

“Albergo Diffuso” Model for the Analysis of Customer Satisfaction

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Abstract

This paper focuses on assessing the level of satisfaction of customers that had spent some part of their holidays in an eco-way style. This is an innovative form of hospitality that is represented by the “Albergo Diffuso”. The connection between this sustainable tourism model and the customers wellbeing is based on concepts which are directly connected with sustainability and environment in a rural destination. The data are related to 450 reviews which were selected randomly from two websites of reviews and are about 15 different Hotels (Albergo Diffuso model). The methodology of content analysis, with a successive application of regression model, has been used to understand the factors that influence the tourist’s opinion. It also identifies the role of sustainability, innovation, and tradition for customers that spend their holiday in ADs. The hypotheses tested in the paper are associated with the features of the literature and the link with sustainability of this model. This study contributes to the literature by providing empirical evidence on the customers satisfaction factors of a new tourist model which is quite diffused in Italy and other parts of the world. This will help to understand if the elements highlighted in the literature are consistent with the reviews or if there are other factors. For example, the provision of physiological and safety needs are more important for tourists.

Keywords: “Albergo Diffuso”, Sustainable tourism, Customer satisfaction

Introduction

Through the last decades, consumer behaviour has strongly changed towards a more sustainable tourism. This shows how much tourists care about sustainability. Currently, the role of sustainability is central for tourism, and it

is a driver and a condition for future tourism development (Sofield, 2003; Budeanu et al., 2016). Scholars widely agreed on its three main dimensions: social, economic, and environmental (Porras et al., 2017; Agernon et al., 2012; Mihalic, 2016). Sustainable tourism considers the current and future economic, social, and environmental impacts of tourism which addresses the needs of visitors, the environment, and the host communities (UNWTO, 2004). Various authors (Lozano, 2008; Porras, 2017; O'Connor, 2006) agreed on these three dimensions of sustainable tourism and related spheres (the level of interrelation between the three dimensions constitutes the three spheres of sustainability) which are to be considered as a set of concepts that can form a solid ground guide for destination development and organizations decisions. None of the three spheres can be considered separately and independently. They should be analyzed within a systemic vision as different elements that collectively contribute to the achievement of a common aim. From an historical point of view, in 1995, the Lanzarote Convention established guidelines to have a long-term sustainable development of tourism where the resources are appropriate and allocated in an ethical and social way. It is important to pay attention to the protection of environmental resources with a reduction of the energy consumption also using renewable sources. The local communities should have a benefit from the development of sustainable tourism considering the equitable distribution of resources for an improvement of the quality of life with respect to the culture and the local traditions. Sustainable tourism covers numerous fields (Middleton & Hawkins, 1998; Brokaj, 2014), such as the ecological environment (Clarke, 1997; Welford et al., 1999) and the economic environment (Liu, 2003; Peattie & Moutinho, 2000). Moreover, it covers the socio-cultural environment (Choi & Sirakaya, 2006; Ceballos-Lascurain, 1996; Pinto et al., 2015), including some political aspects (Sharpley & Telfer, 2014; Pike, 2007; Haber & Reichel, 2005; Grechi et al., 2017). In the last 15 years, a part of the classical “mass tourism” has partially evolved in a new form of eco-friendly tourism where people are interested in the original value of the territory and in the local culture (Mowforth & Munt, 2015; Telfer & Sharpley, 2015; Future Travelers Tribes, 2015). Moreover, tourists want to customize their holidays that combine their personal lifestyle with the environment (Mungall et al., 2010; Brennen et al., 2008). From an economic point of view, it means that decisions related to a project should create economic value without compromising the environment (Briassulis & Van der Straaten, 2013). It is mandatory to have a sustainable economic model that guarantees fair distribution and efficient allocation of global resources. At the same moment, it should maintain a healthy balance with the ecosystem (Gray & Milne, 2002). Decision should promote and preserve the natural equilibrium of a natural system and its three main functions which are represented by the role of supplier of resources, waste

receptor function, and the direct source of utility (Tietenberg & Lewis, 2016; Grafton et al., 2008). Considering the social dimensions, it is relevant to link the ability to guarantee human welfare conditions which is equally distributed between classes and gender without forgetting the visitor fulfilment. As a matter of fact, the social dimension can be defined as the ability to guarantee human welfare conditions (safety, health, education) which is equally distributed to classes and gender (Prete et al., 2017) and it includes the visitor fulfilment (Sharpley & Jepson, 2011). According to the literature, this is a driver for economic development through the promotion of cultural heritage and respect of the environment (Clarke, 1997; Gazzola & Querci, 2017; Gazzola et al., 2017). It is also a tool for sustainable territorial marketing (Dinis, 2006). According to Ghandour and Buhalis (2003), this is a valuable asset for the third generation of tourists that want to appreciate the authenticity and the real territory and are looking for cultural learning opportunities. Given the increased interests of tourists towards sustainability, it is possible to consider these three dimensions as drivers for competitive advantage that can be used to attract tourists and offer a unique experience (Ogorelc, 2009; Tixier, 2010). This in turn will result into the creation of additional benefits for the development of a tourism offer, for both current and future generations (Tixier, 2010). Therefore, this paper is presented as follows: a theoretical background related to the “Albergo Diffuso model” and its implication with sustainable tourism, the presentation of the sample and the data analyzed, the econometric models, and the discussion of the final results.

