

An analysis of children's play in resort mini-clubs: potential strategic implications for the hospitality and tourism industry

Hugues Seraphin and Anca Yallop

QUERY SHEET

This page lists questions we have about your paper. The numbers displayed at left are hyperlinked to the location of the query in your paper.

The title and author names are listed on this sheet as they will be published, both on your paper and on the Table of Contents. Please review and ensure the information is correct and advise us if any changes need to be made. In addition, please review your paper as a whole for typographical and essential corrections.

Your PDF proof has been enabled so that you can comment on the proof directly using Adobe Acrobat. For further information on marking corrections using Acrobat, please visit <http://journalauthors.tandf.co.uk/production/acrobat.asp>; <https://authorservices.taylorandfrancis.com/how-to-correct-proofs-with-adobe/>

The CrossRef database (www.crossref.org/) has been used to validate the references. Changes resulting from mismatches are tracked in red font.

AUTHOR QUERIES

QUERY NO.	QUERY DETAILS
Q1	Please provide missing city for this affiliation.
Q2	Please provide missing department, city and country name for this affiliation.
Q3	Please provide missing physical address for corresponding author.
Q4	The reference "Johanson, 2008" is cited in the text but is not listed in the references list. Please either delete the in-text citation or provide full reference details following journal style.
Q5	The reference "Makens, 1992" is cited in the text but is not listed in the references list. Please either delete the in-text citation or provide full reference details following journal style.
Q6	The reference "Smith, 2010" is cited in the text but is not listed in the references list. Please either delete the in-text citation or provide full reference details following journal style.
Q7	The reference "Gaines et al., 2008" is cited in the text but is not listed in the references list. Please either delete the in-text citation or provide full reference details following journal style.
Q8	The year for "Richard, 2017" has been changed to "Richard, 2016" to match the entry in the references list. Please provide revisions if this is incorrect.
Q9	A Paranthesis seems to be missing following "this approach is good for brands". Please indicate where it should be placed.

QUERY NO.	QUERY DETAILS
Q10	The reference “Hannigan, 1998” is cited in the text but is not listed in the references list. Please either delete the in-text citation or provide full reference details following journal style.
Q11	The reference “Janiskee, 1996” is cited in the text but is not listed in the references list. Please either delete the in-text citation or provide full reference details following journal style.
Q12	The reference “Mendoza, 2010” is cited in the text but is not listed in the references list. Please either delete the in-text citation or provide full reference details following journal style.
Q13	The year for “Seraphin, Butcher and Korstanje, 2016” has been changed to "Seraphin, Butcher and Korstanje, 2017" to match the entry in the references list. Please provide revisions if this is incorrect.
Q14	The reference “Cooper & Hall, 2008” is cited in the text but is not listed in the references list. Please either delete the in-text citation or provide full reference details following journal style.
Q15	The reference “Guiver & Stanford, 2014” is cited in the text but is not listed in the references list. Please either delete the in-text citation or provide full reference details following journal style.
Q16	The reference “Ordanini et al., 2014” is cited in the text but is not listed in the references list. Please either delete the in-text citation or provide full reference details following journal style.
Q17	The reference “Chadsey-Rusch, 1992” is cited in the text but is not listed in the references list. Please either delete the in-text citation or provide full reference details following journal style.
Q18	The reference “Greener & Crick, 1999” is cited in the text but is not listed in the references list. Please either delete the in-text citation or provide full reference details following journal style.
Q19	The reference “Guralnick, 1990” is cited in the text but is not listed in the references list. Please either delete the in-text citation or provide full reference details following journal style.
Q20	The disclosure statement has been inserted. Please correct if this is inaccurate.
Q21	CrossRef database (www.crossref.org/) has been used to validate the references. Mismatches between the original manuscript and CrossRef are tracked in red font. Please provide a revision if the change is incorrect.
Q22	Please provide missing complete details for the reference "Jolliffe, 2006".
Q23	Please provide missing page range for reference "Mason and Beaumont-Kerridge, 2009" references list entry.
Q24	Please provide missing complete details for the reference "Moscardo, Konovalov, Murphy, & McGehee, 2017".
Q25	Please provide missing complete details for the reference "O’Sullivan, 2012".

QUERY NO.	QUERY DETAILS
Q26	Please provide missing complete details for the reference "Pietro, Edvardsson, Reynodo, Renzi, Toni, & Mugion, 2018".
Q27	Please provide missing complete details for the reference "Radic, 2017".
Q28	Please provide missing city for the reference "Resnick, 2004" references list entry.
Q29	Please provide missing complete details for the reference "Seraphin, Sheeran, & Pilato, 2018".
Q30	Please provide missing complete details for the reference "Willett, 2015".
Q31	Since the web addresses for "Club Lookea, Club Med mini-clubs, Sandals, Pierre & Vacances, Camp Hyatt Maui, Funician Club" references are given in text and no further details are provided for them, can they be removed from reference list. Please clarify.



An analysis of children's play in resort mini-clubs: potential strategic implications for the hospitality and tourism industry

Hugues Seraphin^a and Anca Yallop^b

Q2 **Q1** ^aBusiness School, The University of Winchester, UK; ^bAuckland University of Technology

ABSTRACT

Children are important stakeholders of the tourism and leisure industry because, similarly to their parents, they are consumers and active decision-makers. As children are important for the tourism and leisure industry, the way their needs of having fun are met, through play and children activities, becomes paramount. Using a multi-case and content analysis research approach, this paper examines the current practices used by resort mini clubs in terms of products and services offered to children and analyses the dimensions of fun used in creating a competitive advantage for mini-clubs and resorts. Drawing on ambidextrous approaches to management, this paper proposes a new dimension of fun, that of "adventainment fun play", which builds on the dimension widely used in the examined resort mini-clubs, namely "edutainment fun play". The study suggests that when managed in an ambidextrous way, the dimensions of play have the potential to create competitive advantage and can have impacts at both macro and micro levels.

ARTICLE HISTORY

Received 9 October 2018
Accepted 13 August 2019

KEYWORDS

Children; play; resort mini-club; ambidextrous management

1. Introduction

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

As children are important for the tourism industry as a whole, the way their needs of having fun are met (through play, activities, etc.) becomes paramount. For Poris (2006), fun is an important component in the life of children; therefore, it becomes important for practitioners aiming to meet the needs of this target to understand what constitutes fun for children. In other words, it is important for the hospitality and tourism sectors to provide fun to children in order to satisfy them and their families, as Johanson

Q4 (2008, cited in Kazembe, Zimbabwe, Mwando, Nyarota, & Muyambo, 2015) suggests that there is a relationship between customer satisfaction and family friendly service.

