Contents

1

Acknowledgements ---- VII

Introduction — 1

2	The Albergo Diffuso as an original model for hotelier hospitality ——
2.1	Similarities between the AD and the earliest hospitality models —
2.1.1	The horizontal distribution of hospitality rooms —— 8
2.1.2	The strategic role played by the hosting community —— 10
2.1.3	The gift-oriented culture —— 11
2.2	The AD within the general debate on alternative development models —— 11
2.2.1	The AD versus other vertical hospitality models —— 12
2.2.2	The AD versus other horizontal hospitality models —— 14
2.2.3	The AD within the academic debate —— 17
2.3	The birth of the name "Albergo Diffuso" —— 25
2.4	From the brand name to the hospitality model — 28
2.5	Key numbers and laws —— 31
2.6	The services offered —— 34
2.7	Thematic specializations —— 36
2.8	Purposes — 37
2.9	Promotion and sales —— 38
2.10	Conventional analysis of the hospitality model —— 39
2.10.1	Strengths —— 39
2.10.2	Weaknesses —— 43
2.10.3	Opportunities —— 44
2.10.4	Threats —— 47
2.11	Potential impact —— 48
2.11.1	The general-holistic approach —— 49
2.11.2	The atomistic approach —— 50
2.11.3	The dynamic-relational approach —— 51
2.12	Case studies —— 54
2.12.1	The case of Corte Fiorita AD Bosa, Sardinia, Italy —— 54
2.12.2	The case of Yakageya Inn and Suites AD, Okayama Prefecture,
	Japan 57
3	Rural hamlets: Basic requirements for setting up the hospitality
	model — 60
3.1	The AD model as a resource-based hospitality model — 60
3.2	Exploring urban-rural interactions for sustainable tourism development purposes —— 61



3.2.1	rear of street crime —— 62
3.2.2	Loneliness —— 65
3.2.3	Poor work-life balance —— 67
3.2.4	Light at night (LAN) pollution —— 69
3.2.5	Environmental noise pollution (ENP) —— 71
3.2.6	Relatively low availability of green spaces — 74
3.2.7	Air pollution (AP) —— 76
3.3	The countryside as a possible resource for human health and
	well-being —— 77
3.3.1	Sense of security —— 79
3.3.2	Conviviality —— 80
3.3.3	Lack of stress factors —— 81
3.3.4	Darkness at night (DAN) —— 81
3.3.5	Silence at night (SAN) —— 82
3.3.6	Accessibility of available green spaces in the countryside —— 83
3.3.7	Clean air to breathe —— 84
3.4	The research for a hospitality model promoting longevity —— 85
3.5	Case studies — 89
3.5.1	The case of Sauris-Zahre AD, Friuli Venezia Giulia, Italy —— 89
3.5.2	The case of Slow Valley AD, Friuli Venezia Giulia, Italy —— 92
4	Analyzing resources for sustained competitive advantage:
	A resource-based theory approach —— 96
4.1	Historical premises of resource-based theory —— 96
4.2	Edith Penrose's seminal contribution — 97
4.3	Synergies existing between a traditional management approach
	and RBT — 99
4.4	The concept of the productive resource — 100
4.5	Resource and organizational heterogeneity —— 102
4.6	Main organization's resources — 103
4.7	The RBT kernel: "competitive surviving" and "sustained"
4.0	competitive advantage — 104
4.8	Resources' analysis model: the VRIN-O model —— 105
4.8.1	Resources' valuability and competitive parity —— 106 Resources' rarity and temporary competitive advantage —— 108
4.8.2	
4.8.3	Resources' inimitability — 108
4.8.4	Resources' non-substitutability —— 109
4.8.5	Resources' organization process —— 110
4.9	Applying the VRIN-O model: key benefits —— 111
4.9.1	First-mover advantage —— 111
4.9.2	Entry barriers — 112
4.9.3	Mobility barriers —— 112

4.9.4	Following mainstreams —— 113	
4.9.5	Firms' resource acquisition —— 114	
4.9.6	Resource development —— 115	
4.9.7	Resource extra value and profit appropriation —— 116	
4.9.8	Knowledge-based view —— 118	
4.9.9	The natural-resource-based view —— 120	
4.10	Assessing the main RBT critiques —— 122	
4.11	Case studies —— 125	
4.11.1	The case of Locanda degli Elfi AD, Preit, Piedimont, Italy —— 125	
4.11.2	The case of Porrentruy AD, Jura, Switzerland —— 128	
5	The AD as a business model —— 131	
5.1	The business model concept and its key elements —— 131	
5.2	The AD's business model —— 135	
5.2.1	Key resources —— 135	
5.2.2	Key segments —— 140	
5.2.3	Value propositions —— 144	
5.2.4	Distribution channels —— 147	
5.2.5	Relationships —— 151	
5.2.6	Activities — 157	
5.2.7	Key partners —— 170	
5.2.8	Cost centers —— 176	
5.2.9	Revenue streams —— 180	
5.3	Case studies — 188	
5.3.1	The case of Scicli AD, Sicily, Italy —— 188	
5.3.2	Evaluating the economic feasibility of an Albergo Diffuso: the case of "X" municipalities —— 190	
6	Conclusions —— 193	
Reference —— 197		
List of	figures —— 233	
List of tables —— 234		

About the author —— 235