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MARKETING TO FAMILIES WITH CHILDREN IN TOURISM
INVESTIGATIONS IN THE MUSEUM CONTEXT

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INTRODUCTION

Families with children have been widely investigated by social scientists in order to explore their behavior and preferences towards manifold kind of products and services. Nonetheless, tourism investigation has fragmentarily considered families as object of study, letting unanswered questions on several key issues, such as the extent of children influence in the decision making process concerning family activities on holiday, or the family dynamics in revisit intentions. What is missing, above all, is a marketing perspective in referring to this target, both by a consumer's and a marketer's viewpoint.

Thus, the aim of the doctoral project was to examine family tourism from multiple standpoints, situating the investigation in the marketing studies context. Family tourism covers a wide range of business activities, including accommodation, transports, food and other services. The latter ones include various activities that coincide with leisure doings, such as sport and cultural visits. Consequently, the connection between tourism and leisure could be an interesting area of exploration by the perspective of marketing to families.

Minding this point, for the empirical part of the doctoral work, the decision was to focus on the museum context. The reason of this choice was to look at an activity that is worth for both family tourism and leisure, hence impacting at greater extent on potential family choices within both holiday and leisure time. Indeed, museum visit decisions could be object of family discussion as both tourists and residents.

Focusing on a specific activity was a necessary resolution, given the wide variety of elements covered by the family tourism studies. Moreover, it permitted to analyze the phenomenon of the family museum visits in-depth by a doublefold point of view: the one of the consumers (families) and the one of the marketers (museum managers).

In practice, the thesis followed a path by starting with a literature review of family tourism and developing two empirical investigations. The thesis is paper-based and composed by three chapters, each one derived by a paper. Hereafter, the dissertation parts are listed and subsequently described:

- (1) a literature review on family-friendly tourism;
- (2) an analysis of the motivations concerning museum visit by families;
- (3) an analysis on marketing to families in the museum context.

The literature review (1) had the goal to provide an extensive and thorough basis on determinants to design tourism offer to families. The review followed a systematic method in order to collect former investigations relevant to the research question. Hence, a conceptual framework was outlined and discussed to describe the complexity of inquired topic. The center of the conceptual map was the family holiday, where three main components grouped the framework elements: the motivation and the functions of the family holiday (e.g., relax, education, togetherness); the decision making process (e.g., children's influence, roles of family members); the products and the experience of going on holiday (e.g., services, activities, kind of tourism). By elaborating the review of the literature, the contribution of past studies provided the theoretical and empirical basis for the family tourism discourse, whereas gaps emerged in each category of the framework, letting as a consequence an overview on main empty research spaces.

Secondly, the empirical work was developed upon two streams. The first one concerned an investigation of consumer behavior by families with children in the museum choice. More specifically, the study (2) focused on the motivations behind the museum visit by families with young children. The adopted method was the one of surveying parents visiting a museum by providing them a questionnaire composed on previous scales on museum visit motivations and family decision making process. The survey was conducted in a museum of Hamburg (Germany) as part of a research project developed from October 2015 to March 2016 at the Department of Marketing and Innovation of the University of Hamburg under the supervision of Prof. Dr. Thorsten Teichert. The analysis of results adopted factoring and clustering methods to give an image of families as museum visitors, showing multiple combinations of motivations and habits.

The second stream of the empirical work (3) aimed at exploring actual practices on marketing to families with young children. The case study was an explorative multi-sited case study on Venetian museums, conducted with the collaboration of the Ph. D. supervisor Prof. Maria Chiarvesio and Francesco Crisci, both from University of Udine. Given the gap of the body of knowledge on marketing to families, audience development literature was employed in order to support the analysis of the case study. Data were collected by several information sources, such as web contents and in-depth interviews with museum managers. The detailed exploration of museum strategies and actions resulted finally into the conceptualization of emergent issues on marketing to families with children. For instance, accessibility and evaluation are two of the relevant critical aspects to be minded by museum managers.

The three works are tightly interconnected. The review included a wide variety of interdisciplinary issues on family tourism studies, highlighting their multiple facets. It follows that museum visits represent a specific focus within an extremely complex research area. The second and third works examined two sides of the same phenomenon. On one's hand, the consumer perspective gazing the market target. On the other's hand, the supply perspective outlining a brand new viewpoint on both practices and theoretical constructs within marketing to families in the museum context.

In sum, the doctoral thesis examined family tourism by empirically focusing on a specific context of study, worth for both tourism and leisure studies. Although, some limitations must be acknowledged on empirical settings, managerial implications for marketers emerged by the investigations and have been outlined in each chapter of the thesis.

CHAPTER 1

FAMILY-FRIENDLY TOURISM: A SYSTEMATIC LITERATURE REVIEW

1.1 ABSTRACT

Family tourism is worldwide representing a relevant quote of travel market. Surprisingly, lack of investigation affects the literature on the topic. Indeed, the field of research appears fragmented and misses current studies by marketing and consumer behavior academics. Minding the literature gap, the paper aims to investigate which are the determinants to design a family-friendly tourism offer, by undertaking a review of the extant literature. In order to collect former studies related to the issue, the selected method is the one of the systematic literature review, an approach that permits to search methodically for pertinent documents. After analyzing backgrounds and contributions of reviewed papers, a conceptual framework is outlined. It identifies three main research directions: (I) the motivations and the functions of family holiday, (II) the decision making process, (III) the products and the experiences included in the holiday. Through the presentation of the conceptual framework, the paper discusses the state-of-art of the top journal research on the investigated topic, highlighting both current research streams and gaps to be filled by additional studies. The originality of the paper is in reading past literature with a marketing and product-design point of view. Scholars may derive valuable conceptual implications to be tested empirically with further research. Likewise, practitioners could appreciate a unitary insight on the family target.

1.2 INTRODUCTION

Family tourism is a worldwide phenomenon that brings together groups of adults and children for holidaying. According to Schänzel, Yeoman, & Backer (2012), it represents the 30% of the leisure travel market. A focus on family dynamics and preferences before, during and after vacations is thus needed to develop a comprehensive application of marketing insights to families with young children. Despite the evidence, family tourism is still missing as well-developed field of research in core scientific journals of business and tourism sector. Indeed, Obrador (2012) stated the invisibility of family within tourism research, while Poria & Timothy (2014) and Khoo-Lattimore (2015) called for an extensive research on family tourism, comprehensive of the children's perspective as well.

Minding this exigence, the research question of this study is: which are the determinants useful to design a family-friendly tourism offer? To answer the above query, it is worth to examine the past literature on family tourism with the objective of catching the characteristics of the family tourism phenomenon by a marketing standpoint. In particular, the review allows analyzing both the approaches adopted by scholars and the factors that outline the main components of the family tourism experience. Moreover, the inquiry may highlight conflicting issues and theoretical gaps. In order to review the works, the adoption of a systematic protocol guarantees a replicable and accurate selection of studies, facilitating the conduction of an in-depth analysis of the sorted references.

The originality of the paper is to recompose the fragmented literature on family tourism finding out its relevant characteristics according to scholars' views. By considering manifold scientific perspectives, the work contributes to the deepening of the comprehension of family preferences, habits, and, more in general, dynamics related to vacations. The analysis will thus provide to the tourism offer design a wide spectrum of family tourism components, suggesting to both researchers and practitioners new lines for further investigation, as well as for innovative managerial plans and actions.

The structure of the paper is the following: at first, the outline of the review protocol and of the methodological resolutions; secondly, the data analysis and synthesis through the conceptual visualization of the past literature on family tourism; thirdly, the discussion of emerging components and their implications. Concluding remarks end the paper dissertation.

1.3 REVIEW PROTOCOL

Systematic literature review is recognized as a rigorous method that aims “(...) to provide collective insights through theoretical synthesis (...)” (Tranfield, Denyer, & Smart, 2003; p. 220). Some recent examples of application of this review method are available in tourism field as well (e.g., Adhikari & Bhattacharya, 2016; Carter, Thok, O'Rourke, & Pearce, 2015; Denizci Guillet & Mohammed, 2015).

One fundamental step of the systematic review is the formalization of a review protocol (Hart, 1998; Jesson, Matheson, & Lacey, 2011; Tranfield et al., 2003). In the case of this study, the protocol included the criteria of selection of the journals as well as the ones of inclusion and exclusion of papers in the review.

1.3.1 JOURNAL SELECTION

In order to comprehend the current stream of research by academics, top journals were considered. More specifically, the 2015 Journal Citation Report Social Sciences Edition (Thomson Reuters, 2016) was the tool to identify the top journals related to the researched issue. The journal category “Hospitality, leisure, sport & tourism” was selected as the one including pertinent specialized journals, and included 43 journals. Journals focused exclusively on sport were easily identifiable and excluded from the selection, as well as the journals not indexed by 5-Year impact factor. The resulting journals on hospitality, leisure, and tourism were 22. Moreover, in order to expand the research from a marketing standpoint as well, an integrative selection in a second category, “Business”, was planned. This category included a large variety of business studies, and an amount of 120 journals. From this group were excluded journals not edited in English, and selected the ones specialized in marketing and consumer behavior, indexed by 5-Year Impact Factor. The result is a selection of 29 journals. Moreover, the three journals of the “Business” category having the 5 Year Impact Factor above 10 were added to the list, as they represent the top in the overall research on business studies. The following *Table 1* presents the selected journals.

Table 1: The selected journals for each subject category

HOSPITALITY, LEISURE, AND TOURISM	MARKETING AND CONSUMER BEHAVIOR	TOP BUSINESS JOURNALS
Annals of Tourism Research	Consumption Markets & Culture	Academy of Management Review
Asia Pacific Journal of Tourism Research	European Journal of Marketing	Academy of Management Journal
Cornell Hospitality Quarterly	Industrial Marketing Management	Journal of Management
Current Issues in Tourism	International Journal of Advertising	
International Journal of Contemporary Hospitality Management	International Journal of Consumer Studies	
International Journal of Hospitality Management	International Journal of Market Research	
International Journal of Tourism Research	International Journal of Research in Marketing	
Journal of Destination Marketing & Management	International Marketing Review	
Journal of Hospitality & Tourism Research	Journal of Advertising	
Journal of Hospitality, Leisure, Sport & Tourism Education	Journal of Advertising Research	
Journal of Leisure Research	Journal of Business & Industrial Marketing	
Journal of Sport & Social Issues	Journal of Business-to-Business Marketing	
Journal of Sustainable Tourism	Journal of Consumer Affairs	
Journal of Tourism and Cultural Change	Journal of Consumer Behaviour	
Journal of Travel & Tourism Marketing	Journal of Consumer Psychology	
Journal of Travel Research	Journal of Consumer Research	
Leisure Sciences	Journal of International Marketing	
Leisure Studies	Journal of Interacting Marketing	
Scandinavian Journal of Hospitality and Tourism	Journal of Macromarketing	
Tourism Economics	Journal of Marketing	
Tourism Geographies	Journal of Marketing Research	
Tourism Management	Journal of Public Policy & Marketing	
	Journal of Services Marketing	
	Journal of the Academy of Marketing Science	
	Marketing Letters	
	Marketing Science	
	Marketing Theory	
	Psychology & Marketing	
	QME-Quantitative Marketing and Economics	

Source: own elaboration on the basis of Thomson Reuters (2015)

1.3.2 PAPER SELECTION: INCLUSION AND EXCLUSION CRITERIA

The criteria of inclusion and exclusion are thus formalized before starting the search. The papers to be included were the ones resulting from the search of the words “child”/“children” and “family”/“families”. Secondly, papers investigating topics not related to family tourism, at least in a collateral way, had to be excluded from the review. This exclusion was operated by screening all the abstracts. As third step, the full texts of remaining papers were examined in order to punctually check for relevance of inquiry.

Operatively, the string (child OR children) AND (family OR families) was searched in the titles and topics of selected top journals on Web of Science directories. It resulted into 205 articles, 109 of them from business journals and 96 from hospitality/leisure/tourism journals. In order to manage the second step of the protocol, a distinction on main area of investigation was adopted to sort the papers. After reading the abstracts, each paper was sorted into a topic category. Given the focus of the research, four categories were predetermined (family tourism, tourism, family leisure, family consumer behavior), while other categories emerged by the reading. Finally, it resulted into 12 topic categories. The following *Table 2* summarizes the results so far.

Table 2: The results of the paper selection

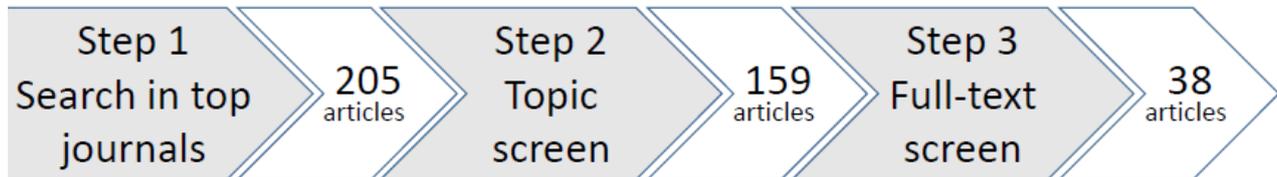
PAPER RESEARCH TOPIC	NR.RESULTS	INCLUSION TO NEXT STEP
Family Consumer Behavior	88	included
Family Leisure	36	
Family Tourism	26	
Tourism	9	
Family Sport & Health	18	excluded
Other Consumer Behavior Studies	11	
Family-Work Balance	5	
Other Leisure Studies	3	
Other Psychological/Sociological Studies	3	
Public Policies and Health	3	
Family Business	2	
Organizational Studies	1	

Source: own elaboration

The resulting 159 included papers were then screened in full-text to operate the third step of the protocol. 10 papers were excluded due to the unavailability of the entire document. A group of papers was excluded as not related, even in a collateral way, to family holiday. For instance, a consistent group of papers selected from the marketing journals researched family consumer behavior on specific habits, but without any reference to vacation decisions or practices.

Similarly, papers on family leisure with no inclusion of holiday time were excluded. 38 papers were finally included in the review. The following graph (*Figure 1*) is a summary of the whole screen procedure.

Figure 1: The systematic review process



Source: own elaboration

1.4. DATA ANALYSIS AND SYNTHESIS

1.4.1 OVERVIEW OF THE DATA ANALYSIS

For each selected article, several data were identified and stored systematically: the keywords (where available), the background research areas, the purpose of the studies, the methods, the empirical contexts of analysis, and the main original contributions. Moreover, the articles were analyzed in-depth in order to find out the factors related to the configuration of a family-dedicated offer. This means to pick all the relevant elements from a tourism marketing standpoint, in which families with children are involved. The following table (*Table 3*) provides the overview of all the selected papers, synthesizing relevant information on the topics, purposes, methods, contexts, and findings on family tourism. Consequently, information on topics and methods will detail the state-of-the-art of the research on family tourism, and introduce the presentation of the conceptual framework based upon the literature review. The conceptual framework permits to identify thus the themes and concepts that will be thoroughly explored in the next section.

Table 3: Overview of selected papers

AUTHORS (YEAR)	JOURNALS*	RESEARCH AREA	PURPOSE	METHOD & SAMPLE	EMPIRICAL CONTEXT	FINDINGS RELATED TO FAMILY TOURISM
Blichfeldt, Pedersen, Johansen, & Hansen (2011)	SJHT	Family decision making	To research in-situ decision making on holiday involving children's voices	Focus group and duo interviews; 89 tweens (8-12 y.)	Holiday	Role of children in vacation choices under-emphasized by extant theory; (pro)activeness of tweens in in-situ decisions; importance of togetherness

AUTHORS (YEAR)	JOURNALS*	RESEARCH AREA	PURPOSE	METHOD & SAMPLE	EMPIRICAL CONTEXT	FINDINGS RELATED TO FAMILY TOURISM
Bos, McCabe, & Johnson (2015)	CIT	Children learning	To examine learning experiences by children on holiday to assess the potential of holidays as influencing factors in education	Interviews; 11 families (9 mothers and 14 children, 6-15 y.), 2 learning mentors, 1 social tourism provider; UK	Social tourism	Tourism as context for experiential learning and relearning outside the classroom; improvement of relationships school-families and within family members thanks to social tourism
Buswell, Zabriskie, Lundberg, & Hawkins (2012)	LSC	Family functioning	To examine the relationship between fathers' involvement in family leisure and aspects of family functioning from both fathers' and adolescents' perspective	Online survey; 647 dyads father&young (11-15 y.); USA	Leisure	Relationship between father involvement in leisure and family functioning; family vacation for children as balance between novelty and stable environment
Cho & Kerstetter (2004)	LSC	Decision making	To test the sub-constructs of "sign value" (symbolic meaning and social interaction) representing individuals' needs for information	Questionnaires; 269 individuals	Holiday	Significant and negative correlation between the presence of children and the importance placed on items comprising the sub-constructs of "sign value"
Cullingford (1995)	TM	Family tourism	To discover children's attitudes to the experience of travel and to their experience/perception of holiday destinations	Semi-structured interviews; 160 children (7-11 y.)	Children's perspective	Children expectations and perceptions reflecting common presentation of holiday; importance of accommodation arrangement; mental framework dividing clearly into attractive and not attractive
Durko & Petrick (2013)	JTR	Tourism	To examine existent research on the benefits of travel	Literature review	Travel benefits	Travel benefits for adults, children, couples; travel helping in improving communications within relationships, in strengthening lifelong family bonds, and increasing well-being
Epp & Price (2008)	JCR	Family identity	To learn how families draw on communication forms and use marketplace resources to manage interplays among individual, relational, and collective identities	Framework	Consumer behavior	Critique of family decision making studies; family vacations example for studying collective decisions and relationships
Fleischer & Pizam (1997)	TM	Tourism	To identify the characteristics of the B&B operators and their guests in Israel	Questionnaires; 444 B&B operators; Israel	Rural tourism	Domestic young families with children living at home most attracted segment
Fu, Lehto, & Park (2014)	JTMM	Vacation functions	To examine the dimensionality of family vacation functions	Focus groups and questionnaires; focus group with parents and questionnaires with dyads parent-child (12-18 y.)	Family holiday	Typology of family vacation functions; differences in the dimension perceptions by family members; children less enthusiastic towards family vacations
Garst, Williams, & Roggenbuck (2009)	LSC	Tourism	To examine experiences and associated meanings of participation to developed camping	Interviews; 38 camping family groups; USA	Forest camping	Key elements including nature, social interaction, and comfort/convenience; family functioning and children's learning two of the most common associated meanings

