

Family businesses in the tourism industry: a research agenda

Family
business in
tourism

Hüseyin Ozan Altın and Ige Pirnar

Business Administration, Yasar University–Selçuk Yaşar Campus, Izmir, Turkey

Engin Deniz Eriş

*Department of Office Services and Secreteriat, İzmir Vocational School,
Dokuz Eylül University, İzmir, Turkey, and*

Ebru Gunlu

*Department of Tourism Management, Faculty of Business, Dokuz Eylül University,
İzmir, Turkey*

Received 18 August 2021
Revised 5 November 2021
8 November 2021
9 November 2021
Accepted 9 November 2021

Abstract

Purpose – The purpose of this study is to construct a comprehensive review on family businesses in the tourism industry since globalization and small businesses comprise most of the industry.

Design/methodology/approach – This is a conceptual paper which utilizes qualitative research methods. Bibliometric analysis is applied to the selected 35 articles from specific databases which include not only the general tourism industry but also subsectors of airline, hospitality, restaurant, etc. Articles in this study fixate on the family businesses within the tourism industry.

Findings – In total, 35 articles are found with the keywords “family business and tourism”, “family business and hospitality and hotels”, “family business and restaurant” and “family business and airline”. Though the family business studies focus on hospitality, tourism and restaurants as F&B, there is a research gap in the subsectors like rent-a-car companies, travel agencies and tour operators and recreation facilities. Overall qualitative research design is preferred, but majority of the authors’ focus is on business development, profit, performance and succession. For further studies, quantitative analysis on research gap areas are recommended.

Research limitations/implications – The most general limitation is that only specific selected databases are used for the data gathering process such as double reviewed indexed journals published within Web of Science, Emerald, Elton B. Stephens Company (EBSCO) and Elsevier databases from the period of 1970s. Some other databases and some different periods may be considered as well as different keywords for other research. Secondly, few studies have analyzed quantitative data, since the specific nature of the family business dynamics require qualitative data. As a suggestion, not only qualitative analysis but also mixed methods may also be studied since the literature lacks the studies conducted with these methodologies.

Originality/value – The study contributes to the existing literature by providing a comprehensive review on hospitality and tourism family business management emphasizing the research gap on subsector application areas.

Keywords Bibliometric study, Family business, Family enterprises, Family business management, Tourism

Paper type Research paper

1. Introduction

As it is known that family businesses are the first businesses in the world business history and still in the world economy, family businesses have a huge accelerant impact in developed and developing countries’ economies. Family-controlled companies comprise 35% of all Fortune 500 companies and consist of 80–90% of firms globally (Conway Center for Family Business, 2021). Family business are important economic drivers of GDP, employment and job growth since they generate around 70–90% of annual global GDP, generate half of GDP in the USA, employ around 60% of the private sector US workforce and has created about 80% of all new jobs in the 1980s and 1990s (Poza, 2004; Memili *et al.*, 2015; Zellweger, 2015; Burns, 2016; De Massis *et al.*, 2018).

Family business has been dominating local economies globally, and since tourism industry providers comprise mostly family businesses, the topic is especially important for research and practice. Even though the global corporate firms lead the international business world for many years now (Rogerson, 2016; Krupskiy *et al.*, 2019), they are looking for



innovative ways to localize the global village to satisfy the growing local needs of global customers, thus leading to a new terminology called “glocalization” which family firms are experts in (Liu *et al.*, 2014). Thus, the world leader hospitality chain Hilton hotels, which was started as a family business, has been sub-branding its brand under different names in order to appeal changing different segment needs. As a matter of fact, a localized approach to satisfy localized global customer demand is the reality for success in today’s global tourism world (Ger and Berk, 1996; Marzuki, 2012). The changing demand profile of tourists (Pirnar, 2016) also impacts the trend of localization in global, international and national tourism establishments, since new customers tend to be more culture and local experience-oriented guests. Consequently, this localization trend has also led to many local and family business entrepreneurs to start up their own business in the various innovative forms like boutique hotels, thematic accommodations, and sustainable travel agencies organizing eco-tours and slow or concept restaurants (Hall and Mitchell, 2003; Salazar, 2005). Successful family businesses operating in the tourism sector not only contribute to regional development but also positively impact local sustainability, create new jobs and provide a better quality of life for the residents in relation with the economic contribution to the local area (Kokkranikal, 1993; Zapalska and Brozik, 2007; Kucukaltan and Pirnar, 2016).

In general, family businesses make up to 85% of all companies in the regions, making them a very important source for the economic development and well-being (Soler and G mar, 2016). Since most of the businesses in the tourism industry are family owned and managed (Getz and Petersen, 2004), family business in the tourism industry is a vital element for economic development. Yet, as mentioned, even though family business dominates the tourism industry (Memili *et al.*, 2020), there seems to a significant lack of family hotel businesses research related to the tourism industry (Soler and G mar, 2016). Mostly, in the business literature, the performance of family businesses, the profitability, the importance of institutionalization, managerial types, business management models are highly appreciated. However, not only the family business as a concept in tourism is undermined but also the family business and its existence in subsectors of tourism is neglected. Due to this research gap, this paper aims to explore the existing tourism literature where the significance is the focus on comprehensive summary and related research gaps.

2. Literature review

Family businesses are business ventures that are fully or partially owned and/or managed and operated by families, where the business may be owned by a single member or many members of the family (Madgerova *et al.*, 2016). There are various definitions involving the family businesses dimensions as single dimension of management or ownership, multiple dimensions as management and ownership and integrative as ownership, management (Litz, 2008). Family business synonyms are family company, family firm, family-owned company, family-owned business, family-managed company and family-controlled company.

Getz *et al.* (2014) claim that the reason to start a family business is to meet the needs and preferences of the owners and their families rather than profit maximization and/or business growth indicating these founders put a little emphasis on the strategy of the enterprise with respect to the preferred lifestyles. In a supporting argument, Kallmuenzer *et al.* (2018) mention that once the financial survival of the family firm is ensured, most of the sustainability-related decisions that are taken by rural tourism family firms are associated with ecological and social issues rather than expanding the organization or growing the operations. Findings of their study perfectly delineate and complement the prior arguments made by Getz *et al.* (2004).

As the size of the business increases, lifestyle-oriented and family-oriented decisions tend to be less important and less frequent. Organizations continually adapt and change,

maintaining a persistent transformation process (Valeri, 2021). Ranging from large publicly traded international firms to small companies, size of the family businesses varies consequently affecting their strengths and weaknesses. Regardless of their size, all family businesses have their strong and weak points. Within this context, Allio (2004) lists the five virtues (strengths) and five vices (weaknesses) of family businesses. Loyalty, focus, having deep pockets, ability to follow through and speed of the family businesses make up the strengths of family businesses, whereas blind loyalty, impulsiveness, myopia and utilizing medium-term “tactics” rather than long-term strategies can be listed as the weak points. Getz and Carlsen (2000) point out that the literature on family business is overlapping with the literature on small and medium enterprises (SMEs); however, family businesses when compared to SMEs have some unique attributes. Many of the SMEs are nonfamily bodies; therefore, in terms of ownership and management, they differ from family businesses. This main distinction affects the business vision, goals, strategies and performance (Hallak *et al.*, 2014). Regarding the dissimilarity between SMEs and family businesses, some remarkable points may be classified as stated below in Table 1.

It is clear that the tourism industry provides many opportunities for family businesses, where the close host–guest–social community interactions and small family applications lead to meaningful customer experiences, guest satisfaction, value maximization, brand and destination loyalty and positive word of mouth and increased social responsibility, ethical applications and community commitment (Getz and Carlsen, 2005; Niehm *et al.*, 2008). Within this context, a study by Kallmuenzer *et al.* (2020) reveals that the ties of social interaction and relationship commitment have a significant impact on the value co-creation within the context of tourism and hospitality sectors. Moreover, their findings also remark that if relationship commitment is existent between guests and hosts, the former party is involved in the value creation process at a remarkable degree, which further provides evidence on the aforementioned remarks about the impact of host–guest interactions. Complementary to host–guest interactions; emotions are also important for both family businesses and the tourism industry. The recent tourism literature remarks that customer involvement and emotions “demonstrate greater progress” toward the progress and scientific development of the tourism industry and consumer behavior concept (Santos *et al.*, 2021a, b).

Peters (2004, p. 76) indicates that “*special and personal relationships with customers/ tourists constitute one of the most important service quality elements*” positively impacting the guest satisfaction levels. Niche marketing opportunities, independence, flexibility and

Family businesses

More risk averse
 Reluctant to accept outsider investors
 Commitment of family labor
 Objectives under the influence of the family members
 Family and the business objectives interrelation interferes with entrepreneurial process
 Personnel performance incentives are often excluded
 More complicated
 Usually owned and run by couples
 Shortage of skilled staff and financial resources
 Limited access to business expertise and little management training
 Informal (owner-manager)

Source(s): Adapted from Becton and Graetz (2001), Chua *et al.* (1999), Craig and Lindsay (2002), Dyer (2006), Gallo *et al.* (2004), Getz and Carlsen (2000), Getz and Petersen (2005), Getz and Carlsen (2005), Page *et al.* (1999), Peters and Buhalis (2004), Zhang and Morrison (2007), Zhao and Getz (2008)

Table 1.
 Family business’
 remarkable differences
 compared to SMEs

adaptation abilities, continuity and stability for generations are some other advantages of the family businesses operating in the tourism industry (Peters, 2004; Peters and Buhalis, 2004). Flexibility of the family businesses is also associated with utilizing well-known marketing techniques. According to Obermayer *et al.* (2021), family-owned wineries in Hungary use social media quite extensively while increasing their brand-awareness and reaching out to new customer bases.

