

Toward the Use of Resort Mini-Clubs as Experiential Tools. Speculative Impacts on Resorts, Destinations and Host Communities

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Purpose - In this research paper, it is going to be argued that resort mini-clubs if managed in an innovative way, in other words, as experiential tools, they can contribute to the competitiveness of resorts and destinations by offering memorable, meaningful and transformative experiences to children, and positively impact on the host community. Broadly speaking, the study explores the topic of servicescape in a tourism and hospitality context.

Design/methodology/approach - This research paper is going to be based on case studies in order to identify current practices in resort mini-clubs. Then, the paper is going to recommend new management strategies where mini-clubs would be used as experiential tools.

Findings - This paper which is based on qualitative data is likely to reveal that at the moment resort mini-clubs are not managed in such a way that they can represent a competitive advantage for resorts and destinations (including local communities), due to the fact they are used as mere entertainment tools. By having activities that can connect locals and visitors like cooking lesson delivered by local chefs, this paper is going to place resort mini-clubs within the tourism industry ecosystem as experiential tools for the benefits of customers

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(children and families); resorts; local communities (and destinations overall).

Originality/value - The importance of children for the tourism industry could be summarised by this quote: 'children are the tourists of the future' (Cullingford, 1995: 126). Despite the importance of children, the industry is still not directly targeting this market (Lugosi et al, 2016). This issue was already identified some 20 years ago by Cullingford (1995), and after that by Gaines, Hubbard, White and O'Neill (2004), 15 years ago. In the same line of thought, there is absolutely no research on resort mini-clubs. This research paper is going to address the identified gaps.

Keywords: Children; Resort Mini-clubs; Experience; Host community; Competitive advantage

1. Introduction

A variety of research approaches have been used to determine the future of organisations and destinations. Recently, Seraphin (2018) used the history of Haiti as a country and a destination to determine its future. Understanding the history of an organisation is 'crucial for the present and for the envisaged future' (Pozzi, 2017: 1310). This thought is also shared by Ford and Peeper (2007) who argued that it is important to understand the history of a business and the people who led it to understand its present and future. Studying the history of an organisation is now considered as a genre (Pozzi, 2017) that Ladkin (1999) labelled as 'life and work history analysis'. Other approaches to determine the future, include the five driving forces (political capital; visionary state; passion, identity and culture; affluence and exclusivity; fluid experience) developed by Yeoman and McMahon-Beatte (2016). This strategy has also been used in mega sport events. Indeed, Hartman and Zandberg (2015) identified legacy; level of investments; community involvement; impact on culture, etc. as potential driving forces. Other driving forces are social media as a rating trend / practice adopted by travellers and travel agents; etc. (Hensens, 2015).

This research paper is to explore the view that educating children while on holidays can contribute to their perception of a destination and therefore be a powerful driving force that could influence the future of resorts, destinations if managed in an ambidextrous management way, and impact positively on local communities. Influencing the future is to be understood from the angle that resort mini-clubs can offer competitive sustainable strategy that will ensure the long term sustainable development of resort and destinations. This view is fed first, with the importance of children for the tourism industry summarised by the quote: 'children are the tourists of the future' (Cullingford, 1995: 126). Second, by the fact that resort mini clubs offer entertainment programmes for children; contribute to their personal development and holiday experience; and generate pleasant memories / souvenirs (Ozel, 2015; Radic, 2017). Third, because

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education of tourists (a subtle marketing strategy), plays an important and effective role in the perception of the destination (Seraphin, Butcher & Korstanje, 2016). And finally because organic agents (acquired through personal experience are the most trusted source of information) contribute to the image of a destination (Gartner, 1993).

This research paper is of importance for many reasons. First, because it is filling a gap in literature as ‘the role of children has been under-researched and under-valued’ (Thornton, Shaw and Williams, 1997: 287), despite the fact the industry and academics recognise the value and impact of children on the purchase decision of families (Cullingford, 1995; Lugosi, Robinson, Golubovskaya & Foley, 2016; Nickerson & Jurowski, 2001; Poria & Timothy, 2014) and also despite the fact they have distinct needs and interests that need to be taken onto account (Dowse, Powell & Weed, 2018; Khoo-Latimore, Prayag & Cheah, 2015; Lasley & Harryman, 1997; Schanzel & Yeoman, 2015). As for research specific to Mini Club, they are quasi non-existent, apart from the research carried out by Gaines, Hubbard, Witte and O’Neill (2004). The second reason why the paper is of importance is because the concept of ambidextrous management is going to be use. At the moment, this management approach is under used in tourism research and under used in the industry (Seraphin, Smith & Stokes 2018). Ambidextrous management is about balancing exploitation of existing resources and competencies with a focus on the present, and exploring new opportunities, with a focus on the future (Filippini, Guttel & Nosella, 2012; Mihalache & Mihalache, 2016). The third and final reason is based on the fact that the strategy suggested here can address some of the Sustainable Development Goals (SDGs) originated during the Rio+20 Summit in 2012 as a new global framework to re-direct humanity towards a sustainable pathway (Gaia Education [Online]).