AUTHORS (YEAR)	JOURNAL*	RESEARCH AREA	PURPOSE	METHOD & SAMPLE	EMPIRICAL CONTEXT	FINDINGS RELATED TO FAMILY TOURISM
Harrington (2014)	LST	Leisure	To explore the relationship between purposive family leisure and social class	Semi-structured interviews; 28 parents of working- and middle-class; Australia	Family leisure	Classed dimension to purposive leisure; middle-class: self-development and acquiring skills, range of travel experiences; working-class: time together
John (1999)	JCR	Consumer socialization	To review findings on consumer socialization research and assess the current knowledge on children's development as consumers	Literature review	Consumer behavior	Consumer socialization described through stages; children influence depending on age and type of product, thus moderate in family activities such as vacations
Kang & Hsu(2005)	TM	Family decision making	To investigate dyadic consensus on the family vacation destination selection process	Questionnaires; 149 dyads husband-wife; USA	Family holiday	Differences on spousal conflict arousal among heavy/light family vacationers; differences in predicting wives' and husbands' satisfaction levels
Khoo-Lattimore (2015)	CIT	Family tourism	To discuss methodological issues to be contemplated prior to conducting research with children	Focus groups and draws; children (5-6 y.; Malaysia	Children's perspective	Considerations for children's developmental phase, use of appropriate props and prompts during data collection with children, positionality and pre-requisites of researcher to design methodologies
Kim, Choi, Agrusa, Wang, & Kim (2010)	IJHM	Family decision making	To assess the role of family decision makers in participating in a festival	Questionnaires; 265 families with children and 283 families without; South Korea	Festival tourism	Different extent of wives' and husbands' roles; children's role not distinctive as in other tourism literature
Kim & Lehto (2013)	TM	Family tourism	To investigate the tourism motivation and activities of Korean families with disabled children	Questionnaires; 161 parents of disabled children; South Korea	Families with disabled children	Physical competence of disabled children as most important motivational factors; sedentary outdoor activity as most prominent activity; linkages between motivations and activities
Kozak & Duman (2012)	IJTR	Family decision making	To investigate the extent to which family members influence vacationers' overall vacation satisfaction and future behavioral intentions	Self-administered survey; 445 families; families from UK at a Turkish resort airport	Family holiday	Respondents' vacation satisfaction influenced strongly by spouses; return intentions determined by respondents' and spouses' vacation satisfaction, whereas recommending intentions by their and children's vacation satisfaction
Larsen, J. R. K. (2013)	SJHT	Family tourism	To focus on the pleasures of being together from parents' and children's perspectives	In-depth interviews; 26 family groups; Denmark	Holiday home tourism	Social experience of family holiday and togetherness in a holiday home as a composition of reverse pleasures and continuous reversals between excitement and relaxation

AUTHORS (YEAR)	JOURNAL*	RESEARCH AREA	PURPOSE	METHOD & SAMPLE	EMPIRICAL CONTEXT	FINDINGS RELATED TO FAMILY TOURISM
Lehto, Choi, Lin, & MacDermid (2009)	ATR	Family functioning	To explore the interplay of family vacation travel, family cohesion, and family communication	Questionnaires; 265 families; USA	Family holiday	Family vacation contributing positively to family bonding, communication, and solidarity; multiple interaction styles
Liang (2013)	JTTM	Family decision making	To investigate the causal relationships among perceived parental power, adolescent Internet mavens, and children's influence on purchasing tourism products online	Questionnaires; 266 dyads parent-student (12-18 y.); Taiwan	Online purchase of tourism products	Perceived parental power and adolescent Internet mavens antecedents of children's influence on purchasing tourism products via Internet; adolescent Internet mavens moderating effects between perceived parental power and children's influence
Lo & Lee (2011)	TM	Tourism motivations	To examine the motivational factors and perceived value of Hong Kong volunteer tourists	Focus-group and in-depth interviews; 8 participants focus group, 11 individual interviewees; Hong Kong	Volunteer tourism	Shared experience with family members and educational opportunity for children as one of main motive to partake volunteer trips
Madrigal, Havitz, & Howard (1992)	LSC	Family decision making	To examine the underlying dimensions of married couples' involvement in the product-class context of family vacation	Survey; 70 couples; USA	Family holiday	Pleasure-importance positively related to gender role ideology and education, and negatively related to presence of children in the home
Na, Son, Marshall (1998)	PM	Family decision making	To measure spousal influence in family decision making situations in South Korea	Questionnaires; 5500 individuals	Roles in purchase decision	Increasing influence of children and women in family purchase decisions; holiday syncretic decision by husband and wife, perceived by children as parent-dominated
Nancarrow, Tinson, & Brace (2011)	JCB	Family decision making	To examine the measure of consumer intelligence and to determine how its perception influence family decision making	Questionnaires; 524 dyads mother-child (10-16 y.); UK	Purchase of child clothes and summer holiday	Children perceived as savvy are female and older; mothers in lower socio-economic groups more likely to perceive their children as savvy; most savvy children more involved in purchase decision
Obrador (2012)	ATR	Family tourism	To situate tourism theory and develop theoretical constructs sensitive to the familiar character of tourism	Theoretical paper	Coastal mass tourism	Reappraisal of domesticity and thick sociality in tourism; idealized notions of nuclear family contrasted to the complex realities of family life
Oppermann (1996)	ATR	Tourism	To outline what constitutes rural tourism	Survey; 268 rural operators and 587 tourists; Germany	Rural tourism	Families with children and older couples main market segment
Pavia & Mason (2012)	CMC	Consumer behavior	To examine how a family makes an inclusion/exclusion decision and how decision factors create family identity	Interviews; 23 parents; USA	Families with disabled children	Decision of inclusion/exclusion tied to type of child disability; presence of disabled children affecting decision making process in leisure and travel

AUTHORS (YEAR)	JOURNAL*	RESEARCH AREA	PURPOSE	METHOD & SAMPLE	EMPIRICAL CONTEXT	FINDINGS RELATED TO FAMILY TOURISM
Quinn & Stacey (2010)	LST	Social exclusion	To redress the knowledge deficit on the benefits of holidaying by children and youth experiencing social exclusion	Focus groups and semi-structured interviews; focus groups with 75 children (7-16 y.) and 35 guardians (35 families) and interviews with 27 children and 16 guardians	Children holiday	Contribution of holidaying opportunities in quality of life and in enhancing well-being for children; extended benefits into the family unit
Schänzel & Smith (2014)	LSC	Family functioning	To extend conceptual and theoretical understanding within family tourism research	Interviews; 10 family groups of 10 mothers, 10 fathers, 20 children (6-16); New Zealand	Family holiday	Illustration of group dynamics along generational and gender perspectives to provide insights into family functioning through a model; collective intentionality of family togetherness contrasted with balanced modes in own time
Sedgley, Pritchard, & Morgan (2012)	TM	Social exclusion	To provide insights into the experiences of families unable to afford paid holiday away from home	Interviews; 20 low income parents; UK	Family holiday	Exclusion from tourism affect children's exclusion from everyday norms
Shannon & Shaw (2008)	LSC	Leisure	To understand what role mothers play in developing their daughters' leisure attitudes, values, and behaviors	Semi-structured interviews; 12 dyads mother-daughter (22-40 y.)	Family leisure	Women responsible for holidays
Small & Harris (2014)	ATR	Family tourism	To examine the debate on "crying babies on plane"	Netnography of 1420 posts in online news sites, discussion boards, and airlines' websites	Air travels	Aeroplane place where to dispute rights and responsibilities; families and children under the gaze of other passengers; airlines mostly avoiding the issue
Tangeland & Aas (2011)	TM	Tourism	To examine the relationship between household composition and the consumption of nature based products	Questionnaires; 763 participants; Norway	Nature based tourism	Differences between household types on experience attributes sought from nature based tourism activity products; family/children friendly as one of the key experience attribute
Therkelsen (2010)	JTMM	Family decision making	To discuss holiday-related decision making in families by exploring the role distribution and strategies employed by family members	Interviews; 26 families; Germany and Denmark	Family holiday	Contextual factors like parental perceptions of children and societal structures useful to explain complexity in role distribution and strategies used
Therkelsen & Lottrup (2014)	LST	Family leisure	To focus on family-based zoo experiences, and how individual and social factors affect the experiences of parents and children	Interviews; 15 families with children (0-11 y.); Denmark	Zoo visit	Difference between children's and parents' experiences at the zoo; visit as overlap of central and peripheral experiences, including social bonding, entertainment, edutainment, togetherness
Thornton, Shaw, & Williams (1997)	TM	Group decision making	To examine the influence children have on behavior of tourist parties while on holiday	Space-time budget diaries; 143 groups; UK	Holiday decision	Contrasting needs of multiple generations while on holiday; children influence through physical needs and through negotiation

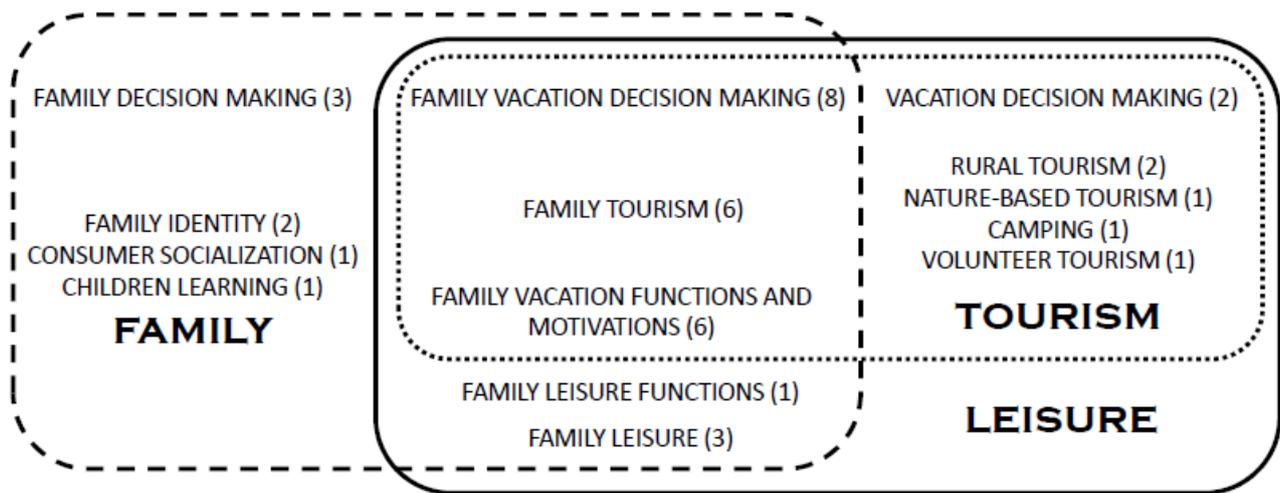
AUTHORS (YEAR)	JOURNAL*	RESEARCH AREA	PURPOSE	METHOD & SAMPLE	EMPIRICAL CONTEXT	FINDINGS RELATED TO FAMILY TOURISM
Tinson & Nancarrow (2005)	IJMR	Family decision making	To identify the determinants of a child's relative influence within a family in purchase decisions	Phase of scale development: consultations with team of experts and 124 consumers, among them 80 tweenagers (10-12 y.); pilot test: questionnaires with 82 tweenagers; UK	Roles in purchase decision	Children perception of being influent mostly in purchases with interest for them
Wang, Hsieh, Yeh, & Tsai (2004)	TM	Family decision making	To examine how family role relationships vary over decision making stages for group package tours	Questionnaires; 240 parents and among them 35 with children inclusion (12-18 y.); Taiwan	Group package tours	Joint decision in problem recognition and final decision stages; wives dominate the information search stage
*: Journal abbreviations ATR Annals of Tourism Research CIT Current Issues in Tourism CMC Consumption Markets & Culture IJHM International Journal of Hospitality Management IJMR International Journal of Market Research IJTR International Journal of Tourism Research JCB Journal of Consumer Behaviour JCR Journal of Consumer Research JTMM Journal of Travel & Tourism Marketing JTR Journal of Travel Research LSC Leisure Sciences LST Leisure Studies PM Psychology & Marketing SJHT Scandinavian Journal of Hospitality and Tourism TM Tourism Management						

Source: own elaboration

1.4.2 BACKGROUNDS OF FAMILY TOURISM

The background research areas introduce the approaches adopted by the reviewed papers. Hence, it is necessary an in-depth exploration of their theoretical roots to understand the interdisciplinary context upon which the research on family tourism is based. The topics included by the authors in the presentation of their theoretical background have been recorded and synthetized in order to position the current research on family tourism within a wider theoretical framework. The following *Figure 2* is the graphical output.

Figure 2: The background topics of the reviewed papers (with number of papers)



Source: own elaboration

It is possible to notice that a great variety of topics supports the theoretical fundamentals of the reviewed articles. Despite this, some streams, such as the family vacation decision making and family vacation functions, are considered by several authors. It could be arguable that research on family tourism could not avoid including those streams as pillars of theoretical framework. At the same time, it could be also interpretable as a sign of research tendency to focus on certain themes and on a more structured literature rather than explore and merge alternative theoretical contributions. Several papers cited in the reviewed papers are then inserted in the description of the literature review, so far their contribution is strictly related to the purpose of this paper.

1.4.3 METHODS OF RESEARCH

The methods employed in the studies are meaningful to learn how multiple approaches to the issue have been operatively developed. *Figure 3* sums up this heterogeneity, by providing an overview of the methods, which are almost equally distributed between qualitative and quantitative ones.

Figure 3: The methods of the reviewed papers

QUANTITATIVE	QUALITATIVE	THEORETICAL ARTICLES	LITERATURE REVIEWS
<ul style="list-style-type: none"> ONLINE SURVEYS SELF-ADMINISTRATED QUESTIONNAIRES SPACE-TIME BUDGET DIARIES 	<ul style="list-style-type: none"> FOCUS GROUPS INTERVIEWS DIARIES CHILDREN'S DRAWS NETNOGRAPHY 		
18 articles	16 articles	2 articles	2 articles

Source: own elaboration

This result perfectly shows how the discourse on family tourism may be successfully investigated with both qualitative and quantitative tools. In few cases, multiple qualitative methods were combined (e.g., Blichfeldt, Pedersen, Johansen, & Hansen, 2011; Harrington, 2014; Khoo-Lattimore, 2015; Lo & Lee, 2011; Quinn & Stacey, 2010) or the quantitative survey anticipated by a focus group (e.g., Fu, Lehto, & Park, 2014) or a consultation procedure with experts and consumers (e.g. Tinson & Nancarrow, 2005). Moreover, several studies involved directly young children as well (Blichfeldt et al., 2011; Bos, McCabe, & Johnson, 2013; Cullingford, 1995; Khoo-Lattimore, 2015; Larsen, 2013; Quinn & Stacey, 2010; Schänzel & Smith, 2014; Therkelsen & Lottrup, 2014). The latter studies are collocated in the qualitative side, and no quantitative research surveyed children younger than 12 years old.

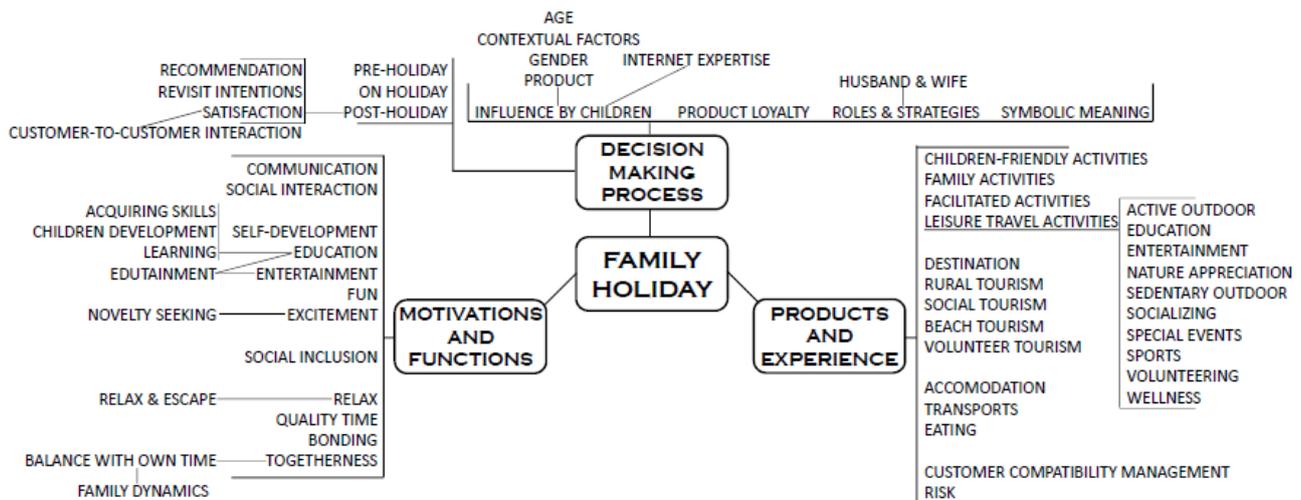
1.4.4 CONCEPTUAL FRAMEWORK

As seen before, the adoption of a systematic review method facilitates the collection of the different perspectives by the authors as well as the assortment of employed methods in conducting the research. Thus, the core contribution of this paper is to recompose the fragmented issues into the conceptual framework related to the determinants of a family-friendly offer in tourism.

Through the review, relevant findings have been collected and consequently re-elaborated with the objective of creating the conceptual framework on the tourist product for families with children. “A conceptual framework explains, either graphically or in narrative form, the main things to be studied – the key factors, variables, or constructs – and the presumed interrelationships among them” (Miles, Huberman, & Saldaña, 2014; p. 20).

The following *Figure 4* is the conceptual map representing the conceptual framework on family holiday, when considering family holiday as a tourist product for families with young children. Operationally, each article was synthesized in keywords according to their empirical context of research development and their main findings related to family tourism. The keywords were then grouped in logical categories in order to compose the conceptual map.

Figure 4: The conceptual framework



Source: own elaboration

Three main areas compose the conceptual framework: (I) the area related to the motivations and the functions of family holiday; (II) the area related to the decision making process; (III) the area related to the sub-products composing the family holiday and to their experience. In the three following sections, each area will be described in detail by reviewing past contributions on the issues.

1.5 THE MOTIVATIONS AND THE FUNCTIONS OF FAMILY HOLIDAY

This research area provides several issues on which factors may be relevant for the family holiday choice in terms of motivations and functions of the holiday. The motivation of tourism activity is a well-developed topic in the field of tourism investigation and, even in the context of the families with children, is a highly elaborated theme. Motivations and functions (or benefits) are two interrelated matters, since the perceived vacation function may be a motivation of taking the holiday. To provide an example, relax may be at the same time a function and a motivation of the holiday.

The family holiday may be primary considered as an occasion to improve the family relationships and the bonding between family members (Bos et al., 2015; Buswell, Zabriskie, Lundberg, & Hawkins, 2012; Durko & Petrick, 2013; Fu et al., 2014; Garst, Williams, & Roggenbuck, 2009; Kim & Lehto, 2013; Lehto, Choi, Lin, & MacDermid, 2009; Lo & Lee, 2011; Therkelsen & Lottrup, 2014).

Indeed, one of the objective of taking a family holiday is to experience “quality time” (Blichfeldt et al., 2011; Durko & Petrick, 2013; Obrador, 2012) and the sense of “togetherness” (Blichfeldt et al., 2011; Durko & Petrick, 2013; Harrington, 2014; Sedgley, Pritchard, & Morgan, 2012; Schänzel & Smith, 2014; Therkelsen & Lottrup, 2014). Few authors attribute different shades of these concepts, alternatively to parents or children. For instance, Therkelsen & Lottrup (2014) associate togetherness to children and bonding to parents, while according to Durko & Petrick (2013) togetherness is a motivation typically by parents. To facilitate the understanding of the apparently contrasting ideas, Therkelsen & Lottrup (2014) repropose the perspective of Quan & Wang (2004), according to whom holiday is composed by central and peripheral experiences that both mutually affect and vary during the time. In other words, both parents and children may experience both motivations. A critical correlated issue is then the aimed steadiness between the family-time and the own-time, as each family members need to find a balance between those two (Schänzel & Smith, 2014). Pursuing that balance results into the family internal dynamics, characterized by cooperation, compromise, and conflict.

