



Capsule Hotel Feasibility Research Report

13.04.2023

Group 7:

Anni Wang

Fengyuan Tang

Hongyuan Hua

Meiyi Du

Xinyao Luo

Yiwen Li

Yuan Sun

Introduction

In recent years, air travel has experienced significant growth, leading to an increased demand for convenient and affordable accommodations near airports. As Pearson Airport continues to serve as a major transportation hub, travelers frequently encounter high-priced hotels and poor sound insulation in the surrounding area. This predicament is especially inconvenient for young travelers with layovers or early flights, as they struggle to find suitable places to rest.

To address this pressing issue, our team has conducted an in-depth feasibility research study to explore the potential of opening a capsule hotel within Pearson Airport's vicinity. Our innovative capsule hotel concept aims to combine state-of-the-art soundproofing technology, modern amenities, and an affordable, hourly-based pricing model. This business venture is designed to cater to the needs of young travelers seeking comfortable, budget-friendly accommodations during layovers, delayed flights, or before early departures.

Through comprehensive market analysis, financial projections, and thorough examinations of customer needs, our report will demonstrate the viability of establishing a capsule hotel at Pearson Airport. This pioneering solution has the potential to transform the travel experience for countless individuals, ensuring their comfort and convenience during their journeys.

Product/Service Feasibility Analysis

Concept Testing

We have designed a concept test to evaluate the potential reception of our capsule hotel at Toronto Pearson International Airport. We wish to test whether our primary target consumer segment will be comprised of single travelers aged 21-25 with annual incomes under \$30,000. This segment aligns with the affordability and compact space characteristics of our capsule hotel, catering to the budget and preferences of these consumers.

To conduct the test, we will design an online survey to collect data from travelers at Toronto Pearson Airport. Inspired by a similar test conducted in Semarang, India (Lemy & Heidi, 2019), our concept test will be divided into two main sections: the travelers' profile and market conditions. The travelers' profile section will include demographic questions regarding participants' ages, incomes, marital status, etc., enabling us to refine and further differentiate our customer base. The market conditions section will assess the current interest in and acceptance of the capsule hotel concept while identifying the most important features and services (room sizes, prices, technologies, etc.) for our customers. The six-point scale format used in the Semarang test will be adopted for most questions to minimize bias. The complete survey can be found in the Appendix section (Appendix 1).

Positive support for our pre-customer targeting and market entry possibilities will be mainly demonstrated by the following results from the test:

- A. A high percentage of respondents within our target age group (21-25), single, and income level (below CAD 30,000) show interest in the concept. We can further segment the respondents to analyze different gender groups and traveler type preferences. For instance, if we find that the female segment or business travelers show more interest, we could make targeted improvements by offering a women-only capsule area and a separate shared office area for business travelers.
- B. Respondents rated the affordability of short-term stays and soundproofing highly (rating of 5 or 6) compared to room size requirements, which aligns with our positioning.
- C. Respondents show a willingness to seek accommodation near the airport during flight delays, early departures, or late arrivals, and show interest in capsule hotels in these scenarios.
- D. Respondents value service quality and are receptive to AI technology to enhance service quality (rating 5 or 6).

However, we may encounter responses that do not align with our expectations. For example, we may find that customers over 25 years of age express greater interest in our concept. In this case, we will analyze the responses of this age segment for the remaining survey questions to explore which features and services are most important to them. Additionally, we will analyze the reasons why our pre-intended customer segment (21-25) did not express significant interest and explore whether we can tailor our offerings to meet their needs and preferences based on their responses.

