

Memberships are used as competitive marketing tools to retain customers and build relationships across a wide variety of organizations and sectors. Membership research is an emergent multidisciplinary field of interest for scholars representing different disciplines.

This thesis studies members and memberships at nonprofit organizations in tourism settings from a relationship marketing perspective. The four studies that make up this thesis explore the membership phenomenon with the aim to get insight into why individuals choose to become members, why they stay on as members, and how members interact and use their memberships. The overall objective is therefore to explore *motivations* related to memberships and how this is reflected in different member *behaviours* and member *roles* within tourism settings.

Anna Karin Olsson is a lecturer and researcher in business administration at University West.

ISBN: 978-91-628-8517-5



UNIVERSITY OF GOTHENBURG
SCHOOL OF BUSINESS, ECONOMICS AND LAW



Anna Karin Olsson

Members in Tourism Settings - their motivations, behaviours and roles



Members in Tourism Settings - their motivations, behaviours and roles

Anna Karin Olsson

MEMBERS IN TOURISM SETTINGS
-THEIR MOTIVATIONS, BEHAVIOURS AND ROLES

MEMBERS IN TOURISM SETTINGS -THEIR MOTIVATIONS, BEHAVIOURS AND ROLES

Anna Karin Olsson



UNIVERSITY OF GOTHENBURG
SCHOOL OF BUSINESS, ECONOMICS AND LAW



UNIVERSITY WEST

Doctoral Thesis in Business Administration at University of Gothenburg, School of
Business, Economics and Law, Sweden

© Anna Karin Olsson, 2012

University West
Department of Economics and IT
S-461 86 TROLLHÄTTAN
SWEDEN

anna-karin.olsson@hv.se

ISBN: 978-91-628-8517-5
<http://hdl.handle.net/2077/29593>

Cover photo: Lilian Oscarsson
Printed in Sweden by Ineko AB, 2012

Till mina fina barn Wille och Ludde

ACKNOWLEDGEMENTS

The process of completing this thesis has been an extraordinary experience full of great challenges and joy. My personal motivations, behaviours and roles have indeed varied and developed along with this process. During the last years I have met many people who have generously shared their knowledge, passion and networks of relations.

My warmest thanks to my supervisors, Professors Lena Mossberg, Centre for Tourism at the School of Business, Economics and Law, Gothenburg University, and Stefan Lagrosen, University West, who supported and encouraged me all the way with steadfast involvement and inspiring discussions about research and life.

I also value assisting support from Professor Tommy Andersson, Centre for Tourism, and Associate Professor Martin Gellerstedt, University West. Lots of inspiration and good ideas came from working with Associate Professor Anette Therkelsen, Tourism Research Unit at Aalborg University, Denmark.

During this thesis work several discussants have contributed critical comments that improved my manuscripts. Thanks to Eva Ossianson, Ulf Ågerup, Pia Adolfsson and Mia Larson. Thanks to researchers and present and former PhD students at Centre for Tourism.

I am also grateful to all my colleagues and friends at University West who have encouraged me in my work. Thanks to my friends Birgitte Christiansen, Iréne Bernhard, Kikki Dahlgren, Kristina Lindh, Ingela Strive and Ellinor Östlund. A special thanks to Rolf Dahlberg for encouraging me to start this thesis project. Thanks also to William Jobe for proof reading parts of this thesis.

Thanks to Sonia Lundin and members at Nordens Arks Vänner, Sweden and the network around Middelalderuka in Numedal, Norway, especially Gørrill Trælstad and Hilde Markussen.

Thanks to Sparbanksstiftelsen Väst for financing parts of this thesis work.

Last but not least thanks to my loved ones, my family, parents and relatives, for all your love and support. Stefan, Wille and Ludde – you are the lights of my life!

When I now end my thesis work I look forward to future research projects.

Sjöskogen, July, 2012

Anna Karin

ABSTRACT

Membership programs are widely-used marketing tools. Many customers belong to a number of different membership programs across a variety of organizations and contexts. Memberships are based on the idea of mutual benefits of a relationship. Memberships in general offer tangible and intangible benefits such as free admission, discounts, special offers or access to special services, and a sense of belonging and identity. General organizational benefits of memberships besides customers are funding, fee revenue, legitimacy, and various kinds of member support. Memberships are used as competitive relationship marketing tools to retain customers, build relationships and encourage member participation. Many memberships have developed from merely being reward programs into an attempt to create emotional bonds based on calculative and affective commitment.

Research into memberships is an emergent multidisciplinary field of interest for practitioners and scholars representing different disciplines. This thesis is delimited to study members and memberships at nonprofit organizations within tourism settings from a relationship marketing perspective. The aim is to get insight into why individuals choose to become members, why they stay on as members, and how members interact and use their memberships. The overall objective is therefore to explore *motivations* related to memberships and how this is reflected in different member *behaviours* and member *roles* within tourism settings. Throughout this thesis a mixed-method research approach was applied combining qualitative and quantitative research to explore the membership phenomenon. This thesis is comprised of four studies based on data from an explorative pre-study (12 respondents), a questionnaire survey (755 respondents), and a Nordic cross-case study (37 respondents).

Findings showed member motivations, behaviours and roles within the tourism system. Member motivations were identified as altruistic (doing good for others), self-interest (doing good for yourself) and social (doing good with others). Findings further showed member interactions with other members (M2M), customers/visitors (M2C) and supported organizations (M2B). Member behaviours found were: returning (retention); supporting, visiting, using member information (participation); marketing, spreading WOM and recruiting new members; and volunteering (co-creation). Furthermore, significant relations were found between motivational dimensions, behaviours and member demographics (age, gender, and distance). Members performed multiple overlapping roles from being supporters and visitors to front-line co-creators.

Keywords: membership, interaction, relationship marketing, motivations, behaviours, roles, participation, co-creation, tourism

TABLE OF CONTENTS

INTRODUCTION	1
The overall objective and the studies of my thesis	5
THEORETICAL FRAME OF REFERENCE	7
Membership research	7
Members and memberships from a relationship marketing perspective	8
Member motivations	13
Member behaviours	15
Member roles	19
Memberships in tourism settings	20
RESEARCH DESIGN AND METHODOLOGICAL REFLECTIONS	24
An explorative pre-study (Study 1)	25
A questionnaire survey (Study 2 and 3)	26
A cross-case Nordic study (Study 4)	28
PRINCIPAL FINDINGS AND CONCLUSIONS	31
Why do individuals choose to become members?	32
Why do individuals stay on as members?	33
How do members interact?	34
What kind of roles do members perform?	37
CONTRIBUTIONS	38
FURTHER RESEARCH	40
REFERENCES	42
THE FOUR STUDIES	
1. A Tourist Attraction's Members – Their Motivations, Relations and Roles	
2. Spatial Aspects of Member Retention, Participation and Co-Creation in Tourism Settings	
3. Doing Good – An Exploration of Members' Motivations and Behaviours in Tourism Settings	
4. Making an Effort for Free – Volunteers' Roles in Destination-based Storytelling	

APPENDIX

FIGURES AND TABLES

Figure 1	The key concepts of this thesis	13
Figure 2	A conceptual model of relationship marketing of membership organizations, from Gruen, 2000	16
Figure 3	The Tourism System, adapted from Leiper, 1979	22
Table 1	Overview of the studies of this thesis	30
Figure 4	This thesis related to the Tourism System	31

INTRODUCTION

'Would you like to join as a member?' Contemporary customers are barraged with offer of memberships. The question pops up everywhere, as members and membership organizations can be found in almost all walks of life. The application of memberships is evident across sectors and referred to under a range of different names, e.g. sport clubs, supporter clubs, fan clubs, pressure clubs, customer clubs, loyalty or reward programs, co-operatives, associations, societies, owner clubs, product user clubs, and friendship schemes (Hill and Whitehead, 2004; Iliffe, 2004; Slater, 2005). Many customers join memberships and fill their wallets with membership cards from various firms and organizations. The act of joining as a member is an active, conscious decision (Gruen, 2000; Hill and Whitehead, 2004).

Memberships are based on the idea of mutual benefits of a relationship. Memberships in general offer benefits both tangible and intangible, such as products and services, discounts, gifts, special offers, access to special services, a sense of belonging and identity and meeting other people with similar interests (see e.g. Gruen, 2000). The organizational benefits of memberships often include funding, fee revenue, customers, legitimacy, and different kinds of support such as volunteers and advocates (see e.g. Bussell and Forbes, 2003a; Iliffe, 2004). Memberships are viewed as important competitive marketing tools used to retain customers and build relationships (see e.g. Bhattacharya, Rao and Glynn, 1995; Feng and Morrison, 2007).

The aim of this thesis is to explore motivations for becoming a member, and how this is reflected in member behaviours and member roles. A member is here viewed as a customer who has made an application or decision to join, paid a fee, and hence become recognised as a member, categorised, and listed by the supported organization (Gruen, 2000). The concepts "customer" and "consumer" are used interchangeably throughout this thesis. A membership is viewed as a formalised relationship in which members support an organization financially and/or with other kinds of support. The terms "members" and "friends" are often used interchangeably, though normally referring to supporters and fundraisers and a source of volunteers and advocates linked to the organization (Slater, 2005). According to a study by Raymond (1992), the term supporters was often strongly associated with football clubs and the Burns Sadek study (1992) in Slater (2003a) furthermore showed that the term *members* was preferred to *friends* since members participate and the label "friends" was regarded as old-fashioned and

unprofessional. In the present thesis therefore references to *members* and *membership organizations* will include what could also be called friends and friendship organizations. Volunteering and volunteers here refer to members performing voluntary support work without monetary compensation.

The application of different kinds of membership is an international phenomenon and tens of thousands of memberships with millions of members exist today (Slater, 2005, p. 23). Firms and organizations in all sectors show an increasing awareness of the potential of memberships (Hill and Whitehead, 2004). However, despite organizational benefits, memberships are often merely packaged as a product with a range of benefits sold to members for a fee (Raymond, 1992; Slater, 2003a), e.g. as a membership card to be used as an entrance pass allowing several visits at a lower cost. In recent decades marketers have applied memberships mainly as loyalty, rewards or frequency programs such as frequent shopper programs and frequent user programs based on customers' accumulation of frequency points or monetary rewards, e.g. in retail and services in order to gain market share and enhance loyalty (see e.g. Gruen and Ferguson, 1994; Gruen, 2000).

However, following changes in society and marketing perspectives with stronger focus on relationships rather than transactions many memberships have developed from merely being reward programs into an attempt to create emotional bonds based on calculative *and* affective commitment (Mattila, 2006). According to Gummesson (2002), a *genuine* membership prevails when an individual is "being a member of an association for idealistic reasons, personal development, sports and leisure activities" and the primary focus of the member is consequently not profit (p. 98) as opposed to a commercial, profit-driven *pseudo* membership. Non-monetary member benefits encouraging participation or co-creation are now often included to create long-term relationships generating mutual value, as contemporary customers are attracted to offers in which they can participate (Kolb, 1999). Co-creation refers to a joint process of creation of value where providers, customers (i.e., members) and other actors interact. All kinds of customer-organization interactions are critical for creation of value (Prahalad and Ramaswamy, 2004). This is in line with Grönroos (2008), who claims that the interaction process is the core of the relationship, hence the fundamental construct in marketing as it "enables the firm's co-creation of value with its customers" (p.311). A relationship proceeds into a process of various interactions over time between customers and organization (Grönroos, 2004). Value is co-created by

customers interacting with organizations, staff or with a community of other customers (Ramaswamy, 2009).

Customers as members can hence be viewed as active players, sources of competence, and co-creators of value performing various roles in networks of relationships (Prahalad and Ramaswamy, 2000; Vargo and Lusch, 2004). Members performing volunteer work may “not only stuff envelopes and work as ushers, but in some organizations also sew costumes, build sets, lead gallery tours, operate gift shops and provide a host of other critical services. ... they may also be acting, directing, dancing or making music“ (Steuer, 1997, p. 1, cited by Wymer and Brudney, 2000, p. 41). The co-creation mechanism within customer relationships is a new area of research with limited empirical studies and hence in need of further studies (Randall, Gravier and Prybutok, 2011).

Despite the widespread nature of the membership phenomenon, literature about members and membership organizations is limited and fragmented (Slater, 2005). Membership marketing research in this field is limited (Bhattacharya et al., 1995; Gruen 2000; Slater, 2004) and mainly focused on typologies with less attention to empirical studies (Bhattacharya, 1998). Research of members and memberships represents an emerging multidisciplinary field that is of interest for practitioners and organizations in all sectors as well as scholars representing different disciplines. Academic literature can be found across international journals of sociology, museology, business and tourism. There are still gaps to fill regarding research into members and memberships, and calls have been made for more research on “an integrated understanding of individuals’ motivations for joining, using, and retaining membership” (Slater, 2003b, p 185).

Slater (2003b), and Bussell and Forbes (2006) strongly argue that managers need this understanding in order to develop innovative strategies to recruit new members, retain them and encourage committed supportive members. As pointed out by Wymer and Brudney (2000), managers need deeper insight into members’ experiences of memberships in order to make more informed strategic decisions on recruitment and management. Insight, not only into what motivates people to join or to return to a membership relationship, but how members use their memberships and what kind of roles members perform within this relationship, may give competitive advantages. Furthermore, practitioners’ insight into the customer’s perspective of membership is vital to be able to use the full potential of members and membership programs as marketing tools and mechanisms of relationships.

This kind of knowledge is of strategic and competitive importance in developing, marketing and managing efficient membership programs based on relationships with mutual benefits.

The membership phenomenon offers rich research opportunities in several interesting and challenging contexts. This thesis however is delimited to study members and memberships at nonprofit organizations within tourism settings. The tourism context is selected here as it has a long history of relationship marketing practices and various membership programs have been in use since the 1970s (Gilbert, 1996). The increasing application of memberships in tourism also points out the need for further research into the different facets of memberships (Deery, Jago, and Shaw, 1997; Jago and Deery, 2002). The numbers of members performing volunteer work in tourism is increasing (Deery, Jago and Shaw, 1997; Gallarza, Artega, Floristán, and Gil, 2009; Holmes and Smith, 2009; Jago and Deery, 2002). Many membership studies report however on an ageing membership base (see studies by e.g., Bhattacharya et al., 1995; Bussell and Forbes, 2003a; Slater, 2003b) showing the need for innovative strategies to recruit and retain new members.