Various motivations emerge from the literature review. One of those is relax (Durko & Petrick, 2013; Larsen, 2013), that can be associated even to escape (Fu et al., 2014; Kim & Lehto, 2013), although according to the study of Thornton, Shaw, & Williams (1997) relax is less concerned to families with children, compared to the ones without. Fun and entertainment are specially considered as children’s motivations (Durko & Petrick, 2013; Therkelsen & Lottrup, 2014), as well as the interest in doing activities (Durko & Petrick, 2013). On the other hand, parents’ motivation include children’s development (Kim & Lehto, 2013), children’s learning (Fu et al., 2014; Garst et al., 2009) and acquiring new skills (Harrington, 2014). The combination of the two elements, education and entertainment, results into the idea of “edutainment” (Carr, 2011; Therkelsen & Lottrup, 2014). Contrastingly, Bos et al. (2015) state that learning should be seen as a fact that incidentally occurs during vacations, rather than a motivation. Other motivations are connected to the self-development (Harrington, 2014), to excitement (Larsen, 2013), and to the novelty seeking (Fu et al., 2014).

The need of novelty and change is tied with the concept of “balance activity” introduced by Zabriskie & McCormick (2001) in their model of Core and Balance Model of Family Leisure Functioning, later adopted by Buswell et al. (2014). Family vacation is considered a “balance activity”, influencing the family functioning in terms of cohesion and adaptability. This model and the study of Lehto et al. (2009) are both inspired by the Family Adaptability and Cohesion Evaluation Scales (FACES II) of Olson, McCubbin, Barnes, Larsen, Muxen, & Wilson (1992).

Holiday may enhance the communication (Fu et al., 2014) and the social interaction (Garst et al., 2009) among family members. Additionally, few authors point out that each family member perceives different vacation functions (Fu et al., 2014; Therkelsen & Lottrup, 2014).

Harrington (2014) introduces an association between motivations and social classes. More specifically, the author identifies different motivations according to the belonging to the low or middle class. The first group relates more to togetherness, while the second one to self-development and acquiring skills by children.

A last interesting issue related to the family holiday functions and family functioning is the one of the social inclusion. In other words, several citizen groups may be excluded from holidaying due to their indigent or marginal conditions (Quinn & Stacey, 2010; Sedgley et al., 2012). When given the opportunity to the family group, or at least to the children-only, the entire family group benefits from the holiday in terms of enhancing the family relationships and communication.

1.6 THE DECISION MAKING PROCESS OF FAMILY HOLIDAY

The former overview on the topics of the reviewed literature showed the importance of the research on the family decision connected to vacationing. Indeed, this research area permits to look for answers on the declinations of the research question, such as the issues related to the actors of the decision process, to their interaction modes, and to their evaluation after the holiday experience.

What is peculiar of the family decisions by the interest of this research is obviously the presence of young children. Their influence has been object of study by several scholars. Children's influence is not a fixed variable impacting in the group decision according to predefined patterns, but it may vary depending on multiple conditions, among which we find: children's age (John, 1999; Kozak & Duman, 2012; Schänzel & Smith, 2014; Therkelsen, 2010; Thornton et al., 1997), children's gender (Kozak & Duman, 2012; Schänzel & Smith, 2014), kind of product/activity (John, 1999), socio-cultural contextual factors, such as parental perception of children or societal structures (Blichfeldt et al., 2011; Nancarrow, Tinson, & Brace, 2011; Therkelsen, 2010). Moreover, the presence of children with disabilities in the household affects the decision making process in leisure and tourism (Pavia & Mason, 2012).

It is possible to examine the influence of children by considering the different stages of the decision process. Scholars do not completely agree with each other on this question. For instance at the initial stages, according to Wang, Hsieh, Yeh, & Tsai (2004) children influence the problem recognition, while for John (1999) and Kim, Choi, Agrusa, Wang, & Kim (2010) they only have moderate degree of influence.

In Tinson & Nancarrow's study (2005), the 63% of children aged 10-12 years old perceive themselves as influencer in the holiday purchase. Nancarrow et al. (2011) state that children are involved at a certain extent in talking about the decision of summer holiday, rather than involvement in the search stage or in the final decision. Moreover, their involvement depends on how savvy are the children perceived by the parents. Although children are perceived as less savvy on summer holiday compared to general shopping, the involvement is greater when they are perceived as savvy.

Children may be greater influencer during the vacations, since that time is likely to leave place to more negotiation power by children (Therkelsen, 2010) and children may act with more pro-activeness (Blichfeldt et al., 2011) concerning the activities to be done by the family (Wang et al., 2004). The last step of the decision process comprises the post-purchase evaluation and the satisfaction. This matter has been investigated thoroughly by Kozak & Duman (2012). According to them, the overall vacation satisfaction is influenced by both parents' and children's satisfaction. The recommendation by parents to others is strongly influenced by the children's experiences and opinions (Kim et al., 2010; Kozak & Duman, 2012), while the revisit intention seems to be more a parent-only issue (Kozak & Duman, 2012). Furthermore, families with children show a certain degree of product loyalty (Thornton et al., 1997) and customer-to-customer interaction seems to impact on satisfaction level (Small & Harris, 2014), although the presence of children seem to be negatively correlated with association of symbolic meanings to travel reviews, when searching for information (Cho & Kerstetter, 2004).

Recently, scholars have started to examine at some extents the impact of internet usage in relationship with children's influence. For instance, Liang (2013) states a great involvement of adolescents in the early phases of the decision making process, due to their digital expertise. Moreover, Kim et al. (2010) recognize the children's influence in posting family holiday experiences in internet.

Roles and strategies of family members interplay in the decision making process (Therkelsen, 2010) and family vacation provides the place where to study collective decisions and relationships (Epp & Price, 2008). Furthermore, different sub-decisions may be affected in dissimilar ways by different family members (Wang et al., 2004). In particular, some studies focus on the role of the spouses, given the investigation on traditional nuclear families (Kang & Hsu, 2005).

Holiday decision may be seen as a syncretic decision between husband and wife, perceived by children as a parent-dominated decision (Na, Son, & Marshall, 1998).

More in general, Shannon & Shaw (2008) recognize women's responsibility in arranging the holiday activities as a whole, while Kim et al. (2010) identify the predominant role of husbands in deciding about transportation and accommodation, while wives control buying and eating decisions. More details on the sub-products decisions will be given in the following section.

1.7 THE PRODUCTS AND THE EXPERIENCE OF THE FAMILY HOLIDAY

The experience of going on holiday includes the choice and the purchase of many sub-products that compose the so-called "tourism product". Typically, it comprehends at least transportation, accommodation, eating, buying, and other leisure activities. In a broader sense, the choice regards the destination and the kind of vacation (i.e., cultural, nature-based, and so on). In the literature review, this research area collected the contributions related to the research question on facilities and services demanded by families with young children during the vacation and on the correlated experience.

As already introduced in the previous section on decision making, family members may have diverse influence power depending on the sub-decisions. Children may be particularly influent in the decision related to the activities that the family group takes part in. But what does the past investigation identify as typical family activities on holiday? In the research on travels by families with children possessing disabilities, Kim & Lehto (2013) list several leisure travel activities, that could be valid for all the families with children. The list includes: active outdoor activities, sedentary outdoor activities, sports, nature appreciation, socializing, special events, entertainment and wellness. In the case of families with children possessing disabilities, the sedentary outdoor activities were the most appreciated. It can be assumed that staying on the beach would be included in this activity group. Then, according to Thornton et al. (1997) this activity decreases in frequency as soon as the age of children in the household increases. At the same time, the sport activities increase with the increasing of children's age. Learning initiatives may be included in the family holiday activities, and the past investigation has considered this issue so far in the context of social tourism (Bos et al., 2015) and of volunteer tourism (Lo & Lee, 2011) specially. More in general, families with children tend to choose different activities from the ones preferred by tourists with no children (Tangeland & Aas, 2011; Thornton et al., 1997). Indeed, families with children would comprehensibly choose less risky activities, giving preference to children-friendly activities and activities for the whole family (Tangeland & Aas, 2011, referring to nature based tourism activities). Tangeland & Aas (2011) underline also how the facilitated activities, such as organized or group activities, are particularly important for single parents.

Surprisingly, research on families' preferences on the other sub-products of the holiday (accommodation, transportation, etc.) is almost absent, despite the previously introduced contributions on decision making.

Adopting a wider perspective, it is possible to consider limited families' tastes on destination and family-friendly kind of vacation. For example, rural tourism is a vacation type mainly chosen by families with children (Fleischer & Pizam, 1997; Oppermann, 1996), as well as beach tourism (Obrador, 2012). Parents mind children's interests when deciding destination (Madrigal, Havitz, & Howard, 1992) and tend to choose accommodation and activities close to each other (Thornton et al., 1997). However, the research on destination and tourism typologies seem to lack in current discussion of sectorial top journals.

From a service-management perspective, the target of families with children could represent an impacting presence in terms of exigencies and management of a family group composed by several people. Family groups may have difficulties in controlling children's behavior and it could be meaningful to adopt a customer compatibility management in order to forecast problematic situation (Small & Harris, 2008, referring to the case of crying babies on planes).

Another worth point is the children's perspective, as the children's presence is the peculiarity of this market segment. Khoo-Lattimore (2015) firstly introduces a methodological discussion on how to conduct a research with children in tourism. Children seek both new experiences and a stable environment (Buswell et al., 2012) and their knowledge on holiday reflect how holiday are typically presented (Cullingford, 1995). Despite this, the author suggests to look beyond obvious entertainment to engage children and their families in holiday activities.

Lastly, families with children should be seen as a unitary target (Lehto et al., 2009), although "(...) marketers necessarily need to consider the family as a heterogeneous grouping of individuals seeking reverse experiences of pleasure, together" (Larsen, 2013; p. 172).

1.8 DISCUSSION AND IMPLICATIONS

The literature review has highlighted core issues related to family holiday according to the current approaches in the top journals. Past studies have explored manifold topics by starting from various theoretical backgrounds and employing a wide range of research methods. Despite this, several questions remain unanswered and need in-depth further analyses. As follows, some crucial aspects will be discussed with the doublefold objective of deriving factors useful to design tourism offer for families from the literature and of suggesting research extensions for further research.

The starting point is the one of motivations to go on holiday with the family group and to the related functions and benefits associated with it. From the product-design perspective, it is particularly worth to understand what is the potential and current consumers' view, as the offered product could be presented in the best way to attract the target of families with children. Indeed, the motivation of relationship bonding and togetherness are two emerging points, upon which the tourist operator can work on to target families, for example communicating the suitability of the own product to enhance those relationships and concretely providing proper spaces to the family groups.

The criticism here is to bear in mind the multiple motivations that each family member may have, and to balance the different expectations and desires that family members have both as individuals and as a unitary group. In this sense, further research is needed to examine the motivations and the associated functions by the family group in their collective dimension, with the inclusion of both adults and children.

Moreover, even if it seems clear that holidays enhance family relationships and provide support to family functioning, future investigations may look for the development of new scales considering family dynamics and new family structures. In particular, a current research focus should avoid of concentrating on traditional nuclear families only, and be updated to the new family structures, currently scarcely present in research. Furthermore, it would be challenging to investigate holidays as a bundle of problematic issues and how the family group interacts to solve them, or do not solve them at all.

To design a tourist product to families, the role of children in the decision making process is crucial. Past research still provides controversial results, with the consequence that nowadays we are not able to define at what extent children impact in the process. For sure, a starting point for tourist marketers is to consider where and how children have been detected as influencers in the previous studies. For example, by knowing that activities during the holiday time are strongly influenced by children could suggest to pursue promotional actions targeted to children directly on site. Additionally, children with different ages could have dissimilar preferences in the activities and unlike involvement in the decision. Both issues should be taken into account when planning initiatives for them.

Always considering a marketer perspective, it should be relevant to explore the family behavior in revisiting and recommending. If it is assumed a certain degree of product loyalty by families, then scholars could provide practitioners' world new insights by investigating this specific topic, currently scarcely developed in tourism marketing research. For what concerns the sub-products in the holiday "basket", a strong urgency emerges in deepening research on accommodation and transportation preferences by families with young children.

Scarce and fragmented answers have been found through the literature review, highlighting the need for further research on those focused contexts. Despite this, one key aspect arises from past contributions: the management of families in the tourist structures, either hospitality or other services, needs a careful plan and forecast in terms of spaces, suitability, and compatibility with other segments.

Minding the context of analysis of family tourism, gaps emerge from the review in the development of family tourism research in several contexts. For example, the context of the research is commonly the holiday or vacation decision in a broad sense, although a distinction on the basis of different kind of tourism, such as the cultural one, is missing. Through focused analyses and by comparing commonalities and dissimilarities, the investigation on family tourism could enhance a wider extent in the phenomenon examination.

A last critical insight refers to children's perspective. As stated by several authors (Khoo-Lattimore, 2015; Poria & Timothy, 2014), research with children is problematic in methodological terms and still difficult to be applied for quantitative survey. Hopefully in the future, new experimental and quasi-experimental tools could provide efficient solutions to the broadening of research on families with children through the direct contribution of children themselves. This could permit both researchers and practitioners to gain clearer understand of children's and families' preferences on holiday characteristics and products.

1.9 CONCLUSIONS

Family tourism is a phenomenon showing increasing interest by practitioners but still missing theoretical and empirical contributions by the scientific literature. Thus, this literature review aimed to investigate past studies in top journals to identify the determinants to design a tourist offer for families with young children. By reviewing the literature, past and current streams of research emerged, allowing the elaboration of background and theoretical syntheses on the research object, as well as the creation of a complex conceptual framework on the family tourism and its determinants.

The systematization of the reviewed literature was clarified in detail at the beginning of the paper in order to provide protocol characteristics and to guarantee the replicability. Then, the paper selection process was explained step by step, showing how the final list of selected papers was elaborated. From this group of papers, some preliminary analysis were conducted to discover the backgrounds of past studies. This kind of information is useful to collocate the current research trends related to family tourism, and consequently to elaborate a conceptual framework based on reviewed papers.

The conceptual framework is the tool to describe both the state-of-art of the research on family tourism and to discuss the controversial and the lacking issues that emerge from the literature review. In particular, the conceptual framework spreads around the “family holiday” concept through three main pillars: the motivations and the functions, the decision making process, the products and the experience. Each block discovers a net of multiple elements, such as the case of the several motivations and functions that family holidays may have. More in detail, the balance between togetherness and opportunity to have own experience and time is a crucial issue when considering holidays by families. On the one hand, family holidays may have the function of bonding family relationships. On the other hand, several motivations emerge, ranging from fun to education, from relax to novelty seeking.

Understanding the motivations of potential consumers is necessary to implement promotion to families. The same thing happens when referring to children’s influence in family decision making process. When confirming a certain degree of children’s impact in the decision process, then practitioners could not avoid bearing in mind to target both families and children. Despite this, investigation on family decision making needs further research on family dynamics and influence mechanisms to understand which are the key elements of the process within the family group decision.

Moreover, a group of manifold products and experiences composes the family holiday. Surprisingly, lack of research negatively affects the comprehension of family preferences and requests on certain services, including accommodation and transports for example. Leisure activities included in the family holiday may range from active to rather sedentary ones, where children’s age may influence the preferences on them.

Despite the reliability of the systematic review process, the paper presents some limitations in the gamma of considered sources. The choice was to focus the attention on the discourse on family tourism in the top streams of investigations. A future research development could include other kind of resources, such as for example grey literature, to integrate different voices concerned to targeting families with children.

In conclusion, the literature review wants to stimulate new and in-depth investigations on issues related to the design and the promotion of tourist products suitable for families with young children. The discussion of the conceptual framework on family holiday recompose past studies, and discuss the problematics and the opportunities for shaping a family-dedicated offer, including implications for tourism practitioners. Lastly, it is an original contribution for providing conceptual basis to researchers’ further inquiries.

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CHAPTER 2

MOTIVATIONS OF MUSEUM VISIT BY FAMILIES WITH CHILDREN¹

2.1 ABSTRACT

Research on manifold leisure activities revealed a broad scope of individually pursued motives. An even larger motivational complexity is postulated in case of joint family decisions. Despite few theoretical contributions, decisions on family museum visit still constitute a scarcely explored territory, whereas knowledge about family's decision making processes is key for the success of intergenerational museum marketing. Thus, the purpose of the study is to empirically examine family's motivations to visit museums. Generic dimensions underlying parent visitors' motivations are explored by means of factor analyses, whereby four personal motive types (relaxation, entertainment, education, self-fulfillment) and two social motive types (social action and social interaction) are revealed. Following this, four distinct clusters of family visitors are derived. Each clustered group is characterized by different motive combinations: "educational duty", "joint edutainment", "self-enriching", "just fun". Clusters are described by several covariates, including interest and expertise by children, as well as preferences for different museum types. Implications are derived to support museum marketing strategies and initiatives. Moreover, findings provide scholars in-depth insights into decision making processes in the field of family leisure.

2.2 INTRODUCTION

Encouraging family visits is considered as a key target for museum strategies (Arts Council England, 2011). Despite widespread evidence of its potential, family museum visit is still a fragmented field of research by both marketing and consumer behavior scholars. In particular, there is still a missing link between the research on family decision making and the marketing perspective of attracting families to museums.

Past research has investigated motivations behind manifold leisure activities, including the visit to museums. A key lesson learned is that there are various motivations, which may overlap. Findings indicate that a bundle of motivations coexists behind the individual choice of visiting a museum.

¹ The chapter is a revised version of a paper co-authored with Prof. Thorsten Teichert, University of Hamburg.

However, what happens when the individuals involved are parents of young children? Given that family visits are likely to be decided by a group of individuals (family members), what is child's impact in visit motives, in particular in terms of providing experiences to them and cultivating children's interest? Thus, the purpose of the study is to empirically examine the joint motives of family museum visits.

The review of the literature contributes to support the theoretical framework of the research object. Hence, both studies related to motivations of museum visit by general and family audience, as well as studies concerning family decision making in leisure and tourism fund the study backgrounds. More specifically, former investigations help in designing the empirical inquiry with established scales. Items are thereafter applied to the specific case of the museum visit by families with young children. The aim is consequently to identify patterns in the motivation bundles of parents by means of several elements that could vary upon motivation characteristics. For instance, by the marketing perspective, it is worth to improve the gaze on family consumer behavior by including insights on family decision making process and on the direct and indirect influence by children. To detect those detailed features may provide museum managers helpful insights to improve their actions and strategies towards family audience. Thus, the contribution of this study will be to outline relationships between family motivations and visit habits including correlated elements, such as child's interest and expertise.

The structure of the paper is as following: firstly, the literature is reviewed. Secondly, methodological choices are described and findings are presented with thorough descriptions. Lastly, discussion and implications elaborate the discourse on museum motivations by families. Final concluding remarks recapitulate the entire study.