Small business is the focal point in tourism entrepreneurship research with the focus on economic indicators such as employment opportunities and revenue-generating impacts (Wanhill, 2000; Zapalska, 2015). Furthermore, family businesses operating in the tourism industry have particular opportunities for profit, greater financial rewards and growth potential benefits due to their association with small business management and entrepreneurship issues (Andersson *et al.*, 2002; Getz and Petersen, 2005). Thus, the positive impact on rural development, positive local economic gains, opportunities for minority groups' entrepreneurship activities are factors which support tourism industry family business development (Bosworth and Farrell, 2011). Due to the continuous changes in the tourism sector, niche tourism markets such as wine tourism (Santos *et al.*, 2021a, b, c) are becoming more and more important, which the family businesses may fill quite effectively.

The tourism industry is very suitable for the family business applications and has the potential to optimize the stated benefits since "*tourism industry is dominated by small and medium sized family enterprises*" (Peters and Buhalis, 2004, p. 406). In light of this quote, however, the literature remarks that SME owners in the up-and-coming tourism destination should develop or embrace critical entrepreneurial behaviors such as intrinsic innovativeness or proactiveness in the market (Peters and Kallmuenzer, 2018). By developing these entrepreneurial behaviors, family businesses may persevere while navigating around tourism enterprises networks, which are often characterized by complexity and dynamicity (Valeri and Baggio, 2021a, b). Networking may be a necessity for SMEs that aim to grow. Cooperative relationships between SMEs help organizations survive in competitive environments (Valeri, 2016).

There are many factors that lay the groundwork for family enterprises. It is widely known that big companies attract potential employees in the tourism industry. However the "autonomy" factor which is being one's own boss is a very important human trait that has been motivating new generations in developed and/or developing countries for a career switch and start up a tourism business. The second important issue is about the tourism types (such as farm tourism, eco-tourism, etc.) that encourage investing in the silhouette of a family business. The other issue why family business is important in the tourism industry is just because these businesses are the foundations of destination competitiveness. Both in economic and community perspective; the family businesses not only become the economic engines in many destinations but also they make difference in demonstrating the aspects of culture. If family businesses were not involved in the tourism industry, the communities in rural areas would face migration; the intention of standardizing services would result with the overlooked cultural patterns (Getz *et al.*, 2004). These are some of the main indicators why family business is ideal for the tourism model. Within the context of rural tourism, Kumar *et al.* (2021) remark that support of community, attitudes of the locals toward the tourism, availability of funds and destination characteristics are some of the factors that foster the rural tourism development. This phenomenon, in turn, reduces the potential migration from rural areas.

In addition, the link between family business and tourism development cannot be ignored. A study by Hallak and Assaker (2013) indicated that family businesses that are operating within the tourism industry have an overall greater commitment to the destination. In other words, tourism-based family firms tend to stick to their town, which fosters the economic development of the town that they operate in a sustainable and effective manner.

This mindset of developing and fostering the destination is so strong that the SMEs that operate in emergent tourism destinations are stripped of their competitive aggressiveness. Rather than promoting their own agenda, these actors strive toward promoting a common tourism package (Peters and Kallmuenzer, 2018). Thus, it is prudent to mention that primary attributes of entrepreneurs that operate a tourism-based family firm is quite distinct from run-of-the-mill entrepreneurs especially if they are operating in emerging tourism destinations.

This, however, does not mean that entrepreneurs in the tourism sector are completely different than their counterparts in other industries. According to Ahmad (2015); most of owners in small- and medium-sized hotel enterprises that operate in United Arab Emirates are self-confident, perseverant and strive for independence. Moreover, they started their business to be independent and to be their own boss. Findings of the study of Ahmad (2015) are quite similar to mainstream attributes of entrepreneurs.

As it has been mentioned above, the rural areas are generally dominated by the family businesses. This majority for sure would play a great role in the success of the industry in the area, and this ownership model would highly benefit from higher income multipliers. This reciprocal trading would result with the development of the industry and the destination. This is not the only issue to be underlined. As Getz and Carlsen (2005) indicate, there are many more advantages the family businesses bring to the areas such as (a) children to sustain schools, (b) ties to the land, (c) resulting in commitment to the area and (d) attitudes favoring conservation of resources. Consequently, when there is an economic efficiency in a destination, the resources and opportunities begin to gain more importance, and the family businesses try to adapt to the changing circumstances. While adopting these ever-changing circumstances, family businesses may generate new competitive advantages by utilizing their already present knowledge about the market: for example a resource that is valuable, rare, inimitable and non-substitutable attributes (Valeri and Baggio, 2021a, b). Being a sustainable business demands innovative approaches; innovative approaches demand identification of innovative elements, and the development of sustainable family businesses would result with the sustainable tourism industry. It is evident that the business development, industry development and families are interrelated and do influence each other (Elmo *et al.*, 2020).

Despite the fact that all these issues raised above prove the family business' crucial importance in tourism, the related research is limited (Andersson *et al.*, 2002; Soler and G mar, 2016) and has a huge potential for further studies as Thomas *et al.* (2011, p. 972) indicate as areas for initiation, emerging areas and established areas (see Table 2).

Despite the economic importance of the family business in the global business world, it is a question if the field gets the attention it deserves from the academic perspective. In other words, when compared to global brands and international hotel chains, are the family hospitality firms getting deserved attention in the literature? Was it underestimated and/or vanished among SMEs? This study tries to find the answer by searching the related literature and details as the amount, distribution and contents of family tourism and hospitality business.

3. Research methodology

This research has a descriptive design with the objective of providing systematic information on the academic tourism industry family business literature by indicating preferred study topics as well as research gaps. Based on the authors' knowledge up to this date, no bibliometric study is conducted related to family business in the tourism industry; therefore, in order to identify the research development, understand the research trends and identify the research gap, a qualitative research method and bibliometric analysis technique is chosen for the methodology.

Areas for initiation	Emerging areas	Established areas
Small business growth and failure	Informal economic relations	Sustainability
Business strategies	Pro poor tourism	Characteristics and motivations (including lifestyles)
Finance and financial management	Ethnic enterprises	Training and learning
Supply chains	Gender	Developing economies
Innovation and knowledge management	Social and cultural perspectives	Impacts (or evaluations) of public policy
Explanations of structural changes	Local economic development	Contributions to local economies
International comparative studies	ICTs	Small business networks and clusters
Small festival and events businesses	Policy formation and participation in local 'partnerships'	Marketing

Table 2.
Research agenda on
small firms in tourism

Source(s): Thomas *et al.* (2011, p. 972)

Bibliometric analysis is a specific type of systematic literature review analysis that draws a comprehensive picture of academic trends, comparisons and graphical visualizations. In other words, bibliometric analyses generate an overall view on a specific topic of interest by establishing the important milestones of the current state of research (Iftikhar *et al.*, 2019). A bibliometric study is an advantageous method of analysis due to the fact that it shines light on a variety of quite specific topics and subfields. Bibliometric studies are quite prominent among the subfields of the tourism sector. A variety of bibliometric studies can be found in the literature that focuses on the different aspects of tourism. Studies that focus on specific subfields of tourism (Yang *et al.*, 2017; Spasojevic *et al.*, 2018; Barrios *et al.*, 2008), geographically specific research (Moreno-Gil and Parra Lopez, 2020), interdisciplinary articles (Teixeira and Ferreira, 2018; Barrios *et al.*, 2008) or general tourism articles (Koc and Boz, 2014; Mulet-Forteza *et al.*, 2020; Palmer *et al.*, 2005) often utilize bibliometric analysis as their analysis method, which further justifies the use of bibliometric analysis for the topic of family businesses within the tourism sector.

Double reviewed indexed journals published within Web of Science, Emerald, EBSCO and Elsevier databases are searched from the period of 1970s. For analysis, keywords "family business and tourism" (31 entries), "family business and hospitality and hotels" (17 entries), "family business and restaurant" (5 entries), "family business and airline" (2 entries), "family business and rent-a-car" (0 entry), "family business and travel agency" (0 entry), "family business and tour operator" (0 entry), "family business and recreation" (0 entry) are chosen as indicative of the tourism industry. These keywords used as search items for article title section to get more accurate articles for the aim of the research. In total, 55 journal article entries are found, but after eliminating the repetitive ones and the ones that can be suitable, 35 articles are selected for the analysis. As suggested by Fisch and Block (2018), various research practices have been exercised to increase the rigor of the study and make it more transparent for readers. Articles are examined in a methodical way to bolster the rigor of the study, as well as, to eradicate any potential bias. Therefore, during the eliminating process, the researchers cross-checked the repetitive articles. In order to frame the research better with the existing works in the field, breadth of the article search process has been fine-tuned. Moreover, depth of the database scrutinization process has been calibrated in order to not miss major relevant journal articles. As the research went on, breadth and depth of the included articles were revisited and tuned accordingly in order to build a strong foundation for bibliometric analysis.

The analysis is conducted by thorough investigation of these articles and classification of them under the titles of authors, year, research theme, theory, research methodology and results soon some research gaps are found in the field. Articles within the academic journals constitutes the population from which the sample is drawn by using purposive sampling. This sampling enables the researchers to get the necessary information and describe the major impact of the findings (Alchemer, 2021). Within the population, English language articles are classified by year, country, discipline, research design, theories, variables, findings, etc. To classify the articles' content, method-oriented criteria and semantic content analysis is chosen.

