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Direttore responsabile
Vincenzo Carrella

RIVISTA SEMESTRALE
Anno XVIII, Numero 2
Dicembre 2010

Reg. Trib. Salerno
n. 875 del 3/11/1993
Sped. abb. post., art. 2, Comma 20D, Legge 662/96

Distribuzione
La rivista è distribuita attraverso il circuito Guida Librerie:
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Direzio
QUALITY ORIENTED SERVICES MARKETING FOR ENO-GASTRONOMY AREAS. FINDINGS FROM A SURVEY OF LOCAL ACTORS IN THE PARCO NAZIONALE DEL CILENTO E VALLO DI DIANO*

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ABSTRACT
The aim of the study is to investigate the issue of Quality (Gronroos, 2002, Rust, Oliver, 1994) in eno-gastronomy tourism areas from a competitive advantage perspective (Gallucci, Marino, Mainolfi, 2008). Our research, an exploratory study involves the key actors (agro-tourism farms, manufacturers/producers of typical products and institutional stakeholders) in territories characterized by a strong eno-gastronomy vocation such as the Parco Nazionale del Cilento. We argue that lasting and sustainable competitive advantage in a territory with a tradition of eno-gastronomy, depends on the capacity both of local governing boards to manage complex and intricate functions of integration and coordination, and at the same time, of individual operators to comply with the standards of quality delineated in a theoretical model framework. In other words, to package experiential tourism products designed by actors inside and outside a specific destination, guided by market driven logics. A further aim is to identify specific actions (best practices) for cooperation at destination level (value design) and in the value co-creation phase (Pencarelli, Splendiani, 2008). In particular, from a dual perspective, on the one hand, value created “for” and “with” tourists of eno-gastronomy areas, beneficiaries and creators of the tourist experience, by activating a mix of tools to spread tangible and intangible benefits (psychological,--

Although the authors share responsibility for the entire work, output of a common research and development effort, par. 2, 2.1, 4 may be attributed to Carmen Gallucci, par. 1, 3 may be attributed to Vittoria Marino, par. 5 may be attributed to both.
minimize costs deriving from client-relation activities, and on the other, “for” the area, i.e. rejecting logics pivoted on mere conservation and protection of resources and based rather, on the modern logics of enhancing destination heritage (Della Corte, 2009).

KEY WORDS  Quality | Destination Management | Tourism Marketing.

1. Premise

Classified 28th place in the World Economic Forum, the tourism and competitiveness index, and equal to a rating of 4.84 in the global competitive framework. Italy, (notwithstanding the negative trends predicted by the World Travel & Tourism Council (WTTC) for the period 2008-2018, based on 10 crucial key indicators of competitive tourism capacity, and despite the current economic downturn), recorded far fewer critical fluctuations in tourism and far greater potential for growth albeit taking into account the constraints of environmental sustainability. We argue that competitiveness in the context of the “European model of development”, the primary aim of EU strategy (Treaty of Lisbon, 2007), depends on the diversity that characterises the hilly rural areas of Europe in terms of landscape, agro-foods and cultural resources. These all contribute to creating a common identity in the European Union, on a par in competitive terms, with other relevant scenarios subject to processes of globalisation. The shift of the competitive focus to the level of place specific resources implies that geographical areas need to search for an efficient and efficacious use of their resources to guarantee environmental, economic, social and cultural sustainability from an inter-territory network based perspective.

Despite the best intentions, processes of strategic integration in the different sectors in Italy record disappointing results. The main causes lie in the lack both of a common vision and of integrated strategies - favouring opportunist, advantage seeking behaviour - combined with stunted growth in the use of Information Technology (AA.VV., 2007).

Although it would be foolhardy to declare the sector critical, nonetheless it has to be admitted that the level of growth leaves a lot to be desired, especially if the performance of Italian tourism is measured on an international count. Compared to the past, achieving steady tourism flows cannot be left merely to chance, to trends or to the appeal of Made in Italy products. Innovative tourism policies and investments in terms of greater sustainability in the sector are crucial, as are the capacity and the quality of governance relative to the Italian Tourism System, in planning and promoting concerted action. Furthermore, the post-modern trends of contemporary society, characterized by the evolution in traditional cultural
models has resulted in the substitution of tangible components of the tourism offer – as the main criterion for choice – in favour of the experience that the product offers. In other words, there is a shift in the value perception perspective of attributes considered essential for customer satisfaction, which has sanctioned a re-directing of competitive business both on the part of tourism firms generally and tourism operators specifically. The tourism sector is more than ever, obliged to compete in terms of complex dynamic socio-cultural trends where the norm is greater involvement on the part of consumers-tourists, who are demanding more freedom of choice and more customized tourism – light years away from the Ford mass consumption type – where they seek new forms of social aggregation (Fabris, 2008). In other words, contemporary tourists, sophisticated consumers who acquire not only a product but also an aesthetic experience – unique and authentic – which amazes, enriches and thrills them both as spectators and protagonists (Gatti, Romana Suggelli, 2006), ‘experiential’ tourists desiring to share emotions through “links with the territory” (Pollarini, 2008). This trend implies designing and creating quality and innovative products to respond to changing tourist demand, when choosing destinations, more than justifying the cultural ferment in act both on a national and international scale. In substance, the remit is to design tourism packages capable of satisfying such needs and that at the same time, preserve and enhance the environment and in more general terms, the local territory. The objective is economic sustainable development through enhancing local identities and territorial resources, especially in countries such as Italy where the past, rich in history and tradition, has endowed the world with an inestimable heritage, combining extraordinary scenarios of beauty and excellence with a wide range of unique tourism offers, and still as yet, largely unexploited opportunities for growth. In this respect, a representative segment is that of eno-gastronomy tourism, potentially profitable in economic terms thanks both to the capacity for innovation and typical resources such as agro-foods and rural traditions. The emerging profile of the national and international tourist wanting to discover new and unexplored areas of the destination territory, fomenting knowledge by discovering new places, cultures and traditions, offers ideal opportunities for local tourism in terms of economic and sustainable growth. In order to survive, tourism firms and/or other tourism product systems need to constantly plan, produce and place (set up) tourist products (tourism experiences) that satisfy both demand (tourists) and supply (tourist operators and residents). A local tourism system is viable (Golinelli,
2000) when it succeeds in producing, communicating, enhancing and marketing tourism product-experiences that are capable of satisfying client desires through the systemic exploiting of territorial resources present in the area (Cerquetti, Forlani, Montella, Pencarelli, 2007). Consequently, it depends on the global capacity of the different actors in loco to devise “a global tourism experience” thus qualifying the area with the SLOT label Sistema Locale di Offerta Turistica (Rispoli e Tamma, 1995, Casarin, 1996, Della Corte, 2000).

Campania, with its distinctive, typical local products and wealth of enogastronomy, plays a fundamental role in this context. The heritage of flavours, perfumes, colours and foods that stir the senses, can be translated in terms of “gastronomy resources” (Paolini, 2006) for determining economic growth in a Region. A case in point is the Parco Nazionale del Cilento e del Vallo di Diano, which despite its wealth of unique natural resources however, discounts fragility with respect to the pathways of modernization based on multifunctional sustainability. Findings from research carried out in the area, seeped as it is in history, tradition and culture, highlight that although well known for its beach tourism, the Cilento area still faces numerous obstacles to penetrating the Italian cultural enogastronomy market. On the contrary, the area could well be included in the SLOT category to satisfy diverse demands which range from traditional beach tourism (subject to fierce competition) to other forms of tourism in the area involved.

Our research consequently, aims to ascertain whether it is possible to classify the Cilento as a SLOT area through the “product-project-territory” model (Sciarelli, 2007) in order to assess potential implications for management and governance. On the basis of this framework, the product is reflected in an intricate tourism experience available to the tourist; the project refers to initiatives of systemic value that involve public and/or private sector stakeholders/actors supervised by a recognized governing body; while the territory concerns the presence of a local tourism industry involved in activities intra and inter-related with the economic-social fabric of the local area. In short, the model is a tool whereby tourism can be analysed from a systemic perspective to describe and interpret the driving dynamics of tourism offered in a particular territory and to identify eventual levers for its governance and management, underpinned by experiential perspectives and inspired by the total quality model.

From a methodological point of view, the models of marketing considered – experiential studies (Pine e Gilmore, 2000) territorial marketing and Destination Marketing (Ashworth, 1990, Laws, 1995, Law, 1996, Davidson,
Maitland, 1997, Buhalis, 2000, Kelly, Nankervis 2002, Pike, 2004, Pechlaner e Weiermair, 2000, Franch, 2002, Martini, Ejarque, 2008, Pencarelli, Splendiani, 2009) – are fundamental in clarifying on the one hand, conceptual differences between products of eno-gastronomy tourism and eno-gastronomy tourism destination; in particular, they highlight the dialectic relationship existing between the two (Pencarelli, Splendiani, 2008). The total quality model of Gronroos (1994), on the contrary, underpins the range of tools (tool kit) that the actors/stakeholders of an eno-gastronomy tourist destination have available to increase tourist perceived holistic value while interacting with the destination. Tourist perceived value accumulated during a total leisure experience is the product of numerous contacts made with the various stakeholders involved in the territory. This phase can generate an eno-gastronomy tourism system capable of creating value only if the priorities perspective of the tourists is assumed and the modern logics of heritage enhancing of the destination is privileged (Della Corte, 2009). Our findings should not be considered a case study, but rather a focus on the need to devise a network system for territories with an eno-gastronomic tradition, by means of synergic action among local operators, achieving a combined/collective product of value superior to that which would derive from the sum of central and peripheral individual tourism services. Techniques used in the research were of a qualitative kind: interviews and the analysis of official documents concerning the systems observed (Corbetta, 1999). Data and relevant information for the research were obtained both from official sources and one to one interviews with tourism operators in the territory (typical local product producers/suppliers and agro-tourism firms), conducted during the period September-December 2008.