In the early 1990s, Cullingford (1995) highlighted the fact that more importance should be given to children in the tourism industry by targeting them directly and not through their parents. Then ten years later, Gaines, Hubbard, Witte, and O'Neill (2004), emphasized the same problem. More recently, Lugosi et al. (2016), called for a better engagement with children's needs. The last twenty years have not showed any improvements in this area, and so, there is a need for further studies in this area (Gaines et al., 2004). This paper addresses this neglected research gap. For this reason, the study focuses on children's programmes within resorts. More specifically, the paper examines resort mini-clubs and the types of activities they provide to children. This research is advancing the work of Gaines et al. (2004) and Lugosi et al. (2016) in the area of hospitality, but also the work of Poris (2006) in the area of young consumers.

This research focuses on holiday resorts for families, which offer tourism services designed for families (e.g. children's clubs / mini-clubs). Typically, resort mini-clubs offer children a wide range of activities according to children's age, and they are an important service component of the resorts' management strategy to meet the needs of their customers. As noted by Q5 Makens (1992, cited in Gaines et al., 2004), resort mini-clubs are "a natural service extension that contributes to the ultimate success of the hotel or resort property" (p. 86).

The key objective of this paper is to examine resort mini-clubs' activities for children and therefore the way children have fun in mini-clubs, and to identify ways in which these activities may generate competitive advantage for a resort and destination. Accordingly, two research questions are addressed in this paper:

- (a) What are the dimensions of fun for children in resort mini-clubs?
- (b) How can children's dimensions of fun be turned into a competitive advantage for resorts and destinations?

To address these research questions, this research paper examines and evaluates the actual children activities (play activities) provided by resort mini-clubs and proposes ways for resort mini-clubs to improve their offer, generate competitive advantage and satisfy stakeholders (Simao, 2013). More specifically, for the development of resort mini-clubs into a competitive advantage, an ambidextrous management approach, which involves a balance between exploration and exploitation, is explained and proposed. Indeed, organizations deeply anchored onto exploration suffer the costs of experimentation (R&D) with, sometimes, limited benefits. Organizations anchored onto exploitation, on the other hand, do not move forward and remain in a "status-quo" in terms of performance. Organizations that manage to find a balance between exploitation and exploration are likely to be prosperous (Nieto-Rodriguez, 2014).

2. Literature review: a brief overview

2.1. Children and play

Play (or playing) is an integral part of children's life (Poris, 2006) and it occurs naturally in a variety of social and cultural contexts (Powell, Cory, & Datillo, 2004). Play is a

“dynamic and multifaceted phenomenon” (Holst, 2017, p. 85) and it may be defined as “the whimsical pastime of children or as children work” (Lewis, 2017, p. 10). With “social pretend play” defined as “play in which children begin to communicate their transformations and collectively transform objects, people and situations in order to create non-literal ‘as if’ situations” (Whitebread & O’Sullivan, 2012, p. 198), children are developing their meta-communication. In other words, they develop their ability to adapt their behaviour to the frame (within or outside the play frame) in which they place themselves. O’Sullivan (2012), explained that “social pretend play” contributes to children’s knowledge about and understanding of their own mental processing (metacognition) and monitoring and control of emotion, social and motivation aspect (self-regulation). Play contributes to the literacy development of children (Lewis, 2017). At the same time, the games children play are telling, to some extent, the narrative of who they are as individuals, because when playing, they are performing particular social positions, they show their ability to imagine, to understand rules and to develop some expertise (Willett, Q6 2015). Interestingly, according to Smith (2010, cited in Lewis, 2017) “play begins with children as young as 3–4 and peaks around 7–11 years of age and then declines dramatically by 13–14 years of age” (p. 14). Play is also associated in the literature with concepts and terms such as childhood memory, nostalgia, tradition, communities, and social capital (Frost, 2015).

Due to its complexity and the role it has in children’s development and learning, play cannot be ignored or considered lightly (Lewis, 2017). Children, as much as adult consumers, have their own desires and wishes and they aspire to have their own experiences (Wood, 2018). Businesses need to be able to understand children’s needs and behaviour and to take the opportunity to cater for these needs. Taking advantage of this opportunity by businesses is key. Lewis (2017) suggested that entertainment, in general, has the ability to teach children (and parents alike) how to play and think. For this reason, for example the toys, games and film industries are spending vast amounts of money attempting to understand children. Play is an opportunity to involve the entire family in an activity and not just the children (Lewis, 2017). This ability to involve and influence children and their families can provide competitive advantage to a resort against its competitors. One may argue that involving and influencing children and their families is a challenging task particularly in the context of holiday resorts, mainly because the term “play” is associated with “fun”, where “fun” implies “casual leisure” instead of “serious leisure” and so, therefore, “play” is subsequently only perceived as a way to entertain children (Kerr & Moore, 2015). In addition, children and practitioners have differing views of the term “play”. For children the term is associated with “fun” and they play simply because they enjoy it. For practitioners on the other hand, play has a more instrumental purpose that may be related to something lucrative like money, career, commercial media (Kerr & Moore, 2015; Lewis, 2017). Indeed, for Lewis (2017, p. 10), “children’s play is being eroded across four distinct areas: commercial media; fear and safety concerns; school curriculum and policy that value and teach quieter forms of behaviour; and ideology”. For resort mini-clubs to be successful in their strategy, “play” must be viewed and managed from a child’s perspective. Nevertheless, the difficulty of escaping the rhetoric of play from a more practical and lucrative way makes it difficult (Lewis, 2017) and this challenge is something that resort mini-clubs will have to embrace in order to use and manage children’s play activities to their advantage.

2.2. Dimensions of fun for children

For Poris (2006), a product or service needs to be fun to appeal to children. When the type of fun they seek has been understood, it increases the chances of providing something (product and service) they want and understand (message). Poris (2006, p. 14), even claimed that: “fun is the essential cost of entry to effective marketing to children (...) kid fun is absolutely vital to success”. At the same time, Poris (2006) argued that despite the importance of fun, little is understood about it and people working in this area rely upon subjective opinion.

Poris (2006) identified 10 dimensions of fun for children, which are presented in Table 1 below, along with some examples of activities related to each type of fun.

It is important to highlight here the fact that, “while fun is a universally appealing concept to kids, what constitutes fun for an individual child varies according to their demographic characteristics” (Poris, 2006, p. 22). These differences in perceptions may

Table 1. Types of fun.