In this vein, the research questions are as follow:

- (a) How to turn resort mini-clubs into experiential activities?
- (b) What is the potential of resort mini-clubs to educate children and parents and turn them into future clients?

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- (c) What could be the potential impacts of resort mini-clubs at micro and macro level?

From a methodological point of view, this paper is going to be based on secondary research and more specifically on literature.

2. Literature review

2.1. Children in the tourism industry

Children are important customers for the hospitality, event and cruise sectors (Dowse, Powell & Weed, 2018; Lugosi, Robinson, Golubovskaya & Foley, 2016; Radic, 2017) because similarly to their parents they are consumers and active decision-makers. They are important also because meeting their needs can increase loyalty and positive word-of-mouth (Lugosi *et al*, 2016). Children are sometimes considered even more important than the parents because their satisfaction impact of the satisfaction of their parents and / or carers (Cullingford, 1995; Lugosi *et al*, 2016; Thornton, Shaw & Williams, 1997). The importance of children for the tourism industry could be summarised by this quote: ‘children are the tourists of the future’ (Cullingford, 1995: 126).

As children are very important for the tourism industry as a whole, so should be the way they are having fun (play, activities, etc.). For Poris (2005), fun is an important component in the life of children, it becomes therefore important for practitioners aiming to meet the needs of this target to understand what constitutes fun for children. In other words, it is important for the hospitality and tourism sector to provide fun to children if they want to satisfy them and their family. There is a relationship between customer satisfaction and family friendly service (Johanson, 2008 cited in Kazembe, Zimbabwe, Mwando, Nyarota & Muyambo, 2015). Despite the importance of children, the industry is still not directly targeting this market (Lugosi

et al, 2016). This issue was already identified some 20 years ago by Cullingford (1995), and after that by Gaines, Hubbard, White and O'Neill (2004), 15 years ago.

2.2. *Resort mini-clubs*

Resort mini-clubs could be defined as a child care service provided to family holidaying and staying in resorts. The resort mini-clubs offer children a wide range of activities according to their age so that they can meet their interests. Offering mini-clubs as a service is part of the strategy of resorts to meet the needs of their customers. Resort mini-club is 'a natural service extension that contributes to the ultimate success of the hotel or resort property' (Makens, 1992 cited in Gaines, 2004: 86). Play or playing is an integral part of the life of children (Poris, 2004). It is also a 'dynamic and multifaceted phenomenon' (Holst, 2017: 85). Play could be defined as 'the whimsical pastime of children or as children work' (Lewis, 2017: 10). With 'social pretend play' defined as: 'play in which children begin to communicate their transformations and collectively transform objects, people and situations in order to create non-literal 'as if' situations' (Whitebread & O'Sullivan, 2012: 198), children are developing their metacommunication, in other words, their ability to adapt their behaviour to the frame (within or outside the play frame) in which they are. O'Sullivan (2012), also explained that 'social pretend play' also contributes to children's knowledge about and understanding of their own mental processing (metacognition) and monitoring and control of emotion, social and motivation aspect (self-regulation). Play also contributes to the literacy development of children (Lewis, 2017). Equally important, the games children are playing are telling to some extent the narrative of who they are as individual, as when playing they are performing particular social positions; they are showing their ability to imagine, to understand rules and also developing some expertise (Willett, 2015). It is also important to mention the fact that 'play begins with children as young

as 3-4 and peaks around 7-11 years of age and then declines dramatically by 13-14 years of age (Smith, 2010 cited in Lewis, 2017: 14). Because of the complexity of play and the role it plays in children development and learning, it can't be ignored or considered lightly (Lewis, 2017). It is important for the business world to control children, because controlling them means selling well.

2.3. Image formation and education of tourists

According to Gartner (2000), the destination image can be defined as 'the attitude, perception, beliefs and ideas one hold about a particular geographic area formed by the cognitive image of a particular destination' (Gartner, 2000: 295). As for Cooper and Hall (2008: 223), they explained that 'the destination image is a simplified version of reality and it affects both an individual's perception of a destination and their choice of destination'. The image of the destination hold by visitors are based upon information acquired by: (1) induced agent or advertisement (2) organic agent or personal experience (3) and autonomous agent or media. In order to improve their image, destinations with negative images have for instance changed their Destination Marketing Organisation (DMO) logo, but also developed online education strategies like Visual Online Learning Materials (Seraphin, Butcher & Korstanje, 2016). Other strategies adopted by destinations include: the use of IT; dark tourism; involvement with the locals; visit to local attractions. All these strategies have one common points, namely the education of visitors (Seraphin et al, 2016). Indeed, the education of visitors contribute to challenging existing clichés and false perceptions and also promotes positive view and better knowledge of the true nature of a destination (Seraphin et al, 2016). Equally important, Seraphin et al (2016) argued that an effective strategy to improve the image of a destination that tourists hold of a destination, it is central that marketers engage visitors into an intellectual cooperation in order to turn them into active learners which in turn will lead to a cognitive, rational and affective approach of the destination.