4. Findings and results

Findings indicate that in total, 35 articles are found with the keywords “family business and tourism”, “family business and hospitality and hotels”, “family business and restaurant” and “family business and airline” on the selected databases. Thus, search of keywords which consisted “family business and rent-a-car”, “family business and travel agency” “family business and tour operator” and “family business and recreation” yielded 0 studies which clearly shows there is a need to conduct more research in these subsectors of the tourism industry. Table 3, located below, presents the detailed bibliometric table which includes relevant keywords, articles' title, publishing year, author name(s), methodology and summary of the conclusion.

As seen from the bibliometric table, family business in the tourism industry gained recent research interest, since 28% of these articles are published before 2010 and 72% after 2010. The publications are from different continents and countries, but 16% of these research works are mainly from Australia followed by Italy (14%). Yearly distribution of the articles is shown in Figure 1.

Concerning the research design, 88% of the articles have adapted empirical research, while the rest were kept theoretical. Besides, the type of the research is mostly descriptive (75%). Research works mostly were designed as qualitative research (53%), and only 12% of them conducted mixed method. Table 4, further, shows the design pattern of the articles.

In the literature, it is found that most of the articles on family businesses are related with general tourism (50%) and hospitality and hotels (38%) where subsectors are not preferred as a research topic. Only subsectors of restaurants as F&B establishments with 6% and airlines with 6% are researched, whereas other areas' subsectors intermediaries as travel agencies and tour operators, recreation facilities and rent-a-car companies are not chosen at all leading to a vital research gap (see Figure 2).

Other than the related sub-industries, from the managerial perspective, it is understood that the family tourism business studies mostly focus on the issues with the entrepreneurship perspective and usually with general business and/or management issues such as business development and performance. To give an example, Harms *et al.* (2015) examined the determinants in family business's cooperation in the tourism industry. Debski and Sułkowski (2019) examined the relationship between customers and owners in the context of small family accommodation business leading to be an effective competitive advantage. Ismail *et al.* (2019) investigated transgenerational impacts and inherent influences of family business operating in the tourism industry in Malaysian islands. They arrived to a conclusion that inherent factors like ability to adapt to changes help overcoming situational challenges. Succession is an important topic for family business research, and within the context of the tourism industry, family business second and third generations learn and adapt, leading to sustainability. Peters (2004) focused on business-planning processes in tourism family enterprises where results of the study showed that although business-planning aspects can be associated with the success of the family tourism businesses, only 1 in 3 family business entrepreneurs can be considered as

Table 3.
Detailed bibliometric
table on family
business in the tourism
industry

Keyword	Year	Title of study	Author(s)	Methodology	Results and conclusions
Family Business and Tourism	2004	Business planning processes in tourism family enterprises	Mike Peters	Quantitative research: Questionnaire w/240 participants	Results of the study showed that although business planning aspects can be associated with the success of the family tourism businesses, only 1 in 3 family business entrepreneurs can be considered as a professional planner. Through a systemic literature review, paper presents various gaps in the literature such as the lack of research-based studies in family-related dimensions in tourism, lack of systemic comparison of family and nonfamily businesses, balance between family and business life, succession plans, potential disposition of the business and lastly motives, goals and vision of the founder. While ownership of a family enterprise is still important, non-monetary motives are becoming more important, such as self-actualization, independence and quality of life. However, emotional and family ties still play an important role. Paper focuses on a relationship between ESE and enterprise performance. Findings reveal that entrepreneurial self-efficacy is positively correlated with the performance of an enterprise, regardless of whether it is owned by family or not
Family business and Tourism	2005	Family business in tourism: state of the art	Donald Getz, Jack Carlsen	Qualitative research: literature review	
Family business and Tourism	2005	Succession in tourism family Business: the motivation of succeeding family members	Mike Peters	Quantitative research: semi-structured questionnaire-survey w/100 entrepreneurs	
Family business and Tourism	2014	Are family and nonfamily tourism businesses different? An examination of the entrepreneurial self-efficacy-entrepreneurial performance relationship	Rob Hallak, Guy Assaker, Peter O'Connor	Quantitative research: survey with 298 SMTE's	

(continued)

Keyword	Year	Title of study	Author(s)	Methodology	Results and conclusions
Family business and Tourism	2015	Understanding the characteristics of family owned tourism micro Businesses in mountain destinations in developing countries: evidence from Nigeria	Mohammed Bala Banki, Hairul Nizam Ismail	Qualitative research: case study and semi-structured interviews w/38 people	Findings indicate that raising funds during the start-up process presents a big problem for family businesses due to the lack of institutionalized banks. Many families establish micro-tourism businesses for economic survival, however, lack of succession planning and the seasonality of tourism in the area threatens their efforts Findings reveal that economic results of FB and NFB show substantial discrepancies. Family businesses have not improved their capacity to increase effectiveness in the use of assets, but nonfamily businesses have been inclined toward low-cost, low-price strategies Results yielded that serious problems exist in family businesses, mainly on the management part and marketing activities. Authors provide some suggestions to develop more effective management implementations and marketing activities Research revealed that family-owned businesses in the area experiences extreme seasonality; which affects the operations of businesses and survival of the family. However, findings also revealed that idea of "familiness" of family tourism businesses can relatively reduce the effects of seasonality
Family business and Tourism	2016	Return on capital in Spanish tourism businesses: a comparative analysis of family vs non-family businesses	Cesar Camison, Beatriz Fores, Alba Puig-Denia	Quantitative research: Longitudinal analysis/Comparative case study	
Family business and Tourism	2016	Problems of the management and marketing of family business in tourism	Výara Kyurova, Raya Madgerova, Anny Atanasova	Quantitative research: Survey w/84 business owners	
Family business and Tourism	2016	Coping with seasonality: a case study of family-owned micro tourism businesses in Obudu mountain Resort in Nigeria	Mohammed Bala Banki, Hairul Nizam Ismail, Isa Bala Muhammad	Qualitative research: case study	

(continued)

Table 3.

Table 3.

Keyword	Year	Title of study	Author(s)	Methodology	Results and conclusions
Family business and Tourism	2017	Development of family tourism Businesses in rural areas: multi criteria assessment of businesses in Easter Slovenia	Boris Prevorsek, Črtomir Rozman, Karmen Pazek, Aleksandar Maksimovic	Mixed method: multi criteria methods based on DEX and AHP models	Success of a succession in family businesses is generally affected by the characteristics of the next generation and current operator, number of successors and the inclusion of the successor into the management
Family business and Tourism	2018	The agricultural tourism management in family business: case study of Rayong province in Thailand	J. Khernkhan, P. Mankeb	Qualitative research: McKinsey's 7-S model	Study shows that family businesses in agricultural tourism sector mostly employ family members. Moreover, businesses completely lack the usage of IT and public relation campaigns
Family business and Tourism	2019	Tourism family-business owners' risk perception: its impact on destination development	Gundula Glowka and Antia Zehrer	Qualitative research: in depth interviews w/47 family business owners	Family businesses choose to neglect the risks that a destination may face such as labor shortage or climate change, which hinders family businesses proactive approach to sustainable destination development
Family business and Tourism	2019	Inherent factors of family business and transgenerational influencing tourism business in Malaysian Islands	Hairul Nizam Ismail, Mohd Alif Mohd Puzi, Mohammed Bala Banki, Nooraini Yusoff	Qualitative research: thematic analysis of case studies (2 studies)	If the resilient factors are already present at the tourism destinations, sustainable tourism development can be achieved within the context of local community empowerment. Moreover, various inherent abilities may help businesses face with situational challenges
Family business and Tourism	2020	Family business in tourism: an international systematic review of literature with an emphasis on Latin America	Beatriz Adriana Lopez-Chavez, Cesar Maldonado-Alcudia, Ana Maria Larranaga Núñez	Qualitative research: literature review	Findings of the study reveal that the literature lacks the competitiveness of a destination within the context of family businesses. Also, most of the studies emphasize competitiveness and strategic planning

(continued)

Keyword	Year	Title of study	Author(s)	Methodology	Results and conclusions
Family business and Tourism	2020	Innovative drivers for family business models in tourism	Gabriella Arcese, Marco Valeri, stefano Poponi, Grazia Chiara Elmo	Qualitative research: literature review and content analysis	Findings show us that the literature lacks a standardized comparative study between family and nonfamily businesses. Moreover, research reveal that most of the literature can be found in the tourism related journals, not the hospitality-focused publications
Family business and Tourism	2020	Sustainability in tourism as an innovation driver: an analysis of family business reality	Grazia Chiara Elmo, Gabriella Arcese, Marco Valeri, Stefano Poponi, Francesco Pacchera	Qualitative research: systematic literature review	Results of the study indicated that the literature lacks studies that considers innovation strategies and overall theoretical basis, which hinders the company's efforts of innovating their business models
Family business and Tourism	2020	Tourism development using family business entrepreneurs: a new paradigm	Ajay A. Chauhan, Ketwadee Madden	Qualitative research: case studies	Research reveal that due to the fragmented nature of tourism industry, family businesses play a major role due to their flexibility, personal touch, credibility and their ability to exploit small niches
Family Business and Tourism	2020	Family business in tourism characteristics—the owners' perspective	Ivana Bujan	Qualitative research: In-depth Interview w/20 hotel owners	Research reveal that due to the fragmented nature of tourism industry, family businesses play a major role due to their flexibility, personal touch, credibility and their ability to exploit small niches
Family business and Tourism	2020	Network science and sustainable performance of family businesses in tourism	Rodolfo Baggio, Marco Valeri	Qualitative research: Content analysis	Paper shows that various network science methods effectively benefits the sustainable performance of family businesses in tourism and hospitality sectors

(continued)

Table 3.

