentives and the conferences are relatively unexplored areas for the current cruise industry, some promotion is needed. Currently the visible advertisements of corporate and associate events offered have been a bit trivial and less emphasised on by the cruise lines. Moreover, cruise lines seem to promote mainly the leisure trips offered for individuals and families using channels such as advertisements, direct mails as well as guerrilla type of marketing (Elliott 2007). When promoting for incentives and conferences for corporations as well as associations, the approach should be altered to fit the context.

In corporate organisations, many times the individuals participating in the event has influence on the choice of destination. The participant preferences then influences incentive intermediary's choice of collaboration partner (Site International Foundation 2010, pp. 10). Due to participants' power in decision-making, marketing channels reaching individuals themselves could be used to increase cruise line's presence for corporate events.

As seen from the Site's research (ibid.), direct cooperation with the hotel is often the most frequent action option for event coordinators. Since the cruise ships are commonly interpreted as hotel service providers with some extra services, the hotels are a good correspondence for analysing the strategic alternatives. A possible communication channel for cruise line would then be the event coordinator, with whom the relationship should be developed to increase the possibility of achieving reservations for the target events.

For conferences, too, the relationships between the hotel service provider and the associate organisation are crucial for both parties, as can be seen from a regularly updated intelligence booklet made by International Congress and Convention Association (no date), commonly referred to by the association (International Congress and Convention Association 2011b). According to the publication, organisations can gain more assistance in event management, and hotel service providers more early reservations through creating long-term relationships (International Congress and Convention Association n.d.). Additionally, as the cruise ships include many other services in addition to accommodations, the spend conferences will be relatively larger in cruise ships than in hotels. Moreover, in an expert interview (Interviewee 4), it was estimated that each conference participant themselves spends 1000€ during the conferences in Finland. Therefore the conferences would be an appealing market to tap into. Consequently, it

would be advisable strategy for the cruise lines to build relationships while simultaneously increasing the recognition of cruise industry and thus gain more prospective customers.

6.3 Conclusions

As the current cruise industry is facing challenge of innovation and relative rigidity, m2cell-concept offers a chance to answer to this problem. Using m2cell's adaptable structure, cruise lines can offer targeted services and new cruise experiences. Furthermore, as revealed through the empirical research, m2cell-concept could also bring some added value to different event groups. The changeable modules capacitate cruise line to change its space and service offerings according to event demands. Furthermore, it allows inputting spaces that would facilitate realisation of event participants' motivational goals and social interaction within the event, thus generating possibility to offer superior experience. This answers to the main research question: "**What additional value the m2cell concept could bring to the event participants from the social interaction perspective and in relation to the space?"**

During the empirical research, it was revealed that **social interaction is a constant and crucial part of all events**. In most occasions socialising acts are also main motivating factors for participating in the events. Additionally, practical suggestions for facilitating and realising social interaction and other motivation factors were created. It was suggested that in **family friends** travel, there should be more shared space for the group, as togetherness is a significant motivation for this type of event. Then again in **incentives**, an event's surroundings should support the process of bonding and gaining new experiences. The reasoning is evident, as in the incentive travel, the significance of relationship maintenance is as important as encountering novel exciting occurrences. Thus there should be spaces for team building as well as for experiencing something new. In **conferences**, the social interaction was deemed to be the most important factor for the event. The special form of social interaction is discussion and communication, which can be realised in m2cell-concept by implementing small spaces suitable for small as well as big group discussions. Hence, the answers for following research questions were also discovered: *"Why would people be motivated to participate in these three events"*, *"How important is the social interaction in these events"* and *"What are participants' space preferences in the events"*.

In addition to realisation of new possibilities offer by m2cell concept, the thesis also discovered some earlier unrealised relation between different decision-making factors, most notably between space experience and two other elements, social interaction and motivation. Furthermore, the

importance of space experience for the two components was also recognised in the thesis. Through empirical research results, the researcher developed a theory within the scope of this thesis, where motivation, social interaction and space experience affect each other, and none of these items has isolated effect on consumer behaviour. However it should be noted that the theory is a product of exploratory research and thus a hypothesis rather than solid theory. The limitations of the research will be discussed more deeply in following paragraphs.