The information in this section is not based on children but on adults. It could be argued that the principle would be the same whatever age tourists are. Children are like adults: active-decision makers and active participants or negotiator when it comes to the choice of holidays (Lugosi et al, 2016; Thornton, Shaw & Williams, 1997). Equally important, children are trying to ‘emulate the consumer habits of those older than them’ (Schanzel & Yeoman, 2015: 143).

2.4. The tourism industry and the future

It is important for the tourism industry to be able to predict the future as it provides new avenues for DMOs (Thimm & Seepold, 2016). Family tourism as an emerging market is going to greatly influence the future of the tourism industry (Schanzel & Yeoman, 2015: 143). Children are going to play a very important role in this future as the ‘future of family tourism then lies in capturing the diverse needs of children and adults’ (Schanzel & Yeoman, 2015: 145), but also because one of the key priorities of families is to ensure that children have fun in a safe environment (Schanzel & Yeoman, 2015) and also because children play a central role in the choice of holidays of families (Dowse et al, 2018; Lugosi et al, 2016; Radic, 2016). New technologies are also going to play an important role in the future of the industry by giving consumers an opportunity to co-create the industry the way they want it (Hensens, 2015). Co-creation is important for the future and sustainability of the industry. The collaboration of a range of stakeholders is important for the long term sustainability of the industry (Hartman & Zandberg, 2015). Experiential activities like food tourism and / or events are also factors that are going to shape the future of the industry (Yeoman & McMahon-Beatte, 2016). There is a ‘need for more effectively incorporating events into a destination’s product mix by designing experiences that leverage event meanings in synergy with unique destination features, thereby enhancing their impact on tourists’ (Ziakas & Boukas, 2013: 94). Experiential perspective or providers also include design of a product; packaging; atmosphere; music; space; contexts (Golfetto et al, 2005 cited in Platania, Platania &

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Santisi, 2016). It is important to mention the fact that organisation geared toward the future are also organisations that are keen to gain competitive advantage (Lashley, 2015).

2.5. The literature review reveal that:

- Children as stakeholders of the tourism industry are major influencers of the future of the tourism industry
- Resorts mini-clubs could be assimilated to experiential providers to children and according to the type of activities delivered to children they can be assimilated to educational tool and subsequently influence positively the perception children and their family have of a destination
- For children and resort mini-clubs to be effective tools in terms of shaping the future of the tourism industry they must provide activities that make children active participant by using technologies and / or experiential activities
- It is important for resorts and DMOs to listen, observe and understand children to provide products and services that will meet their needs and serve the interests of the resorts, destinations (and local populations).
- Resort mini-clubs offers an opportunity to resorts and DMOs to learn from the children and also influence them
- Resort mini-clubs could offer competitive advantage for resorts. This could be done by providing the right activities to children.

At this stage, we can already answer the second research question of this paper by saying that mini-clubs have a strong educational potential that can potentially contribute to develop a cognitive, rational and affective link between resorts, destinations and children. The first research question has been partially answered as the research paper has already revealed that experiential activities have the potential to shape the future of tourism organisations. What needs to

be determined is what type of activities in mini-clubs can achieve these objectives and the potential impacts. This is what the following sections of this paper are going to determine.

3. Methodology and results

3.1. Overview

The purpose of a methodology being to study the design and procedures used in a research project (Hammond & Wellington, 2013), in this section we are going to determine the conceptual protocol that will be used to determine what activities should be part of the portfolio of activities delivered by mini-clubs. So doing, the paper adopted an hypothetico-deductive approach that Hammond and Wellington (2013) define as an approach that is most associated with desk-based research relying on literature review. This approach also ‘involves generating and formulating quite specific hypotheses about phenomena generally on the basis of existing practical and theoretical knowledge’ (Hammond & Wellington, 2013: 41). The hypothesis of the paper is as follow: Activities following the Dale Robinson Anderson (DRA) model can help resorts, destinations and local communities to get competitive advantages. The strategy adopted in this paper is twofold: First step is to explain the DRA model. The second step is to identify activities that are compatible with the DRA model. This model was selected because it encapsulates the key results of the literature review in section (2.5), namely the importance for a management tool or approach to educate tourists; develop a connection with the destination; and finally persuade.