2.3 LITERATURE REVIEW

Both parents and children are participants and beneficiaries of the museum visit experience. The role of both ones' interest and expertise is supposed to have an effect on decisions (Darley & Lim, 1986; Gram, 2007; Nanda, Hu, & Bai, 2006; Swinyard & Sim, 1987; Wang, Holloway, Beatty, & Hill, 2007). Hence, decision analyses should take into account the experiential utility of museum visit for both groups (adults and children). Davies & Prentice (1995) referred to the "expectancy-value attitude theory" (Ajzen & Fishbein, 1977) to indicate that the motivation of visiting a museum depends on the expectancy of valuable consequences for the individual. In other words, positive motivations are the ones that can be perceived as able to fulfil leisure needs. However, in the case of parents and children is not clear how their joint contributions mix on the visit motivations.

The meaning of motivation implies the movement towards doing something (Ryan & Deci, 2000). Literature differentiates various motivation qualities, such as the level (quantity) and the orientation (type) of motivation, including intrinsic and extrinsic motivations (Ryan & Deci, 2000). Intrinsic motivations inheres satisfaction and make individuals move towards an activity because they are interested or enjoyed by that. Extrinsic ones though are motivations in doing something because it is instrumental to receive an outcome, and not for the pleasure of doing it in itself.

Coexistence of several motivation types is also common in museum visit. Indeed, Falk (2006) outlined different profiles of visitors, basing on the features of their motivations. The five museum-specific identities are: (I) explorer, (II) facilitator, (III) professional/hobbyist, (IV) experience seeker, and (V) spiritual pilgrim. Parents, for instance, belong contemporarily to both the profile of the “facilitator”, someone who wants to mediate and facilitate the experience to someone else (i.e., the child), and of the “explorer”, the person who wishes to attend the visit to discover something new, moved by a self-need.

Following this line of reasoning, it can be expected that a mix of personal and social motives compose the motivation bundle in the case of family museum visits. Motivations and expected benefits are thus tightly interconnected. They can be associated and linked, since they imply the same aspired satisfaction of need and wills. The following *Table 4* compares museum visit motivations and benefits provided by the review of the literature. For each study, methods are identified and the factors composing the museum visit motivations are listed. In this way, it is possible to compare past researches in order to outline the factor combination.

Table 4: Motivations and benefits of museum visit

Study	Methods	Factors
Tian, Crompton, & Witt (1996)	Factor analysis of benefits of museum visit	Socialization/Bonding; Relaxation; Social recognition; Self-esteem; Educational entertainment.
Packer & Ballantyne (2002)	Factor analysis of reasons for visiting museum/ art gallery/ aquarium	Learning and discovery; Passive enjoyment; Restoration; Social interaction; Self-fulfilment.
Gil & Ritchie (2009)	Factor analysis of museum visit motivations	Richness of experience; Socialization; Search for specific recommended exposition; On holidays.
Ji, Anderson, Wu, & Kang (2014)	Categorization of Chinese family groups' museum visit motivations	Education; Entertainment; Personal interest; Social interaction; Practical issues.

Source: own elaboration

The review of previous studies reveals the co-existence of different scales to identify the factors composing museum visit motivations, although with several commonalities. In particular, socialization and social interaction are elements present in all past researches (Gil & Ritchie, 2009; Ji, Anderson, Wu, & Bai, 2014; Packer & Ballantyne, 2002; Tian, Crompton, & Witt, 1996). Social motives include socialization, bonding, and social interaction. In the case of family groups, they also comprehend the provision of education and entertainment to children. This is coherent with what the literature on family leisure states about the inclusion of educational activities in the leisure of families with children. Indeed, providing educational opportunities in family leisure is considered a mean of good parenting (Blichfeldt, 2007; Carr, 2011; Sterry & Beaumont, 2006).

For what concerns personal motives, they vary across the former researches. In details, they include relax, self-esteem, self-fulfillment, education, entertainment, and personal interest (Gil & Ritchie, 2009; Ji et al., 2014; Packer & Ballantyne, 2002; Tian et al., 1996).

The critical point of motivation or benefit scales is that the categories are not mutually exclusive. Indeed, they overlap in the actual visitor attitude. This means that the visitor may typically have more than one motivation to visit the museum, with one motivation not excluding the others.

According to Ji et al. (2014), children-centered and parent-centered motivations can coexist. The adults may be thus motivated by both the provision of learning and entertainment to children, as well as by the personal interest in the museum. This coexistence is coherent with what outlined previously by Falk (2006) on the double identity of parents as visitors (i.e., facilitators and explorers). In Tian et al. (1996), the child-centered visitor supports all the benefits of museum visit, but the social recognition.

Concerning children's motives to visit a museum, a considerable gap is present in marketing and consumer behavior literature. Their motivations and expectations are considered typically by the pedagogical point of view, hence from an inclusion-based or learning-based perspective. Despite this, Mauro, Zanato, & Celi (2014) outlined within the main motivations by children fun, learning, discovery, sharing experience, sharing knowledge.

Motives could also be associated to different habits in museum visits. For instance, Brida, Dalle Nogare, & Scuderi (2016) recently examined the relationship between frequency and motivation of museum visits for an undifferentiated audience. By their study, it seems that there is a connection between the less frequent visits and a recreational attitude towards museum visit ("light consumption"), while the more frequent visitors show higher degrees of searching knowledge ("hard consumption"). It remains to be investigated if this is true for the family audience as well. Here, it is needed a detailed perspective on family motivations referring to the habits in multiple museum contexts, such as art museums, science museums, etc.

By the marketing standpoint, it is also worth to influence the key actors in order to convince consumers to utilize service offerings. Thus, it is not sufficient to assess adults' own motives (either personal or social), but the extent and the patterns of children's influence as well. Indeed, in addition to motivations, the family decision making process is relevant to investigate the consumer perspective.

Traditional literature on family decision making (e.g., Belch, Belch, & Ceresino, 1985; Chaudhary & Gupta, 2012; Commuri & Gentry, 2000; Jenkins, 1979; Palan & Wilkes, 1997; Shoham & Dalakas, 2006; Swinyard & Sim, 1987; Wang, Hsieh, Yeh, & Tsai, 2004) investigated children's roles and adopted strategies to influence decision outcomes in several purchase occasions, from booking holidays to buying food. Parents are likely to be both initiators and deciders, while children play the role of influencer at a certain extent. The impact could be different according to manifold

aspects, such as children's age (Gram, 2007; John, 1999; Nanda et al., 2006; Thornton, Shaw, & Williams, 1997).

Children's interest and expertise may also play a role in affecting the decision, as the greater interest and expertise, the greater the influence (Darley & Lim, 1986; Gram, 2007; Nanda et al., 2006; Swinyard & Sim, 1987; Wang et al., 2007). Turley (2001) examined the relationship between children and the influence in family leisure decision making, showing the demand for recreational experiences. Children influence the kind of activity to be done on holiday (Wang et al., 2004). Indeed, children are more proactive on holiday (Blichfeldt, Pedersen, Johansen, & Hansen, 2011; Decrop, 2005), when parents leave more place to negotiation (Therkelsen, 2010). Negotiation is one of the many tactics that children may adopt to participate to family decision making. Shoham & Dalakas (2006) listed a scale of eight different tactics, based upon the strategy categorization of Palan & Wilkes (1997). The tactics range from begging to negotiation, covering a spectrum of strategies from emotional to rational ones.

Accordingly, in the case of museum visit, children participate in various ways in the decision making process related to museum visits (Wu, Holmes, & Tribe, 2010). For instance, they take part with a request or a suggestion, but also in the decision itself. Despite this, influential behaviors have not been studied by correlating them to other characteristics, either individual or belonging to the family group.

In conclusion, several gaps emerged from the review of the literature on both museum visit motivations related to families and family decision making. Consequently, the research question will focus on investigating such motivations by family groups, where young children are present. The study aim at closing the outlined gaps by investigating the relationships between family motivations, family decision making, and resulting patterns of museum visits, including covariates such as children's interest and expertise. Followingly, the study methodology is described and findings consequently presented and discussed.

2.4 METHODOLOGY

The methodology of the study is grounded on a structured survey to parents of young children in a museum visit context. The questionnaire was administrated by one of the authors during February and March 2016 at the Museum für Völkerkunde in Hamburg, Germany.

The Museum für Völkerkunde is an ethnological museum, characterized by collections and exhibits on worldwide customs and cultures, where hands-on exhibits and events are frequently promoted. Many initiatives, such as workshops and child-targeted exhibitions, support a child-oriented and family-oriented environment.

Families visiting the museum were approached in the museum quarters and asked for participation to an academic research. Only one parent for each family group was included in the survey. The questionnaires lasted ten minutes on average and 167 completed questionnaires were collected.

Questionnaires included items derived from established scales on motivation of museum visits (Ji et al., 2014; Tian et al., 1996), child's influence tactics in the decision making (Palan & Wilkes, 1997; Shoham & Dalakas, 2006; Tiago & Tiago, 2013), as well as child's expertise, child's and parent's interest (Wang et al., 2007). Moreover, information about frequency and type of visited museums was retrieved to assess family habits concerning museum visits.

The museum type categorization was derived by matching Tian et al. (1996) categories with the ones of the German National Tourist Board and of the Network of European Museum Organizations. Likert-type scales one to five were employed to assess requested items.

Data analysis was executed in several steps. Initially, explorative factor analyses were employed to identify motives of the museum visits. Analyses were performed with SPSS software, applying Principal Component Analysis as extraction method and Varimax with Kaiser Normalization as rotation method. In a second step, a hierarchical cluster analysis (applying the Ward method) was executed on motive dimensions to detect profiles of museum visitors, depending on motive combination. Sample data were treated in order to identify and consequently exclude outliers, causing a final sample of 162 families. Finally, ANOVA variance analyses examined the relationship between the typology of museum visitors by motivation clusters and individual characteristics.

2.5 FINDINGS

As introduced in the previous methodological paragraph, a factor analysis on motivations of museum visit was run in order to identify parents' motivations. Six factors were detected by mean of two factor analyses, one concerning personal motivations and the second one related to social motivations.

Table 5 illustrates the results of the factor analysis on parents' personal motivations. Each factor is a combination of several motivations, which are differently pronounced in the motivation bundles.

Factor 1, “Relaxation”, includes the motives of own relax, stress reduction, as well as escaping from out-of-ordinary routine. Factor 2, “Entertainment”, incorporates only fun and entertainment motives for both parents and children. Factor 3, “Education”, emphasizes knowledge and curiosity for both parents and children. Factor 4, “Self-fulfillment”, includes both self-esteem and self-value by parents, and satisfaction for both parents and children.

Table 5: Parents’ personal motivations of museum visit

	Factor 1 Relaxation	Factor 2 Entertain- ment	Factor 3 Education	Factor 4 Self- fulfillment
To get away from the usual demands of my life	.823			
To relax	.809			
To release stress	.783			
To add some variety to my daily routine	.671			
To provide fun to my child(ren)		.864		
To entertain my child(ren)		.858		
To have fun		.743		
To be entertained		.731		
To experience a sense of discovery			.767	
To gain knowledge			.762	
To provide knowledge to my child(ren)			.742	
To satisfy my child(ren)'s curiosity			.685	
To satisfy my curiosity	.302		.631	
To help me feel like a better person				.871
To increase my feelings of self-worth	.303			.808
To derive a feeling of satisfaction	.323			.764
To provide my child(ren) an experience of satisfaction				.597
<i>Rotated component matrix; values below 0.30 omitted.</i>				
<i>Extraction method: Principal Component Analysis.</i>				
<i>Rotation method: Varimax with Kaiser Normalization.</i>				

Source: own elaboration

The following *Table 6* illustrates the results on parents' social motivations. Here, the first factor "Social action" is concerned about having family time together, by doing something jointly. The second factor "Social interaction" incorporates the provision of social contact opportunities to children, as well as the improvement of family relationships.

Table 6: Parents' social motivations of museum visit

	Factor 1 Social action	Factor 2 Social interaction
To do something with my family	.840	
To spend time with family/friends	.834	
It is a good place for a social outing	.646	.420
I want my child(ren) to socialize with others		.893
It is a good place to improve the relationship among my family members	.478	.679
<i>Rotated component matrix; values below 0.30 omitted.</i>		
<i>Extraction method: Principal Component Analysis.</i>		
<i>Rotation method: Varimax with Kaiser Normalization.</i>		

Source: own elaboration

The second step of data analysis was to detect different profiles of family museum visitors according to the combination of the six motivation factors. A cluster analysis identifies four groups of visitors by their motivation mix. The following *Table 7* represents the cluster composition.

The first cluster "Educational duty" includes visitors who are not motivated by social motivations nor by entertainment. Their only motivation appears to be education. The second cluster "Joint edutainment" comprises social action and education as main motives, complemented by entertainment as motivation. The third cluster "Self-enriching" encompasses manifold motives which relate to the improvement of both family relationships and individual sense of self-fulfillment. It is the cluster with the strongest and most mixed motivations. The fourth cluster "Just fun" displays entertainment as key motive, with no interest on social motivations.

Table 7: Motivation clusters of family museum visitors

		Cluster 1 Educa- tional duty	Cluster 2 Joint edutain- ment	Cluster 3 Self- enriching	Cluster 4 Just fun	Total	F value
		n = 29	n = 60	n = 28	n = 45	n = 162	
Relaxation	Mean	-.06	-.17	.83	-.29	-.01	10.312
	Std.Error	.18	.14	.14	.10	.08	(p<0.00)
Entertainment	Mean	-1.06	.29	.34	.24	.04	21.953
	Std.Error	.19	.10	.14	.11	.07	(p<0.00)
Education	Mean	.06	.65	.17	-.74	.08	33.739
	Std.Error	.18	.08	.11	.11	.07	(p<0.00)
Self-fulfillment	Mean	-.54	.02	.93	-.42	-.04	23.688
	Std.Error	.12	.10	.22	.07	.07	(p<0.00)
Social action	Mean	-1.25	.70	.00	-.04	.02	57.211
	Std.Error	.16	.08	.11	.09	.07	(p<0.00)
Social interaction	Mean	-.43	.14	1.11	-.04	.00	29.693
	Std.Error	.16	.12	.13	.10	.08	(p<0.00)

Source: own elaboration

The third step of data analysis investigated the relationship between motivations and other covariates, employing the analysis of variance with an ANOVA test. Areas of interest by parents and children, as well as child's expertise, were assessed by a separate factor analysis in order to classify fields of interest and expertise. In addition, children's influence tactics were assessed by three main factors: begging, negotiation, pestering. Only begging was significantly different across the clusters, with predominance in the cluster 4 and not in the cluster 1. Negotiation was mainly present in cluster 2, and pestering in cluster 1, 2, and 3. Table 8 illustrates the output of ANOVA on family motivation clusters and interest and expertise factors.

Table 8: ANOVA of family motivation clusters & interest/expertise by children and parents

		Cluster 1 Educa- tional duty	Cluster 2 Joint edutain- ment	Cluster 3 Self- enriching	Cluster 4 Just fun	Total	F value
		n = 29	n = 60	n = 28	n = 45	n = 162	
Child's expertise	Mean	.47	.34	-.02	-.40	.02	5.146 (p<0.01)
	Std.Error	.22	.11	.17	.15	.08	
Child's interest	Mean	-.10	.21	.10	-.21	.02	n.s.
	Std.Error	.21	.12	.15	.15	.08	
Parent's interest	Mean	.17	.32	.27	-.46	.04	6.706 (p<0.00)
	Std.Error	.18	.12	.15	.14	.08	

Source: own elaboration

Despite child's interest was not significantly different across the groups, each cluster had differences in the interest/expertise mix. Indeed, child's expertise was higher in cluster 1 and 2, where only cluster 2 correlated to child's interest, as well as parent's interest. In cluster 3, both child's and parents' interest were present, with the predominance of the latter one. Cluster 4 was not correlated with neither child's nor parent's interest.

Additionally, demographical data, including children's age, parent gender/age/education level, were checked, although they resulted not significantly different among the clusters. One remark to be provided is that cluster 4 showed the highest number of children under 12 years old in the household compared to other clusters.

Lastly, type and frequency of museum visits were considered. The following Table 9 shows the results of the ANOVA.

Table 9: ANOVA of family motivation clusters & visited museum types

		Cluster 1 Educa- tional duty	Cluster 2 Joint edutain- ment	Cluster 3 Self- enriching	Cluster 4 Just fun	Total	F value
		n = 29	n = 60	n = 28	n = 45	n = 162	
Frequency of visit	Mean ¹	3.59	3.70	3.46	2.96	3.43	4.880
	Std.Error	.21	.14	.17	.15	.08	(p<0.00)
Cultural & history museums	Mean	2.66	2.92	3.11	2.51	2.79	n.s.
	Std.Error	.25	.19	.25	.19	.11	
Art & design museums	Mean	2.17	1.88	2.57	1.78	2.02	2.739
	Std.Error	.25	.15	.31	.15	.10	(p<0.05)
Science & technology museums	Mean	1.97	2.48	2.32	1.89	2.20	2.797
	Std.Error	.21	.15	.23	.17	.09	(p<0.05)
Children's museums	Mean	2.38	2.67	2.61	2.09	2.44	2.156
	Std.Error	.23	.17	.27	.13	.10	(p<0.10)
Other museums	Mean	2.14	2.53	2.50	1.80	2.25	3.865
	Std.Error	.22	.16	.23	.15	.10	(p<0.05)
¹ Values between 1 (Not at all) and 5 (Very often-4 times or more)							

Source: own elaboration

Frequency of the visit was significant different between clusters: families in cluster 2 were the ones showing the most frequent visits to museum, while in cluster 4 the less frequent ones. The most visited museums were cultural & history museums for all the clustered groups, and thus not significantly different among them. Different preferences were however detected on the other museum types. Art museums were preferred by cluster 3, science & technology museums by cluster 2 and 3, as well as children's museums. Indeed, by comparing the preferences by clusters, cluster 1 mainly visited only cultural & history museums. Cluster 2 was heterogeneous in the preferences, excluding art & design museums. Cluster 3 reveals heterogeneity as well, although with greater interest on cultural & history museums and art museums, comparing to the previous cluster. Cluster 4 grouped infrequent visitors with preference on cultural & history museums.

In the following section, emerging findings are discussed in order to highlight the different patterns of family visitors and their motivations.

2.6 DISCUSSION AND IMPLICATIONS

The previous section presented the results of the parents' survey. What emerged is that several diverse typology of family museum visitors are recognizable, each one outlining different motivation patterns and relating differently to parents' and children's individual characteristics. In particular, the parents' motivations range including both exploring and facilitating the museum visit.

As introduced by several museum researches (Falk, 2006; Ji et al., 2014; Packer & Ballantyne, 2002; Tian et al., 1996), as well as family tourism and leisure studies (Blichfeldt, 2007; Carr, 2011; Sterry & Beaumont, 2006), the results of this research confirm that the provision of educational chances by parents to young children enters in the parents' motivations behind the museum visit. Moreover, the relationship between frequency and type of consumption (light/hard) outlined by Brida et al. (2016) is partially supported by the results. Indeed, a linear relationship between frequency of the museum visits and the factor "Education" is present and coherent with the idea of associating most frequent visitors to seeking the satisfaction of knowledge motivation. On the contrary, recreational factors are not linearly related to less frequent visitors only. As a consequence, it could be assumed that the segment of family visitors has peculiar characteristics, distinguishable from the undifferentiated audience examined in Brida et al. (2016)'s research.