Many events and tourist attractions such as museums, galleries, parks and heritage sites are run by nonprofit organizations that depend on volunteer support (Andersson and Getz, 2009). A nonprofit organization (NPO) is here defined as formally organized, private, self-governing, nonprofit, and voluntary, i.e., it involves non-compulsory voluntary participation (Salamon and Anheier, 1992). The main income of a NPO is thus received from “voluntary dues and contributions of their members and supporters” (Anheier, 2005, p. 45). Membership relationships at NPOs are often based on members’ individual interests, e.g. concerns, commitments and compassion for other people, a specific cause, caring for their community, the environment, future generations and preservation of traditions, theatre, arts and heritage sites, often linked to healthcare, community building, and regional development. As many NPOs are dependent on member support to survive financial cutbacks and limited funding, marketing activities to retain members, create relationships and encourage member support are crucial (Andreasen and Kotler, 2008; Randle and Dolnicar, 2009). Hence it is of importance to put research focus on customers as members and their motives, behaviours and roles as supporters and an unpaid workforce in tourism settings.

The membership phenomenon is complex and multi-faceted and is thus hard to capture and define. The aim of this thesis is to contribute to the developing field of membership research. The relationship between a member and a supported organization is applied as a point of departure. Members and memberships are here planted within the marketing discipline, more specifically relationship marketing, as will be further elaborated in the following sections. Furthermore, adjacent or overlapping theories and studies of e.g. service marketing, nonprofit marketing, consumer behavior, volunteer studies and destination marketing are discussed as they relate to the membership field.

The overall objective and the studies of my thesis

The aim of this thesis is to address the field of membership research to get insight into why individuals choose to become members, why they stay on as members, and how members interact and use their memberships. Therefore focus is on members in tourism settings with the overall objective to explore *motivations* related to memberships and how this is reflected in different member *behaviours* and member *roles* within tourism settings, here tourist attractions, events and destinations.

The research process started with an exploratory pre-study to approach member and memberships in tourism settings. The first study, “A Tourist Attraction’s Members: Their Motivations, Relations and Roles”, addressed the consumer’s perspective of active membership by explorative research to identify (i) why consumers are motivated to become members of a tourist attraction (member motivations); (ii) what kind of relationships members are involved in (member relations); and (iii) what kind of roles members perform within the tourist attraction system (member roles). The respondents of this study consisted of active members performing volunteer work at a Swedish nonprofit tourist attraction.

The findings of the initial study aroused an interest to study the complete membership base at the selected attraction, not merely those members who are active and present. The supported organization attracts members living in different locations and thus has a geographically dispersed membership base. Therefore the second study, “Spatial Aspects of Member Retention, Participation and Co-creation in Tourism Settings”, focused on the influence of distance on members’ behaviours, i.e., the distance between the supported organization and the member’s

home. The research questions addressed were: How are (i) member retention, (ii) member participation and (iii) member co-creation related to distance? The sample in the second study consisted of individual (adult) and family members of a Swedish nonprofit tourist attraction and hence represented all kinds of members, from non-visitors to frequent visitors living in different regions.

Members' motivational dimensions related to member behaviours, and member demographics were addressed in the third study, "Doing Good – An Exploration of Members' Motivations and Behaviours in Tourism Settings". The purpose of this paper was to contribute to the growing field of membership research by applying a relationship marketing perspective on members in tourism settings. Focus was on exploring why consumers are members (motivational dimensions) and how motivations are related to member behaviours and member demographics and eight hypotheses were tested. The sample in the third study also consisted of individual (adult) and family members of a Swedish nonprofit tourist attraction and thus represented all kinds of members, from non-visitors to frequent visitors living in different regions.

The fourth study, "Making an Effort for Free – Volunteers' Roles in Destination-based Storytelling", aimed to provide deeper insights into members' behaviours and roles, here focused on members performing unpaid work as volunteers at destinations. The term "volunteers" in this study refers to members performing volunteer work. Attention was directed at volunteers' involvement and influence in tourism settings, here events and destinations, by studying volunteers' roles in the various phases of the storytelling process. Members' volunteer work is discussed related to the storytelling approach that has gained increased attention as a means of competitive destination marketing. Storytelling can also be used to frame the destination offerings and to connect and coordinate involvement of various stakeholders. This study was accordingly a deepening into member co-creation, though also a cross-discipline and cross-case study of volunteers' roles as stakeholders in destination-based storytelling. The empirical setting was extended from a single tourist attraction to include members at three Nordic events and destinations. The research questions addressed were: (i) What kinds of roles do volunteers perform in the initiation, design and implementation phases of a destination-based storytelling process? (ii) What level of influence do volunteers exercise in these various phases of the destination-based storytelling process? (iii) On this basis, how does volunteer involvement in storytelling efforts contribute to destination development?

THEORETICAL FRAME OF REFERENCE

This thesis takes a point of departure in embracing the membership phenomenon and the following sections give a brief theoretical overview on applying a relationship marketing perspective to members in tourism settings. More specifically my focus is on the key concepts: motivations, behaviours and roles. Further detailed theoretical reflections are found in the four studies.

Membership research

Membership research is an emerging field of interest for practitioners and organizations in all sectors as well as scholars representing different disciplines. Academic literature can be found in international journals of sociology, museology, business and tourism. Existing research on memberships is mainly found in two areas: the nature of membership organizations and members' motivations and behaviour (Slater, 2005). Marketing research on memberships has mainly focused on services marketing (e.g. Berry, 1995; Ferguson and Brown, 1991; Lovelock, 1983), and frequent customers (e.g. Butscher, 2002; Whyte, 2004). Some research however is to be found about the nature of membership organizations (e.g. Bussell and Forbes, 2006; Hayes and Slater, 2003; Heaton, 1992; Slater, 2003a, 2004, 2005), the benefits and bonds of identification of members (e.g. Bhattacharya et al., 1995; Bhattacharya, 1998; Gwinner, Gremler and Bitner, 1998) and members' motivations and behaviours in museums, theatres and galleries (e.g. Bhattacharya et al., 1995; Bussell and Forbes, 2006; Gruen, Summers and Acito, 2000; Paswan and Troy, 2004; Slater, 2003b, 2005) and at wildlife attractions such as parks, zoos and aquariums (Benbow, 1995; Kinser and Fall, 2005, 2006).

One line of membership research is organization-centric, with interest in the nature of membership organizations. Studies show that membership organizations are diverse, ranging from small informal social groups to large organizations with many thousands of members (Slater, 2005). Some memberships are open for anyone to join, while others have formal membership criteria. Some are closely connected to specific organizations while others focus on a cause or an activity (Butscher, 2002). Hayes and Slater (2003) developed a typology of membership organizations in the museum sector in order to provide a conceptual framework to understand the purpose and nature of these kinds of organizations (later refined in

Slater, 2004, 2005). Three typologies were proposed based on the following characteristics: membership profile, purpose/mission, benefits, recruitment methods, structure/governance, fundraising, promotional methods, and evaluation techniques. The typologies are described along a continuum: at one end a handful of enthusiasts who run a small social club with no formal constitution, at the other end a formal professional integrated membership scheme that is managed as a part of the host organization, operating to fulfil the strategic objectives of the organization. Between these two counterpoints semi-professional organization are found managed by either a separate body or the host organization. Along the continuum the size of the membership base and geographical spread vary from small and local to broader and more extensive. In the social club typology, individual members value the opportunity to influence the organization, though in an integrated membership scheme these opportunities are limited. In an integrated membership scheme with wide geographical dispersion a sense of community or belonging is often fostered by programming and communication, though this may not be needed in a small social club with a local membership base (Slater, 2003b).

Another line of membership research is more member-centric and focuses on member identity, motivations and behaviours (see Bhattacharya, 1998; Bussell and Forbes, 2006; Gruen et al., 2000; Paswan and Troy, 2004; Slater, 2003b, 2005). The present thesis thus follows this line of member-centric membership research with a relationship marketing perspective, as will be further elaborated in the following sections.

Members and memberships from a relationship marketing perspective

Memberships are based on the mutual benefits of a relationship and are thus closely linked to relationship marketing. These ideas were first initiated in marketing theory in the 1980s as part of the shift in marketing focus from a wish to attract customers to keeping them and view them “as assets to be valued, developed and retained” (Zeithaml, Bitner, and Gremler, 2006, p. 29). However, the practice of building relations and creating loyal customers in business is probably older than that (Lagrosen and Svensson, 2006).

According to Berry (1995), who used the phrase *relationship marketing* within service marketing literature in 1983, relationship marketing can be applied on multiple levels to create various kinds of relationships or bonds to increase

customer loyalty. The awareness of organizational benefits of increased loyalty and positive word-of-mouth has increased (Bhattacharya et al., 1995; Grönroos, 2004; Gummesson, 2002).

Parvatiyar and Sheth (2000) point out the importance of mutual value for the parties involved in a relationship. Morgan and Hunt (1994) emphasize relationship marketing activities to establish, develop and maintain relations. This is in line with Zeithaml et al. (2006), who argue that activities to acquire, satisfy and retain existing customers are of importance to create a profitable base of committed customers. Cooper and Hall (2008) emphasize that “relationship marketing is designed to secure a loyal customer base, creating, maintaining and enhancing strong relationships with customers” (p. 44). Butscher (2002) sums up the current marketing situation as the retention marketing trend where different concepts such as loyalty marketing, customer bonding, partnership marketing, customer relationship management (CRM), or one-to-one marketing are used.

Active interactions should be in focus in relationships as should commitment to the brand and emotional involvement, according to Gilbert (1996 in Feng and Morrison, 2007). Gummesson (2006) also points out core variables in contemporary marketing: relationships, networks and interactions. Relationships link people together, and if there are several actors involved the relationship turns into a network with complex patterns of interactions. A broad definition of relationship marketing is suggested as “interaction in networks of relationships” (Gummesson, 2006, p. 60). Furthermore, strategies for building relationships may be based on the human dimension, h-relationships or hCRM, or the electronic dimension, e-relationships or eCRM (see Gummesson, 2006). What all these relationship marketing concepts and definitions have in common is that they reflect the importance of offerings and strategies that emphasize interaction with customers in order to create lasting relationships and establish customer retention based on commitment and involvement.

As mentioned earlier, relations and interactions with customers can be on multiple levels using various channels or media. Relations may be created or developed between individual customers and the supported organization (i.e., C2B or B2C) and/or between customers and customers (i.e., C2C). Relationships are not merely managed or controlled by organizations, they are also managed by customers, e.g. by recommending, spreading positive/negative word-of-mouth, liking or disliking on social media or the Internet (Gummesson, 2006). Studies of customer

identification show that customers who identify more strongly with a firm tend to purchase more and spread positive word-of-mouth more often (Ahearne, Bhattacharya and Gruen, 2005). Individuals or groups sharing a common interest or need often form communities (see e.g., Muniz and O'Guinn, 2001; Schouten and McAlexander; 1995). In a membership context, memberships can be viewed as member communities interacting with the supported organization as well as with other members in real life and virtually. A broad definition of community is suggested by Kozinets (1999) as a group of people "who share a social interaction, social ties, and a common 'space'" (p. 253) studying "real life" and virtual communities. Virtual communities are also referred to as on-line consumer tribes that act in creative and entrepreneurial ways (Cova, Kozinets and Shankar, 2007), hence often non-manageable/non-controlled by the supported organization. As stated by Gummesson, Vargo and Lusch (2010), "The Internet, e-mail, and mobile communication offer a new infrastructure for commercial and social relationships" (p. 12).

In customer communities word-of-mouth (WOM) is a vital element of social interaction among individuals. WOM is here applied in the membership context based on the definition "informal, person-to-person communication between a perceived non-commercial communicator and a receiver regarding a brand, a product, an organization, or a service" (Harrison-Walker, 2001, p. 63). Brown, Barry, Dacin, and Gunst (2005) point out that WOM may include communication in person or via some communication medium. Hence member-to-member/presumptive member interactions may occur in communities in person face to face as well as in cyberspace.

In this study members are viewed as customers and as such part of the current transformed customer image from the passive customer-as-recipient into the active customer-as-participant (Vargo and Lusch, 2004), and thereby important sources of competence (e.g., Prahalad and Ramaswamy, 2000). Early consumer studies by Wikström (1996) point out customers as co-producers taking part in co-production activities such as design, production and consumption. In the context of service marketing Vargo and Lusch (2004) presented a service-dominated logic stating that "the customer is a coproducer of service" (p. 7), later refined to emphasize the collaborative nature of value creation in to "the customer is always a co-creator of value" (Vargo and Lusch, 2008, p. 7). A customer-centric view with customers as co-creators of value is emphasized (e.g., Grönroos, 2008; Prahalad and Ramaswamy, 2000). Gummesson, Vargo and Lusch (2010) encourage research

with a holistic and process perspective on multiple levels of interaction among customers, firms, government, political and economic organizations, since all levels interact and influence each other.

It has been argued further that marketing research experiences a co-creation paradigm indicating new innovative marketing practices (see e.g., Prahalad and Ramaswamy, 2000; Ramaswamy, 2009). Calls have been made for further research into dimensions of the complex co-creation mechanism in customer relationships as a new research area (Randall et al., 2011).

As stated by Randall et al. (2011, p. 5), co-creation refers to “an evolutionary process that occurs not only between the firm and the customer but also among the community of customers”. Value is co-created when customers interact with organizations, staff or with a community of other customers (Ramaswamy, 2009). Co-creation is a joint process of creation of value and all kinds of interactions are critical for creation of value (Prahalad and Ramaswamy, 2004). This is in line with Grönroos (2008), who claims that the interaction process is the core of the relationship, hence the fundamental construct in marketing as it “enables the firm’s co-creation of value with its customers“ (p. 311). A relationship proceeds into a process of various interactions over time between customers and organization (Grönroos, 2004). Shaw and Williams (2009) view interactions as critical touch points at which the organizations interact with the individual customers. The interaction process helps organizations to acquire and increase their knowledge of customers and their preferences and to conduct marketing activities *with* the customers, not for them (Ramani and Kumar, 2008; Shaw and Williams, 2009; Srinivasan, Anderson, and Ponnayolu, 2002). Furthermore, customer co-creation is here viewed as customer involvement in the production of an organization’s products, services, and/or marketing, as suggested by Gruen et al. (2000, p. 37), referring to Sheth and Parvatiyar (1995). Co-creating customers may hence also act as *part-time marketers* in their roles as supporters and advocates interacting with other customers since they “carry out marketing activities but, in contrast to the full-time marketers, the FTMs, they do not belong to the marketing or sales department“ (Gummesson, 1991, p. 60).