The Albergo Diffuso Model

On the basis of the evidence that the traditional paradigm of local development is no longer working (Fonte, 2006; Gannon, 1998) and sustainability is not only a way to protect the environment and the community but also a way to innovate on the basis of the natural and cultural richness of destinations, the model of the Albergo Diffuso was established. This model has proven to be able to increase not only the enhancement of peripheral places with respect to traditional mass tourist circuits, but also the well-being of tourists (at least of some) since their needs of more sustainable tourism practice are met (Avram & Zarrilli, 2012; Grechi et al., 2015; Villani & Dall'Ara, 2015). Albergo Diffuso (AD) is a form of hospitality born in Italy in the late 1980s that differs from the traditional hotel and links its success to its sustainability features that emphasize the socio-cultural and environment richness of the destination. It is possible to define an AD as a popular tourist integrated service that comprises services such as reservations, reception, accommodation, restaurant, local cooking classes, crafts classes, swimming, hiking and more (Orlandini et al., 2014; Grechi et al., 2015) that provide tourists with a unique experience of authentic life in a rural setting (Monge,

2015). ADs are usually positioned in villages that are out of the mass tourism circuit (Vallone et al., 2013) and are unfamiliar by mass tourism (Orlandini et al., 2014). This is a model that applies very well to small historical villages that have cultural and natural resources linked with productive assets that can be used to experience destination rejuvenation. Also, it was developed as a concept for the first time in 1982 in Italy. In an AD, it is possible to find the classical services of a traditional hotel such as hospitality, service, common areas, and restaurants (Barazzutti, 1993; Dall’Ara, 2005; Russo Krauss, 2007). However, the residential units are distributed in the village, within a distance of 200 meters from the common areas. The rooms are situated into existing buildings which are recovered in respect of local tradition and common areas are in a central position (Vallone & Veglio, 2014) that can be accessible to all tourists (Orlandini et al., 2014). As can be seen from Table 1, the concept of the AD is present in most Italian regions.

Table 1. ADs in Italy – November 2018

Regions	Number of “Albergo Diffuso” per Region
Sardegna	10
Toscana, Lazio	9
Sicilia	8
Umbria	7
Marche, Molise	6
Basilicata, Puglia	5
Emilia-Romagna, Friuli V.G.	4
Campania, Lombardia	3
Abruzzo, Liguria, Piemonte, Calabria	2
Veneto	1

In the AD, innovation comes from the reuse of existing facilities and the involvement of different actors that are driven by the goal of offering an integrated service (Orlandini et al., 2014). Thanks to the deep link between the land and local culture (Droli, 2013; Vallone et al., 2013; Gazzola et al., 2018), the AD represents a good example of the concept of sustainable development (Throsby, 1995; Sapienza, 2003). An AD aims to value local resources, traditions, history, and social network within the destination (Dall’Ara, 2010). According to Avram and Zarrilli (2012), this model fits with the model of tourist sustainable development. This is because it can revitalize deprived areas, and it has the ability to be an innovative business model which fits with the environment and cultural interest (Vallone & Veglio, 2013). Furthermore, it protects the area’s landscape, environment, and the community. It also allows the economic development of small rural destinations while avoiding depopulation (Confalonieri, 2011). The development of the AD is based on

local resources, preservation of the territory, its biodiversity, resource efficiency, and saved energy. It also takes into consideration how important it is to preserve and enhance the local identity (Citarella, 1997; Carta, 1999; Toppan, 2003; Russo Krauss, 2007). The activities are settled to improve the wellbeing of tourists and, at the same time, to preserve the identity of the community (UNEP, 2005). For an AD, the economic activity is important to increase the local prosperity involving local stakeholders to promote local employments or philanthropic initiatives. The characteristics of ADs in light of the sustainable tourism theory are summarized in Figure 1. These characteristics reveal that the tourists' value is involved in the local activity where the link between the cultural richness of a community and the rural environment is solid (Cucculelli & Goffi, 2016).