Table 3.

Keyword	Year	Title of study	Author(s)	Methodology	Results and conclusions
Family business and Hospitality	2000	Characteristics and goals of family and owner-operated businesses in the rural tourism and hospitality sectors	Donald Getz, Jack Carlsen	Mixed method: In-depth Interview w/12 businesses, questionnaire w/198 businesses	Research indicate that family-related goals are dominant in the industry; but many people consider profitability as an important aspect as well. Findings also yield that less than half of the family businesses have clear plans about succession. Even fewer entrepreneurs have plans about disposition of the business
Family business and Hospitality	2001	The environmental attitudes and practices of family businesses in the rural tourism and hospitality sectors	Jack Carlsen, Donald Getz, Jane Ali-Knight	Quantitative research: survey w/210 respondents	Research indicated that most of the surveyed family businesses implement some kind of sustainable practices, even though their effectiveness is non-tested. Conserving heritage and nature is one of the main motivators of establishing their businesses. Moreover, motivation differs based on education levels and business types
Family business and Hospitality	2002	Family business goals in the tourism and hospitality sector: case studies and cross-case analysis from Australia, Canada and Sweden	Tommy Andersson, Jack Carlsen, Donald Getz	Qualitative research: in-depth interviews and cross-case analyses	Similarities exist between cases on the topics of lifestyle considerations, location preferences and uncertainty over disposition of the businesses. Main motivation for the expansion of a family business is to reduce the burden of long hours, rather than accumulating bigger wealth

(continued)

Table 3.

Keyword	Year	Title of study	Author(s)	Methodology	Results and conclusions
Family business and Hospitality	2005	Growth and profit-oriented entrepreneurship among family Business owners in the tourism and hospitality industry	Donald Getz, Tage Petersen	Quantitative research: questionnaire and comparative case studies (2 cases)	Study compares two different types of entrepreneurs in family businesses: growth oriented and lifestyle oriented. Findings revealed that lifestyle and autonomy goals predominate the industry. Attitudes and goals of two groups are different and in both groups involving children into business is rare. Research revealed that many similarities exist between USA and Australian family businesses even though their cultures are somewhat different. Differences mainly exists between family-centered and business-centered family businesses' directions
Family business and Hospitality	2006	Goals and characteristics of family-owned small businesses: an international replication and comparison Between middle America and Western Australia hospitality providers	William L. Smith	Quantitative research: questionnaire-survey w/50 people	Many successful family businesses in Poland often focus on a niche market or a product. Paper also gives extensive detail about the typical family business entrepreneur and the challenges he/she faces. Furthermore, study highlights the factors that hindered the development of family businesses in Poland
Family business and Hospitality	2007	Managing family businesses in the tourism and hospitality industry the transitional economy of Poland	Dallas Brozik, Alina M. Zapalska	Quantitative research: questionnaire-Phone surveys	Research revealed that entrepreneurs in rural countries are less educated than their counterparts. Moreover, economic and lifestyle-related benefits had nearly equally attracted business owners in both countries. Lastly, entrepreneurs in developing countries are younger than their counterparts in developed countries
Family business and Hospitality	2008	Characteristics and goals of rural family business owners in tourism and hospitality: a developing country perspective	Weibing Zhao, Donald Getz	Mixed methods: questionnaire-survey w/226 people and semi-structured interviews w/12 people	(continued)

Table 3.

Keyword	Year	Title of study	Author(s)	Methodology	Results and conclusions
Family business and Hospitality	2012	Family Business succession in Indonesia: a study of hospitality industry	Nyayu Lathifah Tirdasaria, Wawan Dhewantoa	Qualitative research: in-depth interviews and cross-case analysis (3 restaurants)	Findings revealed that family business owners in Indonesia have plans for the inevitable succession of the businesses, but few of them are written. Moreover, most of the current family business owners know what they require from their successors. In all cases, children will be chosen as the successor of the family business Findings of the study reveal that communication and dialogue can be considered as an effective tool for fostering leadership within the business and developing managerial critical thinking on various levels of management, mainly front and middle levels for hospitality businesses Paper identifies that although difficulties exist, family businesses are still growing. Findings reveal various factors that affect family businesses' growth, such as adopting a flexible posture in the industry, existence of tax incentives, opportunities for entrepreneurial and business training, creating societal awareness of entrepreneurship and reducing red tape
Family business and Hospitality	2012	Critical thinking, professional customer service and family owned Businesses in the hospitality industry	Chris Ehiobuche	Quantitative research: questionnaire	
Family business and Hospitality	2013	The entrepreneurial environment and the life-cycle growth and development approach to analyzing tourism and hospitality family businesses in West Virginia	Alina M. Zapalska, Dallas Brozik	Qualitative research: case study analysis (life-cycle growth and development model)	

(continued)

Keyword	Year	Title of study	Author(s)	Methodology	Results and conclusions
Family business and Hospitality	2015	Expert insights on the determinants of cooperation in family firms in tourism and hospitality sector	Henrik Harms, Esra Memili, Jonas Steeger	Mixed methods: Expert surveys with 21 people and secondary data from Dafne database	Paper reveals that differences exist between family and nonfamily businesses. Family firms exhibit lower equity, more debt/equity, more independence, and less liquidity than nonfamily firms in hospitality and gastronomy sectors
Family business and Hospitality	2019	Hospitality in the image of small family accommodation businesses	Maciej Dębski, Lukasz Sulkowski	Quantitative research: survey w/319 participants	Micro tourism businesses easily establish relationships between owner and customer. Moreover, for businesses that provides accommodation, family characteristic can be a wonderful competitive advantage
Family business and Hotel	2004	Family hotel businesses: strategic planning and the need for education training	Mike Peters, Dimitrios Buhalis	Quantitative research: survey and questionnaire w/156 family business owners	Study showed that family businesses generally want to keep the business within the family. However, as the size of the firm increases, so does the willingness of the owners to engage in cooperation
Family business and Hotel	2016	The impact of family Business strategies on hotel room prices	Ismael P. Soler, German Gemar	Quantitative research: Hedonic price modeling with secondary data	Findings of the study remark that being a family business has a negative impact on the room prices. Authors then provide recommendations for better management of family hotel businesses
Family business and Airline	2012	Strategic management of a family-owned airline: Analyzing the absorptive capacity of cimber sterling group A/S	Britta Boyd, Svend Hollensen	Qualitative research: case study analysis (ACAP model)	Using the ACAP model, study reveal that family owned airline companies can achieve high absorptive capacity which allows them to retain competitive advantage by handling crisis situations in a fast and flexible way

(continued)

Table 3.

Table 3.

Keyword	Year	Title of study	Author(s)	Methodology	Results and conclusions
Family business and Airline	2015	Managing turbulence: Business model development in a family-owned airline	Marcel Bogers, Britta Boyd, Svend Hollensen	Qualitative research: case study analysis (1 company)	Paper discusses the life-cycle of family businesses based on a family-owned airline company. Findings indicate that "family" concept loses its importance in the last phases of the cycle, however it still plays an important role in the extent, timing and direction of innovation and entrepreneurship
Family business and Restaurant	2015	Sales determinants of restaurant chain business: focused on family restaurants in Korea	Sae-Joon Oh, Jung-Hyun Lee, Hyung-Keun Kim and Jongchil Shin	Quantitative research: multiple regression analysis	Paper shows that amount of unit sales in family restaurants located in Seoul and other metropolitan cities is lower than those in provincial cities, whereas being a corner building has no influence. Blogs can be used by family businesses to raise awareness
Family business and Rent-a-car	x	x	x	x	x
Family business and Travel Agency	x	x	x	x	x
Family business and Recreation	x	x	x	x	x

Family business in tourism

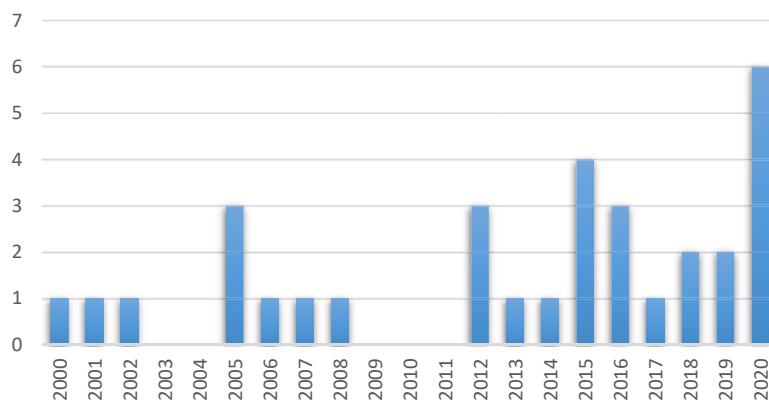


Figure 1.
Yearly distribution of the articles

	Descriptive	Explorative
Normative	13%	–
Empirical	62%	26%

Table 4.
Characteristics of the articles

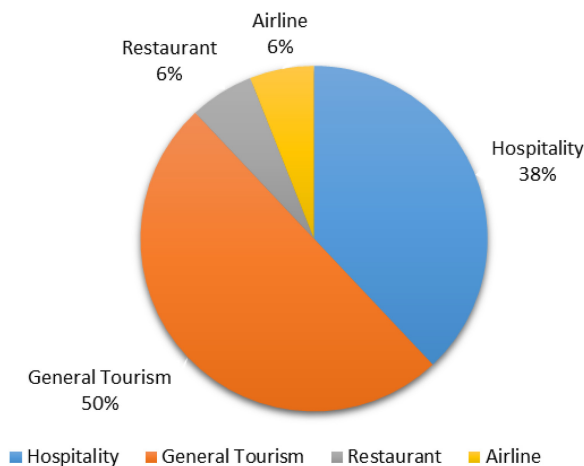


Figure 2.
Percentage of sectors in the articles

a professional planner. On the other hand, [Peters and Buhalis \(2004\)](#) studied strategic planning and the need for education and training in the family hotel businesses. The study indicated that family businesses generally want to keep the business within the family. However, as the size of the firm increases, so does the willingness of the owners to engage in cooperation. From another perspective, [Ehiobuche's \(2012\)](#) paper suggests that it is possible to improve customer service professional's critical thinking competence by not only hospitality training and professional development but also with effective dialog since ([Ehiobuche, 2012, p. 64](#)) "dialogue could be an effective tool for stimulating leadership and managerial critical thinking at front line and middle management levels in family owned hospitality enterprises."