Organizations embrace co-creation in various ways. In a membership context the characteristics of membership relationships are similar to other buyer-seller relationships regarding the view of membership as assets to be managed, as they based on core offering to which the member can be loyal; the bonds between

parties involved may be multiple, including financial, social or structural bonds; the member is taking part in the creation of mutual value; and psychological constructs, e.g., satisfaction, trust and commitment affect the relationship (Gruen, 2000; Gruen et al., 2000). However, membership relationships have some unique features, such as specific contractual period of memberships; roles of social identification; member interdependence developing member to member networks; an amount of co-production is often required by members; and linkage of the membership to the core service (Gruen, 2000; Gruen et al., 2000).

As mentioned earlier, one of the main ideas in relationship marketing is to view customers as valuable assets in order to create loyalty and long-lasting relationships. Most membership organizations compete for members' attention and loyalty. Nonprofit organizations often strive to build genuine memberships (cf. Gummesson, 2002). Based on the unique features of memberships: a specific contractual period of membership (often a year), the role of social identification and the linkage to satisfaction of the quality of the core service or offering, this thesis explores member motivations for joining an organization as a member and, in addition motives to return at a renewal point to renew the membership and stay loyal to the member organization. Interesting issues to study further are: Why individuals choose to become members in the first place? Why do they stay on as members? Existing research on motivational dimensions of nonprofit memberships will be further discussed in the following section linked to consumer value, commitment and volunteer studies.

Another key construct in relationship marketing is interaction and creation of mutual value. Contemporary customers are often active and involved in various kinds of networks and communities interacting with organizations and other customers. A unique feature of membership relationship mentioned above is that a certain degree of co-production is often required by members. This thesis aims to get deeper insight into member behaviours in membership relationships, here with focus on how members use their memberships and how they interact. Member behaviours within a membership relationship are viewed as the different kinds of interactions or touch points between members and the supported organization. In the following sections member behaviours will be further discussed and linked to terms of retention, participation and co-production/co-creation.

This thesis also explores how member motivations and behaviours are reflected as member roles within a membership relationship (see Figure 1). The following

sections will further discuss existing research of member roles by level of participation, time, visibility, and as a continuum from consumers to producers.

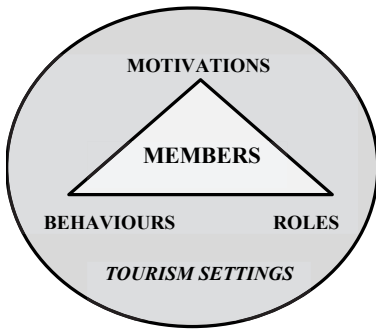


Figure 1 The key concepts of this thesis

Member motivations

When an individual joins a membership relationship, this can be viewed as an active and planned decision and as a “visible statement that he or she wishes to be in a relationship with that organization and the other members of the organization” (Gruen 2000, p. 356), thus establishing a formalized bond. Motivation to join as an active member is often due to the importance of being personally asked and recruited by friends or family members (Wymer, 1997). To perform volunteer work for a member organization further communicates something about the values of the individual member (Wymer and Samu, 2002) and gives opportunities to pass on beliefs and values to other people (Steen, 2006).

Previous research on membership motivations in nonprofit organizations present multifaceted overlapping motivations for members in various settings, e.g. at museums and galleries (Bhattacharya et al., 1995; Glynn, Bhattacharya, and Rao, 1996; Paswan and Troy, 2004; Slater 2003b; Wymer and Brudney, 2000; theatres (Bussell and Forbes, 2006); literary heritage (Smith, 2003), special events (Monga, 2006), sports events (Downward and Ralston, 2005; Kemp, 2002) and humanitarian organizations (Prouteau and Wolff, 2008). Paswan and Troy (2004) sum up previous research and propose broad categories of different dimensions of member motivations. Altruistic motivations include philanthropy as a desire to give help and support, and preservation as a desire to save something for the future. The

membership fee often tends to increase the value of tangible benefits offered and is hence often regarded as an altruistic donation (Paswan and Troy, 2004; Slater, 2003b). Egoistic motivations based on self-interest can be categorised as traditional tangible member benefits such as free admission, social recognition such as status and prestige, and benefits for children. Hedonic motivations are also linked to self-interest expressing a strong passion for something or sheer joy or pleasure.

There are individual, multiple benefits sought in memberships by different members at different times (Hill and Whitehead, 2004). While members often express that they do not want anything in return for their support, they do often have expectations, hence altruistic and egoistic motivations are not mutually exclusive, as pointed out by Wymer, Riecken, and Yavas (1997). Members often expect some kind of gratitude or recognition (Bussell and Forbes, 2002; Steen, 2006). Members often receive personal non-monetary returns and express a need to “feel useful and productive, as well as the need for gaining prestige and enhancing self-esteem” (Steen 2006, p. 53). Studies by Bussell and Forbes (2002) support the importance of intangible benefits, proposing that active members satisfy their social and psychological needs as memberships offer opportunities to meet other people, and share their interest and enthusiasm for a specific cause or interest (Prouteau and Wolff, 2008; Smith, 2003). Studies of sports events volunteers also show the importance of social motivations such as belonging to a community, social contact and friendship, to be needed by society, national pride and pride in a nation’s culture, but also egoistic motives of personal development and self-esteem (Kemp, 2002; Downward and Ralston, 2005).

The motives of membership can also be viewed through the lens of consumer value, here defined as “an interactive relativistic preference experience” (Holbrook, 1999, p.5, referring to Hilliard, 1950:42). Consumer value entails interaction between a consumer (here a member) and some object (e.g. a product, a service, an organization, people). Consumer value is relativistic, hence it is personal and varying, situational and involves preference. Many activities and organizations compete for the consumers’ attention, leisure time and financial support. Consumer value is an experience since value resides not in the brand or product but rather in the consumption experience(s) (Holbrook, 1999), here the consumption of a membership. In a competitive environment with rapidly shifting consumer behaviour patterns it is of interest to identify the underlying motives that inspire consumers to join an organization as members (/re-/purchase of membership) and furthermore to consume or experience their memberships in various ways (e.g. visit

or perform volunteer work and other supportive behaviour). In a paid employment relationship there are opportunities to motivate and control employees with wages and monetary benefits, whereas members may have different dimensions of motivations to join or to continue their relationships with the supported organization (Monga, 2006).

Commitment is in focus in relationship marketing as it is viewed as an essential part of developing and maintaining long-term relationships (Dwyer, Schurr, and Oh, 1987; Morgan and Hunt, 1994). Commitment is here further viewed as a motivational phenomenon (Wiener, 1982) and can be defined as “an enduring desire to maintain a valued relationship” (Moorman, Zaltman, and Deshpande, 1992, p. 316). Studies of high relational consumers (e.g. active members) indicate that they are influenced and driven by commitment and trust. Consumer behaviour is believed to be affected by commitment as a mental or psychological state (Garbarino and Johnson, 1999). Committed consumers are positive in attitude and behaviour regarding a specific brand.

Behaviours such as repeated purchases, positive word of mouth, and customer-to-customer interactions may be essential to organizations in service settings such as leisure and travel (Rowley, 2005). Commitment can be viewed as a three component concept: an input component as a kind of investment in the relationship, an attitudinal component such as a psychological attachment, and a temporal component pointing out that commitment to the relationship exists over time (Gundlach, Achrol, and Mentzer, 1995).

In a membership context, membership commitment can be defined as “the degree of the membership’s psychological attachment to the association” (Gruen et al., 2000, p. 37). The three dimensions of membership commitment are suggested to be normative commitment (moral obligations), continuance commitment (economic, social and psychological bonds to stay on as member), and affective commitment (positive emotional attachment) (Gruen et al., 2000).

Member behaviours

In this thesis member behaviours are viewed as different kinds of interactions between members and the supported organization within a membership relationship and are here studied as retention, participation and co-production/co-creation

following Gruen’s (2000) conceptual model of relationship marketing of membership organizations. In the first study of this thesis the term “member relations” is used, though the following studies apply the term “member behaviour” as suggested by Gruen (2000). Gruen’s model visualizes the unique and critical characteristics of membership relationships discussed in earlier sections related to member attitudes and behaviours as presented in Figure 2. This model also links the areas of membership research from organisation-centric to member-centric.

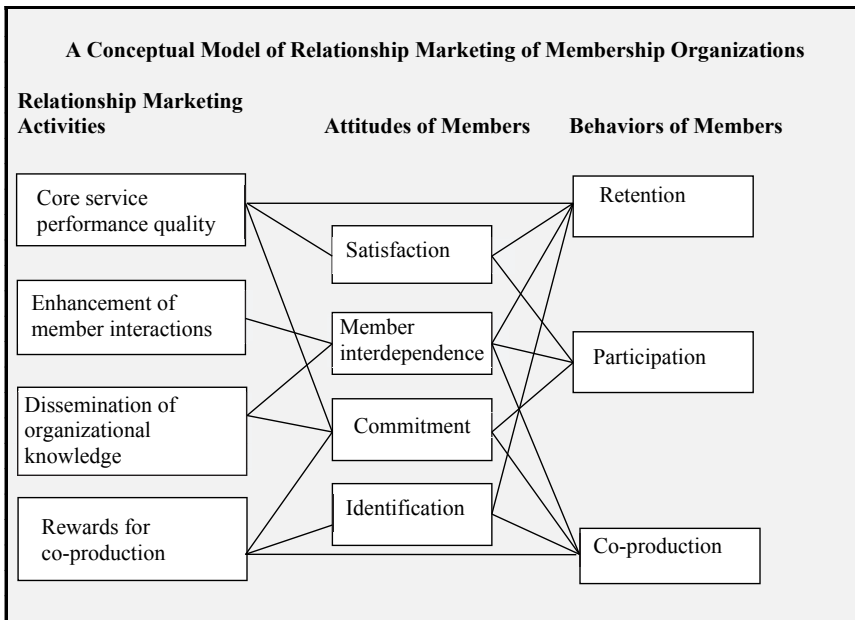


Figure 2. A conceptual model of relationship marketing of membership organizations from Gruen, 2000, p. 366

If members are viewed as valuable assets, membership organizations may encourage member behaviours such as retention (longer relationships), participation and co-production (more usage and more involvement). Attitudes are here viewed as four psychological mechanisms related to member behaviours: satisfaction with the core offerings, i.e., the member value of being part of the relationship; commitment such as bonds of attachment to the organization; identification or belonging based on members’ self-concepts; and member interdependence such as relationships with other members. Relationship marketing activities (RM-activities) are presented as performance of core service; rewards for

member contributions, enhancement of member interactions, and dissemination of organizational knowledge, i.e., members' understanding of the mission and values of the supported organization.

Retention refers to customer retention, i.e., the returning behaviour of members who renew their membership from one year to the next. Motivations to stay on as an active member are connected to factors such as a volunteer-friendly environment, positive relations between paid staff and volunteers, and job characteristics (Bussell and Forbes, 2002). Motivations to stay may also be influenced by “the extent to which volunteers find their work meaningful, feel responsible for the outcomes and perceive recognition and appreciation for their work influences retention” (Steen, 2006, p. 54) and hence be linked to dimensions of commitment mentioned above. Memberships may further create a sense of belonging and member identification with an organization (Bhattacharya et al., 1995). Identification is here defined as “perceived oneness with or belongingness to an organization, where the individual *defines* him or herself in terms of the organization(s) of which he or she is a member” (Mael and Ashforth, 1992, p. 104). Like-minded people often form communities (see e.g. Muniz and O’Guinn, 2001; Schouten and McAlexander; 1995).

Member participation refers to the extent a member uses or consumes the member offerings, e.g. supporting, visiting, buying products/services, attending meetings or special events, reading the member magazine, reading e-mails or visiting the member website (Gruen et al., 2000). Membership studies at museums and in the heritage sector point out that members often are visitors (Holmes, 2003; Holmes and Edwards, 2008). However, studies of art museum members point out that there is a “paradox of buying membership and then not using its participating privileges” (Glynn et al., 1996, p. 260) indicating passive consumption as some members do not visit frequently or use other member benefits (Slater and Armstrong, 2010). Thus some members are non-visitors and may merely participate as financial supporters (Slater, 2003b). They often enjoy their membership however and “transact at arms’ length” taking part of member information by mail, member magazines, and websites (Bhattacharya, 1998). Studies indicate that the use of membership communications is of importance as it involves members and may be used as a substitute for a visit (Bhattacharya et al., 1995). Findings of studies of relationship-building communication strategies employed within membership programs indicate that museums and galleries tend to use the full potential of the Internet as a two-way channel for communication with members as a means to

bridge distance. The main communication channels applied at wild life attractions and zoos however are often limited to member-only newsletters, magazines, special events and renewal mailings (Benbow, 1995; Kinser and Fall, 2005, 2006).

Members' involvement as voluntary performances that benefit the supported organization and "the extent to which the membership is involved in the production of the association's products, services, and/or marketing" is termed *member co-production* by Gruen et al., (2000, p.37) referring to Sheth and Parvatiyar (1995). Volunteering is often a long-term regular behaviour (Penner, 2002) and as concluded by Gruen et al. (2000), in long-term relationships "customers go beyond consuming the product of the organization: they become coproducers who participate in the value creation of the selling organization" (p. 35). The application of the concept of co-production in marketing literature has further developed with emphasis on the collaborative nature of value creation as customers' co-creation of value (see e.g. Grönroos 2008; Heinonen, Strandvik, Mickelsson, Edvardsson, Sundström and Andersson, 2010; Prahalad and Ramaswamy 2000; Vargo and Lusch 2004; 2008). The concept "co-creation" will mainly be used in this thesis henceforth, although the term "co-production" is used in the first study.

Tourism services and experiences offer many opportunities for member co-creation (March and Wilkinson, 2009) since "associations depend on the efforts of members to create and deliver much of the value of the benefits enjoyed by their members" (Gruen et al., 2000, p. 35). Active members often perform unpaid work as volunteers. Volunteering is a complex international phenomenon that refers to various kinds of unpaid activities across society (Dekker and Halman, 2003). Tourism volunteering is here viewed as formal volunteering, performed within a formalized relationship, often a membership, which takes place in a tourism setting.