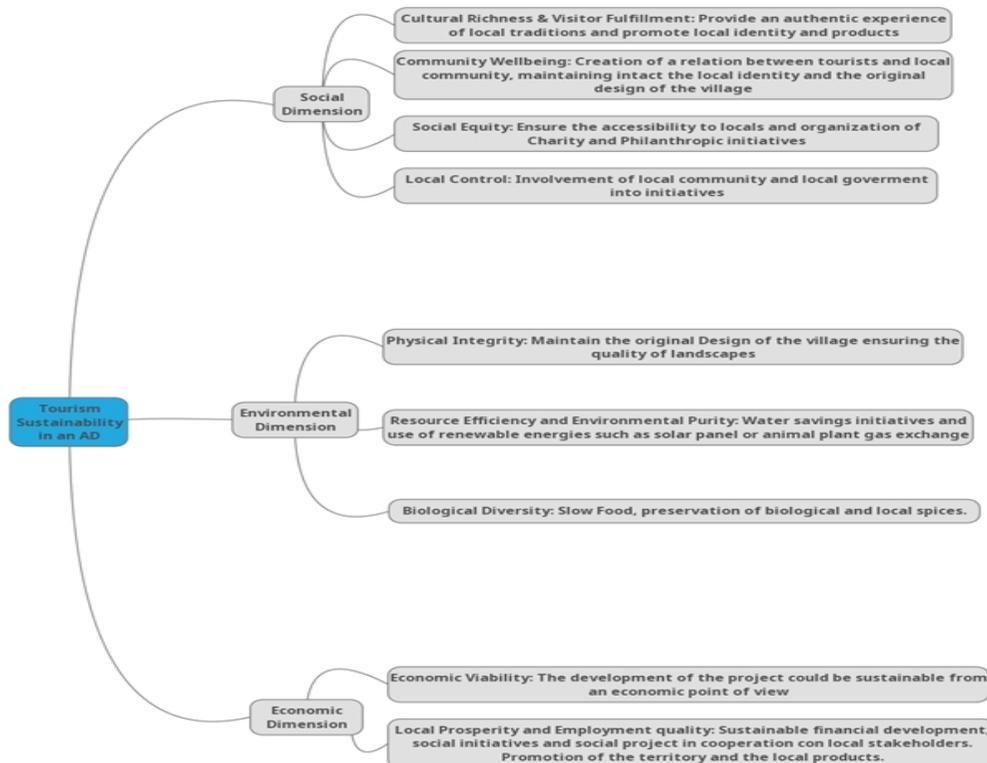


Figure 1. *Tourism Sustainability: Source own elaboration*

The AD model has been created not only on the basis of an urgent need for more sustainable practices (Confalonieri, 2011; Dall'Ara, 2005), but also on the conviction that tourists would appreciate an offer and a new brand that emphasizes the territory (ecological and socio-cultural side) and tourism offer (Montella & Quattrocchi, 2013). According to the theory, the tourists visiting ADs are looking for these offers where tourists are involved in the

local traditions and in the local culture. This inner need makes them prefer an AD over the traditional form of hospitality. Tourists visiting an AD look on one side to relax, but at the same time they want to talk to people, socialize, have fun and want a non-standardized product and a customized opportunity with a genuine link with locals. This makes the tourists become temporary residents, thereby self-actualizing themselves (Dall'Ara, 2005). As the literature proved, it seems that tourists are willing to pay for this type of offer. However, there is a lack of evidence that this is actually valid in light of customer satisfaction. The aim of this paper is to understand whether sustainability offers, in the form of the AD in this case, is actually a driver for customer satisfaction. According to the AD theory and the qualitative preliminary findings, summarized in Figure 1, sustainable practices are the elements that influence tourists experience. However, there is still a lack of evidence that these tourists are really developing their satisfaction on this basis. The theory takes for granted the fact that tourists visiting ADs give priority to these characteristics when it comes to their satisfaction. According to the literature, tourists value the artistic and cultural beauty of the place, local traditions (Droli, 2013; Dall'Ara, 2015; Romolini et al., 2017), innovation, uniqueness of the destination, the experience, its recovered heritage buildings (Dall'Ara, 2015), and sustainability (Montella & Quattrociochi, 2013; Panicia, 2012). As a result of this, tourists are willing to compromise on factors that generally satisfy them when they go to traditional hotels (e.g., cleanliness of the rooms, quality/price ratio of the location, technical and social skills of the staff, including emotional and social value aspect (Wilkins et al., 2007; Ye et al., 2014) with the expectation of getting something unique and traditional in their experience at the AD. Although this is considered as the main driver for the success of ADs, there is a lack of evidence of it. Therefore, the aim of this paper is to test whether these characteristics are really appreciated by tourists when it comes to their satisfaction or whether there are other variables that affect their satisfaction more. This involves more traditional factors for customer satisfaction in service encounters and hospitality service encounters as per SERVQUAL (Parasuraman et al., 1988; Saleh & Ryan 1991), ECOSERVE (Khan, 1997), and LODGSERV (Knutson et al., 1990). Several elements that belong to these scales and other studies should, according to the AD model, count less than traditions, innovation, uniqueness, and sustainability. Elements of SERVQUAL, LODGSERV, and ECOSERV include tangible, empathy, responsiveness, assurance, reliability, and eco-tangible. In regard to ECOSERV, cleanliness of the rooms, quality/price ratio of the location, technical and social skills of the staff, including emotional and social value aspect (Wilkins et al., 2007; Ye et al., 2014; Polo Peña et al., 2011; Polo Peña et al., 2016), which usually affects the level of reputation of structure and the customer level of satisfaction expressed

in reviews (Vermeulen & Seegers, 2009; Mauri & Minazzi, 2013; Wang & Juan, 2016), plays a much more limited role in customers satisfaction than the traditional characteristics of the AD. Based on the previous analysis, five dimensions are considered as influencers of customer's satisfaction in Ads: self-actualization, innovation, tradition, uniqueness, and sustainability. Based on these five dimensions, the following five hypotheses are tested in this research in order to verify whether the model is actually creating value for the visitor.