Target Consumer

Our initial target customers are single individuals aged 21-25 with an annual income below \$30,000 CAD who need to catch a connecting flight or a red-eye flight at Pearson Airport. We classified low-budget travelers as those earning less than \$30,000 CAD annually, adjusted on the government criteria(Canada, 2022). This demographic has been chosen based on the features of our capsule hotel: we plan to start with a trial operation at Pearson Airport only; our capsule hotel offers affordable prices and flexible hourly charging; we provide high-tech equipment, such as soundproofing and air purification devices, and lighting to help alleviate fatigue from long flights; in addition, our capsule hotel has smaller space compared to traditional hotels. Our customer targeting is informed by surveys of capsule hotel guests in other countries. Data from a Taiwanese capsule hotel(Chen et al., 2020) revealed that backpackers with an age distribution between 21-25 (36.6%) and low-income (36.2%) were the main occupants.

Moreover, according to another feasibility report on capsule hotels in Indian airports(Lemy & Heidi, 2019), 86% of those interested in the capsule hotel concept were single travelers, mainly due to the smaller space offered by capsule hotels. These data suggest a preference match between our capsule hotel concept and the targeted segment, and the reasons behind these results can be justified. Earlier studies(Amornpornwiwat & Kapasuwan, 2018) have shown that price is a major factor for low-budget travelers when choosing hotels, with lower-budget travelers such as backpackers and students being more price sensitive. Additionally, this segment tends to have lower requirements for room size compared to higher-budget travelers(Lockyer & Roberts, 2009). Our capsule hotels cater to these preferences by offering low-cost, small-space accommodations, making them a viable option to fill the existing gap in the industry.

Another characteristic of our target customers is the need for accommodations during connecting or red-eye flights at Pearson Airport. Prior research(Lin, 2019) found that guests were more likely to choose capsule hotels during travel delays rather than on regular trips. This is because these travelers may have a short stay, unlike tourists who need a traditional luxury hotel. They only need a place to rest and freshen up, and our cheap, hourly-charged, small-space capsule hotel located inside the terminal is convenient for them.

Marketability and Product Usefulness

Current airport-adjacent hotels are expensive, which deters budget-conscious young travelers from choosing luxury accommodations during short layovers. To address this issue, we aim to construct an hourly capsule hotel that offers affordable prices and is suitable for low-income individuals seeking rest. Studies indicate that high-quality services are essential in capsule hotels. Hence, we will prioritize equipment details to enhance customers' experience by incorporating advanced soundproofing and ventilation systems and adjusting the sound and light levels of the TV, entertainment facilities, and alarm clocks. In terms of facilities, we will prioritize safety and privacy by allowing only guests with access cards to enter public shower rooms, lounges, and sleeping areas, and by providing locked sleeping capsules to enhance security. Additionally, we will establish a female-only capsule area to accommodate the increasing number of female guests and to provide personalized and responsive services that enhance service quality.

First-mover advantages

Doh (2000) suggests that pioneers offering the first product in the market can achieve easy gains in market share and guest loyalty. Currently, capsule hotels have not yet entered the Ontario market, and as a first-mover, we have a unique opportunity to establish a strong brand presence and build a loyal customer base.

Location choice is particularly important in the hotel industry. As a hotel located in an airport, our location serves as a significant advantage, setting us apart from other hotels around the airport. Guests can utilize public transportation without waiting for the hotel's airport shuttle, providing them with time flexibility and accessibility. As a first-mover, we have the advantage of securing the best location within Toronto Pearson International Airport to provide our services. While new entrants might find somewhat similar locations for their operations, they cannot replicate the precise location advantage.

Furthermore, studies show that early entrants to the market are more likely to benefit from government support (Zheng, 2010). The Canadian federal government is currently working to enhance the airport service experience, providing over \$142 million in funding to Toronto Pearson International Airport (Canada, 2022). Our capsule hotel concept aims to alleviate passengers' fatigue and improve their airport experience by offering a convenient and comfortable space to rest. As a first-mover, we are better positioned to receive government support, further solidifying our competitive advantage in the market.

Industry/Market Feasibility Analysis

Industry Attractiveness / Literature Review

Regarding our capsule hotel at Toronto Pearson International Airport, it is part of the interaction between the capsule hotel and airport hotel industries, which is a relatively novel area of potential business development. Our team conducted a literature evaluation on these two aspects and then combined them to analyze the industry's market entry attractiveness.