2. Eno-gastronomy and tourism: characteristic and emerging trends

Many of the emerging trends in post-modern tourism involve changes in demand: sustained growth of the common market of local typical products characterized by evident health advantages; the growth of green tourism segments (agro-tourism, eno-gastronomy, adventure, religious tourism, etc.) more requests for short holidays, more balanced seasonal trends and more diversification of tourism (Siano, 2008). Our study, focusing specifically on eno-gastronomy, analyses the various reasons why this form of cultural tourism remains disadvantaged. More recent studies (Di Meo, 2002) on the contrary, evidence that by enhancing local identity and a territory’s specific resources, sustainable economic development can be
achieved.
The inevitable shift towards globalization has driven the focus onto policies of local development and the many opportunities of support offered at various levels - community, national, regional and provincial - resulting in economic-productive trends, above all in marginal areas. Community policy for rural development - defined by the European Commission - is envisaged as “a model of endogenous and flexible development enhancing the diversity of economic-social environments in European Union territories which can be classified on the basis of the specificity of endogenous resources, preserving at the same time however, the features of integrated development” (Falessi, Marotta, 2003). In this context, tourism and agriculture combined, have generated planned initiatives for re-constructing environments starting from the specificity and cultural wealth of particular territories. Local stakeholders in the diverse socio-economic and cultural systems understand the importance of concentrating on the originality-identity of the environment and on the enhancing of local resources, distinguished by an ever wider range of territory variety, but their limited competence in market orientation, above all of a systemic type, has not responded adequately to the challenge. In a marketing oriented perspective, the capacity of firms and territorial governing bodies is fundamental for transforming the territory from ‘place’ in abstract terms to ‘product’ (Scaramuzzi, Marescotti, Belletti, Pacciani, 2001) and place specific resources to ‘appeal factor’ capable of attracting demand (Rispoli, Tamma, 2005).

In the global competition scenario, a new approach paradigm for local development derives from the need to rediscover a material culture embedded and identified in a territory and as a result, a community, through the “visible” features of the culture, such as urban artefacts, tools for every day life and productive activities folklore and rituals (Paolini, 2006). In this perspective the strong growth of rural tourism and eno-gastronomy, a preferential vehicle for cultural knowledge and traditions can be framed; in other words, the heritage of a rural territory. Eno-gastronomy consequently, can be considered as a pivot for orienting categories of tourists. This emergent segment of “tourism” is often envisaged in terms of the search for typical or traditional agro-food products, i.e. the uniqueness of the eno-gastronomic heritage of the territory. and consequently, a driver both for local territory development, especially in disadvantaged or isolated areas not to mention for the enhancement of typical eno-gastronomic production. At the same time, it represents an opportunity for making contact with the local population, learning about the territory, the tradi-
tions and experiencing the sensations the place evokes. A driver both for local territory development, especially in disadvantaged or isolated areas and for enhancement of typical enogastronomy production. The segment is often the main reasons why tourists visit the destination.

Consequently, the unique range of eno-gastronomy resources coupled with a territory’s cultural, artistic and environmental heritage plays a fundamental role in increasing appeal for tourists in any particular area. In effect, eno-gastronomy is a preferential medium for local heritage in the sense that its potential is to be found not only in the communicating of culture, tradition, emotions, flavours and perfumes but also in that of attracting the interest of tourists and the media by creating new grounds for entrepreneurship and the distributing of new and unexpected wealth throughout the territory (Paolini, 2006, p. 260). Italy has always claimed a widespread, varied eno-gastronomic heritage, however, only as a result of globalised culture and tastes for the same kind of food have these “gastronomical resources” been discovered, attracting tourists in the same way as works of art transform into tourist resorts places that otherwise would be totally devoid of charm and appeal (Centro Studi Confindustria, 2007).

Cultural goods in the sense of landscapes, traditions of local cuisine, agro-foods or handicrafts, homemade, typical or traditional quality products, events and excursions are the mix that new generation tourists privilege. The detailed knowledge of a territory and the enhancement of excellence it boasts, is core to a market oriented integrated tourism package. Integrating eno-gastronomy and the tourism resources of a specific destination means not only hospitality but also links to the whole mix of services relative to its cultural and environmental heritage (museums, art cities, cultural and musical events, natural parks, protected areas, reserves, naturalist oases, etc.), determining beneficial effects in terms of income and employment (Formato, Matarese, 2003).

Consequently, in “emerging segments of tourism”, eno-gastronomy is without doubt, a form of cultural tourism: where, by means of visits to vineyards, wine tasting events, degustation of typical products and local dishes, there is the opportunity of learning about – the cultural traditions of a specific territory, the cultural models of a local population, the “nature” and the impressions evoked (Antonioli Corigliano M., Viganò G., 2004). By means of conserving and enhancing agricultural and wine growing areas – a natural frame for the territory, eno-gastronomy can be considered a new “holiday experience” that enables the traveller/tourist to mix in with the life and traditions of the destination itself. The culture of a territory, where eno-gastronomy is an integral part, is not merely an aes-
thetic experience to insert in tourism itineraries, but rather a historical heritage gradually accumulated and decanted over time; the basis for building processes of growth and development (Bellini, 2000).

The great potential of enogastronomy in terms of Italian tourism is confirmed by findings from a study carried out by the Italian Tourism Board (ENIT) in 2007 on tourism flows; the interest shown by tourists (both European and non-European) in gastronomy is second only to that shown towards Italian art and culture, of which typical local production and culinary traditions are an intrinsic part. Furthermore, the quality of Italian wines and agro-food products – together with fashion, art and culture – contributes to the renown and charm of Made in Italy products. The appeal of eno-gastronomy is confirmed also as concerns the effect on purchases made by foreign tourists during their stay: typical local products together with fashion goods are the most popular (Richard, 2002, World Tourism Organization, 2008).

The potential for growth in terms of eno-gastronomic tourism is linked to a series of success factors:

- the eno-gastronomic heritage in Italy (Docg, Doc, Igt, Dop e Igp accredited products) is unequalled in the rest of the world;
- typical “Made in Italy” products have a marked local and national identity capable of triggering and exploiting an extensive prism effect;
- wine and agro-foods can be the main or at least, pertinent reasons for tourists visiting a destination;
- consumers effective or potential, are becoming more and more interested in the quality and health properties of food products;
- the “pleasure” dimension linked to wine tasting and trying out other products of excellence is combined with the search for conviviality and hedonistic features in a specific tourism experience;
- the context (rural, uncontaminated, etc.) meets requirements of eco-sustainability and links with the territory;
- a warm welcome and the creating of a direct relationship with wine/food producers and the local community satisfies the ever more prevalent demand for “symbiosis” on the part of specific tourism segments.

### Wines

- 36 DOCG, 316 DOC, 118 IGT.

### Other products

- 160 DOP, 55 IGP.

### Traditional agrofood products

- over 3500

### Slow Food Praesidia

- Circa 200

Source: adapted from www.politicheagricole.it; www.slowfood.it.
A prevalent interest for eno-gastronomy on the part of a few enlightened tourists has evolved over time, into a broader interest for typical local production, considered as a vector of knowledge of the entire local territory. The variety of demand requires a variety of supply: a bundle of utilities, a complex entity that in an overlapping context (Bellagamba, Brunetti, Pancarelli, Vigolo, 2007) takes into account both demand and supply; in other words, an offer characterized by more or less uniform connotations in terms of customer satisfaction and perceived unity on the part of actual or potential tourists (Pencarelli, Splendiani, 2009). In short, the apparent complexity of eno-gastronomy as a tourist product is linked to the capacity of the operators to devise a wide range of products, diverse but at the same time more or less connected, on the basis of specific features and characteristics, where a systemic perspective especially in terms of marketing (joint marketing), is fundamental.

2.1 The eno-gastronomy segment: tourist profiles and target

An analysis of the features of demand and trends is the starting point for any enhancement plan for a territory in general and specifically as concerns its eno-gastronomy vocation. In this context, goods and services are varied, they cut across similar sectors and are often off the beaten track in terms of regular tourism (hospitality: bed & breakfast, country house, agrotourism farms, hotels, exclusive resorts; entertainment: visits to farms, tasting of typical local/biological products, purchase of environmentally-friendly products restaurant/catering facilities, artistic-cultural activities, handicrafts, shooting, fishing, horse riding, mountain-biking, trekking; services: assistance, cleaning and upkeep of accommodation, tourism guides and/or eno-gastronomy, transport hire (and/or various other equipment, etc.); events organization, cultural events, not exclusively related to eno-gastronomy, which are meeting great demand and promote the territory and its historical, artistic and cultural resources.