Hypothesis 1 (H1) - Opportunity of self-actualization is one of the main factors that matter for customers satisfaction in AD

Hypothesis 2 (H2) - Innovation is one of the main factors that matter for customers satisfaction in AD

Hypothesis 3 (H3) - Tradition is one of the main factors that matter for customers satisfaction in AD

Hypothesis 4 (H4) - Uniqueness is one of the main factors that matter for customers satisfaction in AD

Hypothesis 5 (H5) - Sustainability is one of the main factors that matter for customers satisfaction in AD

Methodology: Data Collection

In order to test previous hypothesis, a deductive approach has been used. Hypotheses were formulated starting from existing theory of ADs. The data used in this study were retrieved by two different websites which are Tripadvisor.com and Booking.com. This study, as stated before, has its focus on consumer reviews posted during the period January 2014 and October 2018 with about fifteen different Albergo Diffuso hotels situated in Italy. The hotels were selected randomly using a geographical criterion to have a representation of different regions and a systematic criterion which referred to the number of reviews. Only hotels with at least 30 reviews were considered. Random selection was possible due to the fact that ADs are located in different regions without relations to the economic level and the population density. This allows us to have a wide view of this kind of accommodation. The last 30 reviews temporarily ordered were selected for each AD in order to reach a robust sample of 453 data. To control the limitation of consumer attention, a moving window of the most recent 30 reviews was established. This is due to the fact that some studies sustain that customers seldom check online reviews beyond the first two web pages (Ye et al., 2011; Lu et al., 2014; Wang et al., 2015). Content analysis was used to analyse reviews. Berelson (1952) provides a first definition of content analysis considering it as a research technique for the objective, systematic, and quantitative description of the textual content taken into consideration. A subsequent definition is established by Krippendorff (2012), who defines content analysis as a methodology which is able to

establish valid and repeatable inferences based on the chosen data and always keeping in mind the relative context. One of the concepts at the base of the Krippendorff idea is the validity that ensures that the results of the analysis effectively represent the textual material that has been well thought-out for the study. This is because there are two general classes of words that are qualitative and quantitative. The first refers to non-statistical methods that involve inductive reasoning such as the description of the factor studied, while the second term refers to methods that provide statistical data. It is based on the calculation of the repetition of the keywords in the text and the formulation of frequencies (Krippendorff, 2012; Merriam & Tisdell, 2015; Barreda & Bilgihan, 2013). To limit subjectivity in text analysis (Hsieh & Shannon, 2005; Morgan, 1993), several researchers analysed the same review sample and a standardization process was carried out to standardize the different terms found. The role played in the analysis was recognised from the subjective dimension, and it does not consider only the researcher who designed the research. It is also related to the individual analysts who directly come into contact with the units of analysis object of investigation within a complex interpretative process that is articulated on several levels, and they could have more protagonists (Giuliano & La Rocca, 2008). Therefore, in the analysis processes, a margin of subjectivity is intrinsically foreseen which is a condition that does nothing more than to reiterate the concept related to the non-calculability of meanings. In this sense, the validity of the instruments has been questioned but only by the ineluctable existence of the subjectivity of the observer (Losito, 1996; Tischer et al., 2000). The semiotics of the text proposes to reduce the individual factors and to proceed with generalizations of the text that trace, for what is possible, a shared meaning (Deni, 2002). It therefore aims to increase (Chandler, 2007; Losito, 1996):

- intelligibility against a first intuitive interpretation;
- the relevance for the value of the fundamental elements compared to the irrelevant ones;
- the difference of the objects to highlight the oppositional relations between the textual elements.

Nvivo software was used to carry out the analysis (Bazeley & Jackson, 2013; White & Marsh, 2006). After the content analysis process, the following variables have been identified (other data available about the reviews are review score, evaluation, and date of the review) and used for the analysis.

