Organizational change in the hospitality industry: The change drivers in a longitudinal analysis

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Abstract
The aim of this contribution is to develop an understanding of the trajectories and drivers of organizational change in small and medium hospitality enterprises from the 1920s to the 2010s, focusing on an Italian seaside destination that experienced an enduring success: Rimini. By conducting oral history fieldwork and integrating this with documentary evidence, we reconstructed the organizational models adopted by 42 entrepreneurs, which can be captured by 4 prevailing organizational ideal types: Managerial, Informal, Customized, and Bureaucratic. The findings explain the historical evolution of organizational models in SMEs by focusing on the different role played in each period by specific change drivers, such as generational shift, customer behaviour and competition, between tourist destinations. In addition, they allow an understanding of the process through which the resilience of old organizational models creates a context of functional redundancy, which strengthens the competitiveness of the tourist destination.

1. Introduction

Despite the dramatic increase in tourist flows since the end of the Second World War, business historians have paid limited attention to hospitality enterprises. The scarce literature focuses almost exclusively on luxury hotels or hotel chains, despite a variety of accommodation typologies, along with their management, governance and organizational models being the real backbone of successful tourist destinations. Attempting to explain the contemporary viability of different organizational and business models (from hotel chains to small and middle-sized family-run enterprises) is not an easy task. This variety or redundancy can be approached through the lens of the historical evolution to contextualize the environment and capture the process of change over the years. To explain the coexistence of change and resilience of organizational forms, we will focus on the change drivers suggested by the literature. Contingency theory is an important theoretical perspective that explains organizational change through a functionalist approach, which conceives the organization as a system that must proactively maintain equilibrium with its environment (Parsons, 1956). The survival of the organization is then dependent on its ability to adapt to the variations of exogenous contingency factors, which impose a functional adaptation (Chenhall, 2003; Donaldson, 2006). Change is a movement from an equilibrium state to another (Lewin, 1947), consistent with the state of contingency factors. The most common contingency factors are the environment (Lawrence & Lorsch, 1967), which includes changes in customers' needs or behaviours as well as the emergence of new competitive dynamics; technology (Perrow, 1970); and size (Pugh, Hickson, Hinings, & Turner, 1969). The latter is particularly challenging for SMEs. Furthermore, following the classical contribution of Chandler (1977), SMEs are considered to be the infancy stage in the life cycle of a successful enterprise (Adizes, 1979). Accordingly, on one hand, SMEs are naturally exposed to exogenous contingency factors (for which they have no control or influence), and especially the complexity of the environment and the evolution of technology. On the other hand, the inner tension for dimensional growth pushes SMEs towards further organizational change, particularly specifying and formalizing their organizational configuration. As detailed by Mintzberg (1979), new enterprises are usually small and adopt a simple structure that is characterized by informal relationships, direct supervision, centralization of authority and the lack of middle managers; their success forces them to grow and hence, formalize their organizational configuration and introduce a middle line to match the complexity of the environment and the need for higher internal coordination. This bureaucratization drives them towards other steps of their life cycle and organizational changes. This process of organizational change is even more evident in the case of family-owned SMEs. Trends of organizational change in family businesses have been studied in terms of their need for the professionalization of the management team (Dyer, 1989; Songini & Gnan, 2015; Songini, Morelli, Gnan, & Vola, 2015). Professionalization results in the formalization of the organizational configuration and the adoption of formal management mechanisms, such as strategic planning, managerial control systems and human resource management systems (Songini et al., 2015). Among other factors, this literature illuminates the relevance of succession processes (and generational shifts) as key drivers of professionalization (Giovannoni, Maraghini, & Riccaboni, 2011; Mazzola, Marchisio, & Astrachan, 2008) and consequently, of organizational change.

In conclusion, organizational theory provides a list of change drivers that can be useful in historical investigation, specifically: environment (tourists' behaviour and needs, the competitive pressure of other destinations), technology, size or the inner tension towards growth (which can take the shape of

separation between the owner and manager and consequently, professionalization), and generational shifts in family-run hotels.

More than one published article has investigated professionalization in hospitality (in terms of separation between the owner and manager), taking a historical perspective. For instance, Dunning and Mcqueen (1981) identified manager-owner separation (and the consequent professionalization) as the key driver for the development of an international hotel industry. 'The ownership of hotel had the characteristics of a portfolio investment and the owners which lacked specific knowledge of the accommodation industry employed professional managers providing them with full control over the operation of the hotel (p. 208)'. Manager expertise could also explain the advantages hotel chains have over other business models: knowledge was transferred to newly associated hotels at a much lower marginal cost than to new entrants. Thirty years later, Quek (2012), focusing on the history of Intercontinental Hotel Corporation, arrived at a similar conclusion that management contracts have facilitated international hotel expansion since the late 1960s. 'Such methods enable hotel chains to internalise their operations processes and maintain the ownership advantage (brand names and service quality provision)' (pp. 215–216).

Professionalization also stimulated change and growth in many family hotel chains. See, for instance, the essay about the Majorcan Hotel Chains, Sol Melia, Barcelò and Riu Hotels (Serra, 2009).

The Accor hotel business history as told by Hubert Bonin (2009) is a clear example of large business narrative where the inner tension towards growth changed the organizational model. A multitude of managers was hired to foster growth based on standardization. 'For Novotel, a ratio of one employee for every three rooms was scheduled. Everything was to be measured, evaluated, standardized and translated into codes of daily action; every experience has to be shared within the chain between hotels to accelerate the transferral of little successes' (Bonin, 2009, p. 154). Marketing techniques and a centralized booking system completed the picture: a clear example of a Chandler-style (Chandler, 1994) threefold investment.

On the other hand, literature on nineteenth century luxury hotels focused on a different driver of change: consumers' needs and behaviour. These hotels were the expression of the upper class' lifestyle and tastes, which created an understandable and visible 'grammaire du luxe' (the grammar of luxury) (Tissot, 2007). A key rule of this grammar was a love for innovation. Tranquillity, cleanliness and intimacy were others. As a 'symbol of modernity and vector of prestige' (James et al., 2017), luxury hotels had to be innovative, cater to a wide range of clients' needs and desires, providing entertainment and high-quality services suit- able for an exclusive environment. This grammar of luxury also required its own organizational model.

In conclusion, contingency theory provides a useful framework to investigate organizational change from a historical perspective and suggests a list of possible change drivers. Our article will focus on tourists' needs, the competitive pressure of other destinations, the inner tension towards growth (i.e. professionalization) and the generational shift.