The questionnaires also investigated the extent of children's interest and expertise, in order to assess the relationship of covariate elements in the museum visit family decision. In this case, the results were only partially significant, acknowledging the need for further testing on the issue. A further overall limitation should be acknowledged in the limited empirical context. Even in this case, the extension of testing in multiple empirical sets could improve the reliability of the findings. Nonetheless, valuable insights were identified for each cluster. The profiles are hereafter discussed considering practical managerial implications.

Cluster 1 "Educational duty". The characteristics of the first cluster include frequent visits and wide spread education motives, especially targeted to children which seem to have museum expertise. Museums are not associated to fun or sociality, but rather to a passive cultural space. The preference focuses mainly on cultural & history museums, with parents' interest dominating over children's one. Thus, the cluster seems to be motivated by a contemplative visit rather than by an active experience of being together with other family members. Museum initiatives might address this market segment by providing educational visits able to involve both parents and children at different extents, for instance by promoting contemporarily different itineraries for children and parents.

Cluster 2 “Joint edutainment”. The second cluster consists of families with social action and education as main motivations. Entertainment matters to them as well. Both children’s and parents’ interest on museums is balanced, and negotiation by children can be interpreted as a sign of active participation in the decision making process. The group includes the most frequent visitors with highly heterogeneous tastes, though with no preference for arts & design museums. The museum visit can be seen as a shared hobby, a place where all family members cultivate their interests and share quality time together. This cluster thus represents the target for edutainment activities, where both components of fun and learning coexist. Activities should be aimed at the whole family group, since the motivation of staying together appears as important for the cluster. Facilities that could be of interest by the target group are hands-on exhibits or collaborative educational games.

Cluster 3 “Self-enriching”. The third cluster groups those frequent visitors seeking both social interaction and relaxation in a museum visit. Thus, this target group is less active compared to the previous cluster. Visit decisions seems to be based especially on parents’ interest, though encompassing children’s interest at some extent within the bundle of motivations. Indeed, this consumer group seeks for an overall sense of wellbeing that includes both individual feelings, such as being relaxed, satisfied, entertained, and social needs, such as improving family relationships. A large heterogeneity was shown also in the preference on museum types. Museum marketers might provide social activities to the family group, where the aim should be the one of relaxing and be entertained. In addition, suitable spaces might be created inside the museum structure where to spend time peacefully together, such as cafeterias or sofas.

Cluster 4 “Just fun”. The fourth cluster is characterized by no other motivations but having fun and entertainment. The profile is the one of infrequent visitors, with scarce parents’ and children’s interest, as well as the lowest children’s expertise. Visits concentrate on culture & history museums. The relatively young age of children might be an explicative component of this profile. The cluster appears as very challenging, given the infrequency in visiting and the predominance of a single motivation (fun), accompanied by scarce interest. Tentative marketing actions by museums might be aimed at fulfilling family’s objective of having fun, for example by promoting family-dedicated celebrations.

2.7 CONCLUSIONS

The purpose of the paper was to empirically examine the joined motivations of visiting museums by families with young children. The theoretical framework was composed by reviewing past literature on motivations and benefits of museum visits, as well as former studies on family decision making in leisure. Thus, the survey of parents visiting a museum highlighted distinct motivational patterns behind museum visits.

By and large, the results of the empirical analysis confirm and expand insights from previous studies related to families visiting museums (Packer & Ballantyne, 2002; Tian et al., 1996), such as the coexistence of child-centered and parent-centered motivations as identified by Ji et al. (2014). Motivations identified by the empirical analysis were connected to both personal and social motives, ranging from relaxation, education, entertainment, and self-fulfillment (personal motivations) to social action and social interaction (social motivations). Combinations of these motive dimensions resulted into four clusters of family museum visitors. Each profile was outlined and discussed in terms of preferences on museum types, frequency of museum visits, and individual characteristics of both parents and children. Hence, this paper contributes both in deepening insights about museum visit motivations by families and by including covariates related to the family consumer behavior, such as children's interest and children's expertise. Findings are helpful to enhance marketing strategies and communication measures to target families with children. The derived typology of visit motivations can be indeed utilized to steer museum marketing strategies to address families. As discussed in the previous section, each visitor group has peculiar characteristics and should be taken into account when museums outline family-targeted initiatives. Consequently, marketing initiatives could include actions, such as the creation of itineraries, hands-on exhibits, relax spaces, family-dedicated events.

Despite the valuable results, it must be acknowledged that the study was conducted in a limited setting. Thus, further research could contribute in extend the survey to manifold museum settings in order to improve the reliability of the clusters. Since the empirical context was the one of a cultural and history museum (ethnological museum), the test could include other museum types with the objective of tracing commonalities or differences according to the museum category. Moreover, future studies could also take into account to inquire all the members of the family group to enhance the overall family perspective.

To conclude, although the empirical test might be further expanded, findings provide valuable empirical insights on museum family visitor typology. Indeed, they identify the presence of a mixed bundle of motivations behind museum visits by families with children. Furthermore, this study contributes to the discourse on family segmentation in marketing and consumer behavior studies.

2.8 ACKNOWLEDGMENT

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CHAPTER 3

MARKETING TO FAMILIES WITH CHILDREN IN THE MUSEUM CONTEXT²

3.1 ABSTRACT

Tourist and cultural services frequently aim at families with children. Surprisingly, literature has scarcely considered this target from a marketing perspective so far. Indeed, the knowledge on family dynamics in decision making process has expanded during last decades. Nonetheless, it has left apart focused inquires on marketing to families by the supply side viewpoint. The purpose of the study is thus to examine marketing strategies and practices to target families with young children in the specific context of museums. The research is designed as an explorative multi-sited case study based on the museums of Venice with data collected by manifold sources: in-depth interviews with museum managers, online contents in museum websites and Facebook pages, and other printed museum materials. Data analysis is processed through a double-level screen elaborated from the literature on audience development, in order to construct an analytical space within which to frame marketing to families in the museum context. Findings are presented considering kind of museum activities, as well as key results in terms of audience, organization, and plans. Several patterns of targeting families with children emerged from the analysis, although the initiatives concentrated mostly in the engagement of family audience through audience education activities and in reaching family audience with price discounts. Findings are consequently discussed in order to highlight emerging key issues conditioning marketing to families, such as accessibility, participation, targeting, customer care, and planning. Thus, implications for both academics and practitioners are several. The former ones may appreciate the specific conceptualization of marketing management. Similarly, practitioners may expand the vision on the potentialities of the future museum marketing strategy.

² The chapter was co-authored by Maria Chiarvesio and Francesco Crisci, University of Udine.

3.2 INTRODUCTION

Families with young children represent the target for multiple products and services, involving family-dedicated or children-dedicated segmented strategies. Despite the diffusion of the reflection on such practices by private and public institutions, academic literature on marketing to families is still a fragmented research area. Indeed, a review of the literature highlights gaps on the marketing theorization on the target of families with children. On the one hand, the consumer perspective has been examined, though in a fragmentary way, by consumer behavior studies. On the other hand, the perspective by organizations aiming at family target is widely missing in the marketing theory literature. Despite the presentation of few actual cases of children-dedicated or family-dedicated programs, academic marketing research hardly uncovers insights on marketing to families by conceptualizing what derives by those cases.

More specifically, past investigation concentrated on family decision making process on purchasing family-related products, with scarce inclusion of tourist and leisure services, such as holiday accommodation or museum visits. Past studies support different theses related to the extent of children's influence in family decision concerning vacation and leisure activities, and the dynamics of the family group decision appear as an emerging field of research to uncover family patterns.

In brief, despite the interest on family decisions and family habits, the former marketing research lacks investigations on the implementation of marketing plans and actions aimed at reaching families with children. Thus, our research question states: how marketing strategies and practices may target families with young children? We focus on the specific context of museum market, as a mean to examine the strategic development in a context involved in manifold industries at the same time, such as the culture, tourism, and leisure ones.

To inquiry the research topic, the case study methodology provides the chance to explore the phenomenon to a wide extent. Thus, the museums of Venice, worldwide point of reference as destination of art and cultural tourism, provided the setting for our case study. The application of tools derived from the literature on audience development guided our analysis. Indeed, audience development studies provide frameworks to study museum strategies in an extensive manner than the marketing tout-court (e.g., Bollo, 2014; Cogman, 2001; Hansen, 2015; Kawashima, 1998, 2000, 2006). In particular, they stress the importance of both enlarging the audience and maintain the one museums already have. To do so, the actions should go both in the direction of reaching and engaging the audience, with the implementation of different kinds of communication and strategic actions.

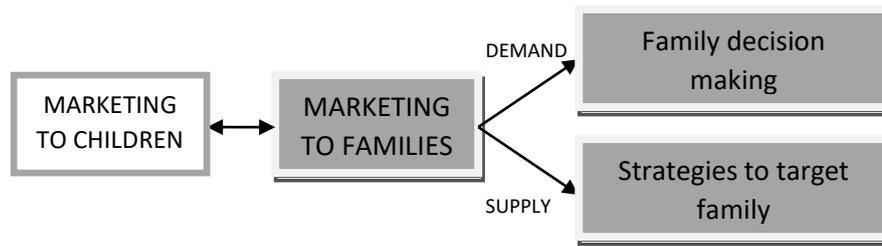
Actions and strategies of Venetian museums were explored with the use of two-level frameworks initially, and by focusing on the family audience consequently. This double-step analysis allowed appreciating both the general environment of museum practices and the specific position towards family audience. Consequently, the discussion of the findings aimed at the identification of key issues on marketing to families.

In the following section, the literature review on marketing to families with children is presented. Followingly, the empirical case is introduced with a thorough description of the adopted methodology. Findings are thus reported in detail and discussed. Last paper section presents our conclusions, as well as the limitations and the implications of our study.

3.3 THEORETICAL FRAMEWORK

The research aim is to identify which strategies and initiatives may organizations put into practice in order to target the segment of families with young children. It is worth to underline that for our study we will consider family groups as composed by an adult parent (or two) and one or more daughters and sons, younger than 12 years old. Indeed, our purpose exclude the segment of teen children (from 13 years old on). As we will examine in our literature review, the marketing to families can be analyzed by a doublefold perspective: the first one according to the demand side, focusing on the consumer behavior standpoint; the second one examining the marketing strategies by the supply side. The peculiarity of treating with family groups is that the decisions are taken by a group of individuals, including both child and adult family members at different extents. Additionally, products or services may be targeted at both categories (the youngs and the adults) or addressed to only one of the two groups. It follows that the discipline of marketing to families is strictly interconnected with the one of marketing to children. Indeed, as we will deepen later on, in the family purchase decisions children may be influencers, participants, and final users. Thus, the review of the literature on families in marketing studies results into a scenario composed by several blocks. The following picture *Figure 5* outlines the theoretical map of research on marketing to families. Thereafter, we will present the detailed overview on the topics investigated by past research, as well as emerging gaps, in order to outline the theoretical framework of our study.

Figure 5: The framework on marketing to families



Source: own elaboration

3.3.1 LITERATURE REVIEW ON MARKETING TO FAMILIES

The majority of past marketing studies concentrates on family decision making. For marketers, it is particularly worth to examine the theoretical and empirical contributions on purchase decisions. Past literature has considered a wide variety of products and services. The majority of them have investigated durable and nondurable products (Bakir, Rose, Shoham, 2006; Belch, Belch, & Ceresino, 1985; Isler, Popper, & Ward, 1987; Jenkins, 1979; Kim & Lee, 1997; Nancarrow, Tinson, & Brace, 2011; Shoham & Dalakas, 2005; Shoham & Dalakas, 2006; Swinyard & Sim, 1987, Tinson & Nancarrow, 2007). Nonetheless, several studies have inquired other complex and atypical purchase decisions, such as vacations (Belch et al., 1985; Jenkins, 1979; Liang, 2013; Nancarrow et al., 2011; Nanda, Hu, & Bai, 2006; Shoham & Dalakas, 2005; Swinyard & Sim, 1987; Therkelsen, 2010), leisure activities (Darley & Lim, 1986; Labrecque & Ricard, 2001; Shoham & Dalakas, 2005; Swinyard & Sim, 1987), and education of children (Shoham & Dalakas, 2005; Swinyard & Sim, 1987). The study of Götze, Prange, & Uhrovská (2009) covered several former categories, though examining the decision process of innovation adoption.

A great part of former studies has focused on the impact that each family member has on the decision process (e.g., Belch et al., 1985; Isler et al., 1987; Jenkins, 1979; Kim & Lee, 1997; Labrecque & Ricard, 2001; Lee & Beatty, 2002; Liang, 2013; Nancarrow et al., 2011; Nanda et al., 2006; Shoham & Dalakas, 2005; Swinyard & Sim, 1987; Therkelsen, 2010; Tinson & Nancarrow, 2007). Commonly, the decision process is considered by stages, with 3-staged models, such as the one of Belch et al. (1985) –initiation, search and evaluation, final decision-, or 4-staged models, such as the one of Swinyard & Sim (1987) –problem recognition, information search, final decision, actual purchase-.

Children are considered as influencers of those decisions, depending on multiple factors, such as the socio-cultural contextual ones (Bakir et al., 2006; Blichfeldt et al., 2011; Caruana & Vassallo, 2003; Commuri & Gentry, 2000; Darley & Lim, 1986; Flurry & Burns, 2005; Jenkins, 1979; Labrecque & Ricard, 2001; Liang, 2013; Mangleburg, 1990; Nancarrow et al., 2011; Nanda et al., 2006; Therkelsen, 2010) and the age (Darley & Lim, 1986; Isler et al., 1987; Jenkins, 1979; Kim & Lee, 1997; Nancarrow et al., 2011; Nanda et al., 2006; Swinyard & Sim, 1987). Indeed, depending on the age, studies on consumer socialization of children examine the developmental stages of the consumer behavior by children, both as individual and as part of the family group (Hunter-Jones, 2014; John, 1999; Ward, 1974). Consumer socialization may be defined as “processes by which young people acquire skills, knowledge, and attitudes relevant to their functioning as consumers in the marketplace” (Ward, 1974; p. 2). John (1999) distinguished three stages of the consumer socialization process depending on the child age:

1. perceptual stage, 3-7 years old: the child has limited abilities and awareness, focuses on perceptual attributes, adopts a limited repertoire of strategies;
2. analytical stage, 7-11 years old: awareness and strategies increase, and the child gathers information on functional attributes as well as the perceptual ones;
3. reflective stage, 11-16 years old: the ability of adapting strategies improves, collected information include even social aspects, and the child employs the entire repertoire of strategies.

This distinction is worth to stress the differences within the children group as segment, where according to the age, children have diverse abilities and behaviors.

Actually, children adopt different influence strategies to participate in the decisions (Chaudhary and Gupta, 2012; Götze et al., 2009; Isler et al., 1987; Kerrane, Hogg, & Bettany, 2012; Lee & Collins, 2000; McNeal, 1992; Palan & Wilkes, 1997; Shoham & Dalakas, 2006; Therkelsen, 2010). Begging, bargaining, persuasion, pester power are some of the strategies identified by the previous authors. Children influence family decision in an indirect way as well (Gram, 2007): with the presence of a young child in the household, parents mind the special needs and preferences their child may have due to his/her young age. Furthermore, recent study by Schänzel & Smith (2014) focused on family dynamics rather than individual roles, trying to capture behavioral patterns within the family as a group. Gender and generational layers characterize the authors' model. Moreover, they showed as cooperation, compromise, and conflict are characteristics related to those dynamics.

The formerly-cited works have been developed to contribute to marketing reflections mainly by the consumer perspective. In other words, to examine the family consumer behaviors and preferences is functional to hand in managerial implications to product and service providers. As outlined in the previous *Figure 5*, marketing to families can also be interpreted by the supply perspective.

On one's hand indeed, inquiries on targeting marketing strategies to children are diffused, especially on the use of certain media, such as TV and online channels, often including social and ethical insights (e.g., Calvert, 2008; Cross, 2002; Evans, 2008; Moore & Rideout, 2007; Van Reijmersdal, Rozendaal, Buijzen, 2012). For instance, in the case of social marketing, Evans (2008) identified five strategies to improve social marketing campaigns aimed at children: (I) improvement of market segmentation; (II) development of tailored messages for specific groups; (III) co-branding; (IV) full use of technology; (V) social networking.

On the other's hand, the counterpart on families is rarely the research object of marketing scholars. Commuri & Gentry (2000) examined the research opportunities for combining the study of families in the marketing field. More specifically, they identified main investigation streams and indicated directions for further research. Even in this case, the core streams are identified in the family consumer behavior studies and family consumption, rather than the strategic perspective by supply organizations.

Hence, the lack of in-depth investigations on marketing actions by the supply side implies that in this area is affected by a consistent gap in the literature. Our research question considers exploring in particular this perspective, with the objective of providing original reflections to help the development of family marketing strategies.

3.3.2 FAMILY TOURISM AND LEISURE

Decisions on leisure and tourism activities have been studied by scholars along last 40 years, although with scarce continuity of research (Carr, 2011; Darley & Lim, 1986; Decrop, 2005; Jenkins, 1979; Kim, Choi, Agrusa, Wang, & Kim, 2010; Kozak & Duman, 2012; Lucena, Jarvis, & Weeden, 2015; Nanda et al., 2006; Nickerson & Jurowski, 2001; Therkelsen, 2010; Thornton, Shaw, & Williams, 1997; Tiago & Tiago, 2013; Wang, Hsieh, Yeh, & Tsai, 2004). Indeed, academics are still not able to convey on the extent of children's influence. Moreover, if on one side motivations and functions of holidaying are at least outlined by several consumer behavior researches (e.g., Bos, McCabe, & Johnson, 2015; Blichfeldt, Pedersen, Johansen, & Hansen, 2011; Durko & Petrick, 2013; Fu, Lehto, & Park, 2014; Larsen, 2013; Kim & Lehto, 2013), on the other hand tourism marketing perspective on strategies to target the segment of families with young children is almost absent.

One context that is emblematic for both tourism and leisure activities for families is the one of museum. Despite this, it has been scarcely examined in the marketing literature. Concerning the decision making on museum visit, Wu et al. (2010) investigated children's roles upon each stage of the decision, recognizing children contribution according to multiple modes, such as a request, a suggestion, the participation to the decision, or the involvement in the final stage. Surprisingly, to the consumer perspective do not correspond a development of the strategic marketing perspective. For instance, few works reported cases of museum programs to families and children (Burhaima, 2011; Levy, 2013), but without providing a conceptualization behind the description of the practices. Families have been studied in the museum context mostly among learning studies, specially focusing on conversations within the family group (e.g., Gutwill & Allen, 2009; Larsen & Svabo, 2014; Sterry & Beaumont, 2006; Tenenbaum, Prior, Dowling, & Frost, 2010). This research stream examines the activities and the environment museums provide as effective educational setting, rather than considering audience feedbacks in marketing terms.