Among the research works focusing on managerial issues, “succession” as a topic seems to be more appealing than others (e.g. [Sharma et al., 2003](#); [Peters, 2005](#); [Prevorsek et al., 2017](#); [Tirdasari and Dhewanto, 2012](#)). It is understood that since sustainability is important for family businesses in the tourism industry, succession plans and their proper applications has a crucial and essential role for long-term endurance. [Tirdasari and Dhewanto \(2012\)](#) indicate that family business owners in Indonesia have plans for the inevitable succession of the businesses, but few of them are written. Moreover, most of the current family business owners know what they require from their successors. In all cases, children will be chosen as the successor of the family business. [Prevorsek et al. \(2017\)](#) mention that success of a succession in family businesses is generally affected by the characteristics of the next generation and current operator, number of successors and the inclusion of the successor into the management. Within this context, [Elmo et al. \(2020\)](#) researched succession as an aspect of innovation driver from the family businesses’ point of view by also mentioning that the lack of an innovation strategy and theoretical basis hinders family businesses’ ability to innovate their business models. Similarly, [Baggio and Valeri \(2020\)](#) found out that utilizing network science methods effectively benefit the sustainable performance of family businesses.

Since family business seems important in rural areas, some pioneer research studies (e.g. [Getz and Carlsen, 2000](#); [Carlsen et al., 2001](#); [Andersson et al., 2002](#); [Zhao and Getz, 2008](#); [Prevorsek et al., 2017](#)) in the tourism industry were mostly interested in family business operations in small selected provinces. [Zhao and Getz’s \(2008\)](#) study is specifically interested in the family business development in developing countries since the majority of the studies take place in developing countries. There are also some urban and rural destination comparisons between small province and metropolis areas to identify segmented consumer behavior. For example, [Oh et al. \(2015\)](#) compared family-owned and chain restaurants in different sized cities in Korea. Similarly, [Glowka and Zehrer \(2019\)](#) examined the family business owners’ risk perception and its impact on the development of destination. They found out that most family businesses neglect various risks that a destination may face such as labor shortage which hinders the ability to employ sustainable destination development strategies. Also, the characteristics and aims considering the initial to start-up, operations process and ending of the family and owner-operated businesses in the rural tourism and hospitality industry are analyzed ([Getz and Carlsen, 2000](#)). There are also works in the literature on family entrepreneurship studies focusing on strategies of family entrepreneurs and their various local and regional impacts. For example, [Soler and G marb’ \(2016\)](#) study which used the hedonic price model is conducted in M laga, Spain and implied that “being a family-business hotel has a significant negative impact on room price” in Malaga ([Soler and G marb, 2016](#), p. 58). In a similar manner, [Bujan \(2020\)](#) found out that for Croatian family business owners, nonfinancial measures are more important than financial measures. On the other hand, [Chauhan and Madden \(2020\)](#) found out that in the tourism sector in Thailand, family businesses play an important role due to their flexibility, credibility and ability to fill niches in the market. On the other hand, the study of [Khermkan and Mankeb \(2018\)](#) revealed that agricultural tourism businesses in Thailand often employ family members.

In addition to the rural comparison studies indicated above, there are quite a number of comparisons focused on family business tourism studies, one being the generic and tourism specific barriers to inheritance which is studied by [Getz and Petersen \(2004\)](#). Another study by [Smith \(2006\)](#), compared the aims and characteristics and the variations between of family-owned small hospitality businesses operating in Middle America and Western Australia. It was an exploratory study with a conclusion that in spite of many similarities, adequate number of differences were noted “where the family-centered versus business-centered family business appeared to take different directions ([Smith, 2006](#), p. 220). Yet, [Hallak et al. \(2014\)](#) compared the differences between the family and nonfamily tourism businesses within

the scope of the entrepreneurial self-efficacy–entrepreneurial performance relationship. The related study indicated that even though the “entrepreneurial self-efficacy” of business owners is an important predictor of business performance, there was no difference between the family and nonfamily tourism businesses (Hallak *et al.*, 2014, p. 388).

The lifestyle of family businesses is also studied by authors. Andersson *et al.* (2002) indicate that similarities exist between cases on the topics of lifestyle considerations, location preferences and uncertainty over disposition of the businesses. Hence, the main motivation for the expansion of a family business is to reduce the burden of long hours, rather than accumulating bigger wealth. Yet, Getz and Petersen’s (2005) paper compares two different types of entrepreneurs in family businesses: growth oriented and lifestyle oriented. Findings revealed that lifestyle and autonomy goals predominate the industry. Attitudes and goals of two groups are different, and in both groups, involving children into business is rare. Further, Zhao and Getz’s (2008) paper revealed that entrepreneurs in rural countries are less educated than their counterparts. Moreover, economic and lifestyle-related benefits had nearly equally attracted business owners in both countries. Based on the age distribution, entrepreneurs in developing countries are younger than their counterparts in developed countries.

Lastly, it is understood that some research models are preferred by the family tourism business researchers. Some examples are family business development model (Getz and Carlsen, 2005; Zapalska and Brozik, 2007; Bogers *et al.*, 2015), Kazanjian’s stage contingent model and Gnyawali Fogel environmental model (Zapalska and Brozik, 2013), hedonic price model (Soler and G marb’, 2016) and absorptive capacity ACAP model (Boyd and Hollensen, 2012).

5. Conclusion and discussion

The knowledge of the nature and extent of entrepreneurial activity among family businesses is limited in the tourism and hospitality sector. In this study, authors aimed to build up a comprehensive body of knowledge within the boundaries of family businesses and tourism sector. A holistic point-of-view is embraced throughout the study while maintaining the academic objectivity. After scrutinizing the academic databases thoroughly which fostered a rigorous search process, all relevant articles were tweezed and examined. This effort aims not only missing major articles pointing at this phenomenon but also following the bibliometric analysis steps properly. Contemporary standpoints in the literature are also discussed and existing research gaps are indicated.

It is understood that family business issue in the tourism industry gained importance after the year 2000. Early publications mainly have entrepreneurship perspective and researches discussed some of the fundamental business issues such as business development, profit and performance. In addition to this, depending on the nature of family businesses, “*succession*” as a topic is seen as a remarkable entrepreneurship topic (Chua *et al.*, 1999; Getz and Petersen, 2005; Ismail *et al.*, 2019; Sharma *et al.*, 2003) in the field. Since the family businesses are assumed to be lacking written or formal succession plans, members tend to know who will be the next acting manager. From strategic management point of view, resilience should be considered as a crucial factor or component of sustainable development. Family has a crucial role in the extent, timing and direction of innovation and entrepreneurship. Furthermore, in the literature small sized hotels and restaurants have received less attention in metropolis areas.

From the tourism management perspective; most of the researches are conducted in rural areas and it is found that even though there are cultural differences in different countries, family owned businesses mostly have their own similar attributes which led the literature to generalize them. Though no cultural variations were found in different countries, the significant difference was found between the developed and developing countries. The

characteristics and aims of family owned tourism and hospitality businesses showed significant variations leading to vital implications for further research.

As a managerial perspective, it is understood that inherent factors like ability to adapt to changes aids overcoming situational challenges, thus, second and third generations of the family businesses in the tourism industry learn and adapt quickly and their adaptation ability leads to sustainability and long-term endurance. It is also understood that dialog and having positive personal relationships are effective managerial tools which positively impact the critical thinking competence of first and middle level managers in family owned hospitality businesses. Many managerial implications may be derived from the findings. Firstly, the concept of succession seems to be the most important aspect among practitioners. A well-structured succession plan may make or break a family business. Thus, family businesses should construct an effective plan for integrating second and third generation of the family into the business if they want to stay successful. Additionally, some of the articles mention competitive advantages that are unique to the family businesses such as authenticity, a warm environment etc. Therefore, current and future practitioners are advised to effectively incorporate aforementioned advantages into their strategies.

5.1 Limitations and suggestions for future research

This research is not free from limitations. There are mainly two limitations that should be considered in future research. The most general limitation is, only specific selected databases are used for the data gathering process such as double reviewed indexed journals published within Web of Science, Emerald, EBSCO and Elsevier databases from the period of 1970s. Some other databases and some different periods may be considered as well as different keywords for other research. Second; a few studies have analyzed quantitative data since the specific nature of the family business dynamics require qualitative data, As a suggestion, not only qualitative analysis but also mixed methods may also be studied since the literature lacks the studies conducted with these methodologies. As stated by [Baggio and Valeri \(2020\)](#), quantitative and qualitative research methods should be treated in symbiosis simply because one would be less valuable without the supporting evidence from other.