A marketing oriented approach clarifies the concept (Cooper et al, 2005) i.e. the needs, motivation and decision making processes that lead to choosing specific eno-gastronomy tourism products, market segmentation and its specific features, risk perception, winning marketing strategies and the impact generated by such efforts. Tracing the identikit of the “eno-gastronomy tourist” is not easy in that the niche target differs on the basis of specific parameters (cultural, behavioural, income, etc.). In effect, the evolution in eno-gastronomy tourism has gone beyond the range of the original profile of foods and wine tasting tourism. This emerges from re-
Recent findings on wine tasting tourism which compared to the other sectors of agro-food production, has had greater visibility both in terms of tourist flows and economic results. It would seem that eno-gastronomy tourists seek not only knowledge of a product but also specific destinations. They are willing to travel further afield as compared to the past, to reach particular destinations no longer as connoisseurs or experts, but rather, classified and sub-divided into different segments of demand, visiting the territories of production during out of season periods (when eno-gastronomy becomes a holiday plus or a stopover on return from a beach holiday) and when tourists can opt for a more varied kind of hospitality (including farms and hotels, bed & breakfast hospitality, etc.) (Croce Perri, 2008).

The length of stay for this type of tourism ranges from one day, a weekend to a week. Eno-gastronomic attractions coincide with the more general exploration of the territory in terms of specific identity and resources (cultural, artistic and natural). Sketching a clear-cut identikit of the eno-gastronomy tourist is no simple matter – however, on the basis of research conducted by the International Ecotourism Society; in their Report on Italian Tourism (Rapporto sul Turismo Italiano 2006-2007) – specific character traits can be identified.

Tourists above all Italian visitors, travel mainly by car with their families or as couples, favouring weekend breaks - with a propensity for longer visits during the spring and summer season – mainly to the Centre and South of Italy, where in any event, they nearly always stay for more than just the weekend. The rural tourist generally arrives from other Regions. An interesting consideration is the growing quota of rural tourists from abroad, mainly Europeans. Who visit Italy – first to see the cities of art – together with all that the area offers in terms of local flavours and traditions, as well as to enjoy a relaxing stay in a beautiful natural environment. Tourists in their choice of resort are influenced by many factors including the eno-gastronomic and traditional culture of the place. In both cases, deep rooted motivations connected to the search for genius loci emerge and accordingly, tourism demand can be met and increased by tailoring to individual needs, above all in terms of originality, authenticity and quality.

It follows that this specific tourism demand is quite complex and focused on both material and immaterial elements: the trend for quality products (collective brands: DOCG, DOC, IGT accredited wines, or DOP, IGP, SGT accredited products or at least, typical products, the environmental quality and tradition of which are guaranteed); the charm of the surrounding territory; the identification of a link both between products and the history
and the tradition and culture of the territory; the desire of tourists to learn about and be involved with the local people in the places where genuine articles or produce are made or produced (wine cellars, oil presses, dairies, etc.). Another interesting aspect of this new trend is curiosity; not limited merely to tasting the products of the area but also to the desire to take part in the activities of the production phases of the product, learning about and enriching their knowledge of the territory. It is in this perspective that the eno-gastronomic segment can be included in the so-called experiential type of tourism, capable not only of surprising and impressing tourists, but also of “transforming” them in a psychologically satisfying way in their search for emotionally significant holidays.

The analysis of tourism demand for eno-gastronomy classifies the eno-gastronomy “pure tourist” into two categories: gastronauts and foodtrotters (Paolini, 2000). Both profiles attribute the main - if not the only reason - for their trip to food. “Conventional tourists” are excluded from this definition as in choosing their tourist resorts, they attribute greater value to other resources in the territory (parks, museums, monuments, places of natural beauty etc.). In terms of eno-gastronomic resources consequently, this type of tourist can be considered merely an incidental target, the case for instance, of territories that already present a historic-landscape heritage of significance, but which intend to exploit and enhance their original gastronomical heritage. In this context gastronauts are an exclusive target, in that this category is made up of a segment “which sees in gastronomy resources the exclusive reason for their trip”. Mainly male, these travellers are aged between 30 and 50 of varying professions and cultural status; they prefer to travel during weekends to nearby resorts, attracted by a product which is unique, rare, handmade and linked to the specific territory; they usually travel alone or are accompanied by family or friends. They organize their trip personally; focus attention on and relish food resources, while a secondary role is reserved for the mere tourism characteristics of the territory. Foodtrotters on the contrary, are core targets, made up of “travellers who see in gastronomy resources the main element of their trip, but where the other resources of the territory also play a fundamental role”. These tourists are mainly male, aged between 30 and 50, characterized by a medium-high cultural status, mainly white collar workers who desire to spend a few days’ holiday in a destination where the food products are important variables but not the only ones on which their choice depends. In deciding where to stay, they attribute great importance to the facilities and services offered. Arriving from places not particularly far away (circa 200 km) or in any event from
easy to cover distances, they generally travel in the company of family and friends. They organize their trip personally, without relying on travel agencies or tour operators; they attribute the same importance to supplementary tourism resources (the beauty of the historic-landscape, museums, exhibitions, art galleries, libraries etc.) and avail themselves of a wide range system of hospitality (hotels, agro-tourism farms, bed & breakfast hospitality, restaurants, etc. catering for all pockets).

Included in the gastronaut target category – albeit not from a purely tourism point of view – are the professional taste hunters, such as buyers, shopkeepers, restaurant owners, wine sellers, etc. In the same segment of demand another profile is that of event-motivated gastronaut, “fatal attractions” for anyone interested in participating in the manifestations closely linked to eno-gastronomy: festivals, food fairs, tasting events or other initiatives linked to the system. A spot target evidently – not purely eno-gastronomic – attracted by the combination of product plus “the celebration link”, which although representing an important resource for the territory, has only a limited, sporadic effect. This profile, logically cannot be confused with that of “pure gastronaut”.

By cross-sectioning the importance attributed by tourists to core service (food sector system) and to facilities and services offered, target positioning can be mapped (Fig. 1).

Fig. 1 - Map of positioning of “pure” enogastronomy targets

<table>
<thead>
<tr>
<th>Importance of ancillary services</th>
<th>Importance of core service</th>
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<tr>
<td>low</td>
<td>low</td>
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<tr>
<td>high</td>
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</table>

foodtrotter

gastronaut

Source: Paolini D, 2000, p. 87.

By limiting the field of analysis to pure eno-gastronomy targets it is evident that the segment of demand made up of tourists attracted almost exclusively by gastronomy, focuses particular attention on the “core services” offered. Vice versa, “facilities” are fundamental for attracting and satisfying visitors interested in all the other resources a territory has to offer.
In a broader perspective, a further attempt to segment the market consists in that of basic variables such as: range of eno-gastronomical knowledge, specialist targets of interest and knowledge and, integration of different cultural and tourism experiences. Consequently, three clear eno-gastronomy tourist profiles can be identified (Fig. 2) delimiting a macro-area within which all potential segments of the market can be included (Croce Perri, 2008, p. 62):

- **Newcomers:** tourists who do not have any specific preparation in eno-gastronomic issues, nor particular propensity for or knowledge of the sector.
- **Specialists:** with in-depth knowledge of eno-gastronomy, but with a low propensity for integrating such culture with other leisure experiences (archaeology, art, sport, music, culture, technology, etc.);
- **Multifaceted kind:** tourists willing to experience scenarios combining two or more elements (food, art, sport, culture, etc.) in which they might even be specialized.

Each profile of the eno-gastronomy tourist traced includes a personal set of needs, a personal set of values and expectations which should be assessed carefully in order to offer a package of “targeted tourism products” capable of fully satisfying expectations; in other words, segments of the market, or, uniform groups of potential tourists with flexible needs and expectations demanding a customized tourism offer.

In the specific case of the Parco Nazionale del Cilento e Vallo di Diano, the main sector is beach tourism; tourists are prevalently Italian, and of mixed status (families, single people, groups of friends, etc.) including so-
cial status and age. The main reason for their trip is to relax and to be entertained. Opportunities for enriching the holiday with cultural activities are rare or remote. The trend is for tourists to go on eno-gastronomy excursions compacted into short periods. Foreign tourists, on the contrary, even though fewer in number, show more interest in the resources the Parco has to offer. Evidently, eno-gastronomic tourism as illustrated above is not included or is merely casual. The composite nature of tourism offered by the Parco induces assessment of the area from a dual perspective in terms of intervention: on the one hand, attracting the beach and seaside tourist to the cultural features of the inland areas, to discover the history and customs of the area and on the other, the eno-gastronomy artisan traditions that constitute the basis for its character. A typical feature of the territory and claimed as its strong attraction factor, is the Mediterranean diet (Carù, Cova, 2006). Not merely a gastronomy precept but a way of life in gastronomic terms typical of areas in Central Italy spreading right down to Sicily in Southern Italy. The added value of the Parco Nazionale del Cilento e Vallo di Diano can be seen in the light of this perspective; in its gastronomic resources. Using this strategic lever, tourism in the ‘Parco’ can be built on an offer of specifics that enhances the typical nature of the area, generating consequently, a systemized inland area: from the coast to the mountains down to the valleys in order to discover Medieval history, historic centres, traditions and folklore, handicrafts and country life styles, responding fully to the articulate and complex demand of the eno-gastronomy targets outlined above.