A broad distinction is often made between tourism volunteers, who travel to foreign places to volunteer as "guests" (see e.g. Brown, 2005), and volunteers who act as "hosts" within their own community or region. Throughout this thesis focus is on members as tourism volunteers acting as hosts supporting attractions, events and destinations in their local community or region. Active members may accordingly act as co-creators when performing volunteer work, taking part in service encounters, serving on boards or committees, leadership, marketing, e.g. by word-of-mouth (WOM) and recruitment of new members, recommendations, and making suggestions for improvement of products and services.

Member roles

Member roles are not fixed (Slater, 2003b) , since members move between roles and this change can be viewed as a membership journey with different stages and roles within the membership relationship such as prospects, supporters and advocates (Ilfie, 2004) or from newly recruited member to active member, to committed member (Bussell and Forbes, 2003b). Members' roles can be expressed as a continuum from *supporters* and *givers*, giving time and/or money, or as *users* and *takers*, seeking benefits (Hill and Whitehead, 2004; Slater, 2003b).

Members may be further be categorised by their level of participation. There are *high active* members who give the most time, energy and money; *moderate active* members who are not highly involved but participate frequently; and *inactive* members who participate infrequently but maintain membership (Kotler and Kotler, 1998). Active members performing volunteer work often take on multiple and overlapping roles in tourism settings, e.g. from service delivery, manual labour, conservation, administration, and knowledge transfer (Hjalager, 2009; Holmes and Edwards, 2008), to advocates and ambassadors (Holmes, 2003).

Another distinction is often made based on time, between the core members formally involved over a longer period of time, and non-core members who mainly fill operational roles only during a specific event (Holmes and Smith, 2009).

Members performing volunteer work are also often categorized by level of visibility into two broad categories from *front-line roles* in direct interaction with visitors to *behind-the-scene roles* (Holmes and Edwards, 2008). Most volunteers are present at attractions, events and destinations performing their front-line roles interacting with visitors and professional staff. At attractions the most common roles are front-line, labor-intensive roles where volunteers directly interact with visitors and staff, e.g. tour guides and entrance service. At events most volunteers take on a variety of temporary roles on an occasional basis (Holmes and Smith, 2009). However, volunteering members may also act as stakeholders and participate in the development of tourism offerings, e.g. become involved in planning of storytelling arrangements, and hence have an indirect impact on the visitor experience of an attraction, event or destination. Still, there is limited research into the strategic or managerial roles of volunteering members (Hjalager, 2009; Holmes and Smith, 2009).

Moreover, volunteering members may take on the roles of both *hosts* and *guests*, or *producers* and *consumers* (Holmes, 2003; Holmes and Edwards, 2008) as they often offer their work as well as consume the experience. Members performing volunteer work may not merely be viewed as economic resources and unpaid workers but as an important segment of committed frequent visitors pursuing their interests seeking leisure activities (Holmes, 2003).

Memberships in tourism settings

The studies of the present thesis were conducted in tourism settings. Solnet (2008) points out that there are five generic trends in today's marketplace: pressures to improve marketing productivity, intensified competition, increased market diversity, demanding and more well-informed consumers, and advances in technology. These trends may affect tourism systems, tourism stakeholders and the development of tourism offerings.

Tourism destinations, attractions, and events are often based on networks and hence interactions by a large number of stakeholders from private, public and voluntary sectors to offer competitive well-coordinated tourism offerings, destinations, attractions and events (see; Morgan, Pritchard, and Piggott, 2003). At destinations most firms have to overcome internal rivalries to cooperate in creating the overall quality of the tourism offering (Morgan, Elbe and Curiel, 2009; von Friedrichs Grängsjö, 2003). Studies of hotel networks point out that local competitors coordinated in networks can boost the attractiveness of a destination. However, "balancing acts" are required to avoid conflict and reach network synergy, especially regarding the collective and the individual, co-operation and competition, intention and action (see von Friedrichs Grängsjö and Gummesson, 2005).

Tourism is a multidisciplinary field of research. However, there is increasing interest in tourism research on relationships and interactions between an organization and its contributing stakeholders (Bornhorst, Ritchie and Sheehan, 2010; Garrod, Fyall, Leask, and Reid, 2012; Getz, Andersson, and Larson, 2007; Morgan et al., 2003). Though it is acknowledged that stakeholders can be "any group or individual who can affect or is affected by the achievement of the firm's objectives" (Freeman, 1984, p. 25), attention in this thesis is directed at members in tourism settings by applying a relationship marketing perspective.

The tourism industry has a long history of relationship marketing practices and can as such be considered to be at the forefront of industries adopting relationship marketing (Palmer and Mayer, 1996). Membership programs have been in use in this context in different ways since the 1970s, e.g. the frequent flyer programs in the airline industry (e.g. Gilbert, 1996), car rental company preference schemes (e.g. Chadee and Mattsson, 1996), frequent-diner and loyalty programs at restaurants (e.g. Prewitt, 1997; Jang and Mattila, 2005), hotel frequent-guest programs (e.g. Palmer, Beattie and Beggs, 2000), travel clubs (e.g. Ferreira, 1996), destination tourist relationship programs (Fyall, Callod and Edwards, 2003), and membership programs at tourist attractions such as theatres, arts galleries, and museums (e.g. Bhattacharya et al., 1995; Bussell and Forbes, 2003a, 2006; Slater, 2005), and at wildlife attractions such as parks, zoos and aquariums (Benbow, 1995; Kinser and Fall, 2005, 2006).

A holistic view of tourism as a system with many connected elements operating within a broader environment is applied throughout all four studies of this thesis, inspired by Leiper's (1979) view of the total framework of tourism. This approach is intended to serve "as an analytic tool for describing the resources involved in the tourism process" (p. 396). The tourism system is multifaceted with spatial/geographical influences based on three elements as illustrated in Figure 3: the human element, the geographical elements (generating region, transit route, and destination region) and the tourism industrial elements. Spatially, the tourism system involves three geographical elements, and can be used to illustrate tourist flow patterns.

The generating regions refer to "the permanent residential bases of tourists", i.e., the home region (p.396). The tourist destination regions are defined as "locations which attract tourists to stay temporarily" (p. 397). Transit routes are "paths linking tourist-generating regions with tourist destination regions, along with tourist travel" (p. 397). The tourists represent the human behavioural elements leaving the generating regions, travelling to the destination regions, and then returning back home. The tourist industry element represents firms and organizations serving the needs of tourists and is found within all three geographical elements and illustrated with darker shading in the figure below (Leiper, 1979).

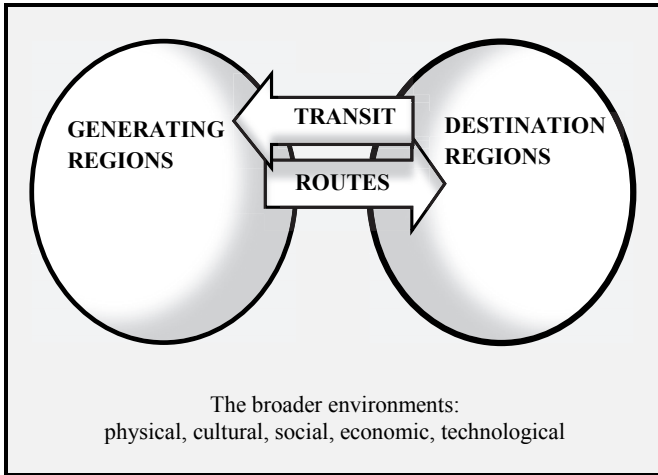


Figure 3 The Tourism System adapted from Leiper, 1979

Leiper (1979) argued that there are industrial and nonindustrial resources in the tourism process within the system. Among several nonindustrial parts that contribute to the tourism process, Leiper (1979) discussed the importance of available leisure time, tourists' social interactions with fellow tourists, and free resources such as friendly people as well as "local people who provide hospitality for visitors in an incidental, voluntary manner" (p. 399). Leiper (1979) further viewed attractions as "sights, events and facilities oriented to experiential opportunities for tourists" (p. 401), hence the tourism system can also be linked to contemporary studies of tourism in the experience economy (Hall and Page, 2010).

Tourist attractions are found in the tourist destination regions and, according to the systems approach, attractions can further be presented as integrated systems (Leiper, 1990, based on earlier works by MacCannell, 1976, and Gunn, 1988). This approach defines a tourist attraction as "a system comprising three elements: a tourist or human element, a nucleus or central element, and a marker or informative element. A tourist attraction comes into existence when the three elements are connected" (Leiper, 1990, p. 371). *The human element* with individual needs reacts to information and is pushed by his or her own motivation to visit the tourist attraction. The second element, the *nucleus*, is any characteristic of a place an individual wishes to experience. The combinations of nuclear elements in the attraction system are varied due to the individual wants and expectations and are referred to as a nuclear mix or nuclear hierarchy. Markers are items of information about the nuclear elements carried by different media, links between the human and

nuclear elements of the attraction system saying “why the object or event is of interest” (MacCannell, 1976, in Lew, 2000, p. 36).

Leiper’s contributions, especially the systems approach, have had a significant influence on the development of tourism research (Hall and Cooper, 2010). The application of the system model is widespread and studies of attractions and their markers are central to the study of tourism. Empirical studies (see e.g. Richards, 2002) support the premise that people are not pulled but pushed to the attraction by their own motivations and that there is a strong relationship between motivation, use of markers and visitations. Richards (2002) strongly argues that “Leiper’s model is still applicable for increasingly fragmented (post)modern consumer demand and increasingly differentiated supply” (p. 1049).

Individual members may be motivated to participate or volunteer, though issues of distance may act as a barrier to active involvement (Sargeant, 2005). Spatial aspects, such as the influence of distance on members’ behaviours, is further studied in the second study. Here a tourist attraction is defined as “a permanently established excursion destination, a primary purpose of which is to allow access for entertainment, interest, or education, rather than being primarily a retail outlet or a venue for sporting, theatrical, or film performances. It must be open to the public, without prior booking, for published periods of the year, and should be capable of attracting day visitors or tourists, as well as local residents” Leask (2008, p. 8).

Tourism events are also found within the destination regions in the tourism system. Events are suggested to be defined by their individual contexts by Getz (2008), stating that “Planned events are spatial–temporal phenomenon, and each is unique because of interactions among the setting, people, and management systems” (p. 404). A typology of categories of planned events based on their form proposed by Getz (2008) include cultural celebrations (festivals, carnivals, religious events), political and state (summits, royal occasions, political events), arts and entertainment (concerts, award ceremonies), business and trade (meetings, trade shows, fairs), educational and scientific (conferences, seminars), sport competition (amateur/ professional, spectator/participant), recreational (sport and games for fun) and private events (weddings, parties).

Tourist destinations are mentioned earlier as destination regions within the tourism system. Tourist destinations are furthermore broadly defined throughout this thesis as “the place where tourists intend to spend their time away from home”, which

may refer to a geographical unit as a city or town, a region, an island or a country visited by tourists (Cho, 2000, p. 144).

As mentioned briefly above tourism is a multidisciplinary field of research in which membership research is emerging. There are however, many possible approaches and methods to consider in membership research. The following section further elaborates on the research design and methodological reflections of this thesis.

RESEARCH DESIGN AND METHODOLOGICAL REFLECTIONS

The research design is closely related to the identification of the research problem of this thesis, i.e., the membership phenomenon. The interest for this research problem arose from my personal interest (Bryman and Bell, 2007) in and experience of memberships and voluntary support.

Throughout this thesis a view of formal membership as a relationship with mutual benefits is applied. Research within the marketing discipline as a part of the social sciences deals with people and their behaviour and is shaped by the society and its social, political and economic processes as well as existing research paradigms and intellectual traditions (Bryman and Bell, 2007). Research methodology may be viewed as universal, though various disciplines and fields of research often develop their own methodological practices and applications. In social science research there are certain general issues to consider as “people are less predictable than non-human phenomena” (Veal, 2011, p. 5) and people may furthermore be aware of being studied, react to results of research and change their behaviour. In addition the social world is ever changing and exact replications of research of people and their behaviour at certain times or in certain places is seldom possible (Veal, 2011). Leisure and tourism phenomena are also often changing as the popularity of certain activities varies over time, the preferences of certain groups (age, gender, social class) change, and the popularity of certain destinations, attractions and sites changes (Veal, 2011; von Friedrichs Grängsjö, 2003). In the development of the emerging multidiscipline or cross-disciplinary field of tourism research, academic disciplines such as sociology and cultural studies, economics, geography, psychology, history and anthropology, and political science have contributed significantly, hence a wide range of research methods are applied in tourism studies (Veal, 2011).

The membership phenomenon is complex, however of emerging interests for researchers from various disciplines. The research process of this thesis is explorative to get deeper insights into this emerging research. The many facets of members and memberships are difficult to grasp, hence different data collection and analysis techniques are applied. The research process included the following parts: a thorough literature review of previous research on members and memberships; a case study with interviews and observations at a tourist attraction; a member survey with a postal questionnaire and analyses of members of a tourist attraction; and a Nordic cross-case study based on interviews and observations of members at destinations and events.

When I started the research process empirical studies within the region of Västra Götaland were recommended as Sparbanksstiftelsen Väst partly financed this thesis study. Nordens Ark (The Nordic Ark) was selected as it is a major tourist attraction situated within the region with a membership base of more than 5,000 members. The membership organization, Stödföreningen Nordens Ark (now Nordens Arks Vänner [Friends of Nordic Ark]), was founded in 1989 and supports the tourist attraction, Nordens Ark, economically as well as ideologically. The tourist attraction is a private, nonprofit foundation dedicated to saving and preserving endangered animals. It is open to visitors yearround and has about 100,000 visitors a year. The attraction is situated within a larger destination, Bohuslän, an attractive tourism region. Empirical studies for study 1, 2 and 3 were conducted on members at this attraction.

An exploratory pre-study

Study 1 is an exploratory pre-study done to approach the membership phenomenon (Bryman and Bell, 2007). A case-study method was applied, giving opportunities for in-depth studies of contemporary phenomena in real-life contexts, especially appropriate when the boundaries between the phenomenon and context are not evident (Yin, 2009). Case studies, furthermore, enable detailed and intensive analyses and combinations of qualitative methods, hence “rely on multiple sources of evidence” (Yin, 2009, p. 18). A close involvement (researcher-respondents) was applied to understand membership at the attraction through the members’ eyes and through their stories (Bryman and Bell, 2007).