Type of fun	Activities
Friend-orientated fun (Interaction and socialization with friends)	Spending time with friends Making new friends Going to parties Doing something that makes friends happy Going to the pool or beach
Empowering fun (Learning, discovery, accomplishment feelings)	Doing something they are proud of Doing something on their own Getting people to listen to their ideas Getting good at something Exploring and discovering new things Showing people how good they are Doing something they enjoy all by themselves
Creative fun (Arts and music-related activities)	Building things Arts and crafts Creating or making something new Playing a musical instrument or singing
Silly fun (Silly, light-hearted, playful fun)	Being silly Watching other people do silly things Making people laugh Running or chasing others
Sports-orientated fun (Physical activities)	Playing sports Outdoor playing
Competitive fun (Being the best, showing off and having something to win)	Being able to do something better than anyone else Buying things to gain personal status and individuality Showing their friends their possessions
Family-orientated fun (Family interaction and activities and opportunities to display socially responsible behaviours)	Spending time with family and parents Doing something that makes parents happy Doing something to help others
Surprising/ adventurous fun (New and surprising activities and experiences)	Trying something they have never tried before Being really surprised by something or someone Seeing something for the first time
Relaxing fun (Relaxing and break taking activities)	Relaxing or hanging out Deep breathing and meditation Listening to music
Rebellious fun (Breaking rules and risk-taking behaviours)	Going against the rules Testing boundaries and getting away with risk-taking behaviours Contradicting what others say

Source: The authors (adapted from Poris, 2006).

185 indicate that holiday resorts should adapt the activities (play) offered by mini-clubs. These activities should not be standardized across the different resorts operated by the chain. This is further supported by Powell et al. (2004) who argued that play is a contextual phenomenon. Some resorts like Hyatt Resort (with their Camp Hyatt) are tailoring their play, and more specifically their children's programme to match the local culture of the destination (Gaines et al., 2004). By doing so, resorts are not only contributing to the overall experience of children, but also starting to create a link between children, the resort and the destination's culture and heritage. Indeed, play presents itself as a good opportunity to engage, interact with children, and at the same time, to nurture the development of feelings and connections (Powell et al., 2004).

2.3. Framework

195 Based on the literature reviewed, the remainder of this research paper is guided by the framework that, to obtain competitive advantage, the tourism industry should endeavour to understand how children play, because (fun) play, which is an important part of our lives, has the potential to influence every member of a family and can be turned into competitive advantage for an organization if used appropriately. By providing the right type of fun, resorts can not only achieve competitive advantage but can also fill a gap due to the erosion of play in many other areas.

200 Gaining competitive advantage is an integral part of destination tourism planning (Edgell & Swanson, 2013). It could be achieved, for instance, through: resources endowment; effective resource allocation; managerial effectiveness; collaboration between different stakeholders within clusters; development and use of new technologies; pioneering green innovation strategies; branding; good relationships between local residents and visitors (Chen, 2008; Elliot, Khazaei, & Durand, 2016; Jackson, 2006; Jackson & Murphy, 2006; Lin, 2010; Mason & Beaumont-Kerridge, 2009; Michel, 2000; Miller & McTavish, 2013; Novelli, Schmitz, & Spencer, 2006; Poon, 2015; Wang, Li, & Li, 2013). These strategies help firms to achieve greater efficiency as well as to establish and strengthen their core competencies enabling firms to reach superior performance and enhanced profitability (Chen, 2008; Elliot et al., 2016; Jackson, 2006; Jackson & Murphy, 2006; Lin, 2010; Mason & Beaumont-Kerridge, 2009; Michel, 2000; Miller & McTavish, 2013; Novelli et al., 2006; Poon, 2015; Wang et al., 2013).

2.4. Ambidextrous management as a tool for competitive advantage

215 Ambidextrous management approaches have the potential to create opportunities for competitive advantage for organizations. The ambidextrous approach calls for a balance between exploration and exploitation, i.e. exploitation of existing resources and competencies with a focus on the present, and exploring new opportunities, with a focus on the future (Filippini, Guttel, & Nosella, 2012; Mihalache & Mihalache, 2016). Despite the challenges of achieving ambidexterity due to the fact that exploitation and exploration innovation are contradictory activities, Mihalache and Mihalache (2016, p. 144) explain that "organisational ambidexterity is a key driver of sustained performance in the tourism industry, since it enables firms to make the most of their current capabilities while at the same time developing new ones to attract new customers".

Figure 1 below summarizes the framework used in the development and structure of the rest of this research paper.

3. Methodology and case studies overview

3.1. Approach

From a methodological point of view, this research employs a multiple case approach in order to identify and examine the dimensions of fun within the play (activities) offered by resort mini-clubs to their customers, namely children and their families. The analysis framework uses Poris’s model of dimensions of fun for children as a preliminary step in modelling the dimensions of fun in play (activities) that may be provided by resort mini-clubs to children (and their families). The findings are then compared to those of Gaines et al. (2004) and other previous research in support of propositions made based on secondary data from previous research and literature, and qualitative data resulting from the content analysis of the cases analysed.

Single or multiple case studies have been previously used in research aimed to explore the topic of fun and more specifically, entertainment (advertainment and edutainment), and represent a prevalent approach within the tourism, hospitality and event industry (Brunt, Horner, & Semley, 2017). For instance, Tagg and Wang (2016) used Kidzania as a case study. Pietro, et al. (2018) used the cases of Eataly and Kidzania. Similarly, Poris (2006) used a variety of case studies (M&M, Lego, etc.) to develop its framework for the dimensions of fun for kids. This study adopts a similar research approach.

3.2. The sample of the study

For the purpose of this study, since generalisability of findings is not intended within case research approaches, a sample of convenience consisting of six resort mini-clubs from four different resorts (and companies) were selected:

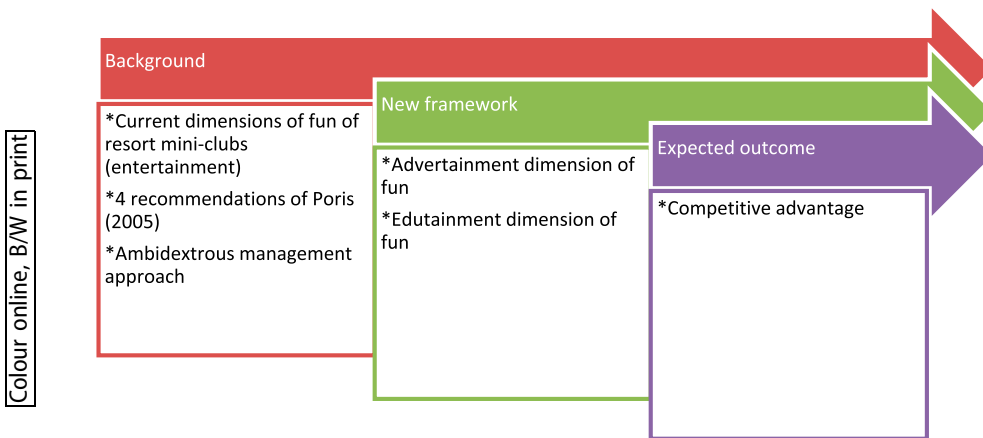


Figure 1. Framework – two dimensions of fun in resort mini-clubs. Source: The authors.