Evidently in satisfying such demand nothing can be left to chance but on the contrary, has to be devised strategically in terms of enhancing and communicating a circular concept of territory-tourism-territory; or in other words, a brand, expressing a set of values deeply rooted in the Mediterranean philosophy of life. This strategic approach exploits the far-ranging prism effect reflecting the Mediterranean values the foreign tourists seeks, attracted by a lifestyle which offers participation and all-round sensual involvement in a gratifying, memorable experience that goes well beyond that of mere consumer satisfaction. In this context, the strategic pathway, delineated below shifts the focus from the territory considered merely as a place, to the territory considered as a tourism destination offering a unique and amazing total leisure experience, in the mountains or on the coast.
3. The "multidimensional" value of eno-gastronomy as a tourism experience

From an analysis of eno-gastronomy tourism demand, emerging needs focus on an integrated package system of services: not only in terms of hospitality but also including a wide range of activities such as visits to artisan workshops, wine cellars, oil presses, dairies, sightseeing: visits to churches and lesser known museums, participation in eno-gastronomy and recreational events etc. It is not always easy to offer this type of service, above all in inland areas new to tourism demand. An area does not automatically become a tourism destination or resort merely because it is rich in place specific resources but to be classified as such, it needs to mobilize significant and constant tourism flows and in any event, to ensure from an organized offer point of view, respect of the so-called 6As (Cooper, Fletcher, Gilbert, Wanhill, 1993 e Della Corte, 2009):

- **Access**: accessibility to and mobility within the area;
- **Attraction**: local appeal factors;
- **Accommodation**: hospitality structures, hotels and non-hotel accommodation (agro-tourism farms, camping sites, alpine refuges etc.);
- **Amenities**: restaurants, commercial activities, typical local handicrafts, leisure-creative activities;
- **Assemblage**: the creating of integrated packages by tour operators comprising the different services to be found in the Area;
- **Ancillary Services**: firms offering services such as visits, trips, local events etc., Local Authorities and support agencies (tourism policy) delineating strategic guidelines for the development of tourism in the territory.

Amongst the various remits a governing body engaged in pursuing the survival and development of a territory has to consider, is the planning, consolidating and communicating of a unique and coherent identity, through a methodological framework of identity management, a mandatory step for the creation of value for the various stakeholders of the territory. In other words, in a market oriented perspective, maximising tourist perceived value, or the perception of quality experienced by tourists during their stay, right from the initial planning phase of the holiday, represents a priority for upgrading a geographical area to a destination of success. Tourists perceive and judge the overall experience in terms of appeal, products, services, experience and pleasure accumulated during their stay. An analysis of quality perception and consequently, of the value of their tourism experience can be implemented on the basis of the traditional principles of service management and in particular, on
the model of perceived quality of services (Gronroos, 2002) on the basis of which the quality of a service is equivalent to what clients perceive, and represents what satisfactorily meets expectations. As regards tourist experience, value is perceived from a holistic perspective of the stay, contacts (‘moments of truth’) with the territory and tourism operators. In effect, the perception of quality from the client’s point of view comprises a series of connected elements that jointly determines the evaluation of the service.

For individual operators, their commitment is to define a local tourist specific design-offer (Casarin, 1996) that responds to the complex final consumer, flexible and modular to satisfy/meet customized demand (product specific); while generally creating relational synergies with the various stakeholders in the territorial system, who all concur, in achieving an effectively global product, or at least, one that is conceived and designed on a global scale (fig. 3).

Convergence between the two perspectives, consequently, enables the firm to implement a holistic, managerial, quality-integrated approach (Metallo, Cuomo, 2007).

The implications for tourism operators are twofold: on the one hand, the specific offer/product is conceived in terms of integrative logics, highlighting not only the characteristics intrinsic to the product and/or product packages, but rather, the means of delivering the same; on the other hand, in complementary terms, perfecting the firm’s typical marketing mix in a person-centred perspective by (enhancing human resource capital) and the physical evidence of the process, as operative levers for exploiting the multidimensional aspect of the territory. Some Researchers (Rust R.T., Oliver R.L., 1994) have suggested a third dimension – whereabouts, in other words the physical environment which in the case of tourism experiences, is the priority dimension. In this respect the territory can be mapped as
one of the levers of an expanded marketing mix. *Physical evidence*, does not only refer to the actual place where the tourism service is delivered but rather – in an integrated and systemic vision of the offer as a whole – as the “environmental platform” offering tourists hospitality, which connotes and determines choice of destination.

Awareness of the importance of competitive advantage in delivering tourism services, consequently, leads to the enhancement not only in strictly technical qualitative terms (*what*) or in other words, relative to results achieved as regards output *tout court*, but rather from a functional point of view, i.e. the process of (*how*) favourable opportunities can enable firms to achieve competitive advantage in conjunction with a third dimension (*where*) i.e. a platform on which to frame the *total leisure experience* (fig. 4).

Naturally, in an integrated vision aimed at procuring competitive advantage pivoted on total quality management, the territorial operators involved in the creating of a global product, need to define their own specific product in synergic terms, by coherently articulating and expanding their marketing mix, adhering knowingly, to *network* logics where relations (communicative, cognitive, in progress and productive are the main drivers for achieving cus-
customer satisfaction (CS). However customer satisfaction is strictly linked not only to exploring needs and wants relative to demand, in other words critical factors fundamental to the same, but rather to the extent of involvement in terms of a total leisure experience. Product offers of high experiential content imply the involvement of diverse actors /stakeholders and place specific resources, both as regards the product and on the part of the clients who through full involvement, participate in the sum of the appeal, goods and services experienced during the stay. It is worthwhile noting that quality management is necessary but not sufficient to determine client satisfaction in that CS is influenced by a series of contingent and personal factors which the firm cannot foresee and over which it has no control.

The value of the global experience a tourist enjoys is also strongly influenced by the tourist profile itself (Pencarelli, Splendiani, 2008): if tourists personally organize their own holiday, many phases of the value process are individual, vice versa, if the experience is the product of a tourism package offered by specialist firms, then the perception of value will be different. The aim of tourism operators consequently, should be that of balancing the standardisation of the package with elements of customization induced by client participation in a value co-creation process.

In short, the value created by tourists from their holiday is multidimensional and derives from the capacity of a territory system to offer and satisfy their many demands during the stay.

Consequently, recognizing that tourist perceived value is complex and multidimensional and at the basis of any attempt to create value for the tourist, is the recognition by the actors involved (client included) that they are part of a system of production of shared value (Tapscott, Williams, 2007) where mutual cooperation and trust are crucial elements for success. In other words, there needs to be a shift from the perspective of individual product to a systemic product perspective.

This cooperative vocation is reflected both at destination level (“a territory with a combination of resources and firms producing commodities, goods, services, experiences and transformation linked to a new and/or designed project” - Pencarelli, Splendiani, 2009, p. 86) and at the level of individual tourism products (“a bundle of commodities, goods, services, experiences and transformations assembled by the relative actors /stakeholders of the destination or directly by the tourist on the basis of needs and motivations and of the tourist’s personal cognitive system” - Pencarelli, Splendiani, 2009, p. 86). The project, with the aim of creating value for both the tourist and the territory, implies the organization of individual and collective initiatives as a system.
The analytical approach regarding the area of the Parco Nazionale del Cilento e Vallo di Diano focuses on the relation between tourist product and destination, the dialectics of which emerges even more clearly if holidays are to be considered in an experiential perspective. If as far as demand is concerned, a tourism experience is a personal event involving the tourist wholeheartedly, as concerns the experience itself this is the result of a systemic supply of different resources set up by different actors in the territory, in order to offer the tourist a product of high experiential content. A tourism offer that necessarily implies integrated logics on the part of actors/stakeholders in systemically arranging the resources. This is the reason why it is generally acknowledged that competition does not simply involve individual firms but destinations. In order to acquire lasting sustainable competitive advantage in a territory implies on the one hand, planning and offering economic tourism packages with a high experiential content by individual stakeholders and on the other, the capacity of local Authorities to standardize a complex offer system in terms of total quality, at the same time, enabling the transformation of the place into tourism destination and attracting specific demand (Rispoli, Tamma, 2005).

In the above context, our research investigates, both specific and global products offered by two of the main operators in the Cilento tourism economy (typical products and agro tourism sectors) in order to identify available offers of experiential tourism - either independent or in synergy with the other actors involved - and on the other, analyzes territorial governance and planning put in place both by the (Ente Parco del Cilento e Vallo di Diano) and other institutional stakeholders to ascertain whether a potentially integrated system of territorial tourism is available, and in the event, to identify the implications of such a system in managerial terms.

4. Findings from a survey of local actors in the Parco Nazionale del Cilento e Vallo di Diano

Focusing attention on the protected area of the Cilento e Vallo di Diano was not a random choice but stemmed from the assessment of several factors: a local scenario characterized by chronic unemployment, the particular prestigious, naturalist, cultural and productive scenario, declared by UNESCO a world heritage site in the cultural landscape category - a rare example of the exceptional relationship existing between the people and the natural environment in the Mediterranean - the wide variety of typical eno-gastronomic products and handicrafts and the potential of the area in terms of tourist appeal.
The safeguarding and enhancement of resources and the environmental, cultural and productive identity characterizing the Parco Nazionale del Cilento e Vallo di Diano constitutes one of the strategic variables of reference for the promotion and development of the territory based on paradigms of quality and sustainability.