Periodization is an important tool (Fear, 2013) to analyse change drivers from the historical perspective and bind the outcomes of the theoretical framework to a specific period of time. The history of tourism has defined a clear periodization of the industry: the age of elite tourism, from the 19th century to the First World War; the beginning of mass tourism, from the 1930s to the 1960s; the 'organized mass tourism', from the 1960s to the 1980s; and finally, the current post-modern age

(Battilani, 2007, 2016; Tissot, 2007; Walton, 2000). In each phase, the environment (customers' needs, technology, competitive pressure) changed significantly and new hospitality typologies took shape: the palace hotel (elite tourism); small hotels, guest houses and mom and pop motels (the spontaneous mass tourism); chain hotels (the organized mass tourism); a variety of typologies from bed and breakfasts to Airbnb style accommodations, from the 'albergo diffuso' to renovated traditional hotels (post-modern tourism). However, little attention has been paid to the change drivers and the organizational models that accompanied the transformation.

In this context, our research question is: what can explain the coexistence of change and the resilience of organizational models and the consequent redundancy experienced by successful tourist destinations?

To advance the understanding in the field, we conducted oral history fieldwork in Rimini (Northern Italian Adriatic Coast) and integrated this with all the available archival materials (see the Methodology paragraph for further details) to reconstruct 42 organizational profiles adopted from 1925 to the present. using the Weber approach, we identified four ideal types of organizational models (Section 2). At this stage, it is important to clarify that in our definition, accommodation typologies and ideal types do not overlap. A longitudinal analysis highlights the evolution of organizational models through the different phases of tourism history (Sections 3 and 4). Since tourism in Rimini is largely based on small and medium-sized enterprises, this study offers an interesting picture of change drivers and trajectories for these kinds of businesses. The main results are that each tourism phase has its own sources of change. Competition between tourist destinations played a role in shaping the Managerial ideal type at the beginning of the 20th century. Customers' needs were the driving force behind the success of the Informal ideal type in the age of mass tourism. Finally, the Customized and the Bureaucratic ideal types emerged in the context of competitive pressure, generational shifts and above all, the diversification of the tourists' needs and expectations. The latter also seems to be the most important explanation for resilience. Consequently, an original picture emerges where the change and resilience of organizational models shape the configurations of the business models, fostering redundancy and the competitive strength of tourist destinations.

2. Methodology

To study organizational change over time, we focus on Rimini, one of the most important Italian destinations after the art and cultural destinations of Rome, Venice and Florence. The 150,000 inhabitants welcome approximately 1.6 million tourists (7 million overnight stays) every year. The backbone of Rimini's hospitality industry is a multitude of small and mid-sized hotels, many of them family-run (in 2015, there were 991), generally dating back to the 1950s and 1970s, while the oldest were established between 1908 and the 1930s.

Following an approach supporting a collaboration between history and management, a multi-disciplinary team of scholars (Business History, Oral History and Organization Studies) investigated the organizational processes over time. As relevant literature indicates, we con- sider history to be an ongoing process: Decker, Kipping and Wadhwani (2015) state that 'historical research [...] is often aimed at under covering sequences and processes, or synthesizing complex developments related to the phenomenon being studied, rather than verifying specific claims' (p. 31); Kieser (1994) sustains that 'historical analysis teaches us to interpret existing organizational structures not as determined by

laws but as the results of decisions in the past choice opportunities' (p. 611). Borrowing from Kipping and Üsdiken (2014), we can call it 'history in theory'.

In our analysis, we adopt a process-based perspective where the organizational change comes from a continuous and uninterrupted flow of decision-making processes under conditions of bounded and intentional rationality. We draw the prevailing ideal-type organizational solutions by identifying regularities. This allows us to bring order into the variety of existing solutions and explain changes. Our methodology is consistent with Weber's approach (Weber, 1949): 'an ideal type is formed by the one-sided accentuation of one or more points of view and by the synthesis of ... many ... individual phenomena ... into a unified analytical construct (Gedankenbild). In its conceptual purity, this mental construct cannot be found empirically anywhere.' (p. 90). Consequently, they 'represent organizational forms that might exist rather than existing organizations' (Dotty & Glick, 1994, p. 233). Finally, it is noteworthy that the application of ideal-typical formulations to historical cases is one of the methods proposed by Kieser (1994) to connect organizational studies to historical analysis.

Following the triangulation methodology (Golafshani, 2003; Heath, 2015; Williamson, 2018), we gather data from multiple sources: historical analysis of documents and archives;[1] desk survey of the literature on organizational change in hotels (see Tables 2 and 3); and direct interviews of hotelkeepers and managers.

However, testimonies are the central source of information for our study (Kipping, Wadhwani, & Bucheli, 2014; Wadhwani, 2016: 136). The interviews were conducted respecting ethics guidelines adopted in social research.[2] First, we actively involved a selected group of entrepreneurs in every step of the research to create a climate of trust and openness and maintain a connection to operational issues. Then, between 2014 and 2017, we selected a set of 29 hotelkeepers and managers (20 men and 9 women) of different ages (between 35 and 95) for in-depth interviews, who run or had run hotels of different sizes and numbers of stars. The semi-structured interviews focused on the history of the hotel and family, with a particular emphasis on organizational change, employee engagement strategies, attitude towards clients and innovation. People were encouraged to talk freely. We did not change the protocol as our data collection progressed.

Table 1: Information about organizational ideal types

Features of ideal types	Managerial	Informal	Customized	Bureaucratic	Total
Introduced before WWII	1	1	0	0	2
Introduced between 1945-1985	3	13	0	0	16
Introduced after 1985	5	8	3	8	24
Total	9	22	3	8	42
Introduced by female entrepreneurship (%)	11%	41%	0%	25%	29%
Introduced by director/entrepreneur with a degree (%)	33%	18%	33%	12%	21%
Introduced by director/entrepreneur with senior high school diploma (%)	44%	23%	67%	88%	43%

Introduced by director/entrepreneur with a junior high school diploma (%)	22%	36%	0%	0%	24%
Introduced by director/entrepreneur with a primary education (%)	0%	23%	0%	0%	12%
4- or 5-star hotels (%)	56%	5%	33%	13%	21%
hotel with more than 50 rooms (%)	67%	18%	0%	25%	33%
Introduced by a director/entrepreneur born before 1945 (%)	33%	41%	0%	0%	29%
Introduced by a director/entrepreneur born between 1945 and 1970 (%)	44%	50%	67%	63%	52%
Introduced by a director/entrepreneur born after 1970 (%)	22%	9%	33%	38%	19%

Source: Oral history fieldwork and State Archive in Forlì

Table 2. Relevant codes for the definition of the Home-Business theme.