Fieldwork, data collection with observations and interviews, was conducted at Nordens Ark during 2006 and 2007. Participant observations of annual meetings and member activities were performed. Shadowing of members performing volunteer work was carried out to deepen the understanding of the studied membership organization (Bryman and Bell, 2007). Notes and photos were used to capture and record observations. A non-probability sample of active members to interview was constructed by referral sampling (Burns and Bush, 2006). As the study proceeded twelve active members were interviewed. Individual semi-structured interviews were used by following an interview guide covering a range of issues such as how, when and why they joined the member organization and what kind of activities they perform as members; and why they stay on as active members performing volunteer work. The respondents described membership from their individual perspective in their own words. Additional issues not mentioned in the guide were picked up during the interviews (Bryman and Bell, 2007).

Data analysis followed based on data reduction, data display and conclusion drawing/verification related to the themes of member motivations, relations, and roles. The flows or streams of analysis were interwoven throughout the study as a continuous process (Miles and Huberman, 1994). A first draft of this study was presented at the 17th Nordic Symposium in Tourism and Hospitality Research, Lillehammer, Norway (Olsson, 2008). The paper was then further developed into an article entitled “A Tourist Attraction’s Members: Their Motivations, Relations and Roles”, published in the *Scandinavian Journal of Hospitality and Tourism* (Olsson, 2010).

A questionnaire survey (Study 2 and 3)

A questionnaire survey was developed for study 2 and study 3 to cover a larger sample of members. The questionnaire was based on a literature review and the findings of the pre-study, i.e., study 1. The questionnaire consisted of three sections that addressed demographics, motivations and behaviour (see Appendix). Demographic variables included gender, age, and distance in kilometres between members’ homes and the attraction (see methodology sections in study 2 and 3). The two-page questionnaire was pre-tested (Kinneer and Taylor 1996) by five members. Revision of questionnaire followed and a total of 2,875 questionnaires were distributed enclosed with the member magazine to all individual (adult) members and family members in 2007. To improve the response rate a short notice about the study was printed in the member magazine.

A total of 755 completed surveys were received giving a response rate of 26.3%. Unfortunately the quality of the membership register and limited access precluded additional follow-ups or reminders. At the time of the study the member register and administration were more formally incorporated into the management of the attraction. With reference to Hayes and Slater's (2003) typology of membership organizations this may be referred to as a transformation from a Public Member's Scheme, i.e., a semi-professional member organization, into an emerging Integrated Membership Scheme that is more formally integrated within the supported attraction. Member register and member administration are now run by professional staff at the attraction.

Study 2 addressed member behaviours related to distance between the members' homes and the supported organization. In analyses of the data, standard chi-square tests and one-way ANOVA analysis were applied. A first draft of the second study was presented at the Uddevalla Symposium in Bari, Italy (Olsson, 2009). The paper was then further developed into "Spatial Aspects of Members' Retention, Participation and Co-creation in Tourism Settings" (Olsson, 2012), published in the *International Journal of Nonprofit and Voluntary Sector Marketing*.

Study 3 was focused on motivations related to member behaviours and member demographics. The paper entitled "Doing Good - An Exploration of Members' Motivations and Behaviours in Tourism Settings" was co-authored by Martin Gellerstedt, University West. We both participated sufficiently in the work and take public responsibility for the whole paper. I had the role as corresponding author as I had the main responsibility for the theoretical frame of reference, the data acquisition and the drafting of the manuscript. We both contributed to the hypotheses, statistical analyses, and the writing process of results, discussions and conclusions. An exploratory factor analysis was applied to identify motivational dimensions (Kinnear and Taylor, 1996; Mooi and Sarstedt, 2011). Furthermore, to test significance between variables classical chi-square tests were used, and for comparing motives between groups of respondents, t-tests or Welsh tests were applied. Multivariate analyses were performed using logistic regression. This paper was submitted to the *International Journal of Culture, Tourism and Hospitality Research*.

A cross-case Nordic study (Study 4)

During the research process of this thesis I participated in a Nordic research project *Storytelling and Destination Development*, partly financed by the Nordic Innovation Centre (see Mossberg, Therkelsen, Huijbens, Björk, and Olsson, 2010). In this two- year Nordic Project I worked with four senior researchers in marketing and tourism. Five Nordic storytelling destinations were studied (The Shellfish Journey in Sweden, the Tales of Limfjorden in Denmark, the Settlement Centre of Iceland, the Neanderthal Family in Finland, and Medieval Week in Norway). I conducted the data collection and analyses of the Norwegian case. Findings were presented at the the 18th and the 19th Nordic Symposiums on Tourism and Hospitality Research, in Esbjerg, Denmark (Mossberg, Björk, Therkelsen, Olsson and Huijbens, 2009) and in Akureyri, Iceland (Mossberg, Therkelsen, Björk, Huijbens and Olsson, 2010).

As the research project continued, Therkelsen, Mossberg and I combined our findings of stakeholder involvement as members performing volunteer work at events and destinations applying a storytelling approach in the Swedish, Danish and Norwegian cases. This enabled a deepened study of member co-creation exploring volunteers' roles in destination-based storytelling further developed into study 4 of this thesis. We applied an explorative case-study design as it gives opportunities for in-depth studies of contemporary phenomena in real-life contexts (Yin, 2009) and furthermore multiple-case studies enable theoretical reflections on what is unique and what is common across cases (Bryman and Bell, 2007). The three cases consisted of rich sets of data: interviews with stakeholders, collection of industry documents, marketing material and media coverage, observations of stakeholder meetings, and participant observations of storytelling events. Individual semi-structured interviews were used covering issues such as the history and development of the destination and the respondent's roles in planning and implementing storytelling arrangements. The sequence of questions varied from interview to interview and additional issues were picked up during the interviews (Bryman and Bell, 2007). A total of 37 respondents were interviewed during 2009-2010. In the Norwegian case there was an additional language challenge since all questions in interviews and observations were asked in Swedish and answered in Norwegian.

This paper was co-authored by Anette Therkelsen and Lena Mossberg, and throughout the research process we all participated sufficiently in the work and take public responsibility for the paper. I had the role as corresponding author and the main responsibility of the theoretical frame of reference and drafting the manuscript. We all contributed by collecting the data of each case, analyses and the writing process of this paper. A first draft of this paper was presented at the 20th Nordic Symposium in Tourism and Hospitality Research, Rovaniemi, Finland (Olsson, Therkelsen and Mossberg, 2011). The paper was then further developed into “Making an Effort for Free – Volunteers’ Roles in Destination-based Storytelling” that is revised and resubmitted to *Current Issues in Tourism*.

Throughout this thesis, a mixed-method research approach was applied combining qualitative and quantitative research. Mixed-method approaches are common especially in case studies as it enables exploring different aspects of a phenomenon, and gathering respondents’ perspectives by various techniques (Bryman and Bell, 2007). The application of various techniques developed during the research process as a learning process for me, combined with increased insights and understanding of aspects of the membership phenomenon. The qualitative data based on interviews and observations in study 1 formed the basis for quantitative measurements in study 2 and 3. In study 4 the single case study was extended to an explorative Nordic cross-case and cross-discipline study that further gained insights into volunteers’ roles and what is unique and what is common across cases. Mixed-method research offers great potential as it may provide better understanding of a phenomenon than if only one method was applied. However there are limitations and constraints to consider (Bryman and Bell, 2007) especially regarding generalization since studies 1-3 are based on a single tourist attraction and study 4 is a Nordic cross-case study though only including three cases and only one in each country.

A brief overview of the four studies, research questions, methodology and samples is presented in Table 1. More detailed methodological considerations are to be found in the methodology sections of each study.

Table 1 Overview of the studies of this thesis

Overall objective: to explore *motivations* related to memberships and how this is reflected in different member *behaviours* and member *roles* within tourism settings, here tourist attractions, events and destinations.

Study	Research questions	Method	Sample
1 ^a	(i) Why are consumers motivated to become members of a tourist attraction (member motivations)? (ii) What kind of relations are members involved in (member relations)? (iii) What kind of roles do members perform within the tourist attraction system (member roles)?	An explorative case study, Observations and in-depth interviews	Active members of a Swedish tourist attraction Number of respondents: 12
2 ^b	How are (i) member retention, (ii) member participation, and (iii) member co-creation related to distance?	Quantitative; postal questionnaire Standard chi-square tests, One-way ANOVA-analysis	Individual and family members of a Swedish tourist attraction. Number of respondents: 755
3 ^c	(i) Why are consumers members? (ii) How are member motivations related to member behaviours and member demographics? Eight hypotheses were tested.	Quantitative; postal questionnaire Explorative factor analysis and multivariate analysis	Individual and family members of a Swedish tourist attraction. Number of respondents: 755
4 ^d	(i) What kinds of roles do volunteers perform in the phases of a destination-based storytelling process? (ii) What level of influence do volunteers exercise in the destination-based storytelling process? (iii) How does volunteer involvement contribute to destination development?	Explorative multiple-case studies: Observations and in-depth interviews	Stakeholders involved in the three Nordic cases Number of respondents: 37

^a "A Tourist Attraction's Members: Their Motivations, Relations and Roles" published in the *Scandinavian Journal of Hospitality and Tourism*, 2010

^b "Spatial Aspects of Members' Retention, Participation and Co-creation" published in the *International Journal of Nonprofit and Voluntary Sector Marketing*, 2012, in press

^c "Doing Good- an Exploration of Members' Motivations and Behaviours in Tourism Settings", submitted to the *International Journal of Culture, Tourism and Hospitality Research* (in review)

^d "Making an Effort for Free – Volunteers' Roles in Destination-based Storytelling" revised and resubmitted to *Current Issues in Tourism*.

In addition, the whole research process has been a constructive learning process and introduction into the world of research. Research questions, methodological considerations, findings, manuscripts and papers in various forms have been continuously discussed at seminars with dedicated supervisors, senior researchers, co-authors, and PhD students as well as at more formal presentations at international conferences.

PRINCIPAL FINDINGS AND CONCLUSIONS

This thesis addresses the field of membership research and aims to identify dimensions of *member motivations* to get insight into why individuals choose to become members and why they stay on as members; to analyse *member behaviours* as retention, participation and co-creation, since this highlights interesting aspects of how members interact and how they use their memberships; and furthermore to identify *member roles*. The principal findings of the four studies are presented in this section linked to the Tourism system (see Figure 4). Findings referring to the attraction include Studies 1-3 and references to events and the Nordic cross-case refer to study 4. For further details of findings, limitations and conclusions see each study.

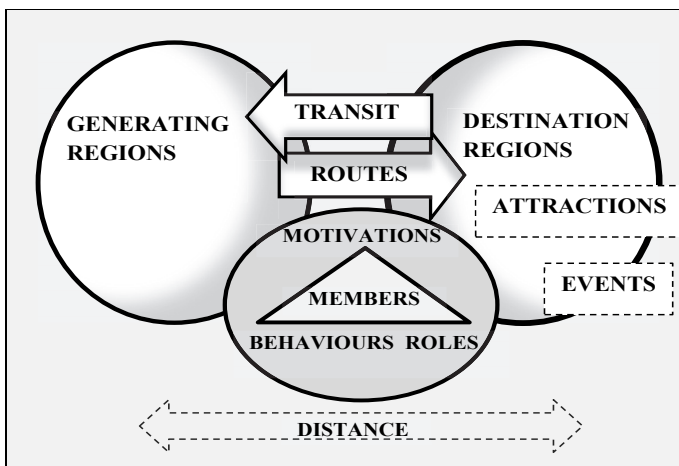


Figure 4 This thesis related to the Tourism System

Why do individuals choose to become members?

Why do individuals pay a member fee and join as members of nonprofit organizations? What are the motives to join this kind of membership relationships? Findings showed active members who were present at the tourist attraction in the destination region. They emphasized altruistic motivations such as philanthropy (to support the attraction) and preservation (to preserve endangered animals *and* the place, cultural heritage and traditions). Other motivations were mainly expressed as intangible social benefits (to belong to a community, identity and friendship), although some egoistic, tangible benefits were appreciated (discount, free admission, member events). Being an active member was also based on hedonic motivations (fun, joy and passion). Being asked to join by a friend or family member (recruitment) was pointed out as an important reason to join. An interesting finding, however, was that member passion and commitment expressed by active members were extended to include not merely the mission of the supported organization but also the *place* and the region. The Nordic cross-case study also showed active members as volunteers involved in destination-based storytelling offerings. These members expressed motives of preservation (e.g. history, traditions, culture, and food), sense of belonging to a community (social), and the enjoyment of being a part of events and arrangements as producer and consumer (self-interest). Findings related to the Tourism System show that individual mix of motives may push the human element (member) to join and stay on as an active member and hence act and interact with the attraction or event, other members and visitors.

Findings of the questionnaire survey further confirmed the importance of altruism. Three motivational dimensions were identified: the altruistic dimension (doing good for others) that includes philanthropy as doing something good, as well as preservation of endangered animals, but also the importance of gaining knowledge, feeling proud, and being appreciated; the self-interest dimension (doing good for yourself) refers to more egoistic motives such as member discount, frequent visits, spending leisure time, and having fun; and finally the social dimension (doing good with others) that includes relational motives such as meeting pleasant people, supporting and participating in cultural arrangements and belonging to a community. Among these three motivational dimensions altruism was the strongest motive, followed by self-interest, with the social motive scoring lowest.

Furthermore, findings showed that member motivations were related to member demographics. Altruism and self-interest motives were significantly related to gender, showing higher motives for females. Older members (age 60+) showed significantly lower self-interest motives and higher social motives than younger members. Members living at a long distance (more than 100 km) had significantly higher altruistic motives, lower self-interest motives, and lower social motives compared to members living closer to the attraction.

Findings of member motivations correspond to existing research in showing multiple and overlapping member motivations (cf. Bhattacharya et al., 1995, Glynn et al., 1996; Kemp, 2002; Paswan and Troy, 2004). The studies of the present thesis furthermore identified three motivational dimensions of being a member: altruism, self-interest and social motives. It seems logical that altruism is emphasized since it can be closely linked to the mission of the attraction or event in all the studied cases especially regarding preservation of traditions, culture, buildings and endangered species. Furthermore this corresponds to Gummesson's (2002) definition of a genuine membership in which the primary focus is not profit. However, as stated in previous studies altruism and self-interest motivations are not mutually exclusive hence studied members expected some kind of tangible or intangible gratitude or appreciation (cf. Bussell and Forbes, 2002; Steen, 2006; Wymer et al., 1997).