In 1979, the Japanese invented capsule hotels, also referred to as pod hotels or "energy-saving youth hostels" (Xu, 2011). This novel hotel style quickly spread throughout Southeast Asia. This trend emerged to facilitate budget travelers and adventure-seeking nomads. There are also capsule hotels in the majority of countries outside Japan. For instance, the United Kingdom opened its first capsule hotel in 2005, and New York opened its first in 2011.

In addition, capsule hotel's popularity has increased steadily over the years as it has grown. The market for capsule hotels was valued at 167.07 million USD in 2017 and is anticipated to increase at an annual rate of 6.3% from 2018 to 2020, reaching 226 million USD by 2022's end (Chen et al., 2020). The growth of the capsule hotel is unquestionably a strength and a chance for us to start a business. Threats do exist, though, as well as weaknesses. People in Western countries, for instance, are still unwilling to accept this kind of capsule hotel; some media outlets have even called them "corpse drawers in a mortuary." (Rogers, 2016). In order to gain success for our venture, we must meet the fundamental lodging demands of travelers and provide

supplementary services in order to dispel this misconception, popularize the idea of capsule hotels at Pearson Airport, and attract clients.

On the other hand, for the on-site airport hotel industry, it has enormous potential attractiveness, which is good news. A study shows that the performance of on-site airport hotels compared to off-site hotels near the same airports is better, due to their advantages such as convenience, time-saving, cost-effective, and added convenience for meetings involving parties from multiple fly-in destinations (Detlefsen, H. 2008). However, problems also exist because of the expensive price. According to Toronto Pearson's Official website, in the current accommodation market in Pearson Hotel, multiple brands offer their services. The ALT Hotel and Sheraton Gateway Hotel are connected to the airport, whereas the Hilton Hotel does not offer a shuttle service. These hotels are all well-known brands, so their prices per night are high(usually above 100 dollars per night) and reservations are typically required weeks or months in advance according to the booking website. Besides, considering the fact that the economy has entered into a recession, budget-friendly hotels will be favored, and customers' potential preference will transfer to our establishment.

To combine together, it is in fact that capsule hotels are filling the gap in the hospitality industry where it is good because of its location, affordability, and style without compromising too much on privacy(Drescher, 2016). Capsule hotels have the ability to accommodate a traveler's need for a short nap at an affordable price and their proximity to the gate, compared to a typical well-known hotel, distinguishes our product line from the existing airport hotels on the market. Additionally, The soundproof technology we provide is a high quality service that is very rare in the market, and thus we can attract customers.

In a nutshell, our venture is going to enter a market which is the interaction between capsule hotel industry and airport hotel industry. The overall strength of our product is to fill in the gap that traditional airport hotels are normally expensive and cannot accommodate a cheap, convenient need for budget-limited travelers. A potential weakness is that the concept of capsule hotel is uncommon and innovative for local North Americans. The opportunities are the growth of the global capsule market and the robustness of airport hotels. One remaining threat is that we may face a lot of unknown as a first mover in Pearson Airport.

Identification of a Niche Market

1. The niche market for the capsule hotel at Toronto Pearson International Airport could be travelers who have layovers or connecting flights and need a comfortable and convenient place to rest during their wait time. This market segment would prefer a quick check-in and check-out process, minimal amenities, and affordable rates.
2. It could also be budget-conscious travelers who want to experience unique and compact accommodations that offer basic amenities.

There are some unique features and services:

1. Quick check-in and check-out process: The hotel would need to have an efficient check-in and check-out process to save time for travelers. This could include self-check-in kiosks or online check-in options.
2. Minimal amenities: As this market segment would be primarily interested in resting during their wait time, the capsule hotel could offer basic amenities like a comfortable bed, a personal TV, charging ports, and a small desk for work.
3. Affordable rates: Since this market segment may not require extensive facilities and amenities, the hotel can offer affordable rates that are attractive to travelers who are on a budget.
4. Convenient location: The capsule hotel would need to be located within the airport or in close proximity to the airport to provide convenient and accessible accommodation for travelers.
5. Clean and hygienic environment: Given the ongoing pandemic, travelers would expect the capsule hotel to maintain high standards of cleanliness and hygiene to ensure their safety.