Despite scholars are still scarcely investigating marketing strategies targeted at families in museum context, the executive literature has been providing several studies on this direction. In particular, the Arts Council England in the last ten years has provided various materials to enhance the promotion of family-friendly services in cultural organizations, including museums (Arts Council England, 2006, 2014, 2015; Audiences London, 2010). Their contribution includes the provision of guidelines and checklists to improve the endowment of organization resources and to help art organization in developing family-friendly services. The most recent initiatives regard the "Family Arts Standards" (Arts Council England, 2014, 2015), a project in which the arts organizations that adhere should assure certain standards of family-friendly facilities and resources. Basic references concern the age segmentation of children to guarantee suitable activities for each age, reflections on appropriate contents, on family needs, on pricing, on staff training. They also include the provision of detailed information and the survey of families' views.

In conclusion, gaps emerged in the literature review will be taken into account in the analysis and discussion of our research. The following section outlines our empirical context, based on museums of Venice.

3.4 EMPIRICAL CONTEXT

3.4.1 MUSEUMS IN VENICE

Venice is one of the most renowned art cities all over the world. In 2015, the arrivals were 4.495.857, whose 598.173 domestic citizens coming from Italy and 3.897.684 from other countries (Regione del Veneto, 2016). According to Agenda Venezia (2014), in 2013 the visits to the Venetian museums were 4.801.036. This amount obviously does not correspond to the number of visitors, as the same person may visit more than one museum, but it gives an insight of the attraction power of the museum of the city.

Both private and public museum forms are present in the city area. Private museums are mainly managed by private foundations, while public museums belong to different levels of public administration: Municipality of Venice, Metropolitan City of Venice (previously Province of Venice), and National Ministry of Arts and Cultural Heritage. All the local museums form a network, named “Musei Civici” (civic museums), and managed by a Foundation (Fondazione Musei Civici). Four out of the five national museums belong to another network, called “Polo Museale del Veneto”, within the management of the Ministry of Arts and Cultural Heritage. This network includes other 12 museums all around the Veneto region. Gallerie dell’Accademia belongs to the Ministry of Arts and Cultural Heritage as well, though with an autonomous management.

A wide variety of museum typologies characterizes the museum context of Venice, with a predominance of art collections and galleries. It is worth to notice a difficulty in the estimation of data on museum visitors, since no current official survey collects information on the amount of them. Observations, past studies as the one of Agenda Venezia (2014), and few museum reports (e.g. Fondazione Musei Civici di Venezia, 2015) would suggest that a greatly mixed composition of visitors, both domestic and international, characterizes the museum audience, but detailed quantitative data are not at disposal for every single museum of Venice.

Evidences bring forward the presence of initiatives dedicated to the audience of families with children in Venetian museums. At first glance, their strategic marketing seems to put into practice initiatives towards family target at some extent. Subsequently, selected in-depth evidences outline the operationalization of strategies targeted at families in order to have an overview on the empirical scenario.

3.4.2 SOME IN-DEPTH EVIDENCES OF FAMILY-FRIENDLY ACTIVITIES

The context of Venetian museums appears as including evidences of initiatives aimed at families with children. Then, to introduce the empirical context of our case study, some selected examples are described in detail to outline the operationalization of strategies targeted at families. Thereafter, analysis methods are thoroughly described.

Guggenheim Family Card. The Guggenheim Family Card is a membership card valid for the family group including parents and kids up to 17 years old. It costs € 80 per year and allows family members several benefits, such as: personalized membership cards; free admission to Guggenheim museums in Venice, New York, Bilbao; complimentary catalog of the permanent collection at the time of joining; members' events for associated families; invitation to exhibition openings at the Peggy Guggenheim Collection; discounts at the Peggy Guggenheim Collection stores and cafés (20% discount on the Sunday menu at the Museum Café); membership information and magazine; reduced admission for guests accompanying a member; discount on audioguides; preference booking for kids' activities; complimentary entrance to a list of museums; other discounts with partner companies and institutions. The members' events for associated families are developed every year with a program including one appointment each month, on Saturday afternoon. Activities are proposed to families with children from either 6 to 10 years old or from 6 to 13 years old, and are mainly hands-on workshops on different topics, from architecture to print. These activities are sponsored by a private company, Garage San Marco. Activity participants receive a special passport, where to register the participation to the activities along an art journey all the year long. New members receive a Guggenheim child bag.

Casa Macchietta. Casa Macchietta is an area for children care inside the space of Querini Stampalia museum and library. It is the first example of this kind of initiatives in an institution of Venice. It offers people spending time at the Querini Stampalia a solution to the custody of their children. At Casa Macchietta, children are entertained with art, animated readings, theatre and music. Casa Macchietta is a solution for parents who would like to visit the library, the museum, the exhibitions, attend a conference, or even take a tea or buy some Christmas presents. Casa Macchietta is open to children from 3 to 6 years old and offers an equipped area with books, toys and colours. The staff speaks Italian, English and French. At the moment, Casa Macchietta is open on request.

Museums for families by Musei Civici. Musei Civici proposes a wide portfolio of activities for families, more than 20, available “on-demand” with online special offers, or as “special events” for free. Both kinds of activities could be booked online. Activities “on-demand” are different in each museum and are offered in several languages depending on the activity: Italian, English, French, German, Russian, Spanish. They last two hours on average and are suitable for children between 5 and 14 years old depending on the activity. The activities vary from active visits to treasure hunts, and hands-on workshops with different backgrounds depending on museums: history, art, manufacture, natural science, theatre. Activity ticket cost € 80 for a family group of maximum 10 people (min 1 adult, max 4 adults) and it includes the entrance to the museum. “Special events” are usually proposed once in a month. Activities are in Italian and last at least two hours. They change site every month, and they take the form of treasure hunts or hands-on workshops. Every booking is valid for a family group of maximum 4 people (min 1 adult, max 2 adults) with children till 14 years old.

3.5 METHODS

3.5.1 DATA SOURCES

Our work adopts the form of an exploratory multi-sited case study. According to Yin (2003), the case study research strategy has advantages when “a «how» or «why» question is being asked about a contemporary set of events, over which the investigator has little or no control” (Yin, 2003; p. 9). Thus, our research corresponds to this situation, as the aim is to investigate the modalities and the reasons of marketing to families with children in the museum context, examining the current state-of-the-art and ideas on future museum directions, upon which none of the investigators has control.

The list of the museums in Venice is developed from the use of multiple online sources:

- Municipality of Venice,
- Tourist Information Office of Venice,
- Ministry of Arts and Cultural Heritage,
- Fondazione Musei Civici,
- Polo Museale del Veneto.

The result was a list of 38 museums. Few structures were recorded as “museums” in the former cited websites, but actually were rather architectural points of interest or very small collections without any form of structured organization. Thus, those cases were excluded and thirteen organizations were considered in order to obtain information on a total of 28 museums.

To collect evidences on museum strategies and actions, multiple sources were selected:

- online contents in museum websites (where available) and in other tourist and event information websites;
- online contents in Facebook museum pages;
- printed materials by museums or local tourist office;
- in-depth interviews with museum managers.

The latter tool (i.e. interviews) aims to be the main source of specific and updated information, not only to gather data on activities and events, but also to achieve interviewees' openness on facts and underlying meanings (Belk, 2006), by guiding interviewees with a semi-structured list of questions. The collection of online information preceded the interview, while the printed materials could be either precedent or contemporary to the interview, for instance materials provided by the interviewees during the meeting. The procedure to contact the organizations for the meeting was formalized and identical for every organization: at first, an email was sent by explaining the aim of the research and the interest in conducting an interview with the competent person (i.e., the museum director or a competent manager). Then, in case of no answer, a recall by phone followed, and the appointment in situ was fixed either per email or by phone.

One museum was excluded after the direct contact, due to its current extended inactivity. Other two cases were excluded after several fruitless attempts of contacting them. Thus, data were collected on 25 museums. *Table 10* introduces an overview of the sites of our empirical case.

Table 10: The overview on museums

GOVERNANCE	MUSEUM	MUSEUM TYPE	VISITORS (YEAR)*	
Fondazione Musei Civici, Municipality of Venice	Ca' Pesaro - Galleria Internazionale d'Arte Moderna	Art museum/gallery	74.832 (2014)	
	Ca' Rezzonico - Museo del Settecento veneziano	Art museum/gallery	106.996 (2014)	
	Casa di Carlo Goldoni e Biblioteca di Studi Teatrali	Historic house and theatre museum	17.682 (2014)	
	Museo Correr	Art museum/gallery and history museum	269.509 (2014)	
	Museo del Merletto	Textile museum	31.683 (2014)	
	Museo del Vetro	Glass museum	126.467 (2014)	
	Museo di Storia Naturale	Natural history museum	68.388 (2014)	
	Museo Fortuny	Art museum/gallery (exhibits only)	32.106 (2014)	
	Palazzo Ducale	Art museum/gallery	1.343.123 (2014)	
	Palazzo Mocenigo	Art museum/gallery, costume museum, perfume museum	48.026 (2014)	
	Torre dell'Orologio	Architectural museum	8.844 (2014)	
	owned by Ministry of Defense, managed by Musei Civici	Naval museum	48.115 (2013)	
	Polo Museale del Veneto, Ministry of Arts and Cultural Heritage	Galleria Giorgio Franchetti alla Ca' d'Oro	Art museum/gallery	71.084 (2015)
		Museo Archeologico Nazionale	Archeological museum	298.380 (2015)
Ministry of Arts and Cultural Heritage	Museo d'Arte Orientale	Art museum/gallery	81.000 (2015)	
	Museo di Palazzo Grimani	Art museum/gallery	214.937 (2015)	
Peggy Guggenheim Foundation	Gallerie dell'Accademia di Venezia	Art museum/gallery	289.323 (2015)	
	Collezione Peggy Guggenheim	Art museum/gallery	400.741 (2015)	
Municipality of Venice	Fondazione Bevilacqua La Masa	Art museum/gallery (exhibits only)	13.780 (2013)	
	Museo della Musica	Music museum	<i>n.a.</i>	
Coopculture	Museo Ebraico	Jewish museum	67.350 (2013)	
	Museo Provinciale di Torcello	Archeological/history museum	12.401 (2013)	
Fondazione Querini Stampalia	Museo Querini Stampalia	Art museum/gallery	35.797 (2015)	
	Palazzo Grassi	Art museum/gallery (exhibits only)	104.310 (2013)	
Pinault Foundation	Punta della Dogana	Art museum/gallery (exhibits only)	<i>n.a.</i>	

*: number of visitors according to latest estimated data.

Source: own elaboration

The 10 interviews were conducted between July and August 2016 and lasted 45 minutes on average. The interviews were aimed at gathering information on museum history, kind of collections and exhibits, provision of services and facilities, organization and staff, audience, events, activity results (such as feedbacks by audience), communication channels, marketing and promotion strategies, main strategic objectives. Interviewees were also asked to outline past and current initiatives for the family target. For the purpose of our study, we thus considered family audience in the sense of families (one or more adults) with young sons and daughters (till 12 years old). Given the museum organizations, in some cases one interview allowed to collect information about several museums. As introduced in the previous table (*Table 10*), this was the case of Fondazione Musei Civici, Pinault Foundation, and “Soprintendenza ai Beni Culturali” for the Ministry of Arts and Cultural Heritage. The following *Table 11* sums up the interview characteristics.

Table 11: The interviews

INSTITUTION	ROLE OF THE INTERVIEWEE	LENGTH
Fondazione Musei Civici	Executive secretary	ca.40'
Polo Museale del Veneto, Ministry of Arts and Cultural Heritage	Director	ca.60'
Gallerie dell'Accademia, Ministry of Arts and Cultural Heritage	Director	ca.70'
Peggy Guggenheim Foundation	Officer, Chief of Communication Department	ca.40'
Fondazione Bevilacqua La Masa, Municipality of Venice	Employer	ca.50'
Museo della Musica, Interpreti Veneziani	Officer	ca.40'
Museo Ebraico, Coopculture	Employer, Editorial Department, Educational Services, Organizational Secretary	ca.40'
Metropolitan City of Venice	Officer, Culture and Sport Department	ca.70'
Fondazione Querini Stampalia	Director	ca.30'
Pinault Foundation	Operative Director	ca.30'

Source: own elaboration

3.5.2 DATA ANALYSIS

As introduced in the presentation of the empirical context (see 3.1), evidences of family-friendly activities emerge by the initial data examination. In order to analyze the marketing strategies towards families with children, the previous literature review provides the theoretical framework, though the operationalization of the data analysis is partially developable within such frame. However, museums are cultural institutions aiming at developing objectives that go beyond the selling abilities, and that include other scopes, such as the provision of educational services and experiences, as well as the support of leisure activities. In this particular context, we considered useful to adopt analytical tools developed by the discipline of audience development.

Indeed, audience development could be described as the “activity which is undertaken specifically to meet the needs of existing and potential audiences, visitors and participants and to help arts organisations to develop ongoing relationships with audiences” (Arts Council England, 2016: p. 3). The literature on audience development has born in the practitioners’ context (e.g., Arts Council England, 2016; Cogman, 2001; Griffin, 2009), although implemented by academic scholars (e.g., Bollo, 2014; Hansen, 2015; Kawashima, 2000, 2006). This research area provides tools to examine museum activities and practices by considering them in an expanded way rather than the typical marketing mix frame. In our case, audience development studies contributed to the examination of collected data with the creation of a double-level screen. The first level focus was on initiatives and activities offered by museums (what), whereas the second one concerned the related modalities and reasons as well (how and why).

What? In the first instance, actual museum initiatives were matched through the Kawashima’s researches (2000, 2006), by applying her typology of audience development activities. Kawashima stated that organizations may adopt several types of activities aimed to the development of the audience. The activities were grouped into four types: outreach, extended marketing, audience education, and taste cultivation. More in detail, the outreach is what the organization brings out of its own physical venue to involve audiences, that otherwise would have not been reached at all. These kind of activities are usually aimed at people unlikely to attend, and have mainly a social purpose. Examples can be bringing participatory arts projects to a hospital or to people living in deprived areas. The extended marketing is what is done to reach potential and lapsed attendees. The purpose of these kind of initiatives may be both financial and artistic (Kawashima, 2006) and include removing tangible/intangible barriers to attendance, as well as providing incentives to attendance. The audience education aims to enrich the experience of existing audience, with mainly an educational goal. Audience education activities include for instance pre- or post- visit talks aimed at deepening the study of a specific aspect. Moreover, they also have a financial purpose, as the objective of these initiatives is to make attendees’ visits more frequent. The fourth category, taste cultivation, includes offering the possibility of broadening the scope of the attendance by introducing new art forms or genres. It is the case of providing concert performances to an art exhibition. These activity sorts have manifold purposes, mainly artistic and financial, but also the educational one. Bollo (2014), assigned the first two categories (outreach and extended marketing) to the “reach” logic, i.e. to capture new audiences, while the latter ones (audience education and taste cultivation) to the “engage” logic, i.e. to gain existent audience’s loyalty.

Simultaneously, a typical segmentation perspective splitted the museum initiatives, whether proposed to an undifferentiated market or to specific targets. Given the focus of the research, family audience is the central objective of the inquiry. *Table 12* represents the first-level framework, with Kawashima’s typology on the horizontal axis and audience segmentation on the vertical one.

Table 12: The first-level framework for data analysis

WHAT				
	OUTREACH	EXTENDED MARKETING	AUDIENCE EDUCATION	TASTE CULTIVATION
UNDIFFERENTIATED AUDIENCE				
FAMILY AUDIENCE				
OTHER SPECIFIC AUDIENCES				
	REACH		ENGAGE	

Source: own elaboration on Kawashima (2000, 2006) and Bollo (2014)

How and why? Manifold principles characterize the adoption of an audience development strategy and this represents the second-level screen of analysis, focused on the modalities and the reasons of museum strategies and actions. To elaborate our second-level framework, we considered the five key principles by Cogman (2001), applicable for an audience development strategy. Cogman thus suggested to organizations to think in the long term (I), with an organization-wide commitment (II), considering both the existing and the potential audience (III), as an ongoing process rather than short term projects (IV), with a dynamic process of plan-evaluation-review-plan (V). According to Cogman (2001), the principles should be applied by arts organizations in order to improve the audience development strategy. Therefore, the author suggests initiatives to operationalize those principles into organization practices, such as staff and board involvement, identification of main big issues for the organization, consultation of business plan, audience identification. Starting from Cogman’s principle list, we elaborated three key categories to sort museum information on their strategies and practices: audience, organization, and plan & evaluation practices. These three categories permitted to divide gathered information on three blocks respectively referred to the external environment, to the internal one, and on the adopted plan & evaluation practices referred to both ones. Similarly to the previous framework, we also splitted information considering the audience segmentation. The resulting second-level framework is the *Table 13*.

Table 13: The second-level framework for data analysis

HOW AND WHY		
AUDIENCE	ORGANIZATION	PLAN AND EVALUATION
UNDIFFERENTIATED AUDIENCE		
FAMILY AUDIENCE		
OTHER SPECIFIC AUDIENCES		

Source: own elaboration

For each organization, the collected data, either by interviews or by other sources, were sorted into the two frameworks in order to enhance the comparison between cases and to facilitate the aggregate view. For both frameworks, the executive literature on family friendly arts organizations (Arts Council England, 2006, 2014, 2015; Audiences London, 2010) helped the examination of museum actions referred to the family target. The following section presents the results of our data collection and analysis.

3.6 FINDINGS

In the following subsections, findings are presented considering multiple steps. The first-level framework identifies the results according to each type of audience development activities (*what*), following the vertical columns of the former scheme. Secondly, results related to the family target are analyzed and compared by reading the framework on the horizontal line corresponding to the family audience. Thereafter, findings on organizational and strategic dynamics (*how* and *why*) are described in the sequent subsection, initially considering the entire audience variety and consequently by focusing on family audience.

3.6.1 DOMAINS OF AUDIENCE DEVELOPMENT

Hereafter, the findings on the museum activities aimed at undifferentiated or specific audiences are thoroughly described. In the previous section on data analysis, we identified two domains beneath audience development activities, i.e. the reach and the engage ones. Outreach and extended marketing initiatives pertain to the first one, while audience education and taste cultivation to the latter one. The following *Table 14* provides the overview on the entire range of activities promoted by museums to every kind of audience (*what*).

The table considers the four activity types and the audience segmentation, listing for each match activity type/audience the evidences by the Venetian museums. Since we examined the 25 museums by pertaining organization (10 organizations, see *Table 10*), we decided to report the diffusion of the activity according to the number of organizations that adopted that activity. We must acknowledge that we are comparing organizations that highly differ from each other by collections and dimensions. Nonetheless, our intention is not to focus on a quantitative measure, but rather to bring up a flavor of the variety of activities, highlightening those practices that are commonly diffused. The focus on the family audience follows and is represented into the *Table 15*. In this table, each activity is specified by organization and museum. Each audience development domain is thoroughly described thereafter.