Why do individuals stay on as members?

Why do individuals return and renew their membership from one year to the next? What are the motives for member loyalty? In the first study members were loyal, long-term members and frequent visitors. They stated that being a member is "a way of living". Their motivations to renew memberships were linked to the importance of seeing the results of their work at the attraction (i.e., to trust the supported organization) and to feel that their support is appreciated. These active members were committed to the attraction with bonds of attachments (cf. Gruen, 2000; Gruen et al., 2000; Gundlach et al., 1995) since they had invested their time and money in the member relationship, expressed psychological attachment to the supported attraction, and the relationship had existed over time (cf. Garbarino and Johnson, 1999). The findings of the questionnaire survey followed the same pattern and also showed high levels of returning members (90%) and a majority of the respondents were long-term members (five years or more).

Furthermore, findings also showed that age was significantly related to retention as older members (age 60+) showed higher levels of retention than younger members. Members with membership durations of five years or longer had significantly lower self-interest motives than short-term members.

These findings of member motivations to join and to stay on as a loyal member are worth considering and may have implications for development of membership programs, membership levels and member offerings linked to gender, age, and distance. The lower rank of the social motives for membership in the studied case indicates a need to consider the selection of social member offerings at the attraction but also a need to use social media and other information technology for long-distance members to bridge the distance between the generating regions and the destination regions (cf. Benbow, 1995; Kinser and Fall, 2005, 2006).

The findings of the four studies of this thesis support earlier research in that sense that motivations for nonprofit memberships include more than merely self-interest, i.e., “I have a membership card and I am entitled to discount”. Findings of this thesis showed that the studied members are genuine members who identify themselves with the supported organization and rather state “I am a member” (cf. Bhattacharya et al., 1995) hence often involved in member interactions such as participation and co-creation.

Furthermore these findings support the suggested links between rewards for co-production (RM-activity), commitment (member attitude), and retention, participation and co-production (member behaviours) suggested in Gruen’s (2000) conceptual model.

How do members interact?

How do members interact when being involved in a membership relationship? How do members use or consume their membership offerings? In the present thesis member behaviours are viewed as interactions within a membership relationship. The studied members are involved in membership relationship with other actors such as members, visitors, and the supported organizations. Member relationships with many actors can be viewed as a membership network in which the various actors interact (cf. Gumesson, 2006). In the studied cases interactions were found between members and members e.g. at member meetings or during volunteer work

(member-to-member, M2M), between members and visitors/customers (M2C or C2M) e.g. during volunteer work at the attraction or event, and between members and the supported organization e.g. during planning or performing of volunteer work (member to business, M2B or B2M). In all the studied cases the majority of interactions were human, i.e., performed face to face however, the Internet was also used to some extent enabling e-interactions e.g. eM2M, eM2C or eM2B. Findings furthermore indicate the links between enhancement of member interactions (RM-activity), member interdependence (member attitude) and retention, participation and co-production (member behaviours) suggested in Gruen's (2000) conceptual model.

Retention: regarding members' returning behaviours findings showed that a majority of the studied members at the attraction were loyal, long-term members as mentioned in the earlier section. In the Nordic cross-case study several volunteers stated that they returned to the supported event from one year to another as volunteers and as visitors.

Participation: findings showed member participation behaviours such as supporting, visiting and taking part of member information. A majority of the studied members stated that they are supporting members and this is in accordance with the mission of the attraction. Findings further show that supporting increased with distance. All four studies showed that members participated by visiting the supported attraction or event. The studied attraction is situated in an attractive tourist region and findings indicated high drawing power since almost 80% of the studied members do visit the attraction at least once a year. This supports the view of members as an important segment of committed visitors, (cf. Holmes, 2003; Holmes and Edwards, 2008), who want to spend their leisure time supporting the attraction or event. The earlier mentioned paradox of paying a member fee but not using the member privileges (cf. Glynn et al., 1996) indicating passive consumptions (cf. Slater and Armstrong, 2010) seems not to be applicable in the present studies. Visitation and use of member offerings furthermore give opportunities to experience and personally inspect the attraction's use of member support, i.e., core service performance quality (Gruen, 2000), and this may also affect member retention. Multivariate analyses showed that visiting was significantly related to altruistic motives (lower for frequent visitors, 3 or more visits a year), self-interest motives (higher for frequent visitors) and distance (higher for members living within 100 km). When developing membership

programs and membership levels, participation as visiting may be a possible means of member segmentation.

Furthermore, members participate by using information channels such as member magazine, website and e-mail. Findings of respondents' preferences for information channels in showed an increase with higher age for the member magazine, and a decrease with higher age for use of website and e-mail. A slight increase with longer distance was found regarding use of e-mail and website. Spatial aspects of memberships are worth considering in developing membership programs, offerings and building relationships. Further innovative member communication may improve the opportunities to participate at arm's length and enable touch points for active interaction and creation of on-line communities that may encourage relationships and span distance (Bhattacharya, 1998; Kinser and Fall 2005, 2006) between the destination and generating regions.

Co-creation: findings showed member co-creation behaviours such as marketing (recruiting and spreading WOM) and volunteering. All four studies showed member co-creation behaviours. Findings showed that as many as 80% of the studied members stated that they spread WOM about the attraction. Active members furthermore acted as advocates for the attraction or event as well as for the region. Recruiting of new members however did show lower ratings. Since most nonprofit organizations are dependent on WOM to generate funding, donations and all kinds of support member co-creation behaviours such as acting as part-time marketers (cf. Gummesson, 1991) are worth considering. Multivariate analysis further showed that spreading WOM about the supported organization was significantly related to altruistic motives (higher for part-time marketers), self-interest motives (higher for part-time marketers) and age (higher for older members, i.e. age 60+). In other words, older members who value altruism and self-interest tend to spread WOM about the attraction. Recruiting was only significantly related to self-interest motives.

Regarding volunteering findings of study 1 and 4 showed detailed findings of active members performing volunteer work front-line and behind the scenes in the destination regions. The questionnaire survey however showed low ratings of volunteering. Multivariate analysis indicated that volunteering was only significantly related to social motives and that no co-creation behaviours were significantly related to distance, hence members' co-creation behaviours take place in the generating regions as well as in the destination regions. The fourth study

furthermore indicated that internal communication, learning or certifications are issues to consider in involvement of volunteers. Volunteers contributed with local traditions, knowledge, networking among stakeholders, and front-line unpaid staff to enable tourism offerings for the enjoyment of local residents as well as visitors. The results suggest the importance of strategic inclusion of volunteers and “use” of volunteers’ skills, local knowledge and enthusiasm planned along with strategic goals of the supported attraction, event or destination.

To conclude the four studies indicated that there are significant relations to consider regarding member motivations, behaviours, and demographics when developing membership program offerings.

What kind of roles do members perform?

Findings of the four studies showed a variety of member roles with varying levels of activity, duration (time) and visibility (front-line roles or behind the scenes).

Findings showed members who performed multiple, partly overlapping roles: *retention roles* such as loyal, committed members; *participation roles* such as supporters, donors, consumers (visitors, guests), users of member information; and *co-creation roles* such as producers (hosts, destination stakeholders), part-time marketers (recruiters, advocates, spreaders of WOM, media) and volunteers.

Members perform their roles in networks of multilevel relationships interacting with other members (M2M), with visitors/customers (M2C), and with the supported organization (M2B) (cf. Gummesson, 2006) and are hence vital parts of the tourism offerings.

Furthermore findings showed a majority of volunteers involved in front-line operational roles although a few volunteers performed strategical roles such as initiators of destinations offerings (cf. Hjalager, 2009; Holmes and Smith, 2009). The studied members who performed front-line co-creation roles furthermore emphasized that inclusion, internal communication, learning or certification may be issues to consider in involvement of volunteers at attractions, events and destinations. Strategic inclusion of volunteers may tie together the efforts across professional and volunteer divides hence contributes to well coordinated tourism offerings. This corresponds to studies of tourism destinations showing that

networks are crucial since successful destinations are based on interrelated stakeholders that understand the concept of the destination and are committed to cooperate in offering a holistic experience to visitors (see Bornhorst et al., 2010; Morgan et al., 2009; Swarbrooke, 2001).

CONTRIBUTIONS

In our contemporary society various relationship marketing tools are in use to enhance loyalty and to build relationship, e.g. frequency points in retail and services (cf. Butscher, 2000; Gruen 2000; Whyte, 2004). This thesis is focused on nonprofit membership programs as relationship marketing tools and contributes to the developing field of membership research in several ways. Firstly as a response to the calls for more empirical studies of members (Bhattacharya, 1998), hence filling some gaps in the ambition to reach “an integrated understanding of individuals’ motivations for joining, using, and retaining membership” (Slater, 2003b, p. 185). This thesis therefore contributes empirical studies of member motivations, behaviours and roles in tourism settings, and furthermore identifies significant relations between motivations, behaviours and member demographics. This thesis also discussed members and memberships embedded within the tourism system and the tourist attraction system (cf. Leiper, 1979, 1990) since members are a vital part of tourism today at attractions, events and destinations. Memberships often attract members from destination regions as well as generating regions however spatial aspects have been addressed to a limited extent in existing research. The studies of this thesis therefore contribute spatial aspects of memberships, here as the influence of distance on members’ behaviours.

In contrast to memberships in e.g. retail, nonprofit memberships often include involvement, participation and even co-creation hence members making efforts for free. Thus findings of this thesis further support that there is a difference between *having a membership card* to get favourable offerings and *being a member* hence participate in various ways and furthermore identify oneself as a member (cf. Bhattacharya et al., 1995). Regarding motivations findings suggest that the studied nonprofit members can be viewed as genuine members (cf. Gummesson, 2002) as the primary motive is not profit, hence altruism. However, altruism motives tend to be intertwined with self-interest motives, since studied members stated that they expect some kind of appreciation for their support. This corresponds to studies by Wymer et al. (1997) and furthermore supports Gruen’s conceptual model and the

links between the RM-activity to reward member co-production, identification (member attitude) and co-production (member behaviour) (cf. Gruen, 2000). Furthermore motivational dimensions for memberships are identified and here suggested to be viewed as: *doing good for others* (here, altruism and preservation of endangered animals, traditions, culture, and a place or region for future generations); *doing good for yourself* (here, the self-interest dimension with tangible and intangible benefits for yourself such as free admission, discount, VIP lectures, enjoyment); and *doing good with others* (here, the relational dimension of meeting and interacting with other members, customers/visitors, and paid staff. This is in contrast to the three motivation categories suggested by Paswan and Troy (2004), i.e., altruistic, egoistic and hedonic, hence in this thesis the social or relational motivations are included as one category and furthermore self-interest is suggested to include hedonic motivations as e.g. enjoyment and passion.

Regarding member behaviours this thesis contributes with studies of member behaviours such as retention, participation and co-creation. Here in multilevel interactions with a supported organization (M2B), other members (M2M) and visitors/customers (M2C) inspired by Gruen's (2000) conceptual model of relationship marketing of membership organizations membership, and the current development of co-creation in the marketing discipline (cf. Prahalad and Ramaswamy, 2000; Ramaswamy, 2009). Findings support Gruen's (2000) conceptual model regarding the possible links between relationship marketing activities, member attitudes and member behaviours. Regarding co-creation calls have been made for further research into dimensions of the complex co-creation mechanism in customer relationships as a new research area (Randall et al., 2011). The present thesis responds to this need by providing empirical studies of customer co-creation here within membership relationships based on creation of mutual value. Furthermore the field of volunteer studies in tourism (cf. Holmes and Smith, 2009) is in this thesis linked to the co-creation concept.

Regarding findings of member roles reflecting behaviours and motivations, this thesis contributes by suggesting member roles to be viewed as retention roles (e.g. long-term, committed member), participation roles (e.g. supporter, visitor, guest) and co-creation roles (e.g. part-time marketer, volunteer, host) all of which may be visible as front-line roles or less visible in behind the scenes roles.

The findings of this thesis may provide managers and practitioners with richer information about members hence have implications for development of membership programs. The findings of the four studies give deeper insights into member motives linked to member behaviours and member demographics that may be used in creating and running membership programs that use the full potential of memberships. However, increased involvement and participation of members may need special management as stated by Monga (2006), since in paid employment there are opportunities to motivate and control employees (e.g. to avoid negative WOM) with wages and monetary benefits whereas members may have different dimensions of motivations to join or to continue their relationships with the supported organization. Finally the use of the Internet and social media to interact and communicate in innovative ways may enhance the relationship and bridge distances although virtual communities may act in creative ways hence often non-manageable/non-controlled by the supported organization (cf. Cova, Kozinets and Shankar, 2007).

FURTHER RESEARCH

The findings of this thesis capture some parts or facets of memberships, though influenced by my choice of research questions, empirical settings and research design. The growing field of membership research needs further exploration as it is part of the ongoing evolution of relationship marketing.

Further member-centric studies of member motivations of various groups of members may generate competitive strategies to recruit new members and increase the number of volunteers, especially vital for nonprofit organizations striving to survive. Further studies of motivations of younger members are suggested since many nonprofit organizations report on an ageing membership base (cf. Bhattacharya et al., 1995; Bussell and Forbes, 2003a; Slater, 2003b) and a need for innovative strategies to recruit and retain new members.

The field of volunteer studies in tourism is growing and further studies of volunteer involvement in destination and regional development, network building and destination marketing is suggested.

Another possible research approach is to study and define the producer's perspectives of members and memberships, e.g. destinations, attractions and events and other firms or organizations involved in producing tourism offerings.

This challenging topic calls for further research to explore the complex phenomenon of membership so as to extend these studies by identifying membership relationships in other contexts in real life and in cyberspace e.g. by studying the application of member communities on the Internet by using social media as a means to build and enhance member relationship interaction such as e-M2M, e-M2C or e-M2B .