3.2. DRA model

The DRA (Dale, Robinson and Anderson) model is the combination of two existing and complementary frameworks. On the one hand, the Dale and Robinson (2001) framework, and on the other hand, the

framework developed by Anderson (2001, cited in Walters & Mair, 2012). The introduction of this paper pointed out the sense of combining these 2. To some extent, the DRA model could be assimilated to a model derivation, that is to say a model developed “for making predictions regarding the future value or the future state of a phenomenon of interest, such as brand sales, customer repurchase or promotional response propensity” (Banasiewicz, 2013: 310). Dale and Robinson’s model (2001) entitled “Three Domains Model of Tourism Education”, argues that in order for a tourism educational programme to meet the needs of the industry and stakeholders involved (namely learners, education institutions and employers), it needs to: (a) develop interdisciplinary skills for a broad understanding of the industry; (b) provide expertise in a specific area in terms of skills and (c) explore niche markets. As for Anderson (2001, cited in Walters & Mair, 2012), the art of convincing a target audience relies on three elements: (a) an “ethos” element, based on the credibility and trustworthiness of the source of the message; (b) a “pathos” element, linked with the emotional appeal of the message and finally, (c) a “logos” element, referring to the capacity of the message to inform. “Ethos, logos, and pathos are interconnected, influence each other, and all affect the effectiveness of persuasion” (Walters & Mair, 2012: 95). The figure below (figure 1) provides a visual representation of the model.

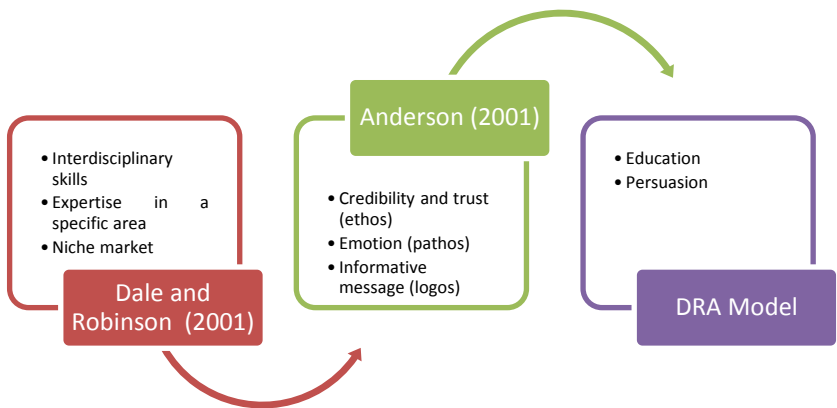


Figure 1: The Dale Robinson Anderson Model (DRA Model)
Seraphin, Ambaye, Capatina & Dosquet (2018)

The DRA model was developed to test a VOLM aimed at educating the general public about a destination with a negative image. The DRA model revealed that the VOLM was very effective at educating potential visitors to that destination because the VOLM offers a highly interactive experience (Seraphin, Ambaye, Capatina & Dosquet, 2018).

3.3. Method

- Stage 1: Collecting material for analysis

Identifying activities currently delivered in mini-clubs from the websites of resorts and from the extremely limited number of academic papers on the topic.

Stage 2: Classification

The existing activities will be classified according to their ability to educate and persuade (overall purpose of the DRA model)

3.4. Collecting material for analysis and classification

Data including in this table (table 1) were collected from the website of a variety of resort mini-clubs, namely: Looky Club (Look Voyages); Club Med mini-club; Sandals mini-clubs; and Pierre & Vacances mini-club. The table below is a merge of activities offered by mini-clubs, in other words, when some activities are delivered by all resort mini-clubs they are only mentioned once. The criteria of the DRA methods are also listed. This paper acknowledges the limit of this approach as classification is partly biased. That said, Hammond and Wellington (2013) argues the fact that being unbiased is impossible.

In the table below, the symbol (X) means: NO, and the symbol (/) means: YES.