Theme	*Manager's attitude towards the hotel*	*Decision-making processes*	*Regulation processes (Thompson, 1967)*	*Jobs and roles (Hackman, 1980)*	*Source of authority (Weber, 1922)*	*Guest relationships (Castellanos-Verdugo et al., 2009)*
Home	Intimate relationship, identification	Empathetic	Based on informal rules	Polyvalent	Charisma/ Traditions	Rich and informal
Business	The hotel is a business, and as such is to be managed	Analytical	Based on formal procedures	Specialized	Rules	Formal

Table 3. Relevant codes for the definition of the Efficiency-Service Development theme.

Theme	*Competitive strategy (Porter, 1985)*	*Main skills requested of workers (Baum, 2006)*	*Worker involvement in decision-making processes (Liang et al., 2017)*	*Innovation (Gilbert, 1994)*	*Leadership style (Bass, 1990)*
Cost-Efficiency	Supply-driven and aimed at cost leadership	Flexibility and willingness to learn	Low	Sporadic and reactive	Transactional

Service development	Demand-driven and aimed at differentiation	Education and experience	High	Continuous and proactive	Transformational

Some interviews also provided interesting information about the organizational models of two generations (usually their parents or grandparents). We used this information to enlarge our dataset by adding the organizational model of another 8 entrepreneurs (1 woman and 7 men).[3] We define the sample size using the criterion of saturation (Strauss & Corbin, 1998), and accordingly, we continued adding interviews until new information was collected. This strategy, known as purposeful sampling (Creswell, 1998), also allowed one interview (providing two profiles) recorded in 2004 to be included in the samples (providing information about two entrepreneurs).[4] Finally, we also checked whether our sample reflected the structure of the local hotel industry and included different generations of hotel managers.[5] Additional information about hotelkeepers (profession declared before becoming hotelkeepers), enterprises (year of the official registration) and hotels (year of construction) were collected at the Register office for the City of Rimini and the Chamber of Commerce Historical Archive in Forlì. In addition, the documentary evidence collected at the State Archives in Forlì and Rimini allowed us to reconstruct the organizational model implemented during the interwar years by the Grand Hotel's man- ager, Giovanni Damesin.

Printed historical books,[6] and an unpublished business history,[7] permitted us to draw the organizational models implemented by Pietro Arpesella, who bought and ran the Grand Hotel from 1962 to the 1980s, and Arlotti Vanda, who entered the hospitality sector in 1964.[8]

Finally, we obtained a dataset of 42 organizational models from 30 interviews (29 in 2015 and 1 in 2004), collecting documentary evidence in 5 local archives and using secondary sources. Each organizational model corresponds to an entrepreneur and a hotel. We considered 30 hotels; however, 10 of them (e.g. the Grand Hotel) are included two or three times since we collected information about the organizational models implemented by the different generations that ran these hotels over the years.

Now, we present some information about the hotels and the entrepreneurs (see Table 1). On average, the hotels have 46 rooms (a maximum of 200 for the Grand Hotel in 1908 to a minimum of 5 for Nella's boarding house in 1936). In our database, there are 3 one-star and 4 two-star hotels, 15 three-star, 6 four-star and two five-star hotels. Only 15 of these are open year-round.

There were 12 entrepreneurs born before 1945; 22 between 1946 and 1970; and eight after 1971. Overall, our sample included five entrepreneurs who only attended primary school (all born before 1930), 10 junior high school, 18 senior high school and nine attended university. School qualification is strongly correlated with the year of birth.[9] Twelve of them are women. Most of the entrepreneurs run a family business (34), the others are managers (3) or run their business by themselves without the support of any relatives.

After transcribing the interviews, an interpretive analysis of the content allowed us to identify four ideal types (Weber, 1949) of organizational models, using a three-step process. A similar methodology was used for the additional materials. First, we organized the content of the interviews into codes belonging to four domains: 1. History of the hotel, manager/ owner and family [Can you tell us the story of this hotel? Why you or your parents built it? What was your education and training? etc.]; 2.

Strategy, in terms of competition, customers, innovation and marketing [What customers did you target in the beginning? And afterwards? What did you change in the hotels when you took the lead? etc.]; 3. Organization [What roles did and do the family members have? Who made or makes decisions? etc.]; 4. Human resource management [Are staff asked to perform fixed tasks on the basis of formal rules? How do you choose the staff? Are they already trained or do you prefer to train them? etc.].

Second, two macro themes were highlighted to explain the differences in organizations: (a) how hotelkeepers perceive the relationship with their hotel (as a home or as a business)[10] and (b) if the managerial approach was based on cost-efficiency or service development. Each theme was then detailed in terms of consistent codes (Tables 2 and 3). Finally, accentuating and polarizing these dimensions, four ideal types were identified (Table 4): Informal, Bureaucratic, Customized and Managerial.

The Managerial ideal type covers a context in which: entrepreneurs have no emotional relationship with their hotel and develop analytical decision-making processes, based on economic premises; authority stems from a system of written rules that states the duties of each job (even the manager's job); organizational rules are formalized into operational procedures; jobs are specialized; the relationship with the customer is formal. In addition, the competitive strategy aims at differentiation, is demand-driven (driven by the customers' needs): the aim is to conquer specific typologies of customers, and hotels are designed consequently. Workers perform specialized jobs, have formal education and training experiences. This type of hotel organization has to make decisions to achieve organizational goals. Innovation is continuous and proactive, and leadership is transformational.

The Informal ideal type describes a situation in which: the entrepreneur considers his hotel to be a home and develops an emotional decision-making process; authority is based on charisma or on tradition; organizational rules are informal, jobs are not specialized and workers are multi- skilled, ready to do their best and rarely involved in decisions; relationships with customers are informal and imply the development of social bonds; the competitive strategy aims at cost-leadership, is supply-driven (driven by the hotel's characteristics) and seeks customers who can appreciate hotels as they are; innovation is sporadic; and the leadership style is transactional.

The Bureaucratic ideal type is similar to the Managerial ideal type in terms of an entrepreneur who has no emotional relationship with his hotel, decision-making process, authority legitimation, organizational rules, job specialization and customer relationship. However, the competitive strategy aims at cost-leadership and is supply-driven. Workers are required to be flexible. Innovation is sporadic and usually imposed by competition. The leadership style is transactional.

The Customized ideal type has many similarities with the Informal ideal type in terms of attitude towards the hotel, the decision-making process, authority legitimation, organizational rules and customer relationships. However, the competitive strategy aims at differentiation and is demand-driven. Workers perform specialized jobs and have formal education and training experiences. They have to take decisions in order to achieve organizational goals. Innovation is continuous and proactive. Finally, leadership is transformational.

Table 4: Ideal types of hotel organization

	Hotel as a home	Hotel as a business
Cost-Efficiency	**Informal type**	**Bureaucratic type**
Service development	**Customized type**	**Managerial type**

3. The emerging of the managerial and informal ideal type in the interwar years and their resilience in the following decades

Connecting the organizational model to the year it was implemented, it is possible to carry out a longitudinal analysis. Looking at Table 1, we see that the introduction of new ideal types followed a chronological order: the Managerial dates back to the origin of professional hospitality in Rimini; the Informal to the arrival of the middle class during the Thirties; the Customized and the Bureaucratic arose from the increasing competitive pressure of the Eighties. This section focuses on the first two ideal types.