REFERENCES

- Ahearne, M., Bhattacharya, C.B. and Gruen, T. (2005). "Antecedents and Consequences of Customer-Company Identification: Expanding the Role of Relationship Marketing", *Journal of Applied Psychology*, Vol. 90 No. 3, pp. 574-585.
- Andersson, T.D. and Getz, D. (2009). "Tourism as a mixed industry: Differences between private, public and not-for-profit festivals", *Tourism Management*, Vol. 30 No. 6, pp. 847-856.
- Andreasen, A.R. and Kotler, P. (2008). *Strategic Marketing for Nonprofit Organizations*, 7th ed., Upper Saddle River, NJ: Pearson Prentice Hall.
- Anheier, H.K. (2005). *Nonprofit Organizations: Theory, Management, Policy*. London: Routledge.
- Benbow, S. M.P. (1995). "Getting close from far away: Zoos on the Internet", *Internet Research*, Vol. 5 No.3, pp. 32-36.
- Berry, L. L. (1995). "Relationship Marketing of Services – Growing Interests, Emerging Perspectives", *Journal of the Academy of Marketing Science*, Vol. 23, pp. 236-245.
- Bhattacharya, C. (1998). "When Customers Are Members: Customer Retention in Paid Membership Contexts", *Journal of the Academy of Marketing Science*. Vol. 26 No. 1, pp. 31-44.
- Bhattacharya, C. B., Rao, H. and Glynn, M. A. (1995). "Understanding the Bond of Identification: An Investigation of Its Correlates among Art Museum Members", *Journal of Marketing*, Vol. 59, pp. 46-57.
- Bornhorst, T., Ritchie, J.R.B. and Sheehan, L. (2010). "Determinations of tourism success for DMOs and destinations: an empirical examination of stakeholders' perspectives", *Tourism Management*, Vol. 31 No.5, pp. 572-589.
- Brown, S. (2005). "Travelling with a Purpose: Understanding the Motives and Benefits of Volunteer Vacationers", *Current Issues in Tourism*, Vol. 8 No. 6, pp. 479-496.
- Brown, T.J., Barry, T.E., Dacin, P.A. and Gunst R.F. (2005). "Spreading the Word: Investigating Antecedents of Consumers' Positive Word-of-Mouth Intentions and

Behaviors in Retailing Context”, *Journal of the Academy of Marketing Science*, Vol. 33 No. 2, pp. 123-138.

Bryman, A. and Bell, E. (2007). *Business Research Methods*. 2nd, ed, New York: Oxford University Press.

Burns, A. C. and Bush, R. F. (2006). *Marketing Research*. 5th ed. Upper Saddle River, NJ: Pearson Prentice Hall.

Bussell, H. and Forbes, D. (2002). “Understanding the Volunteer Market: The what, where, who and why of volunteering”, *International Journal of Nonprofit and Voluntary Sector Marketing*, Vol. 7 No. 3, pp. 244-257.

Bussell, H. and Forbes, D. (2003a). “Making Friends. Volunteering in Arts Marketing”, In Proceedings of the 7th International Conference on Arts and Cultural Management, S. Salvemini, ed. Universita Bocconi, Milan.

Bussell, H. and Forbes, D. (2003b). “The volunteer life cycle: a marketing model for volunteering”, *Voluntary Action*, Vol. 5 No. 3, pp. 61-79.

Bussell, H., and Forbes, D. (2006). “Friends’ Schemes in Arts Marketing: Developing Relationships in British Provincial Theatres”, *International Journal of Arts Management*, Vol. 8 No. 2, pp. 38-49.

Butscher, S. A. (2002). *Customer Loyalty Programmes and Clubs*. 2nd ed. Aldershot: Gower.

Chadee, D.D. and Mattsson, J. (1996). “An Empirical Assessment of Customer Satisfaction in Tourism”, *The Service Industries Journal*, Vol. 16 No.3, pp. 305-320.

Cho, B.H. (2000). “Destination”, in J. Jafari (ed.) *Encyclopedia of Tourism*, London: Routledge, pp. 144-145.

Cooper, C. and Hall, C.M. (2008). *Contemporary Tourism: An International Approach*. Oxford Burlington, MA: Butterworth-Heinemann/Elsevier.

Cova, B., Kozinets, R.V. and Shankar, A. (2007). ”Tribes, Inc.: the new world of tribalism”, in Cova, B., Kozinets, R.V. and Shankar, A. (Eds). *Consumer Tribes*, , Amsterdam: Butterworth-Heinemann.

Deery, M.A., Jago, L.K. and Shaw, R.N. (1997). “Profiling satisfied volunteers at a tourist attraction”, *The Journal of Tourism Studies*, Vol. 8 No. 2, pp.8–25.

Dekker, P. and Halman, L. (2003). "Volunteering and Values - an Introduction", in Dekker P. and Halman, L. (Eds.) *The Values of Volunteering: Cross-cultural Perspectives*, Dordrecht:Kluwer Academic/Plenum.

Downward, P. and Ralston, R. (2005). "Volunteer Motivation and Expectations Prior to the XV Commonwealth Games in Manchester, UK", *Tourism and Hospitality Planning and Development*, Vol. 2 No. 1, pp. 17-26.

Dwyer, F.R., Schurr, P.H. and Oh, S. (1987). "Developing Buyer-Seller Relationships", *Journal of Marketing*, Vol. 51 April, pp. 11-27.

Feng, R. and Morrison, A.M. (2007). "Quality and Value Network: Marketing Travel Clubs", *Annals of Tourism Research*, Vol. 34 No. 3, pp.588-609.

Ferguson, J., and Brown, S. (1991). "Relationship marketing and association management", *Journal of Professional Services Marketing*, Vol. 7 No. 2, pp. 137-147.

Ferreira, R. (1996). "The Effect of Private Club Member's Characteristics of the Identification Level of Members", *Journal of Hospitality and Leisure Marketing*, Vol. 4 No. 3, pp. 41-62.

Freeman, R.E. (1984). *Strategic Management: A Stakeholder Approach*. Boston: Pitman.

Fyall, A., Callod, C. and Edwards, B. (2003). "Relationship Marketing: The Challenge for Destinations", *Annals of Tourism Research*, Vol. 3 No. 3, pp. 644-659.

Gallarza, M.G., Arteaga, F., Floristán, E. and Gil, I. (2009). "Consumer Behavior in a Religious Event Experience: An Empirical Assessment of Value Dimensionality among Volunteers", *International Journal of Culture, Tourism and Hospitality Research*, Vol. 3 No. 2, pp. 165-180.

Garbarino, E. and Johnson, M. S. (1999). "The Different Roles of Satisfaction, Trust, and Commitment in Customer Relationships", *Journal of Marketing*, Vol. 63 April, pp. 70-87.

Garrod, B., Fyall, A., Leask, A. and Reid, E. (2012). "Engaging residents as stakeholders of the visitor attraction", *Tourism Management*, in press.

Getz, D. (2008). "Event tourism: Definition, evolution, and research", *Tourism Management*, Vol. 29 No. 3, pp. 403-428.

Getz, D., Andersson, T. and Larson, M. (2007). "Festival Stakeholder Roles: Concepts and Case Studies", *Event Management*, Vol. 10, pp. 103-122.

Gilbert, D.C. (1996). "Relationship marketing and airline loyalty schemes", *Tourism Management*, Vol. 17 No. 8, pp. 575-582.

Glynn, M.A., Bhattacharya, C.B. and Rao. H. (1996). "Art museum membership and cultural distinction: Relating members' perceptions of prestige to benefit usage", *Poetics*, Vol. 24 No. 2-4, pp. 259-274.

Gruen, T. W. (2000). "Membership Customers and Relationship Marketing", in Sheth, J.N. and Parvatiyar, A. (Eds.) *Handbook of Relationship Marketing*. Thousand Oaks: Sage Publications Inc., pp. 355-380.

Gruen, T. W. and Ferguson, J. (1994), "Using Membership as a Marketing Tool: Issues and Applications", in Sheth, J. N. and Parvatiyar, A., *Relationship Marketing: Theory, Applications, and Practice*. Atlanta: Emory University Center for Relationship Marketing.

Gruen, T. W., Summers, J. O. and Acito, F. (2000). "Relationship Marketing Activities, Commitment, and Membership Behaviors in Professional Associations", *Journal of Marketing*, Vol. 64 July, pp. 34-39.

Grönroos, C. (2004). "The Relationship Marketing Process: Communication, Interaction, Dialogue, Value", *Journal of Business and Industrial Marketing*, Vol. 19 No. 2, pp. 99-113.

Grönroos, C. (2008). "Service logic revisited: who creates value? And who co-creates?", *European Business Review*, Vol. 20 No. 4, pp. 298-314.

Gummesson, E. (1991). "Marketing-orientation Revisited: The Crucial Role of the Part-time Marketer", *European Journal of Marketing*, Vol. 25 No. 2, pp. 60-75.

Gummesson, E. (2002). *Total Relationship Marketing: Marketing Management, Relationship Strategy and CRM Approaches for the Network Economy*. 2nd ed. Oxford: Butterworth Heinemann.

Gummesson, E. (2006). "Relationship Marketing: From CRM and One-to-One to Many-to-Many Networks", in Lagrosen, S. and Svensson G. (Eds), *Marketing Broadening the Horizons*, Lund: Studentlitteratur, pp. 59-85.

Gummesson, E., Lusch, R.F. and Vargo, S.L. (2010), "Transitioning from service management to service-dominant logic: Observations and recommendations", *International Journal of Quality and Service Sciences*, Vol. 2 No. 1, pp. 8-22.

Gundlach, G. T., Achrol, R. S., and Mentzer, J. T. (1995). "The Structure of Commitment in Exchange", *Journal of Marketing*, Vol. 59, pp. 78-92.

Gwinner, K., Gremler, D.D. and Bitner, M.J. (1998). "Relational benefits in services industries: The customer's perspective", *Journal of the Academy of Marketing Science*, Vol. 26, pp. 101-114.

Hall, M.C. and Page, S. (2010). "The contribution of Neil Leiper to tourism studies", *Current Issues in Tourism*, Vol. 13 No. 4, pp. 299-309.

Harrison-Walker, L.J. (2001). "The Measurement of Word-of-Mouth Communication and an Investigation of Service Quality and Customer Commitment as Potential Antecedents", *Journal of Service Research*, Vol. 4, pp. 60-75.

Hayes, D. and Slater, A. (2003). "From 'social club' to 'integrated membership scheme': Developing membership schemes strategically", *International Journal of Nonprofit and Voluntary Sector Marketing*, Vol. 8 No. 1, pp. 59-75.

Heaton, D. (1992). *Museums Among Friends: The Wider Museum Community*. Museums and Galleries Commission. London: HMSO.

Heinonen, K., Strandvik, T., Mickelsson, K.J., Edvardsson, B., Sundström, E. and Andersson, P. (2010). "A customer-dominant logic of service", *Journal of Service Management*, Vol. 21 No. 4, pp. 531-548.

Hill, L. and Whitehead, B. (2004). *The Complete Membership Handbook – A Guide to Managing Friends Members and Supporters Schemes*. London: Directory of Social Change.

Hjalager, A.M. (2009). "Cultural Tourism Innovation Systems – The Roskilde Festival", *Scandinavian Journal of Hospitality and Tourism*, Vol. 9 No. 2-3, pp. 266-287.

Holbrook, M.B., (1999), "Introduction to Consumer Value", in Holbrook, M.B. (Ed.), *Consumer Value: A Framework for Analysis and Research*, London: Routledge, pp. 1-28.

Holmes, K. (2003). "Volunteers in the Heritage Sector: A Neglected Audience ?", *International Journal of Heritage Studies*, Vol. 9 No. 4, pp. 341-355.

Holmes, K. and Edwards, D. (2008). "Volunteers as Hosts and Guests in Museums", in Lyons, K.D. and Wearing, S. (Eds.), *Journeys of Discovery in*

Volunteer Tourism: International Case Study Perspectives. Wallingford, UK: CABI Publishing.

Holmes, K. and Smith, K. (2009), *Managing Volunteers in Tourism: Attractions, Destinations and Events*, Oxford: Elsevier.

Iliffe, S. (2004). *The Good Membership Guide for the Voluntary Sector - A Relationship Marketing Toolkit for Growing Your Support*. London: National Council for Voluntary Organisations NCVO Publications.

Jago, L. and Deery, M. (2002). "The role of human resource practices in achieving quality enhancement and cost reduction: An investigation of volunteer use in tourism organisations", *International Journal of Contemporary Hospitality Management*, Vol. 14 No. 5, pp. 229–236.

Jang, D. and Mattila, A.S. (2005). "An examination of restaurant loyalty programs: what kinds of rewards do customers prefer?", *International Journal of Contemporary Hospitality Management*, Vol. 17 No. 5, pp. 402-408.

Kemp, S. (2002). "*The hidden workforce: Volunteers' learning in the Olympics*", *Journal of European Industrial Training*, Vol. 26 No. 2,3,4, pp. 109-116.

King, J. (2002). "Destination marketing organizations- connecting the experience rather than promoting the place", *Journal of Vacation Marketing*, Vol. 8 No. 2, pp. 105-108.

Kinney, T.C., and Taylor, J.R. (1996). *Marketing Research – An Applied Approach*, New York: McGraw-Hill.

Kinser, K. and Fall, L.T. (2005). "Lions and Tigers and Bears, Oh My! An Examination of Membership Communication Programs Among our Nation's Zoos", *Journal of Hospitality and Leisure Marketing*, Vol. 12 No. 1-2, pp. 57-77.

Kinser, K. and Fall, L.T. (2006). "A Dr. Doolittle Primer: Determining How American Zoos Use Public Relations Membership Techniques as Effective Customer Relationship Marketing Strategies", *Services Marketing Quarterly*, Vol. 27 No. 3, pp. 57-77.

Kolb, B. M. (1999). *Marketing for Cultural Organisations*. London: Thomson Learning.

Kotler, N. G. and Kotler, P. (1998). *Museum Strategy and Marketing; Designing Missions, Building Audiences, Generating Revenue and Resources*. San Francisco: Jossey-Bass.