The Ente Parco – the main managerial and coordinating body of the actors and territorial stakeholders/components of protected areas – established by the Italian Law - D.P.R/5 June 1995, promotes and coordinates systematically, the natural, economic and social resources of the area and is mainly responsible for awareness raising in the resident populations and encouraging their involvement in local policy. The Ente Parco activities and responsibilities are regulated by the Italian Law 394/91 and by the dispositions indicated in the Constitutional Act as well as by its Statute, approved by the Ministry for the Environmental on 22 December 1998, as the Plan for the Parco. Although drawn up and made public, the Plan has not yet been ratified by the Regione Campania and consequently, to date has still to be enforced.

The Cilento, a geographically and morphologically fragmented territory, is characterized by extreme diversification from a socio-economic viewpoint. In order to analyse the territory from a “product-project-territory” approach, the area was identified and circumscribed to a perimeter framework of the Parco Nazionale del Cilento e Vallo di Diano, comprising as a whole, 95 municipalities (80 protected areas and 15 belonging to contiguous areas) and all part of 8 Mountain Communities.

The phase of “territorial framing” involved mapping the area to identify its most interesting features/characteristics in a demographic, economic and social context. These were investigated by means of general indicators useful for mapping territory potential. In specific terms, the analysis focused on the physical-geographical and environmental features; the socio-demographic profile; the structural characteristics of the economic basis with a particular focus on the tourism sector; facilities and services for the people and the administrative-institutional system. This phase was carried out by means of desk research, consulting databases belonging to various Italian institutions (data from the Istat Surveys on Agriculture, databases from the Chamber of Commerce (CCIAA), databases from EPT, other Associations, Enit etc.) in conjunction with a Report on research carried out by Italia Lavoro on “Marchi d’area” (Territory Brands) promoted by the Ministry of Employment and National Insurance.

The geographical extension highlights evident differences between the more developed coastal area and the less developed inland areas, charac-
terized by processes of depopulation despite their great naturalist, environmental and historic potential. The analysis of recorded trends relative to tourism demand and supply (EPT Salerno 1998-2005) together with statistic indexes (IDT – Indice di Dotazione turistico-culturale; IAT – Indice di Dotazione Turistico-Ambientale; ISFT – Indice di Strutture e Flussi Turistici) highlight the great potential of the area as a whole, despite divergences between inland and coastal areas.

From the analysis the production process of tourism experiences in the ‘Parco’ area can be synthesized in a marketing key:

- **client centred target**: there is no evidence either of any SIM (Sistema Informativo di Marketing) planning or strategic marketing policy (Segmentation-Targeting-Positioning) in place at present;

- **product-experience-product offer**: from the survey and analysis of advertising materials (guides, edited articles, suggested itineraries, research reports and statistics, etc.) printed or online, together with a map of appeal/attraction factors (desk research and/or interviews with local actors) it emerges that the Cilento area offers a “multifaceted” type of holiday (as opposed to a diversified type of tourism product) the coastal resorts integrated with nature, art, history and handicrafts and eno-gastronomy integrated with events;

- **enjoyment of experiences**: designed products of experiential tourism are not in the organized category (self catering or self-organized holidays). In other words, a bundle of services are made available, but not packaged, where tourists are left to their own devices and to their capacity for significant experience building. The lack of structuring typical of this kind of product also affects the other variables of the marketing mix: to date, there are no coordinated price policies in place nor direct trading policies (Incoming Tour Operators) except for those concerning communication, through participation at fairs and events.

The **desk** analysis, furthermore, integrated with **field** research involving agro-tourism operators and suppliers of typical Cilento production, analysed the competitive profile of the two leading sectors of the Cilento economy. Further studies were conducted involving institutional stakeholders operating in the territory for indications on which priorities to focus on.

Initially, research was carried out during a one month time span (November 2008) involving firms/suppliers of typical production in the Cilento area, estimated in 63 units. Just over 50% of the firms contacted were willing to take part and accordingly, a sample of 36 entrepreneurs was analysed. The methodological tool used in the **field research** was a questionnaire
devised for one to one interviews. The questionnaire similar in structure for both categories of operators was made up of three sections, prevalently of close ended response options:

1. In the first section the general characteristics of the firms were detailed together with the type of activity and any supplementary activities the firms carried out (sales to the public, cultural, didactic and sports activities) in this section, furthermore, the openness of firms towards foreign markets in terms of foreign turnover and contact with foreign countries, was verified;

2. In the second section the levers of marketing currently in use were examined to verify the quality of the products guaranteed to the clientele as well as the lever of planned investments in a perspective of constantly guaranteed improved client services. In this respect, a grid of marketing tools was devised (Golinelli, Simoni, 2006) classified in seven marketing levers (7P) adapted in a perspective of customer satisfaction relative to eno-gastronomy tourists (tab. 1).

### a) Technical quality

<table>
<thead>
<tr>
<th>COMPONENTS</th>
<th>TOOLS/INSTRUMENTS</th>
<th>TYPE OF TOOL/INSTRUMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Product</strong></td>
<td>Quality accreditation (certificates)</td>
<td>Cognitive</td>
</tr>
<tr>
<td></td>
<td>Participation in voluntary quality schemes</td>
<td>Cognitive</td>
</tr>
<tr>
<td></td>
<td>Environmental guarantees</td>
<td>Cognitive</td>
</tr>
<tr>
<td></td>
<td>Initial/Prior selection of suppliers</td>
<td>Organizational</td>
</tr>
<tr>
<td></td>
<td>E-procurement</td>
<td>Organizational/informative</td>
</tr>
<tr>
<td></td>
<td>Rural tourism activity</td>
<td>Cognitive</td>
</tr>
<tr>
<td></td>
<td>Degustation of typical and eno-</td>
<td>Cognitive</td>
</tr>
<tr>
<td></td>
<td>Sale of typical products</td>
<td>Cognitive</td>
</tr>
<tr>
<td><strong>Price</strong></td>
<td>Yield management</td>
<td>Organizational</td>
</tr>
<tr>
<td></td>
<td>Promotors</td>
<td>Cognitive</td>
</tr>
<tr>
<td></td>
<td>Incentives (mixed bundling)</td>
<td>Cognitive</td>
</tr>
<tr>
<td><strong>Distribution</strong></td>
<td>Official site (e-commerce)</td>
<td>Informative</td>
</tr>
<tr>
<td></td>
<td>Indirect sales (tour operator and agencies)</td>
<td>Organizational</td>
</tr>
<tr>
<td></td>
<td>Specialised Fairs open to consumers</td>
<td>Cognitive</td>
</tr>
<tr>
<td></td>
<td>Link on specialised portals</td>
<td>informative/cognitive</td>
</tr>
<tr>
<td><strong>Communication</strong></td>
<td>Territorial portals (link e banner)</td>
<td>Informative</td>
</tr>
<tr>
<td></td>
<td>Official site</td>
<td>Informative</td>
</tr>
<tr>
<td></td>
<td>Editorials and articles in specialised</td>
<td>Cognitive</td>
</tr>
<tr>
<td></td>
<td>Indications from Associations in the sector</td>
<td>Cognitive</td>
</tr>
<tr>
<td></td>
<td>Indications from Members of</td>
<td>Cognitive</td>
</tr>
<tr>
<td></td>
<td>Participation in sector fairs</td>
<td>Cognitive</td>
</tr>
<tr>
<td></td>
<td>Participation in integrated tourism circuits</td>
<td>Cognitive</td>
</tr>
<tr>
<td></td>
<td>Sponsorship of enogastronomical circuits</td>
<td>Cognitive</td>
</tr>
<tr>
<td></td>
<td>Forum/blogs/newsletters</td>
<td>informative/cognitive</td>
</tr>
<tr>
<td></td>
<td>Leaflets, brochures, catalogues</td>
<td>Cognitive</td>
</tr>
</tbody>
</table>
3. The last section consisted in an opinion poll with respect to the capacity of tools which, when put in place in synergy with the activities of other local stakeholders/actors, integrate, enrich and extend the range of products. In other words, in this section, firm performance was analysed in terms of satisfying needs (entertainment, education, aesthetic experience and leisure) using a mix of marketing tools (Gallucci, Marino, Mainolfi, 2008) supplementing in synergic terms, those already in use in the territory. In particular, the interviewees were asked to express their opinion regarding the different types of activities, identified by the Authors and classified on the basis of Pine and Gilmore’s four contexts of experience theory (entertainment, education, aesthetic experience, leisure).

The suppliers of typical local production included in the research, were mainly small farms with a relatively small turnover. The farms, well established in the territory ever since the late 1970s, numbered on average 10 employees, many of whom were seasonal staff.