- (1) Look Voyages (Looky Club)
- (2) Club Med (no specific name for their mini club)
- (3) Sandal Resorts (no specific name for their mini club)
- (4) Pierre & Vacances (no specific name for their mini club)
- (5) Hyatt Resort (Camp Hyatt Maui)
- (6) Phoenician Resort (Funicians Club)

A brief overview of the selected resort mini-clubs and the activities offered to children is provided next.

(1) Look Voyages (Looky Club)

Look Voyages is a Tour Operator (T.O) and Travel Agent (T.A) part of the *TUI group*. As part of their activities, *Look Voyages* operates 35 *Clubs Lookea* (all over the world), which are all-inclusive family resort holidays. As part of the services offered to children by the resorts, “*Looky Club*” is the resort mini-club for children between 4 and 17 years of age (<https://www.look-voyages.fr/look/club-vacances/club-vacances-enfant-looky-club.aspx>). *Table 2* summarizes the type of fun play (activities) available for children (*Look Voyages* [Online]).

(2) Club Med

The success of Club Med is based on the location of the resorts, activities, all-inclusive packages, and the interaction between customers and staff (Kandampully, 2000). But the key success of Club Med has been its ability to maintain the loyalty of their customers who were kids in the 1970s/1980s and are adults now. They managed to do so by extending their services (Kandampully, 2000). The family package incorporates access to mini-clubs (Kandampully, 2000). *Table 3* below summarizes the type of fun play (activities) available for children (<https://www.clubmed.fr/l/club-enfant>).

(3) Sandal Resorts

Sandals Resort International operates under a variety of brands (Sandals, Beaches, etc.) in the Caribbean. The company includes 24 resorts in 7 different islands. Beaches Resort is a family-friendly all-inclusive resort (<http://www.beachesresorts.co.uk/holiday/kids/>). This

Table 2. Looky Club activities.

Groups (based on age)	Activities
Looky Club Mini (4–6)	Sports; treasure hunt; face painting workshops; swimming pool; performing art workshops; mini disco; talent show
Looky Club Junior (7–10)	Water polo; volley polo; mini foot; volley; tennis balloon; Mini Olympic games; performing art workshops; mini disco; talent show
Looky Challenger (11–13)	Volley; ping-pong; gym; learning local language and culture workshops; performing art workshops; show; beach volley; football; swimming pool
Looky Jeun's (14–17)	How to DJ; DJ competitions; dancing and singing workshop; performing art workshops; show; movie making

Source: The authors.

Table 3. Club Med mini-club activities.

Groups (based on age)	Activities
Baby Club Med (4–23 months)	Walk; baby gym; music games; story telling
Petit Club Med (2–3)	Sport; handicraft workshops; talent show
Mini Club Med (4–10)	Sport; discovery activities; art; mini disco; shows; gymnastics; water ski; horse riding; cooking lessons; handicraft; music; dancing; nature discovery
Junior Club Med (11–17)	How to DJ; movie making; water ski; tennis; golf; volley ball

Source: The authors.

brand offers a variety of activities for children (Beachresorts [Online]) as presented in Table 4 below.

(4) Pierre & Vacances

Pierre & Vacances is part of the Center Parcs group. 16 of the resorts within the group (located in France) have mini-clubs (https://www.pierreetvacances.com/fr-fr/clubs-enfants_om). The table below (Table 5) summarizes the type of fun play (activities) offered by the mini club.

(5) Hyatt Resort (Camp Hyatt Maui)

Hyatt launched their children programme back in 1989. They operate in 17 locations throughout the USA. Each resort has its own programme for children that enable them to discover the local culture (Gaines et al., 2008). Table 6 below presents the type of activities offered by Camp Hyatt Maui (<https://travelmamas.com/hyatt-regency-maui-review/>).

(6) Phoenician Resort (Funician Club)

The resort mini-clubs at the Phoenician resort offer activities for children aged 5–12. Their daily schedule includes age-group related activities such as games, crafts, sports activities. Equipment in the mini-club includes: 180 gallon salt water fish tank; 60" flat screen with surround sound; Three 50" Flat Screen for video games; Sulcata Tortoise; Bearded Dragon; Touch Table with interactive games; Lake house play home; Full size Lego and magnetic wall (<https://www.thephoenician.com/funicians-kids-club/>). The play (activities) offered by Funician Clubs are showed in the table below (Table 7).

Table 4. Sandals mini-club activities.

Groups (based on age)	Activities
Infant programme	Not provided
Toddler programme	Toddler pools, shell collecting, face painting, treasure hunts, puppets, costume time, magic shows, sand castle building
Pre-teens (8–10)	Sailing, snorkelling, swimming, beach volleyball, beach soccer, scavenger hunts, glass bottom boat rides, pizza making, reggae jam sessions
Teens	Watersports, boat cruises, pool Olympics, tennis clinics, karaoke, discos, dance parties, talent shows

Source: The authors.

Table 5. Pierre & Vacances mini-club activities.

Groups (based on age)	Activities
Clubs baby (3–35 months)	Music
Club mini (3–5)	Treasure hunt
Club kids (6–8)	Adventure and art activities
Club junior (9–12)	Adventure and art activities
Club Ados (13–17)	How to DJ, performing art workshops

Source: The authors.

Table 6. Camp Hyatt Maui mini-club activities.

Groups (based on age)	Activities
5–12	Fantasy pools Rope bridge Keiki Lagoon water fountains Lei making Hula lessons Crat Swimming lesson

Source: The authors.

4. Findings and discussion

The content analysis of the services provided to children in resorts reveals that:

- (a) The breakdown of children according to their age is a common practice and follows more or less the same pattern;
- (b) Activities provided by resort mini-clubs are fairly similar from one resort to another;
- (c) In most cases, the mini-clubs do not have a specific name, and when they do, the name is commonly the name of the resort or a derivation; and
- (d) The online information about mini-clubs is, in most cases, limited.

4.1. The dimension of activities for children in resort mini-clubs

Resort mini-clubs offer fun activities to children. Table 8 presents the breadth and variety of these activities. Nevertheless, the type of fun activities offered are not well balanced. Some types of fun are more represented than others. Contrasting with Poris (2006) list of types of fun, Table 8 below provides the list of activities offered by mini-clubs at the six clubs examined, from the most represented type of fun to the least represented type of fun:

Table 7. Funician Club mini-club activities.

Groups (based on age)	Activities
5–12	Outdoor sports, Cactus Garden tour Arts & crafts projects Playground activity Video games Charades Bingo Other board games

Source: The authors.