- Kozinets, R.V. (1999). "E-tribalized Marketing ? The Strategic Implications of Virtual Communities of Consumption", *European Management Journal*, Vol. 17 No. 3, pp. 252-264.
- Lagrosen, S. and Svensson, G. (2006). "The History of Marketing", in Lagrosen, S. and Svensson, G. (Eds). *Marketing Broadening the Horizons*, Lund: Studentlitteratur, pp. 17-41.
- Leask, A. (2008). "The nature and role of visitor attractions", in A. Fyall, A., Garrod, B., Leask, A. and Wanhill, S. (Eds.), *Managing Visitor Attractions: New Directions*, 2nd ed, Oxford: Elsevier, pp. 3-15.
- Leiper, N. (1979). "The Framework of Tourism: Towards a Definition of Tourism and the Tourist Industry", *Annals of Tourism Research*, Vol. 6 No. 4, pp. 390-407.
- Leiper, N. (1990). "Tourist Attraction Systems", *Annals of Tourism Research*, Vol. 17, pp. 367-384.
- Lovelock, C. (1983). "Classifying services to gain strategic marketing insights", *Journal of Marketing*, Vol. 47 No.3, pp.9-20.
- Mael, F. and Ashforth, B.E. (1992). "Alumni and their alma mater: a partial test of the reformulated model of organizational identification", *Journal of Organizational Behaviour*, Vol. 13, pp. 103-123.
- March, R. and Wilkinson, I. (2009). "Conceptual tools for evaluating tourism partnerships", *Tourism Management*, Vol. 30 No. 3, pp. 455-462.
- Mattila, A. S. (2006). "How Affective Commitment Boosts Guest Loyalty (and Promotes Frequent-guest Programs)", *Cornell Hotel and Restaurant Administration Quarterly*, Vol. 47 No. 2, pp. 174-181.
- Miles, M. B., and Huberman, A. M. (1994). *Qualitative Data Analysis: An Expanded Sourcebook*. Thousand Oaks, CA: Sage.
- Monga, M. (2006), "Measuring Motivation to Volunteer for Special Events", *Event Management*, Vol. 10, pp. 47-61.
- Mooi, E. and Sarstedt, M. (2011), *A Concise Guide to Market Research*. Berlin: Springer.
- Moorman, C., Zaltman, G. and Deshpande, R. (1992). "Relationships between Providers and Users of Market Research: The Dynamics of Trust Within and

Between Organisations”, *Journal of Marketing Research*, Vol. XXIX August, pp. 314-328.

Morgan, R. M. and Hunt, S. D. (1994). “The Commitment-Trust Theory of Relationship Marketing”, *Journal of Marketing*, Vol. 58 July, pp. 20-38.

Morgan, N.J., Pritchard, A. and Piggott, R. (2003). “Destination Branding and the Role of the Stakeholders: The Case of New Zealand”, *Journal of Vacation Marketing*, Vol. 9 No. 3, pp. 285-299.

Morgan, M., Elbe, J. and Curiel, J.E. (2009). “Has the Experience Economy Arrived? The Views of Destination Managers in Three Visitor-dependent Areas”, *International Journal of Tourism Research*, Vol. 11, pp. 201-216.

Mossberg, L., Therkelsen, A., Björk, P., Huijbens, E. and Olsson, A.K. (2009). ”Storytelling and Destination Development”, Presented at the 18th Nordic Symposium on Tourism and Hospitality Research, Esbjerg, Denmark.

Mossberg, L., Björk, P., Therkelsen, A., Olsson, A.K., and Huijbens, E. (2010). ”Storytelling: A Means of Creative Destination Development?”, Presented at the 19th Nordic Symposium in Tourism and Hospitality Research, Akureyri Iceland.

Mossberg, L., Therkelsen, A., Huijbens, H.E., Björk, P. and Olsson, A.K. (2010). *Storytelling and Destination Development: Five Nordic Case Stories*. Oslo, Retrieved from Nordic Innovation Centre website: http://www.nordicinnovation.org/Global/Rapporter/2010/201012_StorytellingAndDestinationDevelopment_report.pdf. [04/04/2011].

Muniz, A. M. Jr. and O’Guinn, T. C. (2001). “Brand Community”, *Journal of Consumer Research*, Vol. 27 March, pp. 412-432.

Olsson, A.K. (2008). “Tourist Attractions Have Members- Why ?”, Presented at the 17th Nordic Symposium in Tourism and Hospitality Research, Lillehammer, Norway.

Olsson, A.K. (2009). “Members as Participating Supporters and Front Line Co-Creators: Spatial Aspects of Member Interactions in Tourism Setting”, in I. Bernhard (Ed.) *Uddevalla Symposium 2009: The Geography of Innovation and Entrepreneurship: Revised papers presented at the 12th Uddevalla Symposium, 11-13 June 2009, Bari, Italy*. Högskolan Väst: Trollhättan, 2009:02, pp. 861-876.

Olsson, A.K. (2010). “A Tourist Attraction’s Members: Their Motivations, Relations and Roles”, *Scandinavian Journal of Hospitality and Tourism*, Vol. 10 No. 4, pp. 411-429.

Olsson, A.K. (2012). "Spatial aspects of member retention, participation and co-creation in tourism settings", *International Journal of Nonprofit and Voluntary Sector Marketing*, in press, DOI: 10.1002%2Fnm.1426

Olsson, A.K., Therkelsen, A. and Mossberg, L. (2011). "Volunteers' roles in the storytelling process in tourism settings", In Tyrväinen, L., Tuulentie, S., Vieru, M., Virtanen, E. and Murtovaara, I. (Eds). *The 20th Nordic Symposium in Tourism and Hospitality Research, Rovaniemi, Finland - Well-being in Tourism and Recreation*. University of Lapland, Rovaniemi, Finland.

Palmer, A. and Mayer, R. (1996). "Relationship Marketing: A New Paradigm for the Travel and Tourism Sector", *Journal of Vacation Marketing*, Vol. 2, pp. 326-333.

Palmer, A., Beattie, U. and Beggs, R. (2000). "A Structural Analysis of Hotel Sector Loyalty Programs", *International Journal of Contemporary Hospitality Management*, Vol. 12 No. 1, pp. 54-60.

Parvatiyar, A. and Sheth, J.N. (2000). "The Domain and Conceptual Foundations of Relationship Marketing", in Sheth, J.N. and Parvatiyar, A. (Eds.) *Handbook of Relationship Marketing*. Thousand Oaks, CA: Sage, pp.3-38.

Paswan, A. K. and Troy, L. C. (2004). "Non-profit Organisations and Membership Motivation: An Exploration in the Museum Industry", *Journal of Marketing Theory and Practice*, Vol. 12 No. 2, pp. 1-15.

Penner, L. A. (2002). "Dispositional and Organisational Influences on Sustained Volunteerism: An Interactionist Perspective", *Journal of Social Issues*, Vol. 58 No. 3, pp. 447-467.

Prahalad, C.K. and Ramaswamy, V. (2000). "Co-opting Customer Competence", *Business Review*, Vol. Jan-Feb, pp. 79-87.

Prahalad, C.K., and Ramaswamy, V. (2004). "Co-creation Experiences: The Next Practise in Value Creation", *Journal of Interactive Marketing*, Vol. 18 No. 3, pp. 5-14.

Prewitt, M. (1997). "Casual chains stand divided over value of frequent-diner programs", *Nations Restaurant News*, Vol. March, pp. 47-52.

Prouteau, L. and Wolff, F.C. (2008). "On the relational motive for volunteer work", *Journal of Economic Psychology*, Vol. 29, pp. 314-335.

- Randall, W.S., Gravier, M.J. and Prybutok, V.R. (2011). "Connection, trust, and commitment: dimensions of co-creation?", *Journal of Strategic Marketing*, Vol. 19 No. 1, pp. 3-24.
- Randle, M. and Dolnicar, S. (2009). "Not Just Any Volunteers: Segmenting the Market to Attract the High Contributors", *Journal of Nonprofit & Public Sector Marketing*, Vol. 21 No. 3, p. 71-282.
- Ramani, G. and Kumar, V. (2008). "Interaction Orientation and Firm Performance", *Journal of Marketing*, Vol. 72 Jan, pp. 27-45.
- Ramaswamy, V. (2009). "Leading the Transformation to Co-Creation of Value", *Strategy and Leadership*, Vol. 37 No. 2, pp. 32-37.
- Raymond, C. (1992). *Members Matter, Making the Most of Membership Schemes in the Arts*, London: Arts Council of Great Britain.
- Richards, G. (2002). "Tourism attraction systems exploring cultural behavior", *Annals of Tourism*, Vol. 29 No. 4, pp.1048–1064.
- Rowley, J. (2005). "The four Cs of customer loyalty", *Marketing Intelligence and Planning*, Vol. 23 No. 6, pp. 574-581.
- Salamon, L.M. and Anheier, H. K. (1992). "In search of the nonprofit sector I The question of definitions", *Voluntas*, Vol. 3 No. 2, pp. 125-151.
- Sargeant, A. (2005). *Marketing Management for Nonprofit Organizations*. 2nd ed, Oxford: Oxford University Press.
- Schouten, J. W. and McAlexander, J. H. (1995). "Subcultures of Consumption: An Ethnography of the New Bikers", *Journal of Consumer Research*, Vol. 22 June, pp. 43-61.
- Shaw, G. and Williams, A. (2009). "Knowledge transfer and management in tourism organisations: an emerging research agenda", *Tourism Management*, Vol. 30, pp. 325-335.
- Sheth, J.N. and Parvatiyar, A. (1995). "Relationship marketing in consumer markets: Antecedents and consequences", *Journal of the Academy of Marketing Science*, Vol. 23 No. 4, pp. 235-376.
- Slater, A. (2003a). "An Audit of Friends' Schemes at UK Heritage Sites", *International Journal of Heritage Studies*, Vol. 9 No. 4, pp. 357-373.

Slater, A. (2003b). "User or Supporters? Understanding Motivations and Behaviors of Museum Members", *Curator*, Vol 6 No. 2 April, pp. 182-207.

Slater, A. (2004). "Revisiting membership scheme typologies in museums and galleries", *International Journal of Nonprofit and Voluntary Sector Marketing*, Vol. 9 No. 3, pp. 238-260.

Slater, A. (2005). "Developing a Typology of Membership Schemes in the UK.", *International Review on Public and Non Profit Marketing*, Vol. 2 No. 1, pp. 23-39.

Slater, A. and Armstrong, K. (2010). "Involvement, Tate, and Me", *Journal of Marketing Management*, Vol. 26 No.7-8, pp. 727-748.

Smith, K.A. (2003). "Literary Enthusiasts as Visitors and Volunteers", *International Journal of Tourism Research*, Vol. 5, pp. 83-95.

Solnet, D. (2008). "Supporting the Contemporary Tourism Product", in Cooper, C. and Hall, C.M. (Eds.) *Contemporary Tourism: An International Approach*, Oxford Burlington, MA: Butterworth-Heinemann/Elsevier, pp. 307-343.

Srinivasan, S.S., Anderson, R. and Ponnnavolu, K. (2002). "Customer loyalty in e-commerce: an exploration of its antecedents and consequences", *Journal of Retailing*, Vol. 78, pp. 41-50.

Steen, T. (2006). "Public Sector Motivation: Is there Something to Learn From the Study of Volunteerism?", *Public Policy and Administration*, Vol. 21 No. 1, pp. 49-62.

Steuer, G. 1997. 18 September "How to Have Fun, Help an Arts Group and Hone your Business Skills – All at the Same Time. [Online] National Endowment for the Arts. <http://arts-endow.gov/Archive/Features10/BVA.htn-J>. in Wymer, W. W. Jr. and Brudney, J. L. (2000). "Marketing Management in Arts Organisations: Differentiating Arts and Culture Volunteers from other Volunteers", *International Journal of Arts Management*, Vol. 2 No. 3, pp. 40-52.

Swarbrooke, J. (2001). "New Approaches to Destination Marketing", *Insights*, Vol. 13, English Tourism Council, London, A15-A22.

Vargo, S. L. and Lusch, R. F. (2004). "Evolving to a New Dominant Logic for Marketing", *Journal of Marketing*, Vol. 68, pp. 1-17.

Vargo, S.L. and Lusch, R.F. (2008). "Service Dominant Logic: Continuing the Evolution", *Journal of Academy of Marketing Science*, Vol. 36 No. 1, pp. 1-10.

Veal, A.J., (2011). *Research Methods for Leisure and Tourism – A Practical Guide*, 4th ed., Harlow, Essex, England: Prentice Hall.

von Friedrichs Grängsjö, Y. (2003), "Destination networking: Co-opetition in peripheral surroundings", *International Journal of Physical Distribution & Logistics Management*, Vol. 33 No. 5, pp. 427 – 448.

von Friedrichs Grängsjö, Y. and Gummesson, E. (2005). "Hotel Networks and Social Capital in Destination Marketing", *International Journal of Service Industry Management*, Vol. 17 No. 1, pp. 58 – 75.

Whyte, R. (2004). "Frequent flyer programmes: Is it a relationship, or do the schemes create spurious loyalty?", *Journal of Targeting, Measurement and Analysis for Marketing*, Vol. 12 No. 3, pp. 269-280.

Wiener, Y. (1982). "Commitment in Organisations: A Normative View", *Academy of Management Review*, Vol. 7 No. 3, pp. 418-428.

Wikström, S. (1996). "The customer as co-producer", *European Journal of Marketing*, Vol. 30 No. 4, pp. 6-19.

Wymer, W.W. Jr. (1997). "Segmenting volunteers using values, self-esteem, empathy and facilitation as determinant variables", *Journal of Nonprofit and Public Sector Marketing*, Vol. 5 No. 2, pp. 3–28.

Wymer, W. W. Jr. and Brudney, J. L. (2000). "Marketing Management in Arts Organisations: Differentiating Arts and Culture Volunteers from Other Volunteers", *International Journal of Arts Management*, Vol. 2 No. 3, pp. 40-52.

Wymer, W.W. Jr. and Samu, S. (2002). "Volunteer service as symbolic consumption: Gender and occupational differences in volunteering", *Journal of Marketing Management*, Vol. 18, pp. 971–989.

Wymer, W.W. Jr., Riecken, G. and Yavas, U. (1997). "Determinants of Volunteerism: a Cross- Disciplinary Review and Research Agenda", *Journal of Nonprofit and Public Sector Marketing*, Vol. 4 No. 4, pp. 3-26.

Yin, R.K. (2009). *Case Study Research: Design and Methods*, 4th ed., London: Sage.

Zeithaml, V.A., Bitner, M. J. and Gremler, D. D. (2006) *Services Marketing - Integrating Customer Focus Across the Firm*, 4th ed., Irwin, NY: McGraw-Hill.