Over 97.2% of the manufacturers included sales to the public, among their supplementary activities while 77.8% are engaged in organizing training activities addressed to the clientele under the form of teaching farms. The farms appear to be highly involved in the organization of events directly

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<table>
<thead>
<tr>
<th>COMPONENTS</th>
<th>INSTRUMENTS</th>
<th>TYPE OF INSTRUMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>People</td>
<td>Training and Update Courses</td>
<td>Organizational</td>
</tr>
<tr>
<td></td>
<td>Sharing of goals</td>
<td>Organizational/cognitive</td>
</tr>
<tr>
<td></td>
<td>Divulgation of organizational culture</td>
<td>Organizational/cognitive</td>
</tr>
<tr>
<td></td>
<td>Sharing of results and performance</td>
<td>Organizational</td>
</tr>
<tr>
<td></td>
<td>Reporting activities</td>
<td>Organizational</td>
</tr>
<tr>
<td></td>
<td>Cooperative and democratic climate</td>
<td>Organizational/cognitive</td>
</tr>
<tr>
<td></td>
<td>Incentives</td>
<td>Cognitive/organizational</td>
</tr>
<tr>
<td></td>
<td>Empowerment/emotional labour</td>
<td>Cognitive/organizational</td>
</tr>
<tr>
<td>Physical Evidence</td>
<td>Coordinated image</td>
<td>Cognitive</td>
</tr>
<tr>
<td></td>
<td>Handbook of visual identity</td>
<td>Organizational/cognitive</td>
</tr>
<tr>
<td></td>
<td>Welcoming family atmosphere/environment</td>
<td>Cognitive</td>
</tr>
<tr>
<td>Process</td>
<td>Complaints and recovery management</td>
<td>Organizational/cognitive</td>
</tr>
<tr>
<td></td>
<td>Suggestions from clients</td>
<td>Cognitive</td>
</tr>
<tr>
<td></td>
<td>ICT/database</td>
<td>Organizational/informative</td>
</tr>
<tr>
<td></td>
<td>Definition of quality specifications</td>
<td>Organizational/informative</td>
</tr>
<tr>
<td></td>
<td>Monitoring process of service delivery</td>
<td>Organizational/informative</td>
</tr>
<tr>
<td></td>
<td>Quali-quantitative investigations</td>
<td>Organizational/informative</td>
</tr>
<tr>
<td></td>
<td>Analysis of customer presences (demand flow)</td>
<td>Organizational/informative</td>
</tr>
</tbody>
</table>

Source: Adapted by the Authors
linked to the product supplied, such as the tasting of typical products (58.3%) or local wines (16.7%). Even involving visitors in farm activities is considered important and efficacious above all in a perspective of client loyalty – especially as concerns the most demanding clients in search of memorable experiences, linked to the discovery of new eno-gastronomical products. On the other hand, recreational activities do not seem to be widespread. Only four firms organize sports such as trekking or horse riding. The propensity measured, in particular in exporting ‘typical Cilento products’ to foreign markets on the part of local manufacturers, indicated that 44.4% export their products to international markets while only 8.3% import goods from abroad.

These can be considered predictable results if it is taken into account that the research was addressed to manufacturers of prevalently basic typical products (Gallucci, 2006) which, albeit characterized by a strong link with the territory of origin both in terms of production and provenance of raw materials, present the necessary productive features, for outlets on potential international markets (Marino, 2006). Manufacturers of luxury goods on the contrary, have shown more inclination for arranging activities capable of attracting tourists to place of production. As regards the former, the main areas of export comprise the free trading European Union, with a percentage of 81.25. The United States represents the second most important foreign market to import products from Cilento firms (31.25%). A good percentage of firms export to Russia and Japan. The data confirm trends in the two countries to privilege and import foodstuffs made in Italy.

The second section of the questionnaire, as already evidenced, surveyed the marketing mix used to exalt the typical product system. With reference to the product itself, the tool most used was the Certificate of Quality. 50% of the manufacturers interviewed endorse such systems considering them indispensable for the safeguarding of territory-linked products. These mandatory systems of accreditation are essential for ensuring that a product can avail itself of its denomination of origin seal.

Less widespread on the other hand, was the use of voluntary systems of accreditation and of environmental warranties, due most certainly to high implementing and management costs. The main efforts on the part of manufacturers seemed addressed to guaranteeing consumers a genuine, territory-linked natural bio product visible and fully respondent to customer expectations. To guarantee high quality produce/products, an essential feature of typical products, great care has to be taken in selecting suppliers of raw materials, 36.1% of the manufacturers interviewed select
their suppliers. At first sight, the percentage, might not appear particularly relevant, however, it should be noted that many manufacturers do not need to resort to suppliers in that they directly produce/obtain the raw materials needed for their productive processes.

Relative to communication activities, 75% of the manufacturers interviewed utilize leaflets, brochures and catalogues for distribution at Trade Fairs etc. They also have their own website for communicating the specifics of their products relative to local, national and international markets. Furthermore, 25% of the manufacturers use their website as a trading tool for their production, above all as concerns international markets. Less widespread on territorial portals was the presence of partnerships with industrial organizations, customer groups or sponsorships in eno-gastronomic circuits. This finding is not particularly encouraging if we take into consideration the support that Associations such as Slowfood could provide to local production.

The electronic channel is an efficacious and not particularly onerous solution for direct trading on foreign markets, however, for local distribution a more traditional channel is prevalent. More than 97.2% of the manufacturers sell directly to the public. Indirect sales through specialist retailers are also quite widespread as well as participation in specialist fairs open to consumers. On the contrary, it was found that the presence of large scale distribution in local stores was marginal, most likely because Cilento manufacturers are not willing to renounce their own brands in favour of large scale suppliers attempting to penetrate further the private label sector.

Finally, with reference to price, it was found that 36.1% of the manufacturers resort to flexible price strategies, in particular, producers of oil, wine, figs, chestnuts and in general all those products with a seasonal turnover. It was found furthermore, that producers use promotional strategies to attract their clientele, offering incentives to regular customers who purchase products in great quantities.

From the analysis of the marketing levers employed, a picture of the main areas in which the Cilento firms construct their technical quality has emerged; however, in order to verify their effective level of competitiveness, the dimensions more closely linked to the functional quality of the process should be considered. These are expressed through the aspects inherent to: (a) human resources, (b) process and (c) the structure. As concerns human resources, the interviewees were asked to give their opinion on the human resource management activities put in place in the organization. In almost all the firms, it emerged that the importance of and
the desire to guarantee a workplace characterized by cooperation, shared objectives etc., in which the owners invested in training and updating, was common policy. Efforts to constantly monitor the workplace were upheld and considered necessary to avoid the pursuit of objectives that differed from those envisaged by the corporate mission.

Improvements in the quality of services delivered demands a careful analysis of the clientele. In this respect, the sample was not particularly inclined towards verifying whether any discrepancies existed between the quality of production processes and client-perceived quality of services delivered. No response was obtained from more than 55,6% of the interviewees. Circa 33% of the manufacturers on the contrary, declared assessing the extent of client retention, or in other words, the capacity for securing customer loyalty. Retention has become a prerequisite for profitability. It is believed in fact, that if customer satisfaction generates customer loyalty, then customer retention –the outcome of a proper combination of satisfaction and loyalty– expresses the degree of loyalty, measurable in the intensity of the firm-client relationship and consequently, its potential capacity to achieve higher profits. It was found that the periodic questionnaires submitted to the clientele to assess customer satisfaction were particularly relevant. These tools were judged useful by the interviewees to identify any eventual dissatisfaction with the service and to redress not only potentially damaged relationships, but also any negative image/impact emerging from customer response.

Almost all the entrepreneurs interviewed showed awareness of the structure both in environmental and coordinated corporate image terms. 83% of the sample in fact, declared dedicating conspicuous investments to the attention and upkeep of premises available to the clientele in order to create a welcoming and familiar ambience which, together with visual identity, represents and identifies the firm in the customer’s mind.

The entrepreneurs were asked about intended future investments to guarantee a better system of supply. Responses were quite varied but all denoted awareness of the importance of developing new activities aimed at customizing supply in the eyes of the clientele. The high percentage of unanswered questions was attributed not simply to disinterest in the issue but rather to an objective difficulty in putting other activities in place either because of high costs or presumably, considered onerous from the point of view of managerial efforts.

In general terms, most of the firms aimed at expanding the range of their products (13,9%) on improving them in terms of quality (13,9). Others on the contrary, intend investing more heavily in communication, on hospi-
tality or cultural activities; others yet again, on the building/structure, and finally a minimal percentage (however worthy of note) intend to embark on the alternative energy route (e.g. biogas).

Analysing the responses relative to the last section of the questionnaire, it emerges that very little has been done to date (whereas much could be done, above all in encouraging “peer cooperation”, to create a more attractive (competitive) and more versatile product for the clientele. On the whole, it can be noted that with regard to the four contexts investigated, many responses were lacking. In short, findings indicate that the tasting of typical products and the setting up of eno-gastronomic circuits represent the leitmotiv characterizing current typical product systems.

From an operative point of view consequently, the operators do not seem to exploit the enormous benefits deriving from the activities and competences of other local actors. Such advantages are in fact linked to the capacity of putting in place a mix of specific tools necessary for triggering synergistically, opportunities in a perspective of value exchange. On a parallel plane, the reciprocal perspective of such exchange is considered an impediment to achieving customer satisfaction, in that the evaluation on the part of the clientele as concerns the product they buy satisfies many different needs that a single firm could not possibly hope to cope with.