Table 1: DRA analysis of activities in mini-clubs

Activities	Skills & expertise	Niche market	Ethos	Pathos	Logos
Sports (swimming, foot, tennis, etc.)	/	X	X	X	X
Treasure hunt	X	X	X	X	X
Face painting	/	X	X	X	X
Disco	X	X	X	X	X
Talent show	/	X	X	X	X
Mini Olympic games	X	X	X	X	X
Learning local language	/	/	/	X	/
DJ competition	/	X	X	X	X
Dancing & singing workshops	/	X	X	X	X
Movie making	/	X	X	X	X
Story telling	X	X	X	X	X

handicraft	/	X	X	X	X
Cooking workshop	/	X	X	X	X
Sandcastle building	/	X	X	X	X

Source: The authors

3.5. Results

The above table (column ‘niche market’) reveals that from one resort mini-club to another the activities delivered to children are pretty much the same. Resort mini-clubs therefore do not represent a competitive advantage for the destinations. Nowadays, there is a return to service personalisation as a strategy to gain competitive advantage (Lashley, 2015). For its survival and success, the sector needs to constantly adapt to the external factors that may impact businesses within the sector (i.e. the external business environment) and to adjust its internal business environment (i.e. internal resources and capabilities) accordingly (Jolliffe, 2006). Resort mini-clubs are clearly not following this trend. In order to gain and maintain a competitive advantage, the hospitality sector has to be able to forecast the future (Richard, 2017). Yeoman (2013), identified ten trends that will influence the future of festivals and events. Because events are a sub-sector of the tourism industry and, therefore, they are closely related (Getz, 2008), it could be assumed that the same trends, or at least some of them, will impact on tourism. These global trends are: (1), the new generation will look for more and more opportunities to celebrate; (2), because of nostalgia, vintage products or services will be very popular; (3), there will be a higher demand for more sophisticated leisure activities; (4), technology and, more specifically, mobile devices will have a growing importance; (5), leisure as a ‘show’ or rite of ‘display’ instead of an actual activity; (6), there will be a focus on more authentic experiences for future customers; (7), innovation and search quality will continue to have a key role; (8), life expectancy is longer and will impact on the future of the industry; (9), ethical consumption; and finally, (10), an increased interest of consumers in accumulation of social capital by connecting with

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others and developing networks. Table 1 also reveals that activities delivered in mini-clubs are not very good in terms of educating the children about the destination and the three dimension of persuasion (ethos, pathos and logos) are quasi inexistent in the activities delivered.

3.6. The empirical review reveal that:

This study reveals that resort mini-clubs are managed exploitatively. Ambidexterity is a concept that calls for a balance between exploration and exploitation. Indeed, organisations deeply anchored onto exploration suffer the costs of experimentation (R&D) with, sometimes, limited benefits. Organisations anchored onto exploitation, on the other hand, do not move forward and remain in a 'status-quo' in terms of performance. Organisations who manage to find a balance between exploitation and exploration are likely to be prosperous (Nieto-Rodriguez, 2014 [Online]). The same can be said about mastering a balance between adaptability (in other words the ability of the organisation to innovate to adapt changes in the market) and alignment (daily management of operations). This approach is about balancing exploitation of existing resources and competencies with a focus on the present, and exploring new opportunities, with a focus on the future (Filippini, Guttel & Nosella, 2012; Mihalache & Mihalache, 2016). Despite the challenges of achieving ambidexterity because exploitation and exploration innovation are contradictory activities, Mihalache and Mihalache (2016:144) explain that 'organisational ambidexterity is a key driver of sustained performance in the tourism industry, since it enables firms to make the most of their current capabilities while at the same time developing new ones to attract new customers'.

The following section is going to provide an example of activity that could be delivered in resort mini-club which also have the potential to educate and persuade (DRA) and be beneficial to the resorts, destinations and locals.

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4. Recommendations

4.1. Overview

This section is going to focus arbitrary on cooking workshop. This activity has been identified in table 1 as one of the commonly provided activities in resort mini-clubs. This activity has also been identified as an activity that can contribute to develop some skills and expertise, but not in such a way that it could be used as persuasive tool. This activity is at the moment used exploitatively in mini-clubs, in other words to entertain children. This paper is going to suggest a way this activity could also be used exploitatively, in other words in such a way it could constitute a competitive advantage for mini-clubs, resorts and locals.

4.2. Gastronomy as a sustainable tool to educate tourists

‘Gastronomic tourism refers to that branch of the sector where persons make trips to destinations where the local food and beverages are the main motivating factors for travel’ (Skift, 2017). Many destinations like Jamaica, Israel, Cayman Island, Australia, etc are putting local chefs and local food at the centre of their marketing campaigns (Skift, 2017). *In fine*, the objective is to bring visitors closer to local and help them better understand life in the country. Research show that 80% of culinary travellers participate in non-restaurant, food-related activities (visiting winery, eating with local family or taking cooking classes with local chefs) while on vacation (Skift, 2017). Indeed, Choe, Kim and Cho (2017) and Therkelsen (2016) explain that local food contributes to: visitors’ experience of regional culture; give them a sense of the place, while increasing the earnings of local food producers and tourism business alike; increase social bonds locals/tourists. This vision is also shared by Hjalager and Johansen (2013) who highlighted a ‘new rural paradigm’ in Denmark where farmers are involved in small-scale food tourism orientated

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entrepreneurship. More importantly, Hjalager and Johansen (2013:417) explained that this strategy is benefiting ‘the wellbeing of both tourists and food producers’.