Table 2. Variables and Examples

Name	Literature	Example
High price/Quality ratio		“...Excellent value for money...”
Low price/Quality ratio		“We stayed with friends in this hotel, we spent € 90 for a double

		room. The price is not really low for a hotel in a small town...”
Beauty	SERVQUAL - Tangibles	“This small hotel surrounded by greenery is ideal for those who love hiking and hiking and looking for a comfortable place”
Empathy	SERVQUAL	“We stayed for New Year’s Eve, good food and excellent reception, very informal and relaxed...”
Nonsatisfaction Accommodation	SERVQUAL - Tangibles	“The room was dirty, and the bathroom did not have a door”
Nonsatisfaction Food & Beverage	SERVQUAL - Tangibles	“...The quality of the food was not proportionate to the price, little choice at breakfast...”
Pet Friendly/ Wildlife	SERVQUAL - Tangibles	“the animals are welcome...” “...surrounded by nature with a fabulous view...” “holiday of peace and relaxation, immersed in nature, a unique place where the silence and the scents of hay and flowers dominate!”
Positive EWOM		“... surely we will talk to our friends advising them this widespread hotel.”
Selfactualization	ADs	“I really enjoyed my holiday at the hotel...”
Satisfaction Accomodation	SERVQUAL - Tangibles	“...the rooms are spacious and welcoming...” “...it was almost like being in paradise.”
Satisfaction Food & Beverage	SERVQUAL - Tangibles	“... the food was of quality, the portions very abundant ...” “... the breakfast was divine”
Satisfaction (overall)		“... considering all the factors we have had a pleasant holiday.”
Sustainability	ADs	“For us, among other things, the added value was to discover that it is an eco-friendly structure with the ecolabel brand.”
Tradition	ADs	“... the owners told us about the culinary traditions of the area ...” “...local history and traditions are directly connected to this hotel...”
Uniqueness	ADs	“...the hotel is located in a unique village...”
Innovation	ADs	“...this type of hospitality is innovative...”
Sales promotion dissatisfaction		“...the discount voucher was not accepted in the restaurant in the

		square, which we had chosen to dine”
Low empathy	SERVQUAL	“we were welcomed by the mother who has no sense of hospitality at all and is also surly.”
Low Reliability	SERVQUAL	“the hotel and restaurant facilities were below average. We had much higher expectations.”
Low Responsiveness	SERVQUAL	“... the payment was made in advance ...” “... despite the inconvenience we were not reimbursed. ”
Reliability	SERVQUAL	“... the staff was courteous, professional and impeccable. ”
Responsiveness	SERVQUAL	“courteous and helpful staff, excellent reception”

Variables that influence customers satisfaction identified in this analysis include ADs peculiar characteristics and more traditional factors, as well as the SERVQUAL model. Reassurance is the only factor that has not been mentioned by reviewers as it probably shows less interest in this aspect when referring to customers satisfaction. This means that ADs characteristics cannot be the only driver for satisfaction. This confirms the fact that further analysis is needed to be able to access the importance of these variables in influencing customers satisfaction. SERVQUAL is a qualitative model developed by Parasuraman, Zeithaml, and Berry in the late 80s. This model highlights the main components of high-quality service. The SERVQUAL authors originally approved ten elements of quality of service which was later changed to 5. They are:

- Tangible aspects
- Reliability
- Response capacity
- Reassurance capacity
- Empathy

Companies can use the SERVQUAL model to measure service quality and also to measure customer expectations with respect to service quality in terms of these five dimensions listed. Using these variables is useful to be aware of the perceived service they receive. Moreover, when customers’ expectations are higher than their perceptions, it is believed that the service did not offer good quality (Parasuraman et al., 1991; Parasuraman et al., 1985). After identifying key variables to be used for further analysis, regression analysis was carried out to be able to test the hypotheses and also identify cause-effect relationships between factors and satisfaction in ADs (Zhang et al., 2010; Wang et al., 2010; Ye et al., 2011).

Model and Results

In order to test hypothesis 1 to 5, OLS was used in order to find a cause-effect relationship between different factors and customers satisfaction. To test the hypothesis, the methods of OLS (ordinary least squares multiple regression model) was used. The OLS method is an optimization technique that consents researchers to find an optimal curve which is as close as possible to the analyzed data. The function minimizes the sum of the squares of the distances between the observed data and those of the curve that represents the function itself (Paruolo, 1999; Paruolo & Costa, 1989; Folgieri et al., 2014). The theoretical OLS Multiple regression model is usually represented as $Y = b_0 + b_1x_1 + b_2x_2 + \dots + b_nx_n + e_t$. Y is the dependent variable and each of the x_n are independent variables and e_t is the standard robust error term (Paruolo, 1999; Paruolo & Costa, 1989; Folgieri et al., 2014). We have elaborated the regression models using Gretl (<http://gretl.sourceforge.net/>) and R (<https://www.r-project.org/>). In Table 2, there is a complete model where all the variables are considered. However, in Table 3, there is a restricted model that does not consider significant variables of the previous models. The results are summarized in the following tables (Descriptive statistics and the full correlation matrix are available in the appendix of the paper):