Dating back to 1843 when the first bathing establishment was inaugurated, the tourism history of Rimini is well-known. At that time, the lack of accommodation facilities was a real issue and to address the problem, an increasing number of villas were built between the city centre and the marina, starting in the 1880s. The first hotels were inaugurated at the beginning of the 20th century: two refurbished villas (Lido and Villa Adriatica) and two brand new luxury buildings (the Hungaria and the Grand Hotel). The Hungaria was built by Dimitri de Gravenhoff, a Russian landowner (defined by the local press as 'the greatest developer of our seaside'[11]), while the Grand Hotel (listed as a national monument in 1994) was built by a well-known company based in Milano, the Smara - Società milanese alberghi ristorante e affini (Milano hotels, restaurants and similar)[12] in 1908.

Luxury hotels appeared in Rimini at least forty years later than on the French Riviera, in Sussex or in Geneva (Humair, 2011) and they copied their architectural styles and organizational characteristics. They had an exclusive atmosphere, which was the result of an articulated system based on labour division, hierarchical organization of workers and task specialization where each employee had a precise set of tasks and routines to complete. As a rule, there was a ratio of one employee per room. In Rimini, as elsewhere, this type of organization is generally reminiscent of the domestic servant hierarchy in aristocratic families and Royal Courts (Ferrari, 2011; Lesur, 2005). The staff was distributed along three basic functions: reception, room service and catering; tasks were very specialized, and the key jobs (e.g. chef, maître and butler) were usually assigned to highly experienced men, with women focusing only on housekeeping (Lesur, 2005; Zanini, 2011).[13]

When the first luxury hotels were built, Rimini lacked skills in the high-profile hospitality sector, and managers were hired from abroad,[14] or other Italian cities.[15] One of the most important managers was Giovanni Damesin, who arrived in Rimini in the mid-1920s after managing the Baglioni Gran Hotel in Bologna[16]—he is included in our dataset. under his direction, the hotel followed the Managerial ideal type. This was the first building to install an elevator, its interiors were richly decorated, and each room had expensive furniture.[17] In many fashionable tourist destinations, the needs of an

international demanding clientele were the change driver stimulating the adoption of the Managerial ideal type. However, in Rimini, the investment in luxury hotels and the adoption of a suitable ideal type was the consequence of international competitive pressure. At the time, Rimini advertised itself as the Ostenda of Italy, and Nice was its reference model. The Managerial ideal type made it possible to compete with these destinations.

Two decades after the establishment of luxury hotels, the Rimini hospitality scene changed with the opening of small and mid-sized family hotels, catering to middle-class families going on holiday for the first time: there were 36 hotels in 1922 and 137 in 1938.[18] The transition from élite to mass tourism had begun. Consequently, tourist behaviours and motivations changed deeply.

All the new accommodation facilities were small and family-run; women (mainly homemakers at their first job) took the lead in 57% of these hotels (Battilani & Fauri, 2009). Our database includes, e.g. Nella Vanni (1898–1981). Wife of a tax officer and mother of two sons and two daughters, she started her business activity between 1936 and 1938. The Nella guesthouse embodied the Informal ideal type, which spread in the interwar years. It catered to a clientele which did not like the formal environment of the Managerial type.

> My mother got the license to run the guest house in 1938.... At that time the hotel Vittoria [which was nearby] was full of ...wealthy people.... We made a bow when those guests went in ...My mother could use from two to five rooms [of our house] for the guests... During the 'phase of bows', our guest house was chosen by people who wanted genuineness ...[19]

The war interrupted tourist flows, and seriously damaged the infrastructure and buildings, including hotels.[20] However, in the summer of 1947, 131 hotels were able to open again.[21] The golden age of mass tourism was imminent. Between 1952 and 1970, overnight tourist stays rose from 2.2 million to 6.5 million and the number of hotels skyrocketed from 212 to 1618.[22] The hotelkeepers had previously worked as construction workers, civil servants, shopkeepers, farmers or were housewives. They shaped their hotel's organizational model on the basis of the experiential knowledge accumulated in other sectors and empowering family members.[23] The latter had a proactive attitude. The jobs were generally not specialized, did not require formal training or education and they often mimicked the family division of roles and responsibilities. Wives were usually responsible for the kitchen, and the husband for the reception. Sometimes, they shared the two tasks. From the time they were very young, sons and daughters also helped. Housekeeping and laundry were usually assigned to seasonal female workers who were supervised by the wife. Even in winter, when the hotel was closed, the division of labour remained clear: women did the sewing while the men renovated the building and refurbished the interiors.[24]

> Women ... they economized a lot ... In summer they became very skilled cooks, in winter they checked all the linens, they reteased mattresses, pillows...[25]

> I made the bathrooms by myself, together with my brother and a retired bricklayer [...] We did not have the tiles [...] There was no money, really there was no money.[26]

Employees often had friendships or neighbourhood relationships with the owner family and usually continued to work in the same hotels for many years:

> Our employees have always been attached to us. Even now, some waiters have been working with us for 14/15 years. The cook (a woman) for 40 years.[27]

Keeping costs down was the main strategy and consequently tourists were provided with basic services.

> Most of the hotelkeepers setting up their business between 1950 and 1970 considered the hotel an extension of their home; in actuality, it truly was a part of their house.
>
> [My uncles] retired to the 'hut' and put their clients in their bedroom.[28]
>
> Essentially, it was like a larger home, where you welcome some people.[29]

As you would expect in a family context, the owner and the customers shared many entertaining moments. The environment was informal and friendly. This practice was common to many of those interviewed. Laura Zaghini, whose parents have run a hotel since 1953, remembers that:

> [In the 1960s], everybody came to the seaside ... for 15 days. I remember ... on Sunday the client's relatives also came for lunch. Relatives, friends, and husbands visited those who spent 15 days here. To comment on how we lived: when it was someone's birthday, we organized a party in the evening. We put aside all the tables and we danced, we sang, we ate.30

Sometimes, the hotelkeeper's family was also involved in the guests' leisure activities. This is a shared memory among the interviewees born in the 1960s. Andrea Biotti, who grew up in his grandparents' hotel, the Genty Hotel, remembers:

> Client's sons ... played with me in here [at the hotel], I went to the beach with them, I went to Fiabilandia [an amusement park]. They took me everywhere....[31]

In this period, the most important change driver was the consumer's needs and behaviour, specifically the arrival of a new generation of tourists sharing the same way of life as the entrepreneurs.