There are more than 70 definitions of ‘sustainable development’ (Sharpley, 2000). Destinations now consider sustainability as a competitive advantage to attract visitors, hence the growth of ecotourism, the fastest-growing tourism sector globally. Indeed, consumers are ready to pay more to spend their holidays in destinations considered as sustainable. That said, much of the tourism industry so far has failed to be sustainable hence the reason why Sharpley (2000: 1) claimed that ‘sustainable development cannot be transposed onto the specific context of tourism’. In this line of thoughts, Visser (2015) explains that sustainability can be achieved through: Deep reforms; technology innovation; and stakeholders’ engagement. Based on the above, gastronomy appears as a sustainable form of tourism as it involves a variety of stakeholders that are all benefiting for the activity. Apps have also been developed by some DMOs to promote destination’s cuisine and food culture (Choe et al, 2017). Gastronomy tourism also addresses many issues that Destination Marketing Organisations (DMOs) and locals have recently voiced (table 2).

Table 2: Gastronomy tourism as a sustainable form of tourism

Current issues in tourism	Gastronomy tourism
UNESCO World Heritage status at risk	Gastronomy is an integral part of a destination culture. It preserves and promotes local heritage
Tourists are affecting the quality of life of locals and particularly killing neighbourhoods	Gastronomy develops a strong connection between locals and visitors and maintaining alive local culture
Putting at risk the sustainability of the tourism industry of the destination	A variety of stakeholders are benefiting from gastronomy tourism

Tourists are not respecting the cities, history, arts and inhabitants by defacing the surroundings, dumping trash, buying counterfeit goods, sitting anywhere and spending very little money particularly day-trippers	Local chefs are teaching visitors how to cook local products. The money spent by these tourists is going to all the stakeholders in the value chain of gastronomy tourism
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Source: The author

Séraphin, Butcher and Korstanje (2016) explained that it is very important to educate tourists at pre-visit stage because they very often unfairly judge some destinations. Séraphin, Butcher and Korstanje (2016) also explained that a good pre-visit stage educational tool must be able to provide: (1) potential visitors experience of the destination before the physical travel (2) a better knowledge of the destination. As a result of these, potential tourists will be turned into active learners and will develop a cognitive, rational and affective approach of the destination. As for Pilato, Séraphin, Bellia and Caescu (2017), they explained that food and food events could be used an educational tool at pre-visit stage (particularly in the case of destination with a negative image). The results of the above academic research are complementary to Gordon's (2017) view as he claimed that gastronomy has the potential to mitigate the negative impacts of mass tourism at visitation stage.

4.3. Street food: An experiential tool

The street food phenomenon is linked to cultural, territorial, and ethnic aspects as the outcome of urbanization process (Goyal and Yadav, 2014). The study of Henderson (2000) on Singapore shows that street food is now more than a fashion but a necessity for some populations. For instance, in Bangkok, 20.000 street food vendors provide city residents with an estimated 40% of their overall food intake. Local street food offers to visitors the opportunity to understand the relationship between food and territory and between producers and final consumers (Sengel et al., 2015). Globally, local

street food is a dynamic, fast growing and important key driver of socio-economic growth and it is not confined to any one region. That said, street food is considered as a touristic resource and authorities encourage the diversity of offers because it brings color and life to the destination landscape (Ramli et al., 2016; Muhammad, Zahari, Shariff, & Abdullah, 2016).

Throughout the literature analysis, it was found that street food tourism as a new paradigm can be a viable option while thinking the process of sustainable tourism development in emerging destinations. It was clear that the exploitation of street food as a tourism resource could align with the economic, social and environment imperatives of sustainable development principles. From a tourist's perspective, street food represents an attraction in its own right as tourists are more interested to experience authenticity than to resort to usual fast food that are available worldwide (Urry, 2002; Izis, 2010). It implies that street food can be a motivator to sustain the tourist flow. This point is also echoed in the work of Gowreesunkar, Van der Sterren and Seraphin (2015) pointing out that tourism is not only about travel, but also about the in-land experience, and more importantly, experiencing and consuming local food at the destination. Additionally, the study of Privitera (2015) and Henderson et al (2012) shows that through street food, a link is established with the place the tourists visit.