Table 8. Types of fun in resort mini-clubs.

Type of fun	Activities
Sports-orientated fun	Sports Water polo (Beach) volley / Soccer Football Pool Olympics Tennis clinics Sailing Snorkelling Gym Water ski Glass bottom boat rides Golf Tennis Mini Olympic games Tennis balloon Ping-pong Volley (polo) Mini foot Swimming pool Submarine rides Hiking
Friend-orientated fun	Treasure hunt Face painting workshops Mini disco Sand castle building Karaoke Discos Dance parties Scavenger hunts Hula lessons Fish and duck feeding Parachute play Learning local language and culture workshops How to DJ Dancing and singing workshop Movie making workshop Handicraft workshops Pizza making Reggae jam sessions Lei making Creating petroglyphs
Empowering fun	Face painting workshops Performing art workshops Puppets Indian bead crafts Costume time Water balloon fun
Creative fun	Talent show DJ competitions Computer games Potato sack races
Silly fun	Shell collecting Magic shows
Competitive fun	Boat cruises Sugar cane tours
Relaxing fun	No activities
Family-orientated fun	No activities
Surprising/adventurous fun	
Rebellious fun	

Source: The authors.

410

415

420

425

430

435

440

445

450

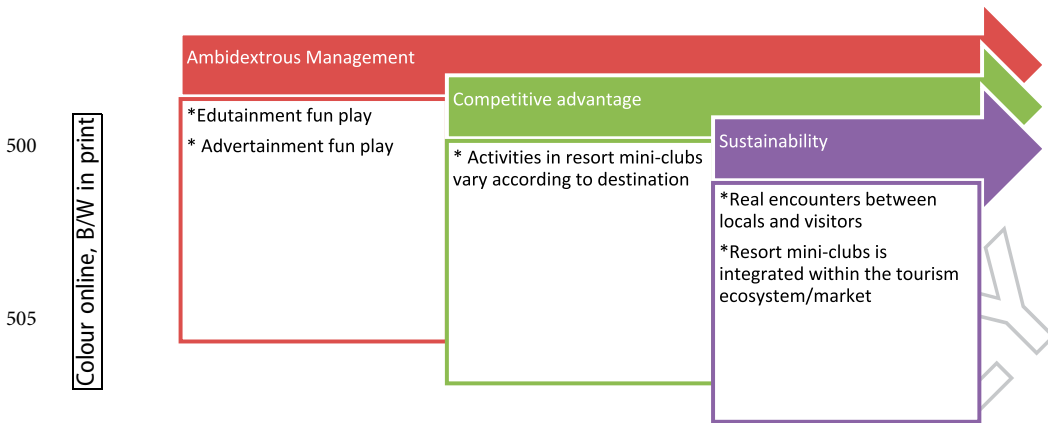
- (1) Sports-orientated fun
- (2) Friend orientated fun
- (3) Empowering fun
- (4) Creative fun
- 455 (5) Competitive fun /relaxing fun
- (6) Family orientated fun / silly fun

460 As noted earlier, the detailed content analysis of activities offered by resort mini-seems to suggest that clubs do not contribute to the competitive advantage of mini-clubs and/or resorts. In today's dynamic business environments, gaining competitive advantage is crucial for survival (Lashley, 2015; Richard, 2017). This requires the organization to Q8 adjust its internal business environment accordingly (Jolliffe, 2006) and to personalize the products and services offered (Lashley, 2015). Tables 2–7 provide evidence that, 465 overall, resort mini-clubs offer more or less the same activities to children when on holidays. The products and services offered are standardized rather than personalized. Within this line of thought, to trigger brand growth and new products development that resonate with kids, Poris (2006), suggested to: (a) tap into each of the ten types of fun with a focus on the type of fun that is most essential and relevant to the target; (b) develop promotions 470 Q9 and licensed tie-ins that tap into a target group's key fun dimension (this approach is good for brands as it allows kids to associate the brand with that particular type of fun; (c) maximize the emotional relevance of the type of fun; and finally, (d) develop new product ideas or messaging campaigns.

475 The detailed analysis of type of activities provided to children at the six resort mini-clubs examined in this study shows that, in addition to the above list of initiatives suggested by Poris (2006), an ambidextrous management approach, hence a new dimension of activities for mini-clubs, is needed for the management of resort mini-clubs in their quest for competitive advantage within the sector. Indeed, based on the data collected in this study, it appears that mini-clubs are not used by resorts as tools in generating competitive advantages against their competitors. They are used exploitatively (and not 480 exploratively). It could therefore be argued that understanding what fun means, and how to manage fun, may certainly provide an edge to organizations who offer products and services for children. This view is supported by Poris (2006), whilst, furthermore, Gaines et al. (2004) argued that the provision of first-class children's programmes ultimately results in customer satisfaction, customer loyalty, word-of-mouth advertising, etc. Kandampully (2000) argued that this service helped Club Med to successfully maintain the loyalty of their customers who were children in the 1970s and 1980s and are now 485 adults, are married and have children.

490 **4.2. Towards new ways of conceptualizing play (activities) in resort mini-clubs**

Based on the analysis conducted in this study it appears that, currently, resort mini-clubs are leveraging only eight out of ten dimensions of fun. "Surprising/adventurous fun" and "rebellious fun" do not seem to be used (Table 8). The analysis also shows that 495 the activities offered by resort mini-clubs are exclusively the "edutainment fun play" type.



510 **Figure 2.** Resorts mini-clubs within the tourism ecosystem / market. Source: The authors.

(1) Edutainment fun play:

515 The term “edutainment” derives from the merger of “education” and “entertainment”. The term “playful learning” could also be used (Resnick, 2004). Indeed, some people learn better when they are engaging actively into an activity they enjoy and care about. They basically learn as they play and/or play as they learn (Resnick, 2004). Hannigan (1998

Q10 cited in Hertzman, Anderson, & Rowley, 2008, p. 155) offered a formal definition of the neologism as “the joining together of educational and cultural activities with the commerce and technology of the entertainment world”. Edutainment is now popular because it provides visitors/customers/users “structured experiences that are high in entertainment value and experiences which are culturally and historically significant, meaningful and

Q11 informative” (Janiskee, 1996, cited in Hertzman et al., 2008, p. 155). Edutainment is

Q12 used in diverse sectors: tourism, education, media and entertainment industry (Hertzman et al., 2008). Many organizations are adopting this approach (Resnick, 2004). *Kidzania* (a successful chain of indoor family entertainment centres currently operating in 24 locations worldwide) and *Eataly* (high-end Italian food chain) use this approach (Di Pietro et al.,

520

525

530 Some resort mini-clubs (like Camp Hyatt) are offering some interesting and innovative edutainment fun play like, for instance, learning about the local language and culture. This is more important for destinations with a negative image, as this can contribute to educate visitors and change the perception of the destination. Taking the example of Haiti, a post-colonial, post-conflict and post-disaster destination, with a negative image, Séraphin and

Q13 Butcher (2018), Séraphin, Butcher, and Korstanje (2017), and Séraphin, Yallop, Capatana, and Gowreesunkar (2018), explain that the education of visitors can contribute to the improvement of the perception of the destination.