The post-war generation of tourists belonged to the middle class, as did the majority of new entrepreneurs. Social bonds also played a pivotal role in customer satisfaction and created a successful supply-driven competitive strategy based on low prices and basic ser- vices. Other change drivers played a marginal role: the competitive pressure from other destinations was very limited, and, in the interviews, never emerged as an issue until the Seventies; the increase in size was too little to influence the organizational model and often meant the building of new hotels run by relatives.

Although the majority of new tourists chose low budget solutions and preferred the friendly environment of the Informal ideal type, the Managerial type did not disappear from the 1950s to the 1980s. It remained the organizational model of luxury hotels such as the Savoia and the Grand hotel. It was also chosen by middle-sized hotels catering to business travellers. For instance, in 1961, the Forcellini family built a hotel for business clientele in the city centre,[32] which followed the Managerial ideal type. This typology survived by operating in the niche markets of well-off tourists and business travellers who asked for high-quality services and a formal environment.

Customers'needs, which had driven the change towards the Informal ideal type, were also responsible for the resilience of the Managerial form.

In conclusion, the Managerial and the Informal ideal types emerged at the turn of new tourism phases. At the beginning of the 20th century, competition among destinations stimulated the introduction of the Managerial ideal type in Rimini, by imitation. Once the destination moved from the elite to mass tourism, the accommodation sector also changed features and the atmosphere: the Informal ideal type emerged and became rapidly dominant. In the age of mass tourism, customers'social habits were the most important change drivers. However, they could also explain the resilience of the Managerial ideal type.

4. New and old ideal types at the turn of post-modern tourism: trajectories and change agents

The 1980s and 1990s represented a watershed in Rimini's tourism history because the traditional seaside product completed its life cycle, causing stagnation. In addition, in 1989, an exogenous shock (the algae proliferation) caused a 30% decrease in tourist overnight stays. The following recovery required large investments and the ability to reorient tourist experiences. The municipality strengthened the infrastructure (an Expo Centre and a Congress venue were built, and cultural attractions were boosted) while entrepreneurs refurbished their hotels, adding new services (swimming pools, spas, services dedicated to specific segments, changes in restaurant menus, etc.). Consequently, what had always been a seaside destination was finally able to cater to a variety of experiences: fairs, conferences, sport events, exhibitions, festivals, foods and wines, spas, etc. (Battilani, 2009). In this context, the Bureaucratic and the Customized ideal types emerged and the Managerial type spread as it had never done before. In addition, the Informal type continued to be part of the Rimini landscape and was also chosen by new entrepreneurs.

The new ideal types emerged at the turn of a new phase, the post-modern. Hotelkeepers choosing the Customized ideal type kept their idea of the hotel as a home but abandoned the cost-reduction strategy in favour of a service-oriented stance. In addition, they took a proactive attitude towards innovation, similar to the Managerial ideal type.

The Genty Hotel run by the Biotti family is a clear example of the Customized ideal type. During the 1990s, when the second generation took the lead, the two-star seasonal hotel was renovated and refurbished to become a year-round four-star hotel.[33] However, the owner/manager continues to think of it as a home, because he had grown up there and when he was a child, he used to spend the summer months with the children of his parents' clients.

> Now, they [the children with whom he played] come back with their children. They are my age; I haven't seen them for years. They travelled the world and now they come back here, to Rimini, for a holiday with their children. We all meet again here, we are fathers now, we played together when we were children.[34]

In this case, the original informal environment was maintained.

> Still now, the hotel style can puzzle clients. They book a four-star hotel, they are expecting a variety of hierarchies prescribed by etiquette and then they find themselves in a situation where the hotel manager walks among them in the dining room, cleaning the table, asking how things are going ... In the beginning that puzzled them, but this is

what they are looking for if they choose to go on holiday on the Coast in Romagna. If they want 100 lackeys wearing golden button uniforms, they need to go to the Maldives.[35]

Along with the Customized type, the Bureaucratic type also emerged. Entrepreneurs fol- lowing this ideal type tried to avoid any overlap between family and business; however, they maintained a cost reduction strategy similar to the Informal ideal type.

> It wasn't a family run hotel, at a certain point in time I went to sleep at home.... My assistant and I didn't have a uniform, but we wore two identical suits.... I bought them from Max Mara. Then, we wore a badge (Patrizia and Monica).[36]

This ideal type was also adopted by the new generation of female entrepreneurs, such as Patrizia Rinaldis and Lorena Montebelli,[37] who do not usually involve parents or the husbands in their activity. They chose a formal relationship style with workers and customers that was more suitable to asserting their leadership positions in a context where recognizing females as leaders is not easy. They represented a new generation of female hotelkeepers who were less constrained by family in developing their career. Women have always been pivotal players in the Rimini hospitality sector, but they historically pursued the economic growth of their family more than their own personal fulfilment or careers.

At the end of the 1990s, a new generation of hospitality entrepreneurs also contributed to the renaissance of the Managerial ideal type across the leisure segment. They viewed hotels as businesses and chose to take or leave them on the basis of expected profits. An example of this new generation of entrepreneurs is Gianmarco Ferrari, the nephew of a hotelkeeper who moved from Valtellina (the alpine area of Lombardy on the border of Switzerland) to Rimini to invest his savings, as many of his other countrymen did in the mid-1960s.[38]

> If an investment is not profitable, I give up. When I realized that the San Gregory Hotel wasn't viable, I could have continued to run it, improving the situation. But I gave up. I regretted it because I had worked hard. But, enough. If it is not viable, it doesn't make a profit, I cannot waste my time.[39]

Their strategy was demand-driven; they targeted a precise segment of clientele ('Clients must choose us not for the price but for the service')[40] and innovation was both continuous and pro-active. Marco Ermeti, the youngest son of a hotelkeeper family (his father started his business in the 1960s), also adopted this ideal type. In 2010, a century after the Grand Hotel was built, he set up a company with his two brothers and built a five-star hotel with 50 rooms, which is the second luxury building in Rimini. Employing 35–45 people during the year, design and an informal environment were the key concepts of his innovation. Tasks were specialized and employees had a formal education as well as a distinguished resumé.

> For each unit we prepared an Instruction Book which was shared with all the forepeople. So, when new staff arrives, they start reading the Instruction Book, which contains the I-Suite point of view on hospitality and also a more technical part with procedures.[41]

To complete the picture of ideal types in the post-modern phase of tourism history, we have to mention that the Informal model with its mix of low budget and basic services continued to meet its own customers: the young summer tourists or the low-income families.