4.4. Application to mini-clubs

Resort mini-clubs could be developed around particular themes like local gastronomy or offer a range of activities like local cuisines, music, languages, craft, etc. These activities are connecting children with local communities and culture. Second, events (e.g. talent shows) could be organised for children to show their parents what they have learnt. Events are very important as they have the capacity to develop feelings of belongingness and national identity associated with particular places. More importantly, they have the potential to develop social capital, that is to say the inclusion of an individual in a range of networks, structures or groups that allow them to develop

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and gain this capital (Miller, McTavish, 2013; Bladen, Kennel, Emma & Wide, 2012; Foley, McGillivray, McPherson, 2012). Resort mini-clubs have the potential to develop real encounters between locals and visitors. By real encounter we mean an encounter that contributes to the development of social capital defined as ‘collective action, cooperation, networks, relationships, shared norms and values, social interaction and trust’ (Moscardo, Konovalov, Murphy & McGehee, 2017: 2) between local residents and visitors. This is also an opportunity for local suppliers to convey a positive image of the destinations. Additionally, local suppliers/instructors, when running the workshops with children and taking part to the events, they could wear branded uniforms / cloths and or sponsor some workshops to promote their businesses (advertainment and edutainment). The model of management of resort min-clubs advocated in this paper could be summarised by figure 2, that gives an overview of the strategy with a focus on stakeholders.

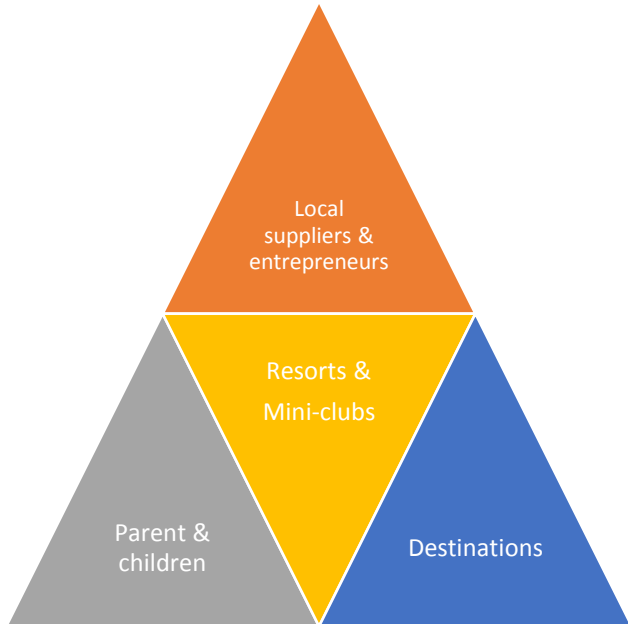


Figure 2: Mini clubs within the tourism eco-system
Source: The author

4.5. Resort mini-clubs and the future

Resort mini-clubs as the paper suggest it should be managed could be said to be geared toward the future of the tourism industry because:

- Mini-clubs offer an environment where experiential activities that educate children and their families can be delivered

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- ‘Children are the tourists of the future’ (Cullingford, 1995: 126).
- The exploratory dimension that we are suggesting to add to the current exploratory management of mini-clubs is orientated toward the future
- The experiential activities like cooking sessions that are suggested to be part of the portfolio activities offered by mini-clubs are particularly effective in terms of education and persuasions and positively impacts on all stakeholders highlighted in figure 2.

Moreover, the strategy of management of mini-clubs suggested in this paper is addressing some of the future trends highlighted by Yeoman (2013). Indeed, organising workshops offering the children opportunities to learn about local culture and communities and organising events to show case what they learned, not only offer authentic activities to children and visitors but also contribute to develop social capital between locals (suppliers and sponsors) and visitors (children and parents); and finally offer opportunities to celebrate to all stakeholders. More sophisticated activities involving new technologies can also be offered. Sustainable Development Goals (SDGs), could be added to the list of trend provided by Yeoman (2013).

5. Sustainable Development Goals (SDGs)

5.1. Key facts on sustainability and SDGs (Gaia education [Online])

In 1972, the United Nations Conference on the Environment in Stockholm, stated that the resources of the earth was to be safeguarded for future generations. This declaration was followed by 1987 Brundland Commission which in turn stated that the present

need to ensure its needs without compromising the ability of the future generations to meet their own needs. In 1992, the UN Earth Summit in Rio de Janeiro, a follow up of previous conferences was at the origin Agenda 21. The 1997 Earth Summit+5 in New York accelerated the implementation of Agenda 21. The UN World Summit on Sustainable Development in Johannesburg (2002); the UN Conference on Sustainable Development Rio+20 (2012); and the UN Sustainable Development Summit, New York (2015) are in line with previous conferences and summits. It is important to mention the fact that it is the 2015 summit that launched the 17 SDGs (figure 3). Their objectives are to address complex and interlinked social and environmental challenges.