535

540 Reinforcing the edutainment fun play dimension of activities in resort mini-club could be part of the repositioning strategy not only of the resort (micro level), but the repositioning of the entire destination (macro level), as repositioning is all about reinforcing positive images already held by the target audience, correcting negative images, or creating a new image (Chacko & Marcell, 2008). As Figure 2 shows, the new approach proposed in this

paper has the potential to integrate resort mini-clubs within the tourism ecosystem or
 Q14 market (Cooper & Hall, 2008).

545 (2) Advertainment fun play:

To offer competitive advantage, the activities offered by resort mini-clubs should be ambi-
 dextrous. In other words, mini-clubs should offer activities that offer both “*edutainment*
fun play” and “*advertainment fun play*” types of fun. As a technique to attract an audience,
 advertainment is the merging of advertising and entertainment with the purpose of
 550 influencing customers toward a brand. Thus, a demographic target is first selected;
 second, a brand-friendly environment is created (Deery, 2004; Kumanyika, 2011). This
 marketing strategy is presented rather negatively by Deery (2004), who views this
 approach as a commodification of experience. It is “a tendency we witness today in every-
 555 thing from education to tourism” (Deery, 2004, p. 5). This form of marketing is also
 viewed as a form of subliminal persuasion (Deery, 2004). Advertainment is also presented
 as a form of product placement (Kretchmer, 2004; Nelson, Keum, & Yaros, 2004).

Advertainment does not seem to be used by the resort mini-clubs considered as part of
 this study, and it has not been highlighted within the ten dimensions of fun play pro-
 posed by Poris (2006). Because “advertainment is currently working in two directions,
 with entertainment becoming a form of advertainment and advertising a form of enter-
 560 tainment” (Deery, 2004, p. 18), in the case of resort mini-clubs, advertainment fun play
 may be used in a positive manner at macro level. Advertainment should be used in a
 subtle way, so that entertainment becomes a form of subtle advertainment. This
 happens when an activity is used to promote a brand. The level of immersion is either
 565 associative, illustrative or demonstrative (Kretchmer, 2004). Similarly, Séraphin et al.
 (2017) explain that subtle marketing strategies are more effective than direct and aggres-
 sive ones. For instance, taking the example of the resort mini club at Royal Decameron
 Indigo Resort and Spa located in Haiti (Kids Club at the Royal Decameron Indigo Beach
 570 Resort and Spa [Online]), a post-conflict and post-disaster destination with a negative
 image (Séraphin, Ambaye, Gowreesunkar, & Bonnardel, 2016), the management of the
 mini-club could organize painting and/or drawing workshops (around the theme of
 Haitian culture and artefacts exhibited at the museum), facilitated by the curator of
 the Haitian National Museum (Haitian National Museum [Online]). For an effective
 575 product placement through advertainment, the curator could wear clothing with the
 logo of the museum and headed paper with the museum’s logo may be provided to
 the children to draw and/or paint on. A mini exhibition open to parents and other cus-
 tomers could also be organized to showcase the children’s work. This strategy may
 encourage families and other tourists to visit the museum located in Port-au-Prince.
 580 This is important for destinations with a negative image because, when tourists visit
 such destinations, they tend to stay contained within tourist areas, while a wider
 spread of tourist activities is more beneficial for the local economy of the destination
 (Séraphin & Paul, 2015).

585 (3) Events in resort mini-clubs: At the crossroad of advertainment and edutainment fun
 play:

Events in resort mini-clubs could be organized as follows. First, workshops (facilitated by local instructors and/or suppliers) may enable children to learn about the visited destination. The following activities are likely to provide edutainment fun when doing something they are proud of:

- Creating or making something new (e.g. designing and creating local crafts/artefacts; etc.)
- Playing a musical instrument or singing (e.g. playing the drum or any local instrument; etc.)

Second, events (e.g. talent shows) could be organized for children to show their parents what they have learnt.

Events are important because they have the capacity to develop feelings of belongingness and national identity associated with places / destinations. At the same time, events in resort mini-clubs have the potential to develop real encounters between locals and visitors, i.e. an encounter that contributes to the development of social capital defined as “collective action, cooperation, networks, relationships, shared norms and values, social interaction and trust” (Moscardo, Konovalov, Murphy, & McGehee, 2017, p. 2) between locals and visitors. This proves important in the current tourism climate due to emerging issues related to overtourism, namely tourismphobia and antitourism movements, which appeared due to an absence of real encounter between visitors and locals, but also a lack of cooperation between service providers (Seraphin, Gowreesunkar, Zaman, & Bourliataux, 2019).

Events are also an opportunity for local suppliers to convey a positive image of the destinations. For instance, when running the workshops with children and taking part in the events, local suppliers/instructors could wear branded uniforms / clothing and or sponsor various workshops in order to promote their businesses (advertainment).

4.3. Resort mini-clubs within the tourism ecosystem / market

“Aligning multiple partners to a common purpose contributes to maximizing the benefits of strategic planning” (Guiver & Stanford, 2014, cited in Seraphin, Sheeran, & Pilato, 2018, p. 3). The new dimensions of fun play (edutainment and advertainment fun play dimensions) proposed in this study may be utilized in effective strategic planning. In addition, adopting an ambidextrous management approach may lead to organizational success and sustainability as the new ambidextrous management approach is embedding resorts within the local community, in other words, within an existing service ecosystem or market (Figure 2).

As service innovation “is a primary source of competitive advantage and a research priority” (Ordanini et al., 2014, cited in Di Pietro et al., 2018, p. 148), the proposed approach may contribute to the competitive advantage of the resort and the destination. Equally, the newly developed service ecosystem in which resort mini-clubs are now embedded (Figure 2), has a strong potential in terms of developing social capital, i.e. the inclusion of an individual in a range of networks, structures or groups that allow them to develop and gain social capital (Bladen, Kennel, Abson, & Wilde, 2012; Foley, McGillivray, & McPherson, 2012; Miller & McTavish, 2013).

5. Conclusion

Children and their families are important stakeholders of the tourism and hospitality sectors, and their needs must be met by organizations and practitioners within these sectors. Distinctive to children and their needs is the ability to offer services that provide them with fun, play activities. Drawing on ambidextrous approaches to management, this paper highlighted the fact that such a management approach could be the way forward to improve the services provided by mini-clubs in holiday resorts, generate competitive advantage and satisfy stakeholders.