Table 3. Model 1

<i>Variables</i> Dependent variable: evaluation	<i>Coefficient</i>	<i>Std Error</i>	<i>T value</i>	<i>p-value</i>	Significance
Const	4,35624	0,109009	39,9623	<0,0001	***
Level	0,00629243	0,0131371	0,4790	0,6322	
Date	1,74865e-07	1,71727e-06	0,1018	0,9189	
High price/quality ratio	0,174817	0,178315	0,9804	0,3275	
Low price/quality ratio	0,0463472	0,0984108	0,4710	0,6379	
Beauty	-0,00105161	0,0633017	-0,0166	0,9868	
Empathy	0,149697	0,0559184	2,6771	0,0077	***
Nonsatisfaction Accomodation	-0,692488	0,0729274	-9,4956	<0,0001	***
Nonsatisfaction Food & Beverage	0,192483	0,137845	1,3964	0,1633	
Petfriendly/Wildlife	0,172181	0,201937	0,8526	0,3943	
PositiveEWOM	0,110451	0,0671014	1,6460	0,1005	
Selfactualization	0,131454	0,07283	1,8049	0,0718	*
Satisfaction Accomodation	0,217186	0,0620336	3,5011	0,0005	***
Satisfaction Food & Beverage	-0,0644185	0,0564927	-1,1403	0,2548	
Satisfaction (overall)	0,18303	0,0978438	1,8706	0,0621	*

Sustainability	0,287001	0,323055	0,8884	0,3748	
Tradition	0,139649	0,0967753	1,4430	0,1498	
Unicity	0,14644	0,113858	1,2862	0,1991	
Innovation	0,118341	0,191145	0,6191	0,5362	
Sales promotion dissatisfaction	-1,99588	0,37727	-5,2903	<0,0001	***
Lowempathy	-0,886881	0,31017	-2,8593	0,0045	***
LowReliability	-2,12248	0,370073	-5,7353	<0,0001	***
LowResponsiveness	-0,172917	0,288928	-0,5985	0,5498	
Reliability	0,151525	0,160203	0,9458	0,3448	
Responsiveness	0,0754655	0,113042	0,6676	0,5048	
Mean dependent variable	4,535982		RMS dependent variable	0,760005	
R-squared	0,506683		R-squared modified	0,475342	

Table 4. Model 2 (restricted)

<i>Variables</i> Dependent variable: evaluation	<i>Coefficient</i>	<i>Std Error</i>	<i>T value</i>	<i>p-value</i>	Significance
Const	4,49076	0,0651061	68,9760	<0,0001	***
Empathy	0,144626	0,0534232	2,7072	0,0070	***
Nonsatisfaction Accomodation	-0,703679	0,0671399	-10,4808	<0,0001	***
Selfactualization	0,145846	0,0716873	2,0345	0,0425	**
Satisfaction Accomodation	0,201631	0,0590682	3,4135	0,0007	***
Satisfaction Food & Beverage	-0,0849892	0,0546611	-1,5548	0,1207	
Satisfaction (Overall)	0,169742	0,0954232	1,7788	0,0760	*
Lowempathy	-1,03843	0,289876	-3,5823	0,0004	***
LowReliability	-2,25394	0,333704	-6,7543	<0,0001	***
Mean dependent variable	4,535982		RMS dependent variable	0,760005	
R-squared	0,489926		R-squared modified	0,477204	

The hypothesis about self-actualization (H1) is accepted, and it is positive and statistically significant for the review score. Tourists that have an experience in an AD are living creatively, and they are fully using their potentials. The results of the regression model provide explanation to the clients' opinion of the experience lived in an AD which is not directly related to the main theoretical aspects developed by Dall'Ara and other authors. The Hypothesis about tradition (H3) is not statistically significant. This means that customers pay no attention, and they are not interested in the local tradition. The hypothesis concerning the uniqueness (H4) and the hypothesis about innovation (H2) of the AD formula are rejected. This means that despite these

two characteristics which are of vital importance for classifying the AD, these factors are not considered in the satisfaction of the customers. In fact, what the AD proposes, which is linked to innovation and uniqueness, is irrelevant for the client based on the review analysed in this paper. On the other hand, the more elementary services are based on satisfaction and dissatisfaction of the accommodation, the dissatisfaction of food and the general dissatisfaction assumes more importance. The hypothesis regarding sustainability (H5) and respect for the environment is rejected. However, only a small part of the reviews focuses on these aspects and tourists do not usually consider the concept of sustainability. The idea of networking of pre-existing homes is not positively considered by any tourists in the total amount of the analysed review. Moreover, this aspect emerged in the review analysis as a discomfort element because the customer is disoriented from having numerous hotel services located in different buildings. The second step is represented by the restricted model and the aim is to identify the most significant dimensions while considering fewer variables. Most of the variables that emerged in the regression restricted model are characterized by dissatisfaction. The reason is not because customers are totally dissatisfied with their stay, but in the moment when they have written the review, the problems about food or accommodation greatly influences the review in a negative way. This was previously stated by Tisca et al. (2015), Mullins (2001), Tikkanen (2007), and Zhang et al. (2011). According to Sen and Lerman (2007) and Chatterjee (2001), consumers tend to write the review when it is negative compared to when it is positive. This could be a factor that had influenced the results of this model. This analysis gave rise to the conclusion that when it comes to customer satisfaction, i.e., whether the clients see their expectations reached or exceeded (Gerson, 2003), the variables that were supposed to make value for the clients in the ADs do not actually make sense for clients. This is observed when they write their opinions in reviews. Tourists in their reviews tend to identify drivers for satisfaction and dissatisfaction factors that are related to traditional hotel stays (SERVQUAL, ECOSERVE, and LODGSERV) and in particular to more basic needs (Maslow, 1943) related to tangible elements. This aligns with the findings of several authors, e.g., Tisca et al. (2015), Mullins (2001), Tikkanen (2007), and Zhang et al. (2011) that confirm that clients reviews are usually connected with primary needs (physiological and safety needs), especially when they are negative. Reviews about superior needs are less relevant for customers satisfaction. This implies that in order to provide superior satisfaction to customers, it is important to put in place services that are compatible, first and foremost, with basic needs. This is partially confirmed in the case of ADs. Although self-actualization is a driver variable for satisfaction, innovativeness, uniqueness, tradition and sustainability, there are also other characteristics related to superior needs in