Market Timeliness

The timing for entering the capsule hotel market seems favorable, as the demand for affordable accommodation is increasing and the trend of minimalistic living and compact spaces is gaining popularity. However, the ongoing COVID-19 pandemic has affected the hospitality industry, and it remains to be seen how long the effects will last.

The optimum stimulation level (OSL) model is a theoretical framework that suggests individuals have an optimal level of stimulation they seek in their environment (Chen, Huei-Ju, et al, 1970). The OSL model has been applied to the study of tourist behavior, and this study incorporates it into the analysis of capsule hotels (Chen, Huei-Ju, et al, 1970). It shows that capsule hotels offer a unique level of stimulation that may appeal to certain types of travelers seeking novel experiences. By incorporating OSL into the analysis, we can establish a behavioral model of capsule hotel visitors and explore how their optimal level of stimulation relates to their perception of risk and experiential value. We focused on price, service convenience, social-servicescape, and preference. While the market is growing, it is important to identify a unique niche and consider external factors such as the pandemic before launching a venture in this industry.

Regarding the limitations of Capsule hotels, travelers seeking familiarity may view unfamiliar environments as riskier. Additionally, the small interior space of capsule hotels has been criticized by some Western media outlets and may be perceived as claustrophobic or

uncomfortable by some travelers (Chen, Huei-Ju, et al, 1970). Also, there have been no major safety incidents reported in capsule hotels to date (Chen, Huei-Ju, et al, 1970).

For their advantages, capsule hotels can provide experiential value to travelers seeking novel experiences. Capsule hotels offer a unique and unconventional accommodation experience that may appeal to some travelers seeking something different from traditional hotels. However, it is also important to note that the experiential value of capsule hotels may not be universal and may depend on individual preferences and travel motivations (Chen, Huei-Ju, et al, 1970).

Organizational and Financial Feasibility Analysis

Management Prowess

Running a successful capsule hotel in an airport requires effective management, high-quality customer services, technicians and security.

First of all, managers who can efficiently and effectively manage the daily operations of the capsule hotel are required. The managers should be able to handle the complex logistics involved in managing a hotel within an airport including the booking process, housekeeping, and customer service. Coordinating with airlines and airport authorities is one of the responsibilities of managers as well.

Secondly, excellent customer service is a critical factor in the success of our business. Staff should provide high-quality services with flexibility and adaptability. They are responsible for multilingual communication, handling complaints professionally, and providing assistance with transportation and other travel-related services. Additionally, due to the unpredictability of flight schedules, staff should adapt to changing circumstances and provide services on short notice.

Our aim is to use artificial intelligence robots and online systems to make our service more efficient than other competitors. As a result, technologists are needed to build reservation systems, food ordering systems and other technology-based services.

Last but not least, safety and security are the major concerns of a capsule hotel. The staff should be trained to ensure guests' personal and property safety in emergency situations.

Resource Sufficiency

Here are five non-financial resources that our Team deems essential for our business feasibility case:

1. **Intellectual Property:** As our business plans to have unique and novel types of capsule design which are different from other competitors, these could be potentially patented. Also, we will create a new brand. Applying for a trademark can protect the name and logo of our business, as well as distinguishing our goods and services from those of other enterprises (WIPO 2019).
2. **Physical Space:** The capsule hotel must make the best use of limited space. It should maximize space while still providing comfort to accommodate a significant number of guests, including sleeping pods, shared bathrooms and common areas for guests to socialize or work. For example, we will design the capsules to be modular. So that it allows the capsules to be stacked on top of each other to save space.
3. **Equipment:** The capsules are the most important equipment of our business. It should be equipped with all necessary amenities, such as electrical outlets, lighting, and climate control. Moreover, artificial intelligent robots will be introduced to reduce the workload of staff. They are used to deliver foods and daily necessities to guests.
4. **Brand Power:** The hotel will provide high-quality bedding and pillows to ensure guests have a comfortable and restful sleep. In addition, good services and other amenities that meet the needs of travelers may increase positive guest reviews. It can help to build the hotel's brand power and attract new guests.
5. **Technology:** We will have a reliable infrastructure that makes sure guests can access Wi-Fi. Besides, a digital communication system will be established that allows guests access information and services.

Capital Requirements

Our initial scale of operations is focused on Toronto Pearson Airport. The major pivotal components of our capsule hotel are physical space and equipment costs, labor costs and marketing costs. And our main revenue is the hotel room rate and advertisement fee.

The first step is to find physical costs and labor costs at the airport. The average rental cost at Pearson Airport is between \$30-70 per square foot per year, depending on size and location (“Real Estate and Rental Space” n.d.). We plan to launch around 12 sleeping pods as our startup equipment. The cost of one sleep pod is from \$8,000 to \$12,000 (“How Much Does a Sleep Pod Cost?” n.d.). Additionally, human resources are also one of the major costs. A staff will cost \$18 - \$25 per hour and a website designer will cost at least \$5,000 per month. But if we use a website builder, it could cost you as little as \$6 per month (Carney, 2023).

Furthermore, the hotel must invest in marketing and branding activities to attract new guests and establish a strong reputation in the market. This may include advertising, social media marketing, and other promotional activities. We will work with some budget airlines such as Flair Flights and Sunwing Airlines. We plan to provide tissues with our ad to passengers on these flights for free. Besides, we can cooperate with the airport by advertising the capsule hotel on the Pearson Airport website.

Our revenue is generated through hotel room rates. There are some other sleeping pods average prices as reference: Napcabs average price ranges from 10-15 EUR per hour while Go Sleep Pods average prices range from 10-15 USD per hour (Imam, 2023). So we plan to charge the capsule at a rate of \$15-20 per hour. And we can sell digital advertising spaces on our website to other businesses to get revenue.

By the data provided above, we estimate the initial cost of sleeping pods and furnishings is \$170,000. Also we have a rental rate at \$60,000 per year and wages paid to staff at \$300,000 per year. We plan to use \$200,000 to invest in marketing. The revenue of our business is around \$1,200,000 per year. Therefore, we need about 8 months to earn money back. After that, we can make more revenue and expand the size of our business.

Conclusion

The capsule hotel at Toronto Pearson Airport is feasible after thorough analyses of market demand, competition, and financial sustainability. The decision to launch 12 capsules as a trial operation is viable, considering rental, equipment, labor, and marketing costs. Our team also expects revenue from the hotel room rate. However, to ensure the success of the business, a few contingencies need to be considered.

The research in previous texts clearly indicates that the capsule hotel market is profitable in other regions around the world and has a huge opportunity for growth. By focusing on specific customers and ensuring excellent service and equipment conditions, a capsule hotel at an airport is feasible. In the highly competitive hospitality industry, specifically around airports, such an innovative hotel concept can offer a more affordable, convenient choice for customers compared to traditional hotels.

However, some contingencies need to be considered to ensure the success of the business. One possible step is finding collaboration with existing airport hotels or other hospitality companies at the beginning of the business. Even though our team wants to build our own brand, working together with existing hotels can significantly reduce capital and information requirements at the initial stage of the business. Another possible step is working with existing capsule hotel brands to obtain efficient training. Such action could easily improve the skills of the operations team by

reducing the number of mistakes during operations and ensuring that the group is on the right track.