The paper examined the current play activities offered by key resort mini-clubs and evaluated the dimensions of fun for children in mini-clubs. The content analysis of the activities offered to children by holiday resort mini-clubs has suggested that, currently, mini-clubs do not contribute to the competitive advantage of the resort(s) as they offer standardized rather than personalized products and services. This study proposes a new dimension of activities for mini-clubs that could turn resort mini-clubs and their respective children activities into a competitive advantage for a resort and a destination, more generally, if imbedded within the tourism ecosystem / market. This could be achieved by adopting an ambidextrous management of resort mini-clubs, and more specifically, it can be achieved by expanding the currently largely used “edutainment fun play” to “advertainment fun play” dimensions of play, with the purpose of influencing customers towards the brand and creating competitive advantage.

The contribution of this research lies in the analysis of children’s play in resort mini-clubs, an under-researched area in the tourism and hospitality sector. In addition, this paper has also contributed to research in the study of “play” and has innovated in terms of the context used to discuss “play”. Indeed, “play” is mainly researched academically when related to playground, classroom and workplace (Chadsey-Rusch, 1992; Greener & Crick, 1999; Guralnick, 1990; all cited in Powell et al., 2004). This research has extended the concept of “play” to the hospitality and tourism contexts.

The management approach proposed in this paper may enhance customers experience (i.e. children and their families) and may also benefit the destination more broadly. Private and public organizations in the tourism industry need to identify the services that are currently used exploitatively in order to re-evaluate and manage them exploratively. This is more so important, useful and applicable for destinations with limited financial resources. Therefore, practitioners in the tourism and hospitality industry may find this research useful, by providing them with information that enables them to review the management of resort mini-clubs in order to maximize their contributions to the performance of the resort (at micro level) and destination (at macro level).

Future research efforts into the study of children’s play and ambidextrous management approaches to managing resort mini-clubs, should focus on the application of such ambidextrous approaches and on empirical studies designed to provide further in-depth understandings about effective ways of generating competitive advantage in the tourism and hospitality sector.

Disclosure statement

Q20 No potential conflict of interest was reported by the authors.

Q21 References

- Bladen, C., Kennel, J., Abson, E., & Wilde, N. (2012). *Event management. An introduction*. London: Routledge.
- 680 Brunt, P., Horner, S., & Semley, N. (2017). *Research methods in tourism, hospitality & event management*. London: Sage.
- Castorena, D. G., & Prado, J. A. D. (2013). A Mexican edutainment business model: KidZania. *Emerald Emerging Markets Case Studies*, 3(5), 1–14.
- Chacko, H. E., & Marcell, M. H. (2008). Repositioning a tourism destination. *Journal of Travel & Tourism Marketing*, 23(2–4), 223–235.
- 685 Chen, Y. S. (2008). The driver of green innovation and green image – green core competence. *Journal of Business Ethics*, 81(3), 531–543.
- Cullingford, C. (1995). Children’s attitudes to holidays overseas. *Tourism Management*, 16(2), 121–127.
- Deery, J. (2004). Reality TV as advertainment. *Popular Communication*, 2(1), 1–20.
- Di Pietro, L., Edvardsson, B., Reynoso, J., Renzi, M. F., Toni, M., & Mugion, R. G. (2018). A scaling up framework for innovative service ecosystems: Lessons from Eataly and Kidzania. *Journal of Service Management*, 29(1), 146–175.
- 690 Dowse, S., Powell, S., & Weed, M. (2018). Mega-sporting events and children’s right and interests towards a better future. *Leisure Studies*, 37(1), 97–108.
- EdgellSrD. L., & Swanson, J. R. (2013). *Tourism policy and planning. Yesterday, today and tomorrow*. New York, NY: Routledge.
- 695 Elliot, S., Khazaei, A., & Durand, L. (2016). Measuring dimensions of brand influence for tourism products and places. *International Journal of Culture, Tourism and Hospitality Research*, 10(4), 396–409.
- Filippini, R., Guttel, W., & Nosella, A. (2012). Ambidexterity and the evolution of knowledge management initiatives. *Journal of Business Research*, 65, 317–324.
- Foley, M., McGillivray, D., & McPherson, G. (2012). *Event policy. From theory to strategy*. London: Routledge.
- 700 Frost, J. (2015). Memories of and reflections on play. *International Journal of Play*, 4(2), 109–112.
- Gaines, B. L., Hubbard, S. S., Witte, J. E., & O’Neill, M. A. (2004). An analysis of children’s programs in the hotel and resort industry market segment. *International Journal of Hospitality & Tourism Administration*, 5(4), 85–99.
- Hertzman, E., Anderson, D., & Rowley, S. (2008). Edutainment heritage tourist attractions: A portrait of visitors’ experiences at storyeum. *Museum Management and Curatorship*, 23(2), 155–175.
- 705 Holst, J. (2017). The dynamic of play. Back to the basics of playing. *International Journal of Play*, 6(1), 85–95.
- Jackson, J. (2006). Developing regional tourism in China: The potential for activating business clusters in a socialist market economy. *Tourism Management*, 27, 695–706.
- Jackson, J., & Murphy, P. (2006). Clusters in regional tourism. An Australian case. *Annals of Tourism Research*, 33(4), 1018–1035.
- 710 **Q22** Jolliffe. (2006).
- ▲ Kandampully, J. (2000). The impact of demand fluctuation on the quality of service: A tourism industry example. *Managing Service Quality: An International Journal*, 10(1), 10–19.
- Kazembe, C., Zimbabwe, C., Mwando, M., Nyarota, M., & Muyambo, R. (2015). Family friendly services and customer satisfaction in Zimbabwean resorts. *African Journal of Hospitality, Tourism and Leisure*, 4(2), 1–13.
- 715 Kerr, R., & Moore, K. (2015). Hard work or child’s play? Migrant coaches’s reflections on coaching gymnastics in New Zealand. *World Leisure Journal*, 57(3), 185–195.
- Kretchmer, S. B. (2004). Advertainment: The evolution of product placement as a mass media marketing strategy. *Journal of Promotion Management*, 10(1–2), 37–54.
- Kumanyika, C. (2011). Advertainment and the construction of decision-making power in MTV’s making the brand. *Popular Music and Society*, 34(4), 475–491.
- 720