the Maslow pyramid of needs that do not play an important role for customers. This means that suppliers should take this aspect into consideration, and they should not forget the basics requirements of customers (Reuland, 1985; Czepiel, 1985; Lovelock, 1985). They cannot simply be motivated by only the theory driven characteristics of Ads, but they need to balance them with the most common important factors that create satisfaction for customers.

Conclusion

The AD model is characterized by a set of distinctive elements that allow this form of hospitality to be a successful player in the tourism market. It also combines, at the same time, the three pillars of sustainable development of the destination. Although the elements related to tradition, uniqueness, sustainability, and innovation are important for this model, and some of the non-core services are delegated to other external companies (e.g. cleaning or catering), the management of the AD is responsible to verify if these services are carried out correctly and effectively. From the analysis of review about AD, the management needs to be careful when they develop the AD model. They need to take into consideration that although the uniqueness and the traditions, together with the beauty of the place which allows self-actualization, are important values for customers, they actually need to pay more attention to the basic service characteristics. In fact, if an AD fails in providing such, from the more tangible elements to empathy, assurance, responsiveness and reliability (Parasuraman et al., 1988), the tourists will end up being dissatisfied and will provide negative EWOM. From the regression model, uniqueness and tradition are important but they are not enough to satisfy all the customers. This is because the basic services are more relevant for the clients as opined by Reuland (1985), Czepiel (1985), Lovelock (1985), Tikkanen (2007), and Zhang et al. (2011). Also, If ADs managers will be able to take into account these aspects (the basics elements for satisfaction) and maintain in their value proposition the basic AD characteristics (tradition, uniqueness, innovation, sustainability, and self-actualization), they will be able to create superior value for the customers. By meeting the basic needs of a hotel stay (Mogelonsky, 2012), they will be able to complement their offer with what the customer is expecting. Thus, from these adjustments, they will not only be able to attract customers the first time, but they will also be able to make them return. This is because their expectation was met with perception and as a consequence the customer was satisfied. This will also allow for a model that can serve as an example for sustainable tourism development and generate innovation for the entire tourism industry. This will reduce the problem of seasonality, enhance landscapes, artistic and cultural heritage, generate and promote sustainable economic development. This is certainly a positive impact for the community involved. In conclusion, the results of the

research can provide useful indications both to policy makers who decide to relaunch tourism through the valorisation of the AD, and to the managers of the AD that can put in place corrective actions to align the characteristics of the AD to the real expectations of customers. However, the research methodology has some limitations. First of all, content analysis presents an undoubted degree of subjectivity. Furthermore, the research methodology binds the abstract concepts cited in the literature to keywords used in regression analysis. This can result in the difficulty of summarizing, for example, a sentence in a keyword. Finally, the reviews analysed are written in Italian because AD is today a typically Italian phenomenon with a mostly national clientele. The results could change if foreign customers who have different cultures and traditions are taken into consideration and are perhaps more attracted by the characteristics of uniqueness and sustainability of the AD. Despite these limitations, research is an important starting point to outline a complete picture of customer satisfaction in the AD. The analysis methodology followed could be extended using a database of all the reviews available at a certain date for all AD in the Italian territory. This work would take a long time, but it would produce a real and global vision of the elements that influence customer satisfaction. Also, it will be useful for realizing effective marketing policies for ADs.