Future research should explore from different perspectives, such as culture, personal characteristics, motivation and organizational behavior ([Li, 2008](#)). Additionally, future studies should include more publications such as books, nonacademic articles, dissertations which focus on the family businesses in the tourism sector. Limitations and further suggestions on family tourism-business related studies indicate that other types of publications like textbooks and dissertations on the topic may also be analyzed for further detailed results.

Moreover, it is suggested for future studies to include tourism related sub-industry applications which are stated as a research gap as rent-a-car companies, recreation facilities, travel agencies and tour operator subsectors into the research. In addition, since gender equity has been discussed in many parts of the literature, the gender-based evaluation, gender effects on ownership, leadership and performance of these family business models should also be analyzed, and this effort would be enriching the tourism family business literature. Future research would mostly benefit from inclusion of these constructs mentioned above.

References

- Ahmad, S.Z. (2015), "Entrepreneurship in the small and medium-sized hotel sector", *Current Issues in Tourism*, Vol. 18 No. 4, pp. 328-349, doi: [10.1080/13683500.2014.934211](https://doi.org/10.1080/13683500.2014.934211).
- Alchemer (2021), "Purposeful sampling", available at: <https://www.alchemer.com>.

-
- Allio, M.K. (2004), "Family businesses: their virtues, vices, and strategic path", *Strategy & Leadership*.
- Andersson, T., Carlsen, J. and Getz, D. (2002), "Family business goals in the tourism and hospitality sector: case studies and cross-case analysis from Australia, Canada, and Sweden", *Family Business Review*, Vol. 15 No. 2, pp. 89-106, doi: [10.1111/j.1741-6248.2002.00089](https://doi.org/10.1111/j.1741-6248.2002.00089).
- Arcese, G., Valeri, M., Poponi, S. and Elmo, G.C. (2020), "Innovative drivers for family business models in tourism", *Journal of Family Business Management*, Vol. 11 No. 4, pp. 402-422, doi: [10.1108/JFBM-05-2020-0043](https://doi.org/10.1108/JFBM-05-2020-0043).
- Baggio, R. and Valeri, M. (2020), "Network science and sustainable performance of family businesses in tourism", *Journal of Family Business Management*. doi: [10.1108/JFBM-06-2020-0048](https://doi.org/10.1108/JFBM-06-2020-0048).
- Banki, M.B. and Ismail, H.N. (2015), "Understanding the characteristics of family owned tourism micro businesses in mountain destinations in developing countries: evidence from Nigeria", *Tourism Management Perspectives*, Vol. 13, pp. 18-32, doi: [10.1016/j.tmp.2014.11.001](https://doi.org/10.1016/j.tmp.2014.11.001).
- Banki, M.B., Ismail, H.N. and Muhammad, I.B. (2016), "Coping with seasonality: a case study of family owned micro tourism businesses in Obudu Mountain Resort in Nigeria", *Tourism Management Perspectives*, Vol. 18, pp. 141-152, doi: [10.1016/j.tmp.2016.01.010](https://doi.org/10.1016/j.tmp.2016.01.010).
- Barrios, M., Borrego, A., Vilagínés, A., Ollé, C. and Somoza, M. (2008), "A bibliometric study of psychological research on tourism", *Scientometrics*, Vol. 77 No. 3, pp. 453-467, doi: [10.1007/s11192-007-1952-0](https://doi.org/10.1007/s11192-007-1952-0).
- Becton, S. and Graetz, B. (2001), "Small business—small minded? Training attitudes and needs of the tourism and hospitality industry", *International Journal of Tourism Research*, Vol. 3 No. 2, pp. 105-113, doi: [10.1002/jtr.298](https://doi.org/10.1002/jtr.298).
- Bogers, M., Boyd, B. and Hollensen, S. (2015), "Managing turbulence: business model development in a family-owned airline", *California Management Review*, Vol. 58 No. 1, pp. 41-64, doi: [10.1525/cm.2015.58.1.41](https://doi.org/10.1525/cm.2015.58.1.41).
- Bosworth, G. and Farrell, H. (2011), "Tourism entrepreneurs in Northumberland", *Annals of Tourism Research*, Vol. 38 No. 4, pp. 1474-1494, doi: [10.1016/j.annals.2011.03.015](https://doi.org/10.1016/j.annals.2011.03.015).
- Boyd, B. and Hollensen, S. (2012), "Strategic management of a family-owned airline: analysing the absorptive capacity of Cimber Sterling Group A/S", *Journal of Family Business Strategy*, Vol. 3 No. 2, pp. 70-78, doi: [10.1016/j.jfbs.2012.03.003](https://doi.org/10.1016/j.jfbs.2012.03.003).
- Bujan, I. (2020), "Family business in tourism characteristics – the owner's perspective", *Ekonomski Pregled*, Vol. 71 No. 1, pp. 3-32, doi: [10.32910/ep.71.1.1](https://doi.org/10.32910/ep.71.1.1).
- Burns, P. (2016), *Entrepreneurship and Small Business*, Palgrave Macmillan, New York.
- Camisón, C., Forés, B. and Puig-Denia, A. (2016), "Return on capital in Spanish tourism businesses: a comparative analysis of family vs non-family businesses", *European Journal of Management and Business Economics*, Vol. 25 No. 3, pp. 91-110, doi: [10.1016/j.redeen.2016.04.002](https://doi.org/10.1016/j.redeen.2016.04.002).
- Carlsen, J., Getz, D. and Ali-Knight, J. (2001), "The environmental attitudes and practices of family businesses in the rural tourism and hospitality sectors", *Journal of Sustainable Tourism*, Vol. 9 No. 4, pp. 281-297, doi: [10.1080/09669580108667403](https://doi.org/10.1080/09669580108667403).
- Chauhan, A.A. and Madden, K. (2020), "Tourism development using family business entrepreneurs: a new paradigm", *International Journal of Public Sector Performance Management*, Vol. 6 No. 4, pp. 508-525, doi: [10.1504/IJPSPM.2020.109304](https://doi.org/10.1504/IJPSPM.2020.109304).
- Chua, J.H., Chrisman, J.J. and Sharma, P. (1999), "Defining the family business by behavior", *Entrepreneurship Theory and Practice*, Vol. 23 No. 4, pp. 19-39, doi: [10.1177/104225879902300402](https://doi.org/10.1177/104225879902300402).
- Conway Center for Family Business (2021), "Family business facts", available at: <https://www.familybusinesscenter.com/resources/family-business-facts/>.
- Craig, J. and Lindsay, N.J. (2002), "Incorporating the family dynamic into the entrepreneurship process", *Journal of Small Business and Enterprise Development*, Vol. 9 No. 4, pp. 416-430, doi: [10.1108/14626000210450586](https://doi.org/10.1108/14626000210450586).

- Dębski, M. and Sułkowski, L. (2019), "Hospitality in the image of small family accommodation businesses", *Innovative Marketing*, Vol. 15 No. 1, pp. 13-29, doi: [10.21511/im.15\(1\).2019.02](https://doi.org/10.21511/im.15(1).2019.02).
- De Massis, A., Frattini, F., Majocchi, A. and Piscitello, L. (2018), "Family firms in the global economy: toward a deeper understanding of internationalization determinants, processes, and outcomes", *Global Strategy Journal*, Vol. 8 No. 1, pp. 3-21, doi: [10.1002/gsj.1199](https://doi.org/10.1002/gsj.1199).
- Ehiobuche, C. (2012), "Critical thinking, professional customer service and family owned businesses in the hospitality industry", *Ethics and Critical Thinking Journal*, No. 4, pp. 64-71.
- Elmo, G.C., Arcese, G., Valeri, M., Poponi, S. and Pacchera, F. (2020), "Sustainability in tourism as an innovation driver: an analysis of family business reality", *Sustainability*, Vol. 12 No. 15, pp. 1-14, doi: [10.3390/su12156149](https://doi.org/10.3390/su12156149).
- Fisch, C. and Block, J. (2018), "Six tips for your (systematic) literature review in business and management research", *Management Review Quarterly*, No. 68, pp. 103-106, doi: [10.1007/s11301-018-0142-x](https://doi.org/10.1007/s11301-018-0142-x).
- Gallo, M.Á., Tàpies, J. and Cappuyns, K. (2004), "Comparison of family and nonfamily business: financial logic and personal preferences", *Family Business Review*, Vol. 17 No. 4, pp. 303-318, doi: [10.1111/j.1741-6248.2004.00020](https://doi.org/10.1111/j.1741-6248.2004.00020).
- Ger, G. and Belk, R.W. (1996), "Cross-cultural differences in materialism", *Journal of Economic Psychology*, Vol. 17 No. 1, pp. 55-77, doi: [10.1016/0167-4870\(95\)00035-6](https://doi.org/10.1016/0167-4870(95)00035-6).
- Getz, D. and Carlsen, J. (2000), "Characteristics and goals of family and owner-operated businesses in the rural tourism and hospitality sectors", *Tourism Management*, Vol. 21 No. 6, pp. 547-560, doi: [10.1016/S0261-5177\(00\)00004-2](https://doi.org/10.1016/S0261-5177(00)00004-2).
- Getz, D. and Carlsen, J. (2005), "Family business in tourism: state of the art", *Annals Of Tourism Research*, Vol. 32 No. 1, pp. 237-258, doi: [10.1016/j.annals.2004.07.006](https://doi.org/10.1016/j.annals.2004.07.006).
- Getz, D. and Petersen, T. (2004), "Identifying industry-specific barriers to inheritance in small family businesses", *Family Business Review*, Vol. 17 No. 3, pp. 259-276, doi: [10.1111/j.1741-6248.2004.00017](https://doi.org/10.1111/j.1741-6248.2004.00017).
- Getz, D. and Petersen, T. (2005), "Growth and profit-oriented entrepreneurship among family business owners in the tourism and hospitality industry", *International Journal of Hospitality Management*, Vol. 24 No. 2, pp. 219-242, doi: [10.1016/j.ijhm.2004.06.00](https://doi.org/10.1016/j.ijhm.2004.06.00).
- Getz, D., Carlsen, J. and Morrison, A. (2004), *The Family Business in Tourism and Hospitality*, CABI Publishing, Oxfordshire.
- Gibb Dyer, W. Jr (2006), "Examining the 'family effect' on firm performance", *Family Business Review*, Vol. 19 No. 4, pp. 253-273, doi: [10.1111/j.1741-6248.2006.00074](https://doi.org/10.1111/j.1741-6248.2006.00074).
- Glowka, G. and Zehrer, A. (2019), "Development, tourism family-business owners' risk perception: its impact on destination", *Sustainability*, Vol. 11 No. 21, pp. 1-16.
- Hall, M. and Mitchell, R. (2003), "Tourism as a force for gastronomic globalization and localization", in *Tourism and Gastronomy*, Routledge, pp. 85-102.
- Hallak, R. and Assaker, G. (2013), "Family Vs. Non-family business owners' commitment to their town: a multigroup invariance analysis", *Asia Pacific Journal of Tourism Research*, Vol. 18 No. 6, pp. 618-636, doi: [10.1080/10941665.2012.695286](https://doi.org/10.1080/10941665.2012.695286).
- Hallak, R., Assaker, G. and O'Connor, P. (2014), "Are family and nonfamily tourism businesses different? An examination of the entrepreneurial self-efficacy-entrepreneurial performance relationship", *Journal of Hospitality & Tourism Research*, Vol. 38 No. 3, pp. 388-413, doi: [10.1177/1096348012461545](https://doi.org/10.1177/1096348012461545).
- Harms, H., Memili, E. and Steeger, J. (2015), "Expert insights on the determinants of cooperation in family firms in tourism and hospitality sector", *Journal of Co-operative Organization and Management*, Vol. 3 No. 2, pp. 72-83, doi: [10.1016/j.jcom.2015.11.002](https://doi.org/10.1016/j.jcom.2015.11.002).
- Iftikhar, P.M., Ali, F., Faisaluddin, M., Khayyat, A., De Sa, M.D.G. and Rao, T. (2019), "A bibliometric analysis of the top 30 most-cited articles in gestational diabetes mellitus literature (1946-2019)", *Cureus*, Vol. 11 No. 2.