Table 14: The first-level framework in the Venice case study

WHAT				
	OUTREACH	EXTENDED MARKETING	AUDIENCE EDUCATION	TASTE CULTIVATION
UNDIFFERENTIATED AUDIENCE		<p>Use of Facebook ☺☺☺</p> <p>Use of own website ☺☺☺</p> <p>Use of other social networks ☺☺</p> <p>Free entrance/discounts for special events ☺☺</p> <p>Extension of visiting hours for special events ☺</p> <p>Free entrance for everybody ☺</p> <p>Free guided tours ☺</p> <p>Free workshops ☺</p> <p>Membership programs ☺</p> <p>Participation to external special events/celebrations ☺☺☺</p> <p>Rent of museum spaces ☺</p>	<p>Workshops ☺☺</p> <p>Guided tours ☺☺☺</p> <p>Printed guide booklets ☺☺</p> <p>Virtual tools ☺</p> <p>Presence of cultural mediators/facilitators ☺</p> <p>Conferences ☺☺☺</p> <p>Special exhibits ☺☺☺</p>	<p>Workshops, conferences, book presentations (topics not related to museum collections/exhibits) ☺☺</p> <p>Concerts ☺☺</p> <p>Dance performances ☺</p> <p>Theatre performances ☺</p> <p>Video/movie projection ☺</p> <p>Library ☺</p> <p>Archive ☺</p> <p>Bookshop ☺☺</p> <p>Reading club ☺</p>
FAMILY AUDIENCE		<p>Discounted ticket for children ☺☺☺</p> <p>Children care area ☺</p> <p>Family membership program ☺</p> <p>Discounted ticket for families ☺</p>	<p>Workshops for families ☺☺</p> <p>Family play activities ☺</p> <p>Itineraries for families ☺</p> <p>Special events for families ☺☺☺</p> <p>Children: workshops ☺☺</p> <p>Children: play activities ☺</p> <p>Children: guided tours ☺</p> <p>Teenagers/youngs: special events ☺</p> <p>Students: workshops ☺☺</p> <p>Students: play activities ☺☺</p> <p>Students: guided tours ☺☺☺</p> <p>Teachers: workshops ☺☺</p> <p>Elders: workshops ☺</p> <p>Museum friends/members: workshops ☺</p> <p>Blind people: braille tools ☺</p> <p>Blind people: workshops ☺</p> <p>Deaf people: guided tours ☺</p> <p>Deaf people: workshops ☺</p>	<p>Workshops for families (topics not related to museum collections/exhibits) ☺</p> <p>Theatre performances for families ☺</p> <p>Children: workshops (topics not related to museum collections/exhibits) ☺</p> <p>Teenagers/youngs: special events (not related to museum collections/exhibits) ☺</p> <p>Students: concerts ☺</p> <p>Museum friends/members: workshops (topics not related to museum collections/exhibits) ☺</p> <p>Museum friends/members: excursions ☺</p>
OTHER SPECIFIC AUDIENCES	<p>Students: lectures at school ☺</p> <p>Primary school students: art program ☺</p> <p>Elders: lectures at hospice ☺</p> <p>Prisoners: lectures at prisons ☺</p> <p>Foreign countries: touring exhibitions ☺☺</p>	<p>Students: free entrance ☺</p> <p>Teenagers: online contents created by teenagers for teenagers (peer-to-peer) ☺</p> <p>Residents: free entrance ☺</p>		

☺ : activities adopted by less than 4 organizations

☺☺ : activities adopted by 4-7 organizations

☺☺☺ : activities adopted by more than 7 organizations

Source: own elaboration

Table 1.5: The activities for families

WHAT					
GOVERNANCE	MUSEUM	OUTREACH	EXTENDED MARKETING	AUDIENCE EDUCATION	TASTE CULTIVATION
Fondazione Musei Civici, Municipality of Venice	Ca' Pesaro	Museum lectures at school	Discounted ticket for families/children	Museums for families: -activities on demand: -workshops, itineraries, plays; -special events	Concerts and other performances (for all the audiences)
	Ca' Rezzonico				
	Casa di Carlo Goldoni				
	Museo Correr				
	Museo del Merletto				
	Museo del Vetro				
	Museo di Storia Naturale				
	Museo Fortuny				
	Palazzo Ducale				
	Palazzo Mocenigo				
Torre dell'Orologio					
owned by Ministry of Defense, managed by Musei Civici	Museo Storico Navale		Discounted ticket for children		
Polo Museale del Veneto, Ministry of Arts and Cultural Heritage	Galleria Giorgio Franchetti alla Ca' d'Oro		Discounted ticket for children	Workshops for families	Performances on tales (for families); concerts and dance performances (for all the audiences)
	Museo Archeologico Nazionale		Discounted ticket for families/children		
	Museo d'Arte Orientale		Discounted ticket for families/children	Special events	
Ministry of Arts and Cultural Heritage	Museo di Palazzo Grimani		Discounted ticket for children		Workshops
	Gallerie dell'Accademia di Venezia		Discounted ticket for children	Workshops and special events for families; tablets for children	
Peggy Guggenheim Foundation	Collezione Peggy Guggenheim	Kids creative lab (project for schools)	Discounted ticket for children; Guggenheim Family Card (membership program)	Workshops within Guggenheim Family Card program	
Municipality of Venice	Fondazione Bevilacqua La Masa		Free entrance		
Interpreti Veneziani	Museo della Musica		Free entrance	Guided tour (suitable even for families with children)	Concerts (for all the audiences)
Coopculture	Museo Ebraico	Museum lectures at school	Discounted ticket for children	Activities for families during special events	Theatre performance
Metropolitan City of Venice	Museo di Torcello	Museum lectures at school	Discounted ticket for children	Guided tour for parents, treasure hunt for children; touch screens with information to children	
Fondazione Querini Stampalia	Museo Querini Stampalia		Discounted ticket for children; Casa Macchietta (children care area)	Workshops for families; guided tour/conference for parents, treasure hunt for children.	
	Palazzo Grassi				
Pinault Foundation	Punta della Dogana		Discounted ticket for children	Program st_art for families with workshops and thematic itineraries	

Source: own elaboration

Outreach activities. The activities belonging to this group are the ones that bring out initiatives to involve audiences that otherwise would not have been involved. Some examples are recognizable in the examined museums, although audience development activities rarely took the form of outreach activities. The most frequent case is the one of bringing museum lectures into the classrooms, as the case of Museo di Torcello, Museo Ebraico, and of the project by Musei Civici “Museo a scuola” (museum at school), in order to reach those children and young students that otherwise would not have the possibility to know and visit the museums. Guggenheim Foundation promotes a joint project with an Italian fashion brand (OVS) to bring art creativity to children of Italian primary schools. The idea behind the project is to make children involve with arts, and eventually stimulate their families to visit the museum consequently. In the case of Querini Stampalia Foundation, lectures about museums were brought to elder people hospices and to prisons. These kind of activities were not frequent, though present in the museum schedules. Another kind of outreach activity could be the one of touring exhibition of museum collections or exhibits all around the world. Half of the interviewed museums promoted or are promoting these kind of activities, in order to reach foreign markets, physically far from Venice, to let them experience Venetian museums without travelling to Italy. Outreach activities are thus adopted in order to target market segments that otherwise would not be reached by the typical museum product. In marketing terms, the strategic choice is to reach those audiences with ad-hoc initiatives to aim at them by proposing atypical products, unconnected with the physical space of the museum. Concerning overall outreach activities, there are no direct initiatives designed for families, but the involvement of school children audience, as previously seen, aims at stimulating children’s interest and making them assuming an active role in the family decision making related to leisure activities.

Extended marketing activities. The most diffused audience development activities are the extended marketing ones, therefore the ones aiming at reaching potential and lapsed attendees. In the case of Venetian museums, main efforts go into the pricing interventions. Offers on ticket prices are promoted by almost all the museums in occasion of special events, such as national or international museum celebrations, other celebrations (such as women’s day on 8th March), holidays, or local events (such as Art Night by Venice University Ca’ Foscari). In some cases, the gratuities are valid also for guided tours (Bevilacqua La Masa), or for other cultural activities (Palazzo Grassi and Punta della Dogana). Free entrance may be offered to everybody (Museo della Musica, every first Sunday of each month for national museums), to residents only (on Wednesday in Palazzo Grassi and Punta della Dogana, on Thursday in Museo di Torcello, everyday till 3 p.M. in Querini Stampalia), or to special audience categories, as for example students or children.

Moreover, extension of visiting hours could be promoted for special occasions. Thus, pricing initiatives may be either targeted at special segments or at undifferentiated audience. In the case of family audience, both price discounts and membership programs are modalities to target family groups. Indeed, membership programs are initiatives that typically include both extended marketing proposals (i.e., discounts) and audience education ones (i.e., dedicated workshop and events), such as the case of Guggenheim Family Card (see 3.4.2). The communication tools are also part of the extended marketing activities. For example, the use of social networks, Facebook in particular, is pretty diffused among all the museums, although implemented only very recently (often during the last year). The main reason in adopting the social-networking tools is the possibility to promote the museum quickly and without any additional cost. For instance, social networks give the chance to follow the communication directly by the museum organizations avoiding any necessity of an external press agency. Usually, main web contents are in Italian. Information or posts in English are present, though other languages are rarely available. Half of the museums adopt traditional advertising with on-site communication (i.e., posters, flyers, etc.). Museums belonging to greater networks benefit of wide visibility, both through online channels and offline ones. One narrative technique that is starting to gain importance is the one of the “storytelling”, with the objective of involving potential audience in the everyday life of the museums and of disclosing museum history by an emotional way. Another extended marketing activity that represents a source of income for museums is the rent of museum spaces for private events, diffused in half of interviewed museums. Museums frequently target families through typical extended marketing initiatives, such as target-specific communications, the implementation of facilities and services, as the example of Casa Macchietta (see 3.4.2), and price discounts. All the extended marketing initiatives emerged by the data analysis correspond to the intention of reaching potential audiences and consequently their marketing management strategy corresponds to the objective of increasing the number of museum visitors.

Audience education activities. The audience education initiatives are the ones aiming at enriching the visit experience, mainly with educational goals. Overall, audience education activities could be considered as services to support the experience of the museum product. In the investigated museums, these activities are widely present. Indeed, the majority of them goes in the direction of enriching the visitor experience with guided tours, available in every museums. Printed guide booklets are still much diffused and usually available in languages others than Italian and English as well.

Virtual tools is another possibility to enrich the visit, for example by providing multi-touch tables and 3-D augmented reality simulations (Museo di Torcello), or by using smart classrooms and tablets (Gallerie dell'Accademia). Then, museums commonly concentrate many efforts in promoting didactic activities. In general, children are the main target of audience education activities, with both school activities and individual ones. In both cases, the offer includes guided tours, active workshops, plays, performances. In some cases, didactic and cultural activities are addressed to other specific audience segments, as for example elders, museum friends, teachers, specific professional categories, young people, or families. In practice, several museums offer laboratory activities or special family visits. This is the case of the activity portfolio by Musei Civici, which is addressed to the segment of the families with children (see 3.4.2). Generally speaking, educational activities are planned all along the year; more often, those activities are proposed during special occasions. These initiatives may take various forms, such as: meetings with artists, conferences with art professionals, special exhibits, presence of cultural mediators or facilitators, art classes, workshops. For many museums, the promotion of these activities is a mean of the museum objective of being an educational institution, with the inspirational spirit of long-life learning. Apart from family-dedicated activities, typically scheduled on a limited agenda, several children-dedicated facilities, such as virtual tools for children or hands-on activities, are planned to enrich the experience of individual family visits as well, whenever the visit is conducted. In few cases, some initiatives are thought for special categories, such as blind people (Museo di Torcello, Guggenheim Collection) or deaf people (Palazzo Grassi and Punta della Dogana), in order to improve museum accessibility. To promote social inclusion, activities are open to everyone who wants to join them, or by simply adding the presence of a sign language translator to ordinary cultural activities, even for children. Generally, the activities emerging from the data collection are well corresponding to the typical definition of audience education activities, demonstrating how the variety of actual cases could be very wide.

Taste cultivation activities. Taste cultivation activities are the ones enlarging the scope of the museum visit, for example by introducing new arts, as the case of promoting a concert into a visual art museum. Taste cultivation activities mostly concentrate on the chance of providing services that are not the typical of the museum tout-court, and this happens in the Venetian museums as well. This is the case of owning a library, an archive (either documental, historical, or photographic), a bookshop, and providing initiatives related to literature, cinema, and photography, when those cultural fields are not the typical fields of own collection.

Then, theatre and music performances provide relevant examples of taste cultivation activities as well, and are diffused in more than the half of museums. These activities are commonly part of special events and celebrations, and more rarely part of a frequent scheduling. Taste cultivation activities to families are not so common as audience education ones. These initiatives could be recognized in several museums with the promotion of concerts or performances suitable for families with children, but with less frequency than audience education activities. From a marketing perspective, these activities represent the extension of the typical museum product towards new product articulations, not directly related to the museum visit experience.

3.6.2. ORGANIZATIONAL AND STRATEGIC DYNAMICS IN AUDIENCE DEVELOPMENT

Thanks to the elaboration through the second-level framework (*how* and *why*), museum practices were scrutinized in order to identify critical aspects in targeting families within three levels: the audience, the organization, and the plan and evaluation. The following *Table 16* summarized the issues related to the family audience for each analyzed museum.

Table 16: The practices on families

HOW AND WHY				
GOVERNANCE	MUSEUM	AUDIENCE	ORGANIZATION	
Fondazione Musei Civici, Municipality of Venice	Ca' Pesaro	"Venice sustainable for families" municipal program; in 2014, 8,7% of visitors with a person younger than 14 years old; families as target of activities and events	Didactic services	Families as target of interest
	Ca' Rezzonico			
	Casa di Carlo Goldoni			
	Museo Correr			
	Museo del Merletto			
	Museo del Vetro			
	Museo di Storia Naturale			
	Museo Fortuny			
	Palazzo Ducale			
	Palazzo Mocenigo			
Torre dell'Orologio				
owned by Ministry of Defense, managed by Musei Civici	Museo Storico Navale			
Polo Museale del Veneto, Ministry of Arts and Cultural Heritage	Galleria Giorgio Franchetti alla Ca' d'Oro	Families target of activities and events	Didactic services	
	Museo Archeologico Nazionale			
	Museo d'Arte Orientale			
Ministry of Arts and Cultural Heritage	Gallerie dell'Accademia di Venezia	Families target of activities and events	Didactic services	
Peggy Guggenheim Foundation	Collezione Peggy Guggenheim	Families target of activities and events	Didactic services	Families as target of interest
Municipality of Venice	Fondazione Bevilacqua La Masa		No didactic/dedicated staff	
Interpreti Veneziani	Museo della Musica		No didactic/dedicated staff	
Coopculture	Museo Ebraico	Scarce participation to family initiatives	Didactic services	Plan to create children care area
Metropolitan City of Venice	Museo di Torcello	Good participation to past activities	No dedicated staff	Lack of resources to plan family activities
Fondazione Querini Stampalia	Museo Querini Stampalia	"Venice sustainable for families" municipal program; facilities to families to attract family audience; families as target of interest	Staff for children care area; collaboration by external professionals for activities	Families as target of interest; Innovation in developing family initiatives
Pinault Foundation	Palazzo Grassi Punta della Dogana	"Venice sustainable for families" municipal program; families as target of interest	Didactic services	Families as target of interest

Source: own elaboration

Audience

To think about existent and potential audience is one of the key principle of audience development strategy. Indeed, knowing the current audience characteristics allows the positioning of the museum in terms of audience features and the establishing of reasoned strategies to reach new segments and to engage the existent ones. In the case of Venetian museums, they frequently know their audiences only from the direct experience and feedbacks by the staff. Formalized actions of profiling the customers are not diffused at all, and when adopted they are limited to small samples. Only Musei Civici have started registering visitor origin at the ticket offices in order to have extended data on their audience. According to their past sample inquiries, apart from Palazzo Ducale, other museum visits are decided by tourists on site. Overall, existent audience varies depending from the seasonality and from the museum type. Visitors seem to come both from Italy and from abroad, with a great influence of French, American, and German tourists. As the general composition of visitors, the collection and the provision of data on families with children at the museums show great difficulties. Musei Civici registered in 2014 that 8,7 % of their visitors visited the museum with a person younger than 14 years old. This is the only insight on the share of families with children visiting Venetian museums. In general, audience composition depends on the exhibits, shifting from local audience to highly international one. Some museums see a notable degree of repeater visitors (such as Bevilacqua La Masa for exhibits of young artists, Querini Stampalia, Guggenheim, Fortuny), while the main attraction of Venetian museum (Palazzo Ducale) has mainly no-repeater visitors. Moreover, in some cases the presence of sector professionals or fans characterizes the audience of visitors, such as the case of contemporary art in Bevilacqua La Masa, with artists, art students, past art students, or music in Museo della Musica, with musicians and instrument makers. Schools represent a relevant portion of visitors, even though with a certain degree of differences from one museum to another, in both approaching them and promoting school-dedicated initiatives. For instance, either museums may promote school activities by themselves or join local projects on educational activities, where they direct contribute is limited to providing museum structures. Crucial factor reported by all the interviews is the rapid change in the audience composition and visitor flows, highlighting the difficulties in forecasting how the future flows will move, especially regarding the global context. Contemporary to that, local audience is becoming for every museum a point of reference in the long term, trying to removing barriers between residents and museum institutions, even with special-dedicated initiatives. Overall, the family audience appears to be a specific target for a group of museums, although for the majority of them the priority is the children audience, rather than the whole family group. In both cases, a segmentation is done according to children's age.

Concluding, even though initiatives are aimed at family audience, the family audience itself is scarcely profiled and known by the analyzed museums.

Organization

Features of organizations in terms of commitment are particularly relevant for the audience development strategies. Museum organizations can be composed by both internal staff and external consultants, with dedicated staff for special segments. Interviewed museums are characterized by small staffs, even of less than 10 people. Despite this, in several cases, museums are managed by entities, either foundations or public organizations, in which the museum is a part of a greater structure. This means that the museum staff is actually staff of a greater organization, in charge of the museum management as part of their job, without an exclusive work competence on that. In those cases, the commitment to the organization risks to be lower, due to the not-exclusivity. In some museums, the official management structure is supported by the work of volunteers or by the collaboration with local associations. Both initiatives are seen by the interviewees as committed support to the museum organization, with high involvement of volunteers in communicating the museum history and in providing detailed information. External cooperatives may support surveillance services, as well as didactic activities. More rarely, external companies are in charge of communication, for example in the case of Palazzo Grassi and Punta della Dogana. Some structures are facing or have recently faced changes in their organization, with related issues and novelties (Museo di Torcello, Bevilacqua La Masa, Polo Museale, Gallerie dell'Accademia, and Musei Civici). This fact often impacts the capacity of scheduling activities, as well as the need for finding new balance on the museum management. The organization-wide commitment, one of the principle of audience development strategy, is difficult to establish by online contents and sometimes even by face-to-face interviews. Despite this, few cases have highlighted that “what makes the difference” is the ability to communicate the unique atmosphere by whoever working or collaborating in that organization. This ability is worth to transmit both potential and existent audience the tied relationship between organization members and the organization itself, as well as to involve visitors in experiencing participation to the environment. Another key point is the ability of sharing information within the organization and the ability of composing and decomposing flexible teams for working on projects. Museums may entrust external specialists with activities to families, typically organized by the didactic departments. Summing up, the organization-wide commitment could be supported by the involvement of volunteers, but it also could be lowered by the belonging to third structures or by the management changes.