Of some interest is the organization of the Zaghini hotel that re-opened in 2011 following the Informal ideal type. It is a family-run, low-budget, seasonal hotel, providing no meal but breakfast (with typical traditional food and homemade cakes), and trying to provide a welcoming atmosphere ('we have 26 rooms with 26 poetries, each room has its own poetry'[42]). Also the Conca hotel which has 15 rooms and since 2019 has been run by the third generation, follows the same model. It offers full board services at low price in a family environment. They cater for a target of tourists interested in experiencing the traditional cooking based on local ingredients and homemade pasta.

In Rimini, the Informal hotels seem to cater to a market segment which in other contexts (large cities, towns not specialized in tourism) is covered by bed and breakfasts or more recently by Airbnb. However, the close attention they pay to the quality of food makes them not completely comparable with Airbnb or B&B solutions.

In conclusion, the post-modern phase of tourism history witnessed the increase in the number of ideal types and consequently, redundancy. If mass tourism had fostered the development of its own ideal type, the Informal, and let the older Managerial model meet the needs of market niches, post-modern tourism witnessed the flourishing of many different models. Redundancy seems more a feature of post-modern tourism than a permanent trait of tourist destinations.

In this context, two aspects deserve attention: trajectories and change drivers.

The hotels' history makes it possible to draw the trajectories of ideal types. For instance, from 1986 to 2015, during the post-modern phase, at least 11 out of 42 entrepreneurs changed their organizational models over time: four moved from Informal to Bureaucratic; 2 from Informal to Managerial; two from Informal to Customized; 2 from Bureaucratic to Managerial; 1 from Managerial to Bureaucratic.

In conclusion, there were a variety of trajectories and ideal types. This brings us to question the origin of such redundancy. In a context in which Rimini was completely transforming itself by offering new products and looking for new markets, entrepreneurs changed their organizational models to cater to new customers. The mass market split into many different parts (many different niches). Each entrepreneur chose its own market segment. Entrepreneurs choosing the Customized ideal type interacted with their new clientele to design the right services for them. For instance, the Genty hotel (which adopted the Customized model) specialized in Russian business travellers (usually buyers) by providing them with storage rooms; opening year-round and modifying the lunch and dinner service.[43] Other hotels simply upgraded and expanded services to satisfy a more demanding clientele and cope with the growing competitive pressure.[44]

These considerations bring us back to the issue of change drivers. Six of the eleven entrepreneurs who changed the organizational ideal type introduced the new model when they took over from the older generation.[45] The generational shift (from parents to sons and daughters or from grandparents to grandsons) became an important change driver: it was the first time in the history of the destination. However, there was also generational shifts which did not stimulate any change in the ideal type (our dataset includes 2 cases).

The other 5 entrepreneurs moved to a new ideal type within a wider transformation of their activity: some of them as a consequence of their growth strategy (they started to run multiple or larger hotels) other by re-defining procedures, workers' tasks and the source of authority.[46]

Finally, six entrepreneurs directly adopted the Customized and Bureaucratic ideal types. They were at the beginning of their career as entrepreneurs, even if they had previous experience in the hospitality sector as employees.[47] Again, the arrival of a new generation fosters the implementation of new models. Despite this, some new entrepreneurs chose traditional ideal types such as the Informal (1) and the Managerial (2).

In summary, the multiplicity of trajectories and ideal types was paralleled by the variety of change drivers: customers' needs, professionalization (in terms of the introduction of routines and formal tasks), size, competitive pressure and, finally, the arrival of a new generation; they all fostered organizational change. However, even if these change drivers do influence the organizational choices of many hotels, such an influence is not always direct and immediate and, more interestingly, it is not generalized: hence, we can find cases of hotels that change because of environmental evolutions or generational shift while others, exposed at the same time at the same conditions, simply don't change. The reason lays on the characteristics of post-modern tourism (which not only multiplied the experiences offered to tourists but also the accommodation models) and on the subjective goals and the social values impacting on the hotelkeepers' decision-making processes. Rephrasing Mach and Simon (1958), we can say that in the post-modern phase of tourism history, the trajectories of change cannot be foreseen as they arose from an intentional decision-making process driven by external contingencies.

In conclusion, the heterogeneity of clientele is paralleled by redundancy in the organizational ideal type.

5. Conclusion

After describing trajectories and environmental contingency, we return to our research question: what can explain the coexistence of change and resilience in organizational models and the consequent redundancy experienced by successful tourist destinations?

To answer this question, we focus on the relationship between ideal types, change drivers and periodization. Through the analysis of one century of Rimini tourism history, we tried to identify the organizational ideal types and the change drivers that prevailed in different historical periods.

The introduction of new ideal types follows a clear chronology: the Managerial emerged with the building of the first luxury hotels; the Informal was designed by local entrepreneurs in the early days of mass tourism; the Customized and the Bureaucratic were an attempt to cope with the transformation of post-modern tourism. New models usually emerged at the turn of new tourism phases. However, surprisingly enough, the old models did not disappear with the emergence of new ones. For instance, in the age of mass tourism, the Managerial ideal type survived by meeting the expectations of specific market niches. This brings us to the issue of resilience, which is the ability of a system to maintain its identity and adapt its structure and function in a context of change (Holling, 1973).

This phenomenon became particularly evident during the post-modern phase, when no organizational model seems to disappear, despite the many discontinuities experienced by Rimini tourism. From

1980 to 2000, the number of hotels dramatically decreased from 1580 to 1303, while their size and quality increased (the percentage of 3- to 5-star hotels went from 5% to 35%) and structures were re-design to cater to a new clientele. Throughout this great transformation, all early ideal types (Managerial and Informal) maintained their competitive strength.

Therefore, not only change but also resilience is important in explaining the particular configuration of the hospitality sector in tourist destinations. Competitive pressure was important in the early days of the Rimini hospitality sector, when the city imitated other seaside destinations. Customers' needs seem to have driven changes during mass tourism, in a very peculiar way. At the time, the social bonds between entrepreneurs and customers made it possible to cater to customers' expectations, despite the prevalence of a supply-driven strategy. Both competitive pressure and customer's needs played a role in the post-modern phase, when other contingency factors also increased their influence. This is the case with the generational shift, which for obvious reasons became increasingly import-ant. In contrast, size and the professionalization of family business stimulated changes less than was expected. Even if, in the post-modern phase, the management of multiple and larger hotels became more frequent, the pattern of growth of the destination, traditionally based on a proliferation of SMEs, widely reduced the influence of size. The introduction of more formal routines (and professionalization, in general) remained quite limited and, interestingly enough, was preferred by female entrepreneurs. However, in general, all contingency factors became important over the last four decades, when trajectories of change, ideal types and customers' needs as along with tourist experiences and products multiplied (see Table 5), and no model seems to prevail over another.