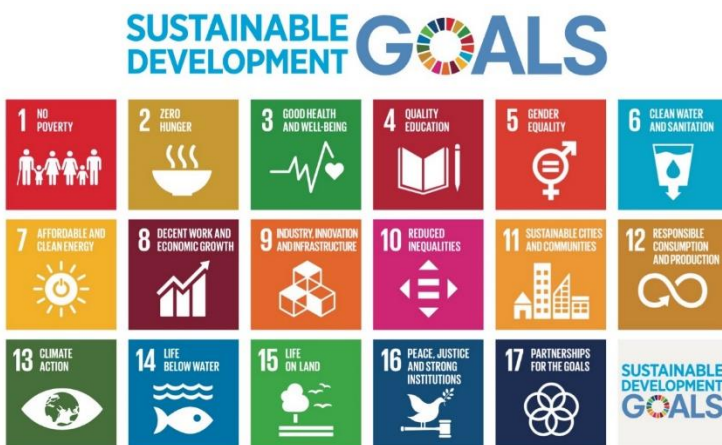


Figure 3: SDGs (2015 to 2030)
Source: Gaia education (Online)

SDGs show how healthy biosphere (SDGs 6, 13, 14, 15) functions are the basis of healthy societies (SDGs 1, 2, 3, 4, 5, 15, 16) and healthy economies (SDGs 8, 9, 10, 12).

5.2. Resort mini-clubs and SDGs

The activities suggested for mini-clubs are meeting some of the SDGs (table 3):

Table 3: SDGs and resort mini-clubs

SDGs	Comments
SDG 1, 2, 8	Imbedded mini-clubs within the tourism eco-system
SDG 4	Deliver activities that are related to local culture
SDG 9	Ambidextrous management of resort mini-clubs
SDG 12	Local products used for workshops
SDG 17	Imbedded mini-clubs within the tourism eco-system

Source: The author

The strategy suggested for the management of resort mini-clubs could contribute to address more or less 41% of the SDGs. Overall this approach could be said to be sustainable.

6. Conclusion

6.1. Key findings

An ambidextrous management of resort mini-clubs, should lead current mini-clubs managers to develop activities that are experiential and deeply imbedded in local culture and communities. This type of activities have the potential to educate children (and their parents)

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about destinations and develop a close connection between both parties for the long term benefits of the resorts, destinations and visitors (parents and children).

Beyond the topic of resort mini-clubs, this research paper is addressing the question of management innovation, service scape and sustainable tourism development. Ambidextrous management of tourism, hospitality and leisure units can contribute to give competitive advantage to units in those industries.

The use of ambidextrous management is very limited at the moment in the tourism, hospitality and leisure industries (Seraphin et al, 2018). Future research objective should consist in establishing an anatomy of Ambidextrous management in tourism as a management phenomenon by establishing a dictionary of themes. This could happen by ‘positioning the research object relative to the general literature to which the article pertains by analysing its significance, novelty, scope’ (Colquitt & George, 2011 cited in Seny Kan, Adegbite, El Omari & Abdellatif, 2016).

From an academic point of view this paper fills a gap in literature. From a practical point of view, this paper provides an avenue for practitioners in different sectors (tourism, hospitality and leisure) to give a new turn and boost to their business. The application of the Kidzania model to mini-club could also be viewed as an innovative approach for the future development of the industry.

6.2. *Kidzania*

Kidzania is a hybrid concept that put together on one side day care centre and entertainment for 1 to 16 years old. On the other side, it offers a new marketing media for brands. This concept has been developed in partnership with national and international brands. Among these are Coca-Cola. At KidZania, children can for instance work at Coca-Cola bottling plant and learn the process of

manufacturing their own bottle of Coca-Cola (Di Pietro, Edvarsson, Reynoso, Renzi, Toni, M. & Mugion 2018; Lonsway, 2016). In KidZania London, the partners are: British Airways; Golden Tours; In a nutshell, the concept empowers, inspires and educates children through real life role-play activities in a safe and conductive environment (Tagg & Wang, 2016), where ‘kids could play to be grownups in a wide space in which they had the tools for it’ (Lopez, 2006 cited in Castorena & Prado, 2013: 1). In addition, Castorena and Prado (2013: 4) added: ‘Kids are expected to acquire real life abilities and get familiar with the work environment. They learn and practice cooperation and interaction, build creativity, independence, decision-making and community-involvement’. The KidZania concept is a win-win situation: ‘Marketing partners win because they can get their brand, products or services closer to kids and their families; children win because they have fun and educational place to play, learn and have a good tie and parents win because they see their kids having fun and also learning important life lessons’ (Lonsway, 2016: 246).

6.3. Future research

Future research could look at ways to use the Kidzania model and apply it to resort mini-clubs. This could be part of an innovative service improvement that can have positive impacts at macro and micro levels, at no cost for service providers. In the long term, this approach could contribute to shaping the future of the tourism industry and enable better competitive advantages for resorts and destinations which implement such a strategy.

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