6.4 Limitations and recommendations for future research

A main reason for most limitations is the explorative design of the research, which restricts the possibility of drawing explicit conclusions. Additionally, the selection of focus group interviewees may cause a systemic error: Since all respondents are from a same geographical area, where cruising on big cruise ships is not so familiar concept, the responses might be biased by the lack of experience. However when generating new ideas, lack of prior knowledge can be an advantage, as respondents are not be restrained by their earlier assumptions.

Another limitation is the limited scope of thesis research. Since the initial goal was to define motivation, social interaction and space experience in the group event travel, it might be difficult to directly apply the results of this research into another occasion, which has significantly different settings. Furthermore, the justification for relationship between social interaction and space experience in family-friends context should be supplemented. Therefore the application of the developed theory might be valid only within the group event background. Nevertheless, the thesis contributed to the further social and experiential knowledge in the group events.

A further restriction to thesis results' applicability is the question setting during focus group interviews. The interview sequence and questions could not capture the concluded interactive relationships especially between space experience and the two other factors. This is however due to surprising discovery of these reciprocal connections between the elements, for which researcher was not prepared attributable to the little amount of literature on space experience's influence on motivation or social interaction. In this thesis, some tentative conclusions were drawn, though further confirmation is required and assumption possibly adjusted.

As introduced above, the thesis discovered hypothetical interactive connections between motivation, social interaction and space experience in the group events. The results are remarkable since group research has rarely touched the subject of relationship between three, or even latter two factors, though the importance of social interaction and space experience was

discovered to be very important factors during the group events. However, the results are directly applicable only in the group context and thus hypothetical by nature. More research on the relation between three factors should then be conducted to justify findings further.

Future research could focus on validating and applying the analysis results of this thesis. One could for example use psychological approach to define the possible relations between all or at least two out of the three elements: motivation, social interaction and space experience. In social and environmental psychological fields, one could explore the effect of different social or environmental settings on individual's behaviour. Whereas from consumer and tourism research perspective, it might be interesting to examine the relation of these three factors to satisfaction, engagement, overall experience and loyalty. Additionally, it would be interesting to investigate the possible interrelations between different groups, who are on board the m2cell-concept cruise ship at the same time. When moving from individual viewpoint to the environment of an m2cell cruise ship, one could simulate the actual implementation of modules in different scenarios of customers and discover the optimal scenario from economic efficiency and requirement fulfilment viewpoint. From m2cell-concept's perspective there are also multiple other possible future research options, such as designing an ordering system for the concept, creating a logistic system for the supply chain and defining an optimal way of utilising m2cell-modules in and outside of a cruise ship.

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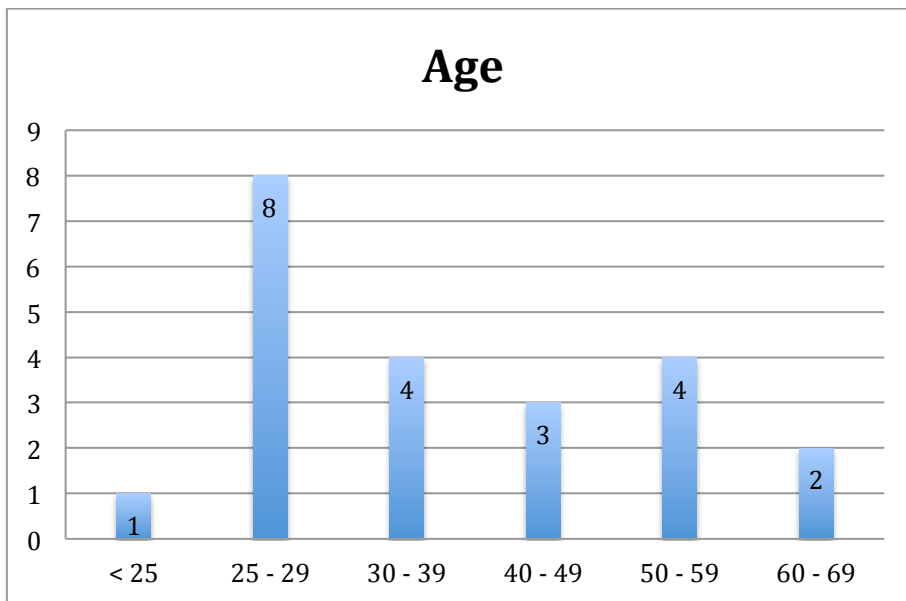
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APPENDICES