Another consideration to ensure the feasibility of the business is relocating to airports with more opportunities, which means less competition. Since our team would be the first to provide capsule hotel services in airports in North America, we require more attention and precision. Therefore, relocating to a less busy airport can provide us with more sample data and a longer "runway" for the team to test the concept and refine the business plan before launching in busy airports like Toronto Pearson.

Moreover, it can be helpful by changing our business plan, such as offering more services and amenities to meet the demands of a broader range of customers. Additionally, designing specific products for specific customers, such as the LGBTQ community, disabled individuals, and soldiers, could be beneficial.

In conclusion, the capsule hotel business in Toronto Pearson Airport is feasible under certain contingencies. The development of business partnerships, potential relocation, and minor adjustments to the business plan could increase the feasibility of the project and ensure its long-term sustainability. Furthermore, as a group of entrepreneurs, our team requires a high level of self-regulation. We need to continue studying and adapting to market changes, viewing the business from a big-picture perspective, and making fair decisions.

Appendix

1. Concept Testing Survey Questions

A. Travelers' profile:

1. What is your age?
2. What is your gender?
3. What is your marital Status? (single, married, others, etc.)
4. What is your annual income?
5. What is the main reason for your travel? (e.g., business, leisure, etc.)

B. Market conditions:

1. Before taking this survey, have you ever heard of the concept of capsule hotels?
2. How important is the price when choosing accommodation near the airport? (1 - Not important at all, 6 - Extremely important)
3. How important is the size of the room when choosing accommodation near the airport? (1 - Not important at all, 6 - Extremely important)
4. How important is public space when choosing accommodation? (1 - Not important at all, 6 - Extremely important)
5. How important is the quality of service to you when choosing accommodation? (1 - Not important at all, 6 - Extremely important)
6. How likely are you to stay in a hotel that applies technology to provide services? (1 - Very unlikely, 6 - Very likely)
7. How important is soundproofing in accommodations when staying near the airport? (1 - Not important at all, 6 - Extremely important)
8. What is the highest hourly accommodation rate you can accept?
9. How many flights do you take on average per year at Toronto Pearson Airport?
10. Have you ever experienced a flight delay, early-morning flight, or late arrival that made you consider staying at an accommodation near the airport?
11. How likely are you to consider staying in a capsule hotel that offers hourly rates for short-term stays when your flight is delayed? (1 - Very unlikely, 6 - Very likely)

References

- Amornpornwiwat, Natrawan, and Supara Kapasuwan. "Chapter 5: Tourists' Perceptions of and Intentions-to-Stay at a Capsule Hotel in Bangkok." *Contemporary Challenges of Climate Change, Sustainable Tourism Consumption, and Destination Competitiveness*, 2018, 79–99. <https://doi.org/10.1108/s1871-317320180000015010>.
- Canada, Employment and Social Development. "Government of Canada." A backgrounder on poverty in Canada - Canada.ca. / Gouvernement du Canada, April 20, 2022. <https://www.canada.ca/en/employment-social-development/programs/poverty-reduction/backgrounder.html>.
- Canada, Transport. "Government of Canada Supports Toronto Pearson International Airport with New Funding for Critical Infrastructure Projects." Canada.ca. Government of Canada, March 14, 2022. <https://www.canada.ca/en/transport-canada/news/2022/03/government-of-canada-supports-toronto-pearson-international-airport-with-new-funding-for-critical-infrastructure-projects.html>.
- Chen, Huei-Ju, Soke Wen Wong, Anil Bilgihan, and Fevzi Okumus. "Capsule Hotels: Offering Experiential Value or Perceived as Risky by Tourists? an Optimum Stimulation Level Model." *International Journal of Hospitality Management* 86 (2020): 102434. <https://doi.org/10.1016/j.ijhm.2019.102434>.
- Doh, Jonathan P. "Entrepreneurial Privatization Strategies: ORDER OF ENTRY and Local Partner Collaboration as Sources of Competitive Advantage." *Academy of Management Review* 25, no. 3 (2000): 551–71. <https://doi.org/10.5465/amr.2000.3363516>.
- Lemy, Diena Mutiara, and Elisabeth Heidi. "The Potential of Capsule Hotel Service in Semarang." *E-Journal of Tourism*, 2019, 196. <https://doi.org/10.24922/eot.v6i2.49944>.
- Lin, Shasha. "Consumer Research for the Perceived Value of Capsule Hotel Sleeping Compartment." *Advances in Social Sciences* 08, no. 01 (2019): 108–19. <https://doi.org/10.12677/ass.2019.81017>.
- Lockyer, Tim, and Linda Roberts. "Motel Accommodation: Trigger Points to Guest Accommodation Selection." *International Journal of Contemporary Hospitality Management* 21, no. 1 (2009): 24–37. <https://doi.org/10.1108/09596110910930160>.
- Zheng, Yuheng. "The Discussion of First Mover Advantage in the Chinese Hotel Industry." *UNLV Theses, Dissertations, Professional Papers, and Capstones.*, 2010. <https://doi.org/http://dx.doi.org/10.34917/1755470>.