- Ismail, H.N., Mohd Puzi, M.A., Banki, M.B. and Yusoff, N. (2019), "Inherent factors of family business and transgenerational influencing tourism business in Malaysian islands", *Journal of Tourism and Cultural Change*, Vol. 17 No. 5, pp. 624-641, doi: [10.1080/14766825.2018.154905](https://doi.org/10.1080/14766825.2018.154905).
- Kallmuenzer, A., Nikolakis, W., Peters, M. and Zanon, J. (2018), "Trade-offs between dimensions of sustainability: exploratory evidence from family firms in rural tourism regions", *Journal of Sustainable Tourism*, Vol. 26 No. 7, pp. 1204-1221, doi: [10.1080/09669582.2017.1374962](https://doi.org/10.1080/09669582.2017.1374962).
- Kallmuenzer, A., Peters, M. and Buhalis, D. (2020), "The role of family firm image perception in host-guest value co-creation of hospitality firms", *Current Issues in Tourism*, Vol. 23 No. 19, pp. 2410-2427, doi: [10.1080/13683500.2019.1611746](https://doi.org/10.1080/13683500.2019.1611746).
- Kharmkan, J. and Mankeb, P. (2018), "The agricultural tourism management in family business: case study of Rayong province in Thailand", *International Journal of Agricultural Technology*, Vol. 14 No. 7, pp. 1327-1334.
- Koc, E. and Boz, H. (2014), "Triangulation in tourism research: a bibliometric study of top three tourism journals", *Tourism Management Perspectives*, No. 12, pp. 9-14, doi: [10.1016/j.tmp.2014.06.003](https://doi.org/10.1016/j.tmp.2014.06.003).
- Kokkranikal, J. (1993), "Tourism and the environment", *Kerala Calling*, Vol. 13 No. 10, pp. 27-44.
- Krupskiy, O.P., Dzhusov, O., Meshko, N., Britchenko, I. and Prytykin, A. (2019), "Key sources when formulating competitive advantages for hotel chains", *Turizam: Medunarodni Znanstveno-Stručni Časopis*, Vol. 67 No. 1, pp. 34-46.
- Kucukaltan, E.G. and Pirnar, I. (2016), "Competitiveness factors of a tourism destination and impact on residents' quality of life: the case of Cittaslow-Seferihisar", *Journal of Tourism, Heritage and Services Marketing*, Vol. 2 No. 1, pp. 22-29, doi: [10.5281/zenodo.376332](https://doi.org/10.5281/zenodo.376332).
- Kumar, S., Valeri, M. and Asthana, S. (2021), "Understanding the relationship among factors influencing rural tourism: a hierarchical approach", *Journal of Organizational Change Management*, ahead of print, doi: [10.1108/JOCM-01-2021-0006](https://doi.org/10.1108/JOCM-01-2021-0006).
- Kyurova, V., Madgerova, R. and Atanasova, A. (2016), "Problems of the management and marketing of family business in tourism", *Horizon*, Vol. 20, pp. pp7-23.
- Li, L. (2008), "A review of entrepreneurship research published in the hospitality and tourism management journals", *Tourism Management*, Vol. 29 No. 5, pp. 1013-1022, doi: [10.1016/j.tourman.2008.01.003](https://doi.org/10.1016/j.tourman.2008.01.003).
- Liu, W., Guillet, B.D., Xiao, Q. and Law, R. (2014), "Globalization or localization of consumer preferences: the case of hotel room booking", *Tourism Management*, No. 41, pp. 148-157, doi: [10.1016/j.tourman.2013.09.004](https://doi.org/10.1016/j.tourman.2013.09.004).
- Litz, R.A. (2008), "Two sides of a one-sided phenomenon: conceptualizing the family business and business family as a möbius strip", *Family Business Review*, Vol. 21 No. 3, pp. 217-236, doi: [10.1177/08944865080210030104](https://doi.org/10.1177/08944865080210030104).
- Lopez-Chavez, B., Maldonado-Alcudia, C. and Nunez, A.M. (2020), "Family business in tourism: an international systematic review of literature with an emphasis on Latin America", *Academia Revista Latinoamericana de Administración*, Vol. 34 No. 1, pp. 88-104, doi: [10.1108/ARLA-06-2020-0140](https://doi.org/10.1108/ARLA-06-2020-0140).
- Madgerova, R., Kyurova, V., Atanasova, A. and Koyundzhiyska-Davidkova, B. (2016), "Intercompany conditions for development of family business", *Entrepreneurship*, Vol. 4 No. 2, pp. 186-202.
- Marzuki, A. (2012), "Local residents' perceptions towards economic impacts of tourism development in Phuket", *Turizam: Medunarodni Znanstveno-Stručni Časopis*, Vol. 60 No. 2, pp. 199-212.
- Memili, E., Fang, H., Chrisman, J.J. and De Massis, A. (2015), "The impact of small-and medium-sized family firms on economic growth", *Small Business Economics*, Vol. 45 No. 4, pp. 771-785, doi: [10.1007/s11187-015-9670-0](https://doi.org/10.1007/s11187-015-9670-0).
- Memili, E., Patel, P.C., Koc, B. and Yazicioglu, I. (2020), "The interplay between socioemotional wealth and family firm psychological capital in influencing firm performance in hospitality and tourism", *Tourism Management Perspectives*, No. 34, 100651.