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Appendix 1. Correlation Matrix

Correlation Matrix	Score	High price/quality ratio	Low price/quality ratio	Beauty	Empty	Non-satisfaction Accommodation	Non-satisfaction Food & Beverage	Pedfriendly WiFi	Positive-TQM	Self-actualization	Satisfaction Accommodation	Satisfaction Food & Beverage	Satisfaction (overall)	Sustainability	Tradition	Uncity	Innovation	Sales promotion dissatisfaction	LowReliability	LowResponsiveness	Reliability	Responsiveness	
Score	1.00																						
High price/quality ratio	0.02	1.00																					
Low price/quality ratio	-0.24	-0.21	1.00																				
Beauty	-0.06	-0.04	0.06	1.00																			
Empty	0.01	0.03	0.10	0.12	1.00																		
Non-satisfaction Accommodation	-0.17	0.05	0.11	0.05	0.09	1.00																	
Non-satisfaction Food & Beverage	-0.06	0.01	-0.13	-0.04	-0.11	-0.08	1.00																
Pedfriendly WiFi	0.09	0.06	0.03	0.02	-0.08	0.05	-0.03	1.00															
Positive-TQM	0.09	0.06	0.06	0.02	0.06	-0.02	0.00	-0.02	1.00														
Self-actualization	-0.01	-0.11	-0.13	0.16	0.06	-0.13	-0.18	-0.19	0.09	1.00													
Satisfaction Accommodation	0.04	-0.16	0.04	0.01	0.01	-0.16	-0.03	0.00	-0.05	-0.10	1.00												
Satisfaction Food & Beverage	-0.01	0.08	-0.02	-0.09	-0.21	-0.06	-0.08	0.09	0.09	-0.12	0.07	1.00											
Satisfaction (overall)	0.06	0.08	-0.01	0.14	0.01	-0.15	-0.19	0.03	0.07	-0.15	0.02	0.03	1.00										
Sustainability	0.09	0.09	-0.09	0.07	0.02	-0.14	-0.04	0.03	0.06	-0.17	-0.03	0.13	0.06	1.00									
Tradition	-0.13	0.06	-0.14	0.06	-0.09	0.01	-0.01	0.03	0.02	-0.16	0.02	-0.14	0.06	0.09	1.00								
Uncity	-0.16	-0.01	0.09	0.01	-0.13	0.01	0.00	0.00	-0.18	-0.12	0.04	-0.16	0.12	0.14	-0.03	1.00							
Innovation	0.02	-0.01	0.05	0.00	-0.06	-0.09	-0.17	0.08	0.07	0.06	0.00	0.03	-0.07	0.12	-0.03	0.06	1.00						
Sales promotion dissatisfaction	-0.02	0.04	-0.12	0.13	0.06	-0.12	-0.05	0.02	0.09	-0.03	0.02	-0.11	-0.16	0.19	-0.06	-0.10	0.09	1.00					
Lowempty	0.06	0.03	0.04	-0.07	-0.03	0.11	0.08	0.03	-0.03	0.01	0.02	-0.19	0.09	0.16	-0.14	-0.06	0.07	0.02	1.00				
LowReliability	0.09	0.01	-0.02	-0.01	-0.22	-0.09	-0.11	0.01	-0.07	-0.16	0.02	-0.03	-0.16	0.03	0.06	0.03	0.08	0.00	-0.06	1.00			
LowResponsiveness	0.02	0.03	0.01	0.07	-0.12	-0.10	-0.07	0.10	0.03	0.06	-0.08	0.17	0.02	0.04	0.10	0.06	0.00	-0.01	-0.14	0.04	1.00		
Reliability	-0.10	0.03	-0.07	-0.05	-0.08	-0.09	-0.06	0.09	0.12	0.09	0.02	0.17	0.13	0.12	0.06	-0.13	0.09	0.06	-0.03	-0.11	-0.01	1.00	
Responsiveness	-0.01	-0.04	-0.06	-0.03	-0.24	-0.06	-0.03	-0.01	0.02	-0.02	-0.03	-0.05	0.16	0.15	0.01	-0.06	0.00	-0.09	0.11	-0.06	0.06	0.06	1.00

Correlation with **Bold** are statistically significant at 2.5%. Correlation in **Italic** are statistically significant at 5%

Appendix 2. Descriptive Statistics

Variable	Mean	Standard Deviation
Evaluation	4.53	0.76
Level	2.40	2.37
High price/quality ratio	0.02	0.14
Low price/quality ratio	0.02	0.13
Beauty	0.35	0.48
Empathy	0.63	0.48
Nonsatisfaction Accomodation	0.24	0.43
Nonsatisfaction Food & Beverage	0.07	0.26
Petfriendly/Wildlife	0.02	0.13
PositiveEWOM	0.16	0.36
Selfactualization	0.06	0.24
Satisfaction Accomodation	0.47	0.50
Satisfaction Food & Beverage	0.68	0.47
Satisfaction (overall)	0.23	0.42
Sustainability	0.03	0.17
Tradition	0.01	0.11
Unicity	0.06	0.24
Innovation	0.01	0.10
Sales promotion dissatisfaction	0.26	0.11
Lowempathy	0.29	0.10
LowReliability	0.19	0.24
LowResponsiveness	0.05	0.20
Reliability	0.29	0.09
Responsiveness	0.30	0.11