Appendix A

Interviewee characteristics: Total of 24 interviewees (two missing demographics)

Nationality	Number of interviewees
British	1
Canadian	1
Chinese	5
Finnish	4
German	1
Iranian	8
North American	1
Russian	3

Age

A bar chart titled "Age" showing the number of interviewees by age group:
- < 25: 1
- 25 - 29: 8
- 30 - 39: 4
- 40 - 49: 3
- 50 - 59: 4
- 60 - 69: 2

Gender

Male	14
Female	8

Educational level

Undergraduate	3
Graduate	12
Post graduate	7

Marital status

Single	6
In relationship	3
Married	13

Employment status

Status	Count
Full-time	14
Part-time	1
Unemployed	1
Student	4
Retired	2

Yearly brut income

Income	Count
0 - 14,999	7
15,000 - 19,999	1
20,000 - 39,999	5
40,000 - 59,999	8
60,000 - 79,999	
79,999 - 89,999	1

Frequency of cruising

Frequency	Count
Often	3
2-3 times per year	5
Rarely	12
No	2

Cruising - Ship type

	Cruise ship	Ferry
16		
14		15
12		
10		
8		
6	7	
4		
2		
0	Cruise ship	Ferry

Appendix B

Family friends	Groups				
Keywords	1st	2nd	3rd	4th	5th
Motivation, aims					
self-evident	xx				x
relaxation, vacation	x	xx		xx	x
maintaining and improving relationships	xx	x	x	x	x
travel (seeing new places)	x	x	x		x
social interaction & conversations	xx	x	x		
affection, taking care of each other	x			x	
enjoyment	x	xx	x	x	
activities	x	x			x
celebration			x	x	x
compel		x	x (relatives)		
variation to everyday life			xx		
seeing people not seen so often		x	x	xx	x
experience something new		x (climate)	xx		

Appendix table 1. Motive map for family-friends event: Table of frequencies and weight of keywords mentioned when asked about reasons for going on family-friend event. "x" here refers to general opinion and "xx" to more emphasised factor.

Appendix C

Incentive	Groups				
Keywords	1st	2nd	3rd	4th	5th
Motivation, aims					
social acceptance	xx				
team spirit, unite people	x		x		x
reduced workload/work pressures	x				
reward (tangible)	xx				
increased efficiency	x				
continuous improvement	x				
communication	x		x		x
benchmarking	x				
for work	x	x	x	x	
exchange of ideas	x				x
maintaining and improving relationships	x		x	xx	xx
appropriate theme			xx		
exploring new sides in co-workers			x		
networking, meeting new people		x	x		
new experiences			x		x
learning			x		
relaxation				x	
enjoyment and fun		x		x	x
escape from normal routine			x	x	

Appendix table 2. Motive map of incentive event: Table of frequencies and weight of keywords mentioned when asked about reasons for going on an incentive trip. "x" here refers to general opinion and "xx" to more emphasised factor.

Appendix D

Conference	Groups				
Keywords	1st	2nd	3rd	4th	5th
Motivation, aim					
reward	x		x	x	x
personal travel	x	x		x	
travel (sightseeing)	x	x			x
for work	x	x	x	x	
learning, widen view	x	x	x	x	
exchange of ideas, new ideas	x	x		x	x
meeting and knowing new people	x	x	x	x	x
relaxation	x			(x)	
professional development	x		x	x	x
communication and discussions	x	x	x	x	x
making connections, networking		x	x	x	x
meeting colleagues			x	x	x
peer support	x			x	x
variation to normal working days			x		
presentation	x	x		x	x

Appendix table 3. Motive map of conference event: Table of frequencies and weight of keywords mentioned when asked about reasons for going to conferences. "x" here refers to general opinion and "xx" to more emphasised factor.