- Moreno-Gil, S., Parra-López, E., Picazo-Peral, P. and Díaz-Domínguez, C. (2020), "The dissemination of tourism scientific research in Latin American journals. A bibliometric study", *Anatolia*, Vol. 31 No. 4, pp. 549-564, doi: [10.1080/13032917.2020.1795892](https://doi.org/10.1080/13032917.2020.1795892).
- Mulet-Forteza, C., Lunn, E., Merigó, J.M. and Horrach, P. (2020), "Research progress in tourism, leisure and hospitality in Europe (1969-2018)", *International Journal of Contemporary Hospitality Management*, Vol. 33 No. 1, pp. 48-74, doi: [10.1108/IJCHM-06-2020-0521](https://doi.org/10.1108/IJCHM-06-2020-0521).
- Niehm, L.S., Swinney, J. and Miller, N.J. (2008), "Community social responsibility and its consequences for family business performance", *Journal of Small Business Management*, Vol. 46 No. 3, pp. 331-350, doi: [10.1111/j.1540-627X.2008.00247](https://doi.org/10.1111/j.1540-627X.2008.00247).
- Obermayer, N., Kővári, E., Leinonen, J., Bak, G. and Valeri, M. (2021), "How social media practices shape family business performance: the wine industry case study", *European Management Journal*. doi: [10.1016/j.emj.2021.08.003](https://doi.org/10.1016/j.emj.2021.08.003).
- Oh, S.J., Lee, J.H., Kim, H.K. and Shin, J. (2015), "Sales determinants of restaurant chain business: focused on family restaurants in Korea", *Indian Journal of Science and Technology*, Vol. 8 No. 23, pp. 1-7, doi: [10.17485/ijst/2015/v8i23/79228](https://doi.org/10.17485/ijst/2015/v8i23/79228).
- Page, S.J., Forer, P. and Lawton, G.R. (1999), "Small business development and tourism: terra incognita?", *Tourism Management*, Vol. 20 No. 4, pp. 435-459, doi: [10.1016/S0261-5177\(99\)00024-2](https://doi.org/10.1016/S0261-5177(99)00024-2).
- Palmer, A.L., Sese, A. and Montano, J.J. (2005), "Tourism and statistics: bibliometric study 1998-2002", *Annals of Tourism Research*, Vol. 32 No. 1, pp. 167-178, doi: [10.1016/j.annals.2004.06.003](https://doi.org/10.1016/j.annals.2004.06.003).
- Peters, M. (2004), "Business planning processes in tourism family enterprises", *Poznan University Economics Review*, Vol. 4 No. 1, pp. 74-86.
- Peters, M. (2005), "Succession in tourism family business: the motivation of succeeding family members", *Tourism Review*, Vol. 60 No. 4, pp. 12-18, doi: [10.1108/eb058461](https://doi.org/10.1108/eb058461).
- Peters, M. and Buhalis, D. (2004), "Family hotel businesses: strategic planning and the need for education and training", *Education+ Training*, Vol. 46 Nos 8/9, pp. 406-415, doi: [10.1108/00400910410569524](https://doi.org/10.1108/00400910410569524).
- Peters, M. and Kallmuenzer, A. (2018), "Entrepreneurial orientation in family firms: the case of the hospitality industry", *Current Issues in Tourism*, Vol. 21 No. 1, pp. 21-40, doi: [10.1080/13683500.2015.1053849](https://doi.org/10.1080/13683500.2015.1053849).
- Pirnar, I. (2016), "Economic impacts of hotel chains on host destination", in *The Routledge Handbook of Hotel Chain Management*, Routledge, pp. 109-119.
- Poza, E.J. (2004), *Family Business*, Thomson/South-Western, Mason, Ohio.
- Prevolšek, B., Rozman, Č., Pažek, K., Maksimović, A. and Potočnik Topler, J. (2017), "Development of family tourism businesses in rural areas: multi criteria assessment of businesses in Easter Slovenia", *Podravina: Časopis Za Multidisciplinarna Istraživanja*, Vol. 16 No. 32, pp. 136-149.
- Rogerson, J.M. (2016), "Hotel chains of the global South: the internationalization of South African hotel brands", *Turizam: Medunarodni Znanstveno-Stručni Časopis*, Vol. 64 No. 4, pp. 445-450.
- Salazar, N.B. (2005), "Tourism and glocalization 'local' tour guiding", *Annals of Tourism Research*, Vol. 32 No. 3, pp. 628-646, doi: [10.1016/j.annals.2004.10.012](https://doi.org/10.1016/j.annals.2004.10.012).
- Santos, V., Ramos, P., Sousa, B., Almedia, N. and Valeri, M. (2021a), "Factors influencing touristic consumer behavior", *Journal of Organizational Change Management*. doi: [10.1108/JOCM-02-2021-0032](https://doi.org/10.1108/JOCM-02-2021-0032).
- Santos, V., Ramos, P., Sousa, B. and Valeri, M. (2021b), "Towards a framework for the global wine tourism system", *Journal of Organizational Change Management*. doi: [10.1108/JOCM-11-2020-0362](https://doi.org/10.1108/JOCM-11-2020-0362).
- Santos, V., Sousa, B., Ramos, P. and Valeri, M. (2021c), "Emotions and involvement in tourism settings", *Current Issues in Tourism*. doi: [10.1080/13683500.2021.1932769](https://doi.org/10.1080/13683500.2021.1932769).

- Sharma, P., Chrisman, J.J. and Chua, J.H. (2003), "Predictors of satisfaction with the succession process in family firms", *Journal of Business Venturing*, Vol. 18 No. 5, pp. 667-687, doi: [10.1016/S0883-9026\(03\)00015-6](https://doi.org/10.1016/S0883-9026(03)00015-6).
- Smith, W.L. (2006), "Goals and characteristics of family-owned small businesses: an international replication and comparison between Middle America and Western Australia Hospitality Providers", *International Journal of Management and Enterprise Development*, Vol. 3 No. 3, pp. 212-226, doi: [10.1504/IJMED.2006.008821](https://doi.org/10.1504/IJMED.2006.008821).
- Soler, I.P. and G emar, G. (2016), "The impact of family business strategies on hotel room prices", *European Journal of Family Business*, Vol. 6 No. 1, pp. 54-61, doi: [10.1016/j.ejfb.2016.06.003](https://doi.org/10.1016/j.ejfb.2016.06.003).
- Spasojevic, B., Lohmann, G. and Scott, N. (2018), "Air transport and tourism – a systematic literature review (2000-2014)", *Current Issues in Tourism*, Vol. 21 No. 9, pp. 975-997, doi: [10.1080/13683500.2017.1334762](https://doi.org/10.1080/13683500.2017.1334762).
- Teixeira, S.J. and Ferreira, J.J.D.M. (2018), "A bibliometric study of regional competitiveness and tourism innovation", *International Journal of Tourism Policy*, Vol. 8 No. 3, pp. 214-243.
- Thomas, R., Shaw, G. and Page, S.J. (2011), "Understanding small firms in tourism: a perspective on research trends and challenges", *Tourism Management*, Vol. 32 No. 5, pp. 963-976, doi: [10.1016/j.tourman.2011.02.003](https://doi.org/10.1016/j.tourman.2011.02.003).
- Tirdasari, N.L. and Dhewanto, W. (2012), "Family business succession in Indonesia: a study of hospitality industry", *Procedia-Social and Behavioral Sciences*, No. 57, pp. 69-74, doi: [10.1016/j.sbspro.2012.09.1159](https://doi.org/10.1016/j.sbspro.2012.09.1159).
- Valeri, M. (2016), "Networking and cooperation practices in the Italian tourism business", *Journal of Tourism, Heritage & Services Marketing*, Vol. 2 No. 2, pp. 30-35, doi: [10.5281/zenodo.376333](https://doi.org/10.5281/zenodo.376333).
- Valeri, M. (2021), *Organizational Studies. Implications for the Strategic Management*, Springer, Cham.
- Valeri, M. and Baggio, R. (2021a), "Increasing the efficiency of knowledge transfer in an Italian tourism system: a network approach", *Current Issues in Tourism*, pp. 1-16, doi: [10.1080/13683500.2021.1937960](https://doi.org/10.1080/13683500.2021.1937960).
- Valeri, M. and Baggio, R. (2021b), "Italian tourism intermediaries: a social network analysis exploration", *Current Issues in Tourism*, Vol. 24 No. 9, pp. 1270-1283, doi: [10.1080/13683500.2020.1777950](https://doi.org/10.1080/13683500.2020.1777950).
- Wanhill, S. (2000), "Small and medium tourism enterprises", *Annals of Tourism Research*, Vol. 27 No. 1, pp. 132-147, doi: [10.1016/S0160-7383\(99\)00072-9](https://doi.org/10.1016/S0160-7383(99)00072-9).
- Yang, E.C.L., Khoo-Lattimore, C. and Arcodia, C. (2017), "A systematic literature review of risk and gender research in tourism", *Tourism Management*, No. 58, pp. 89-100, doi: [10.1016/j.tourman.2016.10.011](https://doi.org/10.1016/j.tourman.2016.10.011).
- Zapalska, A.M. and Brozik, D. (2007), "Managing family businesses in the tourism and hospitality industry: the transitional economy of Poland", *Proceedings of Rijeka Faculty of Economics, Journal of Economics and Business*, Vol. 25 No. 1, pp. 141-165.
- Zapalska, A.M. and Brozik, D. (2013), "The entrepreneurial environment and the life-cycle growth and development approach to analyzing tourism and hospitality family businesses in West Virginia", *Problems and Perspectives in Management*, Vol. 11 No. 1, pp. 7-11.
- Zapalska, A.M., Brozik, D. and Zieser, N. (2015), "Factors affecting success of small business enterprises in the Polish tourism industry", *Turizam: Međunarodni Znanstveno-Stručni Časopis*, Vol. 63 No. 3, pp. 365-381.
- Zellweger, T. (2015), "The 500 largest family firms in the world", Global family business index, CFB-HSG, St.Gallen.
- Zhang, Q.H. and Morrison, A. (2007), "How can the small to medium sized travel agents stay competitive in China's travel service sector?", *International Journal of Contemporary Hospitality Management*, Vol. 19 No. 4, pp. 275-285, doi: [10.1108/09596110710747616](https://doi.org/10.1108/09596110710747616).

Zhao, W. and Getz, D. (2008), "Characteristics and goals of rural family business owners in tourism and hospitality: a developing country perspective", *Tourism Recreation Research*, Vol. 33 No. 3, pp. 313-326, doi: [10.1080/02508281.2008.11081554](https://doi.org/10.1080/02508281.2008.11081554).

Further reading

Zapalska, A.M. and Brozik, D. (2006), "Entrepreneurial environment and the life-cycle growth and development approach to analyzing family businesses in the transitional polish economy", in *Developmental Entrepreneurship: Adversity, Risk, and Isolation*, Emerald Group Publishing, pp. 55-70.

Corresponding author

Hüseyin Ozan Altın can be contacted at: ozan.altin@yasar.edu.tr