<table>
<thead>
<tr>
<th>Entertainment</th>
<th>Frequency absolute</th>
<th>Frequency %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Degustation and purchase of related typical products</td>
<td>5</td>
<td>13,9</td>
</tr>
<tr>
<td>Festivals of popular music</td>
<td>1</td>
<td>2,8</td>
</tr>
<tr>
<td>Organizing shows</td>
<td>1</td>
<td>2,8</td>
</tr>
<tr>
<td>Hospitality services</td>
<td>1</td>
<td>2,8</td>
</tr>
<tr>
<td>Outgoing services</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Integrated tourism circuits</td>
<td>1</td>
<td>2,8</td>
</tr>
<tr>
<td>M. r.</td>
<td>31</td>
<td>86,1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Educational</th>
<th>Frequency absolute</th>
<th>Frequency %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visits to museums</td>
<td>3</td>
<td>8,3</td>
</tr>
<tr>
<td>Theme trips</td>
<td>2</td>
<td>5,6</td>
</tr>
<tr>
<td>Degustation courses</td>
<td>3</td>
<td>8,3</td>
</tr>
<tr>
<td>Workshops on local traditions</td>
<td>4</td>
<td>11,1</td>
</tr>
<tr>
<td>Art exhibitions</td>
<td>1</td>
<td>2,8</td>
</tr>
<tr>
<td>M. r.</td>
<td>29</td>
<td>80,6</td>
</tr>
</tbody>
</table>
Finally, from responses to the last question, relative to the values at the basis of the firm’s competitiveness, it can be evinced that all the manufacturers are engaged in carrying on a tradition based on quality standards, in which the reliability and professional qualities of the human resource capital together with a particularly welcoming and familiar context, succeeds in rendering the business formula unique and recognizable.

The second phase of research was addressed to the hospitality sector; the agro-tourism segment which has recorded an increase recently attributable to its capacity for reinforcing the link between culture, environment, nature and economic development. The rediscovery of the value of wellness, a healthy lifestyle, local culture, customs and traditions and naturally, the typical products the territory has to offer, create an atmosphere which is particularly favourable towards tourism offers of this kind (Mainolfi, 2005).

Typical products capable of transforming the wealth of the territory, an evident magnet for tourism in territorial and enterprise system terms, have contributed to no small extent to the “vogue” for agro-tourism farms.

A specific aim consequently, was to examine strategic and operative policies put in place by businesses to enhance their capacity for hospitality. In a preliminary stage, during a two month period (November-December 2008) – the agro-tourism structures in the Cilento area, estimated at 162 units, were all contacted. The survey was carried out however on a smaller sample of 30 firms willing to cooperate in the research study.

A questionnaire divided into three sections containing prevalently close ended questions, structured on the lines of the previous questionnaire, was used for the ad personam interviews.
Findings showed that most of the hospitality farms, prevalently dating back to the end of the 90s, were set up under the form of partnerships employing on average 4 units of staff. In order to classify hospitality, the activities each farm carried out were analyzed. The first question verified farm propensity for sales to the public. From the survey it emerged that the majority of farms (70%) showed this propensity. This was not the case for didactic activities (only 40%) of the farms surveyed. Teaching activities, as mentioned previously, consist in organizing teaching farms, a driver for awareness raising in young people in terms of the specifics of the economy and rural tourism.

Included among the cultural activities, those practised in the main are degustation of local products (60%), followed by wine tasting (50%) and nature walks, historical and cultural trips (40%). As far as sports activities are concerned, on the contrary, the most practised are trekking (36.67%) and horse riding (10%).

In the first part, reference was to the type of tools used in order to render the hospitality product more competitive by concentrating attention on the marketing mix: product, price, communication and distribution.

As concerns the item ‘product’, this relates to all the services available and delivered to satisfy customer needs. In this respect, the firms were asked to indicate which activities were put in place to constantly improve customer service. To this aim, the desire on the part of the operators was verified to invest in activities such as attention to bio-agriculture, quality accreditation systems, membership of voluntary systems of quality accreditation, environmental warranties, careful selection of suppliers, the sale and degustation of typical local products and finally, rural tourism activities. Findings showed that the sale of typical products was the most utilized tool (63.33%), followed by the cultivation of bio-agro crops (53.33%) and the careful selection of suppliers (40%). Even the cogent processes of quality accreditation appear relevant, compared to the adoption of voluntary systems of accreditation of quality, considered particularly onerous in functional and management terms.

As concerns price, attention was focused on the type of price strategy adopted by the firms. More than 40% of the sample opted for a system of Yield Management 36.67% of the interviewees on the contrary, focused on promotional strategies while 26.67% utilized incentives for regular customers.

Communication plays a decisive role as concerns the reputation and visibility of the hospitality structure, above all in image-creating capacity to attract the clientele to specific holiday destinations. Diverse tools are avail-
able to hospitality farms to achieve their communication objectives. The sample was asked to give their opinion in relation to the use of specific modalities of communication: presence on territory portals, creating institutional websites, write-ups in editorials of specialist journals, brand building on the part of associations in the sector, word of mouth user forums, preparing catalogues, brochures and other advertising material and the sponsoring of eno-gastronomic circuits. The most common tools used by Cilento hospitality farms are presence on the Internet, both on personal websites (nearly 90%), or on territory portals dedicated to rural tourism (circa 76.67%). The most traditional forms of communication remain in any event, the most popular.

Approximately 80% of the interviewees declared resorting mainly to brochures, leaflets and catalogues, considered the most useful for describing their specific farm hospitality formula and supplementary services. It would appear that Cilento farms prefer tourism theme fairs open to consumers as their main distribution model (36.67% of the sample). Entrepreneurs stated that currently, fairs play a crucial role not only in terms of direct contact with potential clients (agencies and tour operators), but also as a showcase for brand recognition linked to features such as small dimension and strong territory vocation.

20% of the firms favour institutional websites destined for e-commerce while traditional indirect channels i.e. mediated by tour operators and travel agencies are preferred by 33.33% of the sample. Besides the traditional four items of the service marketing mix, three additional items were assessed: People, Physical Evidence and Process. As concerns the focus on quality improvement through internal management processes, the most common tool relates to demand analysis (30% of the interviewees). Similar findings are reported for assessment analysis of customer retention and handling of complaints (20% of the responses). The pertinence of the latter lies in the indications it provides for improvements in services through corrective or remedial activities. Slightly less than 20% of the sample carry out periodic customer satisfaction assessments. Findings show that firms are unable to classify their clientele accurately, in other words, in the loyal client category or in that of clients who albeit not wholly satisfied, appear loyal due to the absence of alternatives. Furthermore, membership of tourism quality accreditation systems is reported only in two hospitality structures. This shows a limited desire to invest in activities unanimously judged decisive for gaining visibility and credibility in the eyes of an ever greater and demanding marketplace.
With reference to the item “structure” (physical evidence), the desire on the part of the firm to guarantee a coordinated image was assessed. In other words, how the different communication tools, from logos to leaflets and websites were coordinated in order to convey an immediately recognizable corporate image. 30% of the firms surveyed declared commitment in this area, considering the same of crucial importance.

The opportunity of using a visual identity manual was also verified. In other words, a publication detailing clearly regulations applied to the brand to simplify and render the communication more efficacious None of the firms surveyed, has such a tool in place. In the physical evidence category in addition, interviewee opinion confirmed the need to guarantee a welcoming family environment for their guests. In this respect, nearly all (83.33%) indicated this tool among those in place.

Human resources was the last item of the extended marketing mix to be analysed. Findings show that creating a warm and cooperative atmosphere for the people working in the organization is considered a crucial tool for ensuring the optimum running of hospitality farms. The latter in effect, base their strength on the empathy staff succeed in creating with the clientele. The entrepreneurs believe furthermore in involving their staff in the corporate mission and objectives; they feel that only by clearly indicating aims etc. can performance in line with the corporate mission, be achieved. Only 10% of the firms have a system of reporting that favours the communication/dissemination of information to verify whether planned activities coincide with activities effectively in place. Organized working groups and constant monitoring of the workplace are functions which circa 10% of the firms carry out.

In the last section of the questionnaire the interviewees were asked to indicate which initiatives in synergy with other local actors, they considered completed effectively the specific agro-tourism system. In the case of the Cilento agro-tourism farms, it is worth noting that in all the contexts investigated, the highest percentages reported involved the lack of collaborative and/or synergistic action with the other local economic operators. Co-operation between actors who share the same territory system and who consequently, need to benefit from balanced and eco-sustainable development, to date still appears to be a kind of taboo, despite its acknowledged efficacy.

As regards entertainment, the most common response indicated hospitality services (circa 60% of the sample). Other activities in synergy with other actors included degustation of typical products (50%). Yet again the absolute primacy of typical productions emerged as the leitmotiv of almost
all events and manifestations organized in the territory. This scenario clearly in vogue in terms of local/typical products, should not however, detract from the importance of predisposing integrated tourism circuits in which all the resources, the firms and activities of potential interest to tourists in a territory are coordinated to form a uniform system of supply/tourism product offering that includes a plurality of actors.