- Lashley, C. (2015). Hospitality experience: An introduction to hospitality management. *Journal of Tourism Futures*, 1(2), 160–161.
- Lewis, P. J. (2017). The erosion of play. *International Journal of Play*, 6(1), 10–23.
- Lin, F. J. (2010). The determinants of foreign direct investment in China: The case of Taiwanese firms in the IT industry. *Journal of Business Research*, 63, 479–485.
- 725 Lugosi, P., Robinson, R. N. S., Golubovskaya, M., & Foley, L. (2016). The hospitality consumption experiences of parents and carers with children: A qualitative study of foodservice settings. *International Journal of Hospitality Management*, 54, 84–94.
- Mason, P., & Beaumont-Kerridge, J. (2009). Attitudes of visitors and residents to the impacts of the 2001 Sidmouth International Festival. In I. Yeoman, M. Robertson, J. Ali-Knight, S. Drummond, & U. McMahan-Beattie (Eds.), *Festival and events management. An international arts and culture perspective*. Oxford: Butterworth-Heinemann.
- 730 **Q23** Michel, F. (2000). Des hotes et des autres. *Tourism et alterite. Espaces*, 171, 14–21.
- Mihalache, M., & Mihalache, O. R. (2016). Organisational ambidexterity and sustained performance in the tourism industry. *Annals of Tourism Research*, 56, 142–144.
- Miller, K. M., & McTavish, D. (2013). *Making and managing public policy*. London: Routledge.
- 735 **Q24** Moscardo, Konovalov, Murphy, & McGehee. (2017).
- ▲ Nelson, M. R., Keum, H., & Yaros, R. A. (2004). Advertainment or Adcreep game players' attitudes toward advertising and product placements in computer games. *Journal of Interactive Advertising*, 5(1), 3–21.
- Nieto-Rodriguez, A. (2014). Understanding an ambidextrous organisation is one thing, making it a reality is another, London.edu. Retrieved from <https://onlinelibrary.wiley.com/doi/full/10.1111/j.1467-8616.2014.01089.x>
- 740 Novelli, M., Schmitz, B., & Spencer, T. (2006). Networks, clusters and innovation in tourism: A UK experience. *Tourism Management*, 27(6), 1141–1152.
- Q25** O'Sullivan. (2012).
- Q26** Pietro, Edvardsson, Reynodo, Renzi, Toni, & Mugion. (2018).
- ▲ Poon, A. (2015). Innovation and the future of Caribbean tourism. In D. J. Gayle, & J. N. Goodrich (Eds.), *Tourism marketing and management in the Caribbean* (pp. 181–204). New York, NY: Routledge.
- 745 Poris, M. (2006). Understanding what fun means to today's kids. *Young Consumers*, 7(1), 14–22.
- Powell, G. M., Cory, L., & Datillo, J. (2004). Opening the door: Social skills interventions as a facilitator of social play. *World Leisure Journal*, 46(3), 50–57.
- Q27** Radic. (2017).
- 750 ▲ Resnick, M. (2004). *Edutainment? No thanks. I prefer playful learning*. Associazione Civita. Report on Edutainment.
- Q28** ▲ Richard, B. (2017). Hotel chains: Survival strategies for a dynamic future. *Journal of Tourism Futures*, 3(1), 56–65.
- Séraphin, H., Ambaye, M., Gowreesunkar, G. B., & Bonnardel, V. (2016). A marketing research tool for destination management organisations' logo design. *Journal of Business Research*, 69(11), 5022–5027.
- 755 Séraphin, H., & Butcher, J. (2018). Tourism management in the Caribbean: The case of Haiti. *Caribbean Quarterly*, 64(2), 254–283.
- Séraphin, H., Butcher, J., & Korstanje, M. (2017). Challenging the negative images of Haiti at a pre-visit stage using visual online learning materials. *Journal of Policy Research in Tourism, Leisure and Events*, 9(2), 169–181.
- 760 Séraphin, H., Gowreesunkar, V., Zaman, M., & Bourliataux, S. (2019). Community based festivals as a tool to tackle tourismphobia and antitourism movements. *Journal of Hospitality and Tourism Management*, 39, 219–223. doi:10.1016/j.jhtm.2018.12.001
- Séraphin, H., & Paul, B. (2015). La diaspora: Un levier pour le développement du tourisme en Haiti. *Mondes du Tourisme* [online]. Retrieved from <http://tourisme.revues.org/990>
- Q29** Seraphin, Sheeran, & Pilato (2018).
- 765 ▲

Séraphin, H., Yallop, A., Capatana, A., & Gowreesunkar, V. (2018). Heritage in tourism organisations' branding strategy: The case of a post-colonial, post-conflict and post-disaster destination. *International Journal of Culture, Tourism and Hospitality Research*, 12(1), 89–105.

Simao, J. (2013). *An extended VRIO model as a framework for sustainable tourism planning: A review*. Southampton: WIT Press.

Tagg, B., & Wang, S. (2016). Globalisation, commercialisation, and learning to play at Kidzania Kuala Lumpur. *International Journal of Play*, 5(2), 141–158.

Thornton, P. R., Shaw, G., & Williams, A. M. (1997). Tourist group holiday decision-making and behaviour: The influence of children. *Tourism Management*, 18(5), 287–297.

Wang, D., Li, X., & Li, Y. (2013). China's smart tourism destination initiative: A taste of the service-dominant logic. *Journal of Destination Marketing and Management*, 4(3), 143–201.

Whitebread, D., & O'Sullivan, L. (2012). Preschool children's social pretend play: Supporting the development of metacommunication, metacognition and self-regulation. *International Journal of Play*, 1(2), 197–213.

Q30 Willett. (2015).

▲ Wood, A. (2018). Fashionable childhood. Children in advertising. *International Journal of Play*, 7(1), 124–126.

Looky resort mini club (Club Lookea). Retrieved from <https://www.look-voyages.fr/look/club->

Q31 [vacances/club-vacances-enfant-looky-club.aspx](https://www.look-voyages.fr/look/club-vacances/club-vacances-enfant-looky-club.aspx)

▲ Club Med mini-clubs. Retrieved from <https://www.clubmed.fr/l/club-enfant>

Sandals. Retrieved from <http://www.beachesresorts.co.uk/holiday/kids/>

Pierre & Vacances. Retrieved from https://www.pierreetvacances.com/fr-fr/clubs-enfants_om

Camp Hyatt Maui. Retrieved from <https://travelmamas.com/hyatt-regency-maui-review/>

Funician Club. Retrieved from <https://www.thephoenician.com/funicians-kids-club/>

Royal Decameron Indigo Beach Resort and Spa. Retrieved from <https://fr.oyster.com/haiti/hotels/royal-decameron-indigo-beach-resort-and-spa/photos/kids-club-v13121408/>

Haitian National Museum. Retrieved from <http://www.esclavage-memoire.com/lieux-de-memoire/musee-du-pantheon-national-haitien-25.html>

770

775

780

785

790

795

800

805

810