Chen, Huei-Ju, Soke Wen Wong, Anil Bilgihan, and Fevzi Okumus. "Capsule Hotels: Offering Experiential Value or Perceived as Risky by Tourists? An Optimum Stimulation International Journal of Hospitality Management 86 (2020): 102434.

<https://doi.org/10.1016/j.ijhm.2019.102434> Level Model." 4.

Rogers, S.A., 2016. Unique Boutique: 13 of Japan's Most Strangely Stylish Hotels. WebUrbanist. Retrieved from <https://weburbanist.com/2011/01/31/13-of-japans-most-stylish-strange-hotels/>.

Detlefsen, H. (2008, November 22). Airport Hotels: On-site locations yield premium performance: By Hans Detlefsen. Hospitality Net. Retrieved April 10, 2023, from <https://www.hospitalitynet.org/opinion/4038736.html>

Drescher, Cynthia (10 June 2016). How Capsule Hotel Became a Global Trend. Available from: <https://www.cntraveler.com/stories/2016-06-10/how-capsule-hotels-became-a-global-trend> ; Internet; accessed on 15 February 2019.

Xu, Shu, 2011. SWOT analysis of Capsulate Hotel in China. Journal of Chongqing University of Science and Technology (Social Sciences Edition) 9, 82–84.

"Choose one of the hotels near Pearson Airport for seamless, stress-free travel.," Toronto Pearson, April 1, 2023, <https://www.torontopearson.com/en/while-you-are-here/hotels>

Chen, Huei-Ju, et al. "Capsule Hotels: Offering Experiential Value or Perceived as Risky by Tourists? an Optimum Stimulation Level Model: Semantic Scholar." International Journal of Hospitality Management, 1 Jan. 1970, <https://www.semanticscholar.org/paper/Capsule-hotels%3A-Offering-Experiential-Value-or-as-Chen-Wong/407d79d66aebb0deb820ed88141e38fede4a6c0d>.

WIPO. 2019. "Trademarks." WIPO. 2019. <https://www.wipo.int/trademarks/en/>.

"Real Estate and Rental Space." n.d. Pearson Airport. Accessed April 14, 2023. <https://www.torontopearson.com/en/corporate/partnering-with-us/real-estate-space>.

"How Much Does a Sleep Pod Cost?" n.d. Wwv.calendar-Canada.ca. Accessed April 14, 2023. <https://www.calendar-canada.ca/faq/how-much-does-a-sleep-pod-cost>.

Carney, Lucy. 2016. "How Much Should a Website Cost You?" Website Builder Expert. October 31, 2016. <https://www.websitebuilderexpert.com/building-websites/how-much-should-a-website-cost/>.

Sonia, Iman. 2023. "Airport Sleeping Pods for Travelers: Guide 2023 in Canada." PUREVPN. February 17, 2023. <https://www.purevpn.com/ca/blog/airport-sleeping-pods/>.