<table>
<thead>
<tr>
<th>Activities</th>
<th>Frequency absolute</th>
<th>Frequency %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Degustation and purchase of typical products</td>
<td>15</td>
<td>50,00</td>
</tr>
<tr>
<td>Festivals light/popular music</td>
<td>4</td>
<td>13,33</td>
</tr>
<tr>
<td>Organized shows</td>
<td>1</td>
<td>3,33</td>
</tr>
<tr>
<td>Hospitality services</td>
<td>19</td>
<td>63,33</td>
</tr>
<tr>
<td>Outgoing services</td>
<td>1</td>
<td>3,33</td>
</tr>
<tr>
<td>Integrated tourism circuits</td>
<td>1</td>
<td>3,33</td>
</tr>
<tr>
<td>None</td>
<td>4</td>
<td>13,33</td>
</tr>
</tbody>
</table>

With reference to education, reference was made to the organizing of visits to museums, (put in place by circa 33,33% of the firms, theme trips, (20%) courses of degustation and workshops on local traditions and art exhibitions, put in place respectively of circa 17% and 4% of the firms investigated (see. tab. 7).

<table>
<thead>
<tr>
<th>Activities</th>
<th>Frequency absolute</th>
<th>Frequency %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visits to museums</td>
<td>10</td>
<td>33,33</td>
</tr>
<tr>
<td>Theme trips</td>
<td>6</td>
<td>20,00</td>
</tr>
<tr>
<td>Courses of degustation</td>
<td>5</td>
<td>16,67</td>
</tr>
<tr>
<td>Workshops on local traditions</td>
<td>1</td>
<td>3,33</td>
</tr>
<tr>
<td>Art exhibitions</td>
<td>5</td>
<td>16,67</td>
</tr>
<tr>
<td>None</td>
<td>15</td>
<td>50</td>
</tr>
</tbody>
</table>

In the activities included in the aesthetic experience context on the contrary, organized excursions were the most popular tool (put in place by 50% of the sample). Besides excursions of a naturalistic type, cultural trips and places of particular interest were included in the activities organized to make the tourists’ stay pleasant and more memorable (30% of the sample) (see. tab. 8).

<table>
<thead>
<tr>
<th>Activities</th>
<th>Frequency absolute</th>
<th>Frequency %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group excursions</td>
<td>15</td>
<td>50,00</td>
</tr>
<tr>
<td>Guided visits</td>
<td>9</td>
<td>30,00</td>
</tr>
<tr>
<td>Theme parks</td>
<td>2</td>
<td>6,67</td>
</tr>
<tr>
<td>Eno-gastronomic circuits</td>
<td>1</td>
<td>3,33</td>
</tr>
<tr>
<td>None</td>
<td>14</td>
<td>46,67</td>
</tr>
</tbody>
</table>
Finally as concerns leisure, the agro-tourism entrepreneurs indicate in particular, tools such as the organization of sports activities (13.33%), enogastronomic circuits (16.67%) and thematic tourism packages (10%) (see. tab. 9).

<table>
<thead>
<tr>
<th>Activities</th>
<th>Frequency absolute</th>
<th>Frequency %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health spas</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>Thematic tourism packages</td>
<td>3</td>
<td>10.00</td>
</tr>
<tr>
<td>Events organizing</td>
<td>1</td>
<td>3.33</td>
</tr>
<tr>
<td>Sports activities</td>
<td>4</td>
<td>13.33</td>
</tr>
<tr>
<td>Enogastronomic circuits</td>
<td>5</td>
<td>16.67</td>
</tr>
<tr>
<td>None</td>
<td>19</td>
<td>63.33</td>
</tr>
</tbody>
</table>

Having examined the contexts of experience linked to the agro-tourism service, attention was addressed to the values underpinning the systems of agro-tourism of the Cilento area.

Almost all the firms declared that the real strength of their product-offering lay in the focus on quality (93.33%). In other words, combining hospitality and professionalism when delivering the service. In their responses, entrepreneurs expressed a strong desire to carry on the traditions and consequently, the spirit and values that inspired their business from the start.

The final phase of the research involved eight stakeholders: three local authorities, two mountain communities, the National Trust and two Environment Agencies. The core phase of study – collecting field research data, was carried out during a 30 day period (December 2008). As regards the tools, a questionnaire, mainly open-ended devised for one to one interviews was used. The questionnaire was articulated in three sections:

– the first section concerned priority areas for sustainable development in Cilento;

– the second section, (open ended responses), identified the most urgent intervention to put in place relative to three priorities (environment protection, awareness on the part of local communities on environmental issues and the enhancement of the area’s eno-gastronomy heritage). The interviewees were requested to suggest potential activities and/or ad hoc projects;

– of great interest was the last query in the questionnaire requesting the opinion of the interviewees concerning the role local authorities or local associations and the Ente Parco itself, ought to play in the Cilento tourism system.

With reference to the first section of the questionnaire relative to activities considered priorities, responses were not unanimous. The most critical areas–
indicated in first place referred to both awareness-raising environmental issues and incentives for economic activity. The second most relevant priority concerned on the contrary, promotional activities in the tourism sector (37.5% of the interviewees). With reference to priorities in this area, the operators, indicated in order of importance, environmental safeguarding in third place (37.5% of the responses). As concern subsequent indications, it is worthy of note that these refer prevalently to: promotion of tourism, events organizing and economic incentives. In short, it is believed that institutional actors feel the shortfall and the need for state intervention that can have positive spillover effects on the entire territory, and seem to neglect on the other hand, actions aimed at creating a humus capable of generating systemic actions involving dynamic actors of the Cilento territory.

5. Conclusion

Our research has highlighted that the presence of operators is evident apparently only in the context of a business formula prevalently of a random/occasional type; few facilities/structures offer a qualified customized product package. A common feature characterizing operators in this context, is their scarce propensity for territorial integration, in the sense of capacity/desire to create synergies in their relations with other actors – institutional or otherwise – operating in the territory. It appears that operators are distinguished by their lack of interest in agricultural features connected to the area and by the fact that they cater mainly for a short stay clientele who are not offered a wide range of tourism products. It follows that one priority is to broaden the range of services offered, reformulating leisure time activities in a shift from mere sporadic initiatives to activities that form part of a wider plan designed and managed with the same attention reserved to traditional services (hospitality and catering). Catering and/or sales of typical products, should furthermore, be promoted with the aim of reaching higher performance peaks. In essence, a broad-range value chain should be created, thanks to which clients can opt for the type of holiday more in line with their needs, from the wide variety of choice at their disposal. The scenario is characterized by a multitude of micro-activities which by virtue of their dimension, rapidly adapt to market trends and which have to date, relied for survival of the sector exclusively on the creativity of individual operators, rather than from the effect of growing profits deriving from cooperation and agreements or in other words, from competitive synergies desirable for tourism in the Cilento area.
With reference to the final responses, it was observed that little has been done to date, while on the contrary, much could be done – above all encouraging collaboration, to create a more attractive tourism product offer for the clientele, inviting and above all, more versatile. Many non responses with reference to the four ambits investigated were noted. In short, degustation of typical products and the organizing of eno-gastronomy circuits are the *leitmotiv* characterizing typical product systems currently in place. From an operative point of view, consequently, the operators appear not to exploit to the full the potential benefits deriving from the activities and competence on the part of local actors.

In the Cilento area the prevailing attitude noted is that hospitality facilities responding to basic accommodation needs have not led to the building of foundations for systemic integration which nowadays, is the only way to achieve distinct competitive advantage in the global view. In the same way, typical products cannot be considered merely a 'product offer in vogue" but have to be able to generate values and competence that increase the competitive advantage of a place and not least, the enterprising skills that reflect the area.

To achieve this process, eno-gastronomy tourism in the area should not be limited merely to the organization of degustation events, supplementary to tourism formulas, certainly precious and efficacious for immersing the visitor in the traditions and culture of the destination, but rather, the operators dealing with typical local products should participate in an integrated territorial system as active protagonists in the design and planning of events that mobilise the potential present in the area.

In short, our survey confirms that the small and medium size tourism enterprises operating in the Parco implement only “partial relational marketing” (Pencarelli, 2001) where a simple product-service package is preferred and the other marketing-mix levers (such as managing relations with stakeholders internal and external to the firm system) are neglected. On the contrary these would be advisable in a perspective of total relational marketing (Gummesson, 1999). Basically, the lack of foresight emerging from the questionnaire responses is evidenced by the scarce awareness of belonging to a system which inevitably leads to putting territorial systemic initiatives in place. Planning to date on the part of the actors of the system, has been merely episodic initiatives, the product of random, spontaneous and contingent relations, with little or no continuity over time.

The difficulty of “becoming a system” by means of an acknowledged governing body such as the Ente Parco which, despite its regulatory function, stimulus and coordination of activities, is to date, still not legitimated by
the community as a governing body of an area with a tourism vocation. In other words, the Ente Parco is merely conceived as another administrative supra-structure, incapable of providing adequate solutions to the actors present in the area.

Scarce attention to strategic market analysis has determined limited efficacy in planning policies and delivering tourism experiences, with little propensity for satisfying the multiple needs of the client target. A low propensity for vocational enterprise emerges together with a limited use of management and marketing. In conclusion, we can state unequivocally, that to date, no integrated tourism system exists, despite the wealth of *place specific* resources available and an official, institutional legal governing body (Ente Parco del Cilento e Vallo di Diano).

Our analysis shows that guidelines for the emerging of an integrated system of eno-gastronomy tourism needs to be devised