Plan and evaluation

Plan and evaluation are core elements of the audience development strategy. Indeed, through the implementation of adequate practices, cultural organizations may enhance the audience development management by adopting a plan and evaluation system. Examined museums variously adopted tools responding to this principle. Hereafter, we will describe how museums define their objectives and how they monitor them. Diffusely, plan and evaluation reports coincide in the same outputs. In some cases, plans are formalized into the elaboration of strategic plans and outcomes reported into annual reports, as for example the case of Querini Stampalia Foundation and Musei Civici Foundation. In some cases, plans are elaborated on a long-term basis as well, covering a period from three up to five years (Musei Civici, Gallerie dell'Accademia, Querini Stampalia). However, planning often is less formalized and assumes ad-hoc solutions; examples are periodical meetings (weekly meeting at the Guggenheim) or the archive of best-practices, to be repeated, as in the case of the archive of Museo Ebraico, which consists in registering the successful activities promoted in the museum in a database shared with all the museums managed by the governance entity (Coopculture). The participation to European projects or to ad-hoc projects with other institutions, both private and public ones, characterizes the strategic view of all the museums. This allows museums the adoption of new technologies, repair of artworks, and development of new events, exhibitions, and facilities. More in general, strategic planning has to face lack of resources. Thus, museum directors have to deal with it by discovering new sources to collect funds, for example experimenting the promotion of new services on payment, both to visitors and to corporate audience. Other examples go in the direction of crowdfunding, memberships, and volunteer work. If one of the main objective of all the museums is to provide a regular service of collection fruition, as well as the education aim, in some circumstances other issues emerged by the interviews. First, most of museum managements face problem of spaces, with historical buildings pertaining to museums and foundations. Spaces condition the possibility of developing workshops and exhibits, as well as the costs of repairing historical buildings heavily affect museum balance sheets. Another issue strictly related to museum sites is the one of accessibility, a hard topic for such a peculiar city as Venice. Museums try to improve their physical venues, even forecasting facilities for manifold disabilities, but still technical difficulties (e.g., stairs in historical buildings) have an impact of the provision of accessible places. Another issue is the aim of changing the perception that people may have on museums. For instance, some museums are working not to be perceived as in an “ivory tower” (Querini Stampalia, Guggenheim), as a cultural institution rather than a religious one (Museo Ebraico), or in providing authentic experience of baroque music, far away from a carnival environment (Museo della Musica).

The identity of museums takes into account also the importance of Venice identity and the relationship with residents. To improve the involvement of Venetian people into the museum initiatives is a widely diffused and declared objective of museums. The family audience finds a place in the museum objectives. Museums usually acknowledge the relevance of targeting children, and even family groups. This is particularly true in those organizations communicating with formalized reports, where at least children activities find a place in both the activity portfolio and in the strategic objectives. Then, objectives and proposals to children and families are typically communicated through websites and social networks., but the lack of resources heavily impacts the planning of a stable offer to families during the time. Indeed, family-dedicated activities often take the form of spot initiatives for special occasions only. Three organizations (Palazzo Grassi and Punta della Dogana, Musei Civici, Querini Stampalia) participate to the municipal project of “Venice sustainable for families”. To adhere companies and institutions should declare their services provided to families with children. More specifically, they should demonstrate to have suitable features regarding spaces, facilities, and prices. Concerning the evaluation of overall activities, museums rarely adopt formalized quantitative tools, but they commonly evaluate the positive outcome in terms of direct audience feedback during or after initiatives, deciding with staff meetings the worthiness of repeating such experiences or not. IT tools such as web analytics are rarely adopted to evaluate the performance of communication initiatives (only by Gallerie dell’Accademia and Guggenheim). Customer satisfaction survey have been experienced in some cases (Museo di Torcello, Musei Civici, Palazzo Grassi and Punta della Dogana) and are planned for next future in others (Gallerie dell’Accademia, Guggenheim). In the case of family activities, museums reported different extents of outcome, with highly contrasting ideas and experiences of success possibilities. Hence, the evaluation on the objectives and the activities regarding the family audience have no specific and defined forms. Concluding, the examined museums define their objectives with a scarce level of plan formalization and difficultly adopting tools to evaluate their outcomes and the adherence to their initial objectives. The audience development idea of a circular process of planning, evaluating and reviewing, seems not pertaining to the Venetian museums plan management.

3.7 DISCUSSION AND IMPLICATIONS

As introduced in the theoretical framework section, the field of research on marketing to families lacks investigations on the operator-side perspective. For this reason, our research question focused on marketing strategies and practices towards this special segment. We selected a peculiar context that is the museum one.

The museum product is a complex product, involving numerous dimensions beyond the purchase choice, such as the educational and recreational ones. Minding the literature gap, we adopted an analytical framework inspired by the audience development studies. This background provided us the tools to inquiry the museum activities and objectives, allowing us to catch both the overall initiatives and the segment-specific ones. To examine the marketing to families at 360°, it was necessary to include in our analysis both the family-dedicated activities and the ones to undifferentiated audience. Indeed, the latter ones even if not directly aimed at the family audience could be of interest for this segment as well.

Investigating family decision making in consumer decisions is needed in order to obtain information on the target market. Considering the overall decision making process of the family, the majority of scholars recognizes the influencing impact of children, although at different extent according to several conditions, such as children's age and products involved. In the case of museum visit, the influence by children may take different forms. Thus, marketing strategies towards family segment have to take in account this affection. In our case study, outreach activities aimed at children appear having a doublefold objective. The first one is obviously the direct involvement one. Museums reach children that otherwise would not have the possibility to know and to visit the museum thanks to class activities. The second objective though is to stimulate children's interest and consequently to encourage them to proposing the museum visit to their families. The latter could be considered the most common example of marketing action towards both children and families.

The wide articulation of museum products reflects also the wide variety of museum visit motivations, as outlined at the beginning of our study. The marketing perspective cannot disregard the multiplicity of motives and requests even in the case of family market. In the case study we uncovered several forms of improving the typical museum product by providing differentiated or undifferentiated services, such as audience education activities. Moreover, the pricing strategies are well diffused to enhance an expansion of the visiting audience, either families or other segments.

From a general comparison of the activities within the first-level framework, it seems that most of museum efforts go to the "engagement" direction rather than the "reach" one. More specifically, different activity types show different degrees of development.

As described in details in the findings, extended marketing activities and audience education ones are the most provided by the museums. When examining the second-level framework, family audience appears as a target objective for several museums, although formalized plans scarcely include family as a relevant segment.

Museum organizations know little about their family audience, despite the promotion of family-dedicated initiatives. Overall, family activities are executed by the didactic departments or by external consultants.

Even though our findings provided an insightful picture on the state-of-art of museum practices in terms of audience development towards families with children, they could even contribute to expand the discourse on marketing to families through a conceptualization of key issues. In particular, we can identify some crucial questions that should be taken in account to develop a marketing program aimed at specifically involve family with children.

One first point concerns *accessibility*. This issue involves the provision of suitable spaces for families with young children, both for visits and for eventual accessorial services, such as the cafes or restaurants. In the case of the project “Venice sustainable for families”, the accessibility of physical venues is a precondition to join the program. Moreover, accessibility matters to several categories of disable audience as well, each requesting specific requirements on physical venues. Physical accessibility is thus a prerequisite for accessibility in a broader sense. Enhancing accessibility is a mean to improve social inclusion, an essential issue for cultural institutions (Kawashima, 2006), specially public ones. According to Franch (2010), the management of cultural institutions should aim at audience expansion through a cultural offer having, among other requisites, the characteristics of accessibility as well as knowledge and social identity growth. To gain accessibility, museum visit should be equipped with tools facilitating the experience of both the undifferentiated audience and specific categories of audience, such as children. Few examples could be the use of booklets or tablets, the presence of trained staff providing information on request, and even with the provision of visit & play workshops to break the ice with museum collection. All these kind of initiatives were found in our case study and represent some of the possibilities to improve the museum product aimed at the family target.

The second point is related to *participation*. Families with children are involved in activities requiring different degrees of participation and interaction both within the family group and with museum structures.

The family activities inquired by our study show at least three degrees of parents' involvement: (I) provision of children care facilities (as babysitting) to allow adults experiencing museum as individual visitors; (II) parents supporting activities for children, mainly with surveillance; (III) direct involvement of both parents and children in co-participating in an activity. The three cases identify three diverse ways in approaching, supporting, and engaging families at the museum. Moreover, the interaction with museum venues by family members could range from the passive visit to the co-action during special events, although the explored cases collocate themselves mostly from passive to active visit, rather than co-participating actions.

The third point concerns the *target* of museum actions regarding families. Our findings presented that direct marketing communication is aimed at parents, through the contents of museum websites and above all with the use of social networks. Regarding the communication opportunities via social networks, Solima (2010) states that cultural organizations should rethink the articulation of their relationship with audience demand by taking advantage of social networks. The use of price policies including family discounts is obviously a marketing practice to convince parents rather than children in visiting a museum. At the same time, outreach activities at school appear as a mean to reach children audience firstly and family groups secondly. Evidently, outreach activities to schools have a primary education goal (Kawashima, 2000, 2006), though they represent a powerful potential in terms of marketing strategy as well. Thus, two different and contemporary communication channels emerge. The first is direct to adults through online communication. The second in indirect way by stimulating children's interest and consequently children's influence in family decision making. Thus, the target of family-aimed initiatives could be purposely manifold, including either children or parents or the entire family group.

The fourth point is strictly connected with the previous one and relates to *customer care and evaluation*. In the case of families visiting museums, customer care should include both children's and parents' needs and requests. This issue is one of the pillar of family friendly campaigns by Arts Council England (Arts Council England, 2006, 2014, 2015), though variously operationalize by Venetian museums. On the one's hand, trained staff provides activities for families and receives direct oral feedbacks by families in order to satisfy requests and evaluate comments. On the other's hand, a precondition to practice family care should include consulting families, both adults and children, in a systematic way as part of museum marketing strategies towards families. This latter seems to be scarcely operationalized by the inquired museums. Moreover, evaluating existent audience is extremely important to place the museum in its actual position, a necessary step for any marketing plan. Despite this, our results showed how diffused are the difficulties in including it into the museum practices.

Although museums widely showed interest on family audience, we assisted to a some sort of gap between the family-targeted strategies reported by museum managers and the corresponding practices, such as emerged in the case of Nigro, Iannuzzi, & Petracca (2016) on the governance of Italian state museums.

It follows, that the last point regards *strategic plan* and it includes museum reflections on all the previous points. Museum own assessment is a prerequisite to plan and operationalize marketing to families (Arts Council England, 2006, 2014, 2015; Audiences London, 2010). Following audience development principles, planning should have the characteristics of a continuous process of plan, evaluation, and review. This flow is certainly recognizable in explored cases, although often in a very lightly formalized manner. Nonetheless, programming is assumed to forecast strategic directions in the long term, a hard exercise for several examined institutions. For instance, external events, such as administration changes, could heavily affect even the ability of designing a scheduled agenda, as in a group of the Venetian museums. Objectives and initiatives cannot leave apart from own resource equipment, first among all the working staff. Actions to improve shared commitment to the organization and accurate training for audience with special needs, such as families and children, should be included in museum plans in order to improve the conditions to develop a strategic marketing view to families with children. Even in this case, the investigated structures showed different developmental situations. Additionally, partnerships between museums and other institutions, both public and private, allow the extension of service provisions, multiplying the museum options to reach and engage families with children. In this sense, the examples of several outreach, audience education, and taste cultivation activities show that the Venetian museums are aware of the potentialities by the joined actions.

3.8 CONCLUSIONS

To recapitulate, the case study allowed us to explore an actual context of application of marketing strategies aimed at family target. Thanks to the support of audience development literature, the analytical process adopted insightful instruments to examine collected data on museum experiences. Both actions and strategies were analyzed according to a double-level framework, deepening a detailed investigation on activities and patterns by museums. More specifically, the development of several kinds of activities was described in order to appreciate both the variety and the commonalities among museum institutions. Then, insights on audience, organization, and planning provided an enrichment of the description on museum state-of-art according to audience development principles.

The focus on practices toward family audience is inquired looking at the comparison between actual case and executive literature on family friendly initiatives in arts. In particular, the discussion on emerging findings contributed to identify key issues on marketing strategies to families with children beyond the empirical context. For instance, marketing to families should include actions towards accessibility for families and promotion of participatory activities, experimenting different levels of engagement.

Considering the traditional marketing mix and applying it in the family frame, our case study let emerge the directions for the typical marketing dimensions. Indeed, concerning the “place”, innovative ways of distributing the museum product outside the physical venue of the museum are employed to reach those segments that could have any access to the museum visit. “Price” strategies to families, as previously described, aim at attracting family groups by proposing discounts or membership offers. The “product” is implemented with either ad-hoc or general facilities, supporting an extended experience of the typical museum visit with complementary products, such as theatre performance or concerts (taste cultivation activities). Moreover, the “promotion” of the museum towards families diffusely employs social network channels.

By an overall marketing management perspective, the same reflections could be applied to contexts other than museums, since these dimensions are not strictly connected to the museum management features, but rather regard the management of targeting families with children. Indeed, as introduced in the review of the literature, marketing to families should take account the active role of children’s influence in the family decision making of either museum visit or other activities. Independently from the kind of offered product or service, marketing to families cannot avoid to include evaluation practices, where family voices are directly heard. Indeed, products and services aimed at families need special care on the strategic planning, which should include both the objective design and the evaluation tools, guaranteeing a continuous process of thinking, evaluating, and reassessing goals towards family segment. Furthermore, critical aspects of coexistence of multiple audiences (e.g., families with children vs other adult visitors) should be carefully evaluated by museum managers, in order to balance the pros and the cons of each audience development action.

In conclusion, although we studied an unusual set of museums in a city, the strategic approach that we unveil may be extended to other ventures. We purposely chose a problematic case, where the marketing to families shows different levels of application. Indeed, the difficulties in elaborating audience development strategies towards families with children make key critical issues on marketing to families emerge.

We acknowledge few limitations concerning the setting and the need for empirical testing on our emerging issues. Despite this, the implications for both academics and practitioners are several. The former ones may appreciate an original perspective in considering marketing to families in a museum context, an insight that could be developed and applied in other contexts of tourism and leisure as well. Similarly, practitioners may expand the vision on the potentialities of the future museum marketing strategy thanks to practices of audience engagement and participation.

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| APT della Provincia di Venezia | http://www.turismovenezia.it/ |
| Coopculture | http://www.coopculture.it/ |
| Fondazione Bevilacqua La Masa | http://www.bevilacqualamasa.it/home |
| Fondazione Musei Civici di Venezia | http://www.visitmuve.it/ |
| Fondazione Querini Stampalia | http://www.querinistampalia.org/ita/home_page.php |
| Gallerie dell'Accademia | http://www.gallerieaccademia.it/ |
| Gallerie dell'Accademia | http://www.gallerieaccademia.org/ |
| Ministero dei Beni e delle Attività Culturali e del Turismo | http://www.beniculturali.it/mibac/export/MiBAC/index.html#&panel1-5 |
| Mostre e Musei Comune di Venezia | http://www.comune.venezia.it/archivio/150 |
| Museo della Musica | http://www.museodellamusica.com/ |
| Museo di Torcello | http://www.museoditorcello.cittametropolitana.ve.it/ |
| Museo Ebraico Venezia | http://www.museoebraico.it/ |
| Museo Storico Navale di Venezia | http://www.marina.difesa.it/storiacultura/ufficiostorico/musei/museostoricove/Pagine/default.aspx |
| Palazzo Grassi | http://www.palazzograssi.it/ |
| Peggy Guggenheim Collection | http://www.guggenheim-venice.it/ |
| Polo Museale del Veneto | http://www.polomuseale.venezia.beniculturali.it/ |
| Venezia Sostenibile Comune di Venezia | http://www.comune.venezia.it/archivio/65520 |

CONCLUSIONS

As reviewed in the first chapter, marketing to families in the family tourism studies is a fragmented research area, needing to close several gaps. Family tourism is a phenomenon that involves manifold critical issues, such as family decision making and design of service provision to families, where many of those aspects relate to both tourism and leisure. Those research areas are still only partially explored by marketing scholars, requiring extension by further studies in order to illuminate the family tourism phenomenon. Thus, the literature review included in the first chapter had the aim to recollect the contributions on family tourism so far, providing an outlined framework.

Acknowledging the wide variety of interdisciplinary contributes in family tourism, the thesis focused then on a specific empirical context, in order to examine in-depth a set where families as both tourists and residents could be involved. The context was the one of the museum visit by families with young children, and the empirical work was developed upon two separate investigations. The first one related to the visit motivations by families, employing a parents' survey. The second one analyzing a multi-sited case study by collecting information on museum management. The use of different research methods, quantitative and qualitative ones, contributed to enrich the results by multiple investigation standpoints, approaching the phenomenon with a mixed-method perspective.

The three works, even if distinct studies, had the objective to support managerial implications for marketers. More specifically, as result of the empirical analyses, several topics raised up to be of clue interest by museum marketing managers. Firstly, the family segment, as well as other audience segments, needs a careful strategic plan by managers' organizations, in order to evaluate the feasibility, as well as the effective integration and compatibility between families with children and other visitors. As repeatedly highlighted throughout the thesis analyses, managers' evaluations cannot disregard consumers' voices, both adults' and children's ones, with the adoption of tools to let families express themselves on motivations, preferences, and experiences. Secondly, family segment needs for dedicated facilities, able to satisfy requirement of accessibility and comfortable interaction. Thus, organizations aiming at the family target should equip with proper instruments, according to their family orientation and their material possibilities. Thirdly, the active, thou various, role of children in the family decision making has to be taken into account to improve managers' decisions related to marketing to families. Fourthly, literature showed families as having a notable product loyalty and as being active in reviewing and recommending experienced services.

Consequently, an adequate management of online communications systems should be considered under control by the organization management, to support actively the engagement between organization and audience. Last but not least, the family segment differs from the overall museum audience, and in addition the results of the analyses reveal a multiplicity within the family segment, with several sub-segmentation options emerging by both theoretical and empirical investigations. Thus, one of the main contribution of the research is to recognize the coexistence of multiple family targets within the overall family consumers. A managerial implication that could be easily hypothesized not to be limited to tourism and leisure activities.

The limited sets of the empirical analyses could be enhanced with further investigations. Future studies could include the replicability of motivational tests in other museums or the adaption of them for different contexts. Further researches may also keep deepening the investigation on the management of cultural organizations correlated with the family target, for instance integrating other research methods. Moreover, the marketing to families could be approached in other business areas, such as hospitality or transports.

In conclusion, the thesis introduced family tourism in the marketing studies by providing a multiple-facet approach and deepening the investigation by examining the museum set, a context worth for tourism, leisure, and public policies. It is a first step to build a research stream on marketing to families, able to express the phenomenon as interdisciplinary and to catch insights for the support of managerial work.