Regarding the evidence presented in Table 5, it is noteworthy to underline that the emerging ideal types are usually chosen by newly founded hotels, while existing hotels show greater resilience, thus avoiding changing their organizational choices and focusing on specific, even if marginal, market niches. Hence, the interplay between existing and newly founded hotels has fostered a growing variety of organizational solutions and the consolidation of different ideal types simultaneously.

Regarding the driving factors of resilience, surprisingly enough, customers' expectations seem to play a role: when ideal types meet the needs of some customer groups, they can survive. This is an example of functional redundancy; in short, having components within a system that have similar or overlapping functions. If we took the different perspective of the destination as a whole, redundancy and resilience can be interpreted in a new way. Moreover, redundancy also implies diversification (Berbés-Blázquez & Scott, 2017), which in turn fosters competitiveness for the tourist destination. Thus, if changes negatively impact some enterprises or even some ideal types, the system (the destination) would continue to thrive. In addition, redundancy could be considered a tourist destination's strategy aiming at strengthening competitiveness. Consequently, redundancy and the coexistence of change and resilience make destinations more successful and enduring.

A further issue to be dealt with is the attitude of SMEs to innovating their organizational model. The Rimini case study shows that they have their own path towards organizational change, even when they do not choose to be transformed into a hotel chain or a large company. As we have seen, trajectories are variegated and do not follow a linear path. However, SMEs certainly change over time.

Furthermore, it is noteworthy that the results of this investigation are based on a single seaside resort (albeit an important and iconic site). These findings would benefit from the support of additional evidence and comparisons to other tourist destinations, particularly where small and middle-sized

enterprises are the backbone of the hospitality sector. However, it is also noteworthy that this is often the case in European leading countries such as France, where 83% of hotels are independent and often of a small size; Italy, where chains or very large hotels are only found in large cities; and in Spain, limited to some regions. In general, in the European tourist sector, 9 out of 10 are micro enterprises.[48] From this point of view, Rimini is certainly not a special case. From the methodological point of view, the research method adopted in this study can be applied to explain the evolution of different tourism destinations or even different industrial settings where by definition, the ideal typology can be applied to any organization, since it is an analytical construct that has been implemented through a generalization process.

We can also add a final conclusion regarding the history of tourism and highlight that from the interviews, we realized that a new representation of mass tourism has emerged, in which personal relationships seem to play an important role, along with the social bonds between tourists and locals.

Table 5: Historical connection between change drivers and organizational ideal types

Period	Main change drivers	Dominant ideal type
1840-1930 Elite tourism	Competition among destinations	Managerial
1930-1980 Mass tourism	Customer needs and social habits	Informal
1985-2015 Post-modern tourism	Competitive pressure, Customer need Generational shift Size (less frequent) Professionalization (less frequent)	Bureaucratic, Customized, Managerial and Informal

Notes

1. Rimini municipal archive; State archive of Rimini, State Archive of Forlì; Chamber of Commerce Archive of Forlì; Rimini Library Archive.
2. The interviews were based on voluntary participation and informed consent. These principles guarantee that all respondents are choosing to participate of their own free will and that they have been fully informed regarding the research project.
3. A. Forcellini (1921); N. Savini (1922); E. Biotti (1920); A. De Luigi (1925); E. Mangianti (1946); V. Nicolini (1942); G. Biotti (1962); C.V. (1959).
4. Mulazzani, I., & Mulazzani C. (2004, December 20). Interview by P. Battilani and M. Filippini. [Tape recording]. The interview provided useful information about the mother, Nella Vanni, who started renting full board rooms in Rimini in 1936. Chamber of Commerce, Companies' Archive in Forlì, position n° 62365/1956.
5. As for the structure of the local hospitality industry, one-star hotels account for about 10% of the total. They are small (80% of them have less than 25 rooms, the average size is 19 rooms) and seasonal (86%). Two-star hotels account for about a quarter of the total. They are usually small (24 rooms) and seasonal (89%). The three-star hotels are currently the backbone (nearly 60%) of the Rimini hospitality industry. Their average size is 38 rooms, with strong variability: 15% of them have less than 25 rooms, 84% has between 25 and 99 rooms and only 1% has more than 100 rooms. Even among these hotels, seasonality is relevant (75%). Four-star hotels (about 6% of the total) are a relatively recent phenomenon. They are usually open year-round (86%) and have a larger size (on average, 61 rooms). Finally, there are only two five-star (luxury) hotels, which are relatively small (one has 120 rooms the other has 50 rooms). Over the last 40 years, the percentage of 3- and 4-star hotels has been on the increase (Battilani, 2007), 1- and 2-star hotels decreased and 5-star hotels remained stable.
6. Arpesella, P. (1995). Da Lerici a Rimini... passando per l'East River [From Lerici to Rimini... through East River]. Rimini: Maggioli; Chicchi, G. (2000). Diario di bordo: intervista a Pietro Arpesella [Logbook: interview to Pietro Arpesella]. Rimini: Capitani.
7. This business history has been reconstructed by the interviews of Carmela Pasquini to various members of the Calesini family (Vanda, Armando and their sons) in winter 2000–2001 and then reported in Carmela Pasquini's Dissertation 'Il modello turistico riminese: declino o rinascita?' Academic year 2001, Degree in Tourism Economics, university of Bologna, Supervisor Patrizia Battilani.
8. In 1964, Vanda Arlotti closed her shop to enter the hospitality sector by renting a small hotel. Her husband and other relatives contributed, working part-time. yearly, they ran larger structures until they bought the first hotel, then a second one. Today, the Calesini family runs 4 four-star hotel.
9. The correlation between year of birth and years of schooling is 0.70.
10. The attitude towards the hotel can be considered a facet of the family business trade-off usually described as 'family first or business first' (Colli, 2013; Colli & Rose, 2008).
11. Banchetto all'Hotel Hungaria [The Hotel Hungaria banquet]. (1906, December 1). Ausa.
12. State Archive in Forlì, Tribunale di Forlì, Sezione civile, Fallimenti, 1901, busta 92.
13. There was a difference between European and American clientele: while the former looked for exclusive and customized services, the latter were attracted to technological innovation (Endy, 2004). Since the last decade of the nineteenth century, the modern amenities of Western luxury hotels were transferred to the colonies. 'Hotels were often the first electrified buildings in colonial cities thanks to in-house generators, and offered hot and cold running water and refrigerated rooms for food storage' (James et al., 2017, p. 98; Peleggi, 2012).
14. State Archives in Forlì, Tribunale di Forlì, sez. civile, Fallimenti, 1901, busta 92 (contains the in- formation about the Grand Hotel's director, Franky who arrived in 1908 from Germany). The Hungaria Hotel's director was the Hungarian Artur Aczel.
15. Municipal Archive in Rimini, Register Office.

16. His career can be followed through newspaper adverts; e.g. Fallimenti e dissesti in Italia [Bankrupcty in Italy]. (1908, January 21). Corriere della Sera; Grand Hotel Baglioni in Bologna (advertisement). (1911, 20 July). La Stampa.

17. Comerio, L. (1913). Rimini l'Ostenda d'Italia. Italy: Società Anonima Fabbricazione Films Italiana, video. State Archives in Forlì, Tribunale di Forlì, Sezione civile, Fallimenti, 1901, busta 92 (inventory of the Grand Hotel's furnishings).

18. State Archives in Rimini, Tassa di soggiorno 1922 [City tax 1922]. (1922, January 19). Atti Consiglio Comunale di Rimini [Decisions by the Municipal Council].

19. Mulazzani, I., & Mulazzani C. (2004, December 20). Interview by P. Battilani and M. Filippini. [tape recording]. [Owner of Nella Hotel]. After the war, the guest house was restored and re-opened in 1947. At the time, Ilio Mulazzani, Nella's youngest son, began to help his mother run the business. In 1966, the hotel was renovated and enlarged. Since the 1990s it is run by the third generation.

20. Ughi, U. (1945). Memorie dal settembre 1943 all'aprile 1945, [Memory from September 1943 to April 1945, memorial of Rimini Prefectural Commissioner]. Rimini Library Archive.

21. Classificazione alberghiera 1947 [Hotel rankings 1947]. (1947, June 15). Atti della Giunta Comunale di Rimini [Decisions by the Municipal government] (p. 744; Rimini Municipal Archive). Rimini. Italy.

22. Chamber of Commerce Archive in Forlì, Report on the economy, 1952–1980.

23. Teodori (2009) highlighted a similar pattern in Rome.

24. Several interviewees stated that their parents or grandparents had worked as bricklayers or farmers before opening their hotel; e.g. Biotti, A. (2015, February 12). Interview by D. Bagnaresi & F. M. Barbini. [tape recording]. Owner Genty Hotel; Ermeti, M. (2015, May 28). Interview by D. Bagnaresi & P. Battilani. [tape recording]. Owner Perù Hotel; Nicoletti, M. (2015, May 21). Interview by D. Bagnaresi [tape recording]. Owner Corinna Hotel; Ricchi, L. (2015, April 24). Interview by D. Bagnaresi & F. M. Barbini. [tape recording]. Owner Ricchi Hotel; V., R. (2015, March 26). Interview by D. Bagnaresi. [tape recording]. Owner's son of a three-star hotel in Rimini; Zaghini, L. (2015, April 15). Interview by D. Bagnaresi and F. M. Barbini [tape recording]. Owner of Zaghini Hotel.

25. Zaghini, L. (2015, April 15). Interview by D. Bagnaresi and F. M. Barbini. [tape recording].

26. Staccoli, L. (father) & Staccoli, M. (son) (2015, May 11). Interview by D. Bagnaresi & F. M. Barbini. [tape recording]. Owners of Villa Argia Hotel. The Staccoli family set up the first hotel (18 rooms) in the 1970s, after leaving the countryside. The wife was responsible for the kitchen. In the 1990s, the son, Luigi, bought a second hotel. Now the third generational shift is on the way.

27. Vici, P., & Gabrielli, V. (2015, February 4). Interview by D. Bagnaresi and P. Battilani. [tape recording]. [Wife and husband, owner of Hotel dell'Angelo].

28. Savini, N. (2015, 11 May). Interview by D. Bagnaresi & F. M. Barbini. [tape recording]. Owner of Savini Hotel.

29. Guiducci, M. G. (2015, February 16). Interview by D. Bagnaresi and F. M. Barbini. [tape recording]

30. Zaghini, L. (2015, April 15). Interview by D. Bagnaresi and F. M. Barbini. [tape recording]. As with many others, the Zaghini family used to rent their house during the summer, starting in mid- 1950s. In 1955 the house was transformed into a family-run hotel. Between 1985 and 2011, the hotel was rented. Finally, since 2011, the hotel is run by the second and third generations (the founders' daughter and grandson).

31. Biotti. A. (2015, February 12). Interview by D. Bagnaresi and F. M. Barbini. [tape recording].

32. Forcellini, G. (2015, March 2). Interview by D. Bagnaresi and F. M. Barbini. [tape recording]. The Forcellini Family owns one of the few hotels situated in the city centre. Since the beginning, this family-run hotel adopted a formal organizational model with specialized workers. In 1986, the son, Guido, took the lead along with his cousin.

33. Biotti. A. (2015, February 12). Interview by D. Bagnaresi and F. M. Barbini. [tape recording].
34. Biotti. A. (2015, February 12). Interview by D. Bagnaresi and F. M. Barbini. [tape recording].
35. Biotti. A. (2015, February 12). Interview by D. Bagnaresi and F. M. Barbini. [tape recording].
36. Rinaldis, P. (2015, September 18). Interview by D. Bagnaresi, P. Battilani and F. M. Barbini. [tape recording]. P. Rinaldis has been the president of the Rimini hotelkeepers association since 2006.
37. Montebelli L. (2015, September 18). Interview by D. Bagnaresi. P., Battilani and F. M. Barbini. [tape recording].
38. Ferrari G., owner of the L'Hotel hotel, moved to Rimini in 1989 to work in the tourist sector. Since 1996, he and his wife have been running a hotel inherited by the wife's uncle. In 2004, he decided to expand the business by managing 2 to 4 hotels, on the basis of market opportunities.
39. Ferrari, G. (2015, May 27). Interview by D. Bagnaresi and P. Battilani. [tape recording].
40. Ferrari, G. (2015, May 27). Interview by D. Bagnaresi and P. Battilani. [tape recording].
41. Ermeti, Maurizio. (2015, May 28). Interview by D. Bagnaresi and P. Battilani. [tape recording]. Growing up in a family of hotelkeepers, he has also held public offices as the Chairman of the Rimini Hotelkeeper's Association and the Municipal Corporation for the Strategic Development of the Marina.
42. Zaghini, L. (2015, April 15). Interview by D. Bagnaresi and F. M. Barbini [tape recording]. Owner of Zaghini Hotel.
43. E.g. Biotti, A. (2015, February 12). Interview by D. Bagnaresi & F. M. Barbini. [tape recording].
44. See, for instance, the interview of GM. Ferrari, M. Ermeti, P. Rinaldis, and others who adopted a Bureaucratic or Managerial ideal type.
45. They were G. Forcellini, M. De Luigi, A.Biotti, Maurizio Ermeti, Marco Ermeti and M. Staccoli.
46. They were P. Rinaldis, T. Lima, V. Rigilio, G. Ferrari and C.V.
47. For example, after a long-term experience as the commercial manager for the Grand Hotel, M. Montebelli decided to run a three-star hotel on her own.
48. https://www.hotrec.eu/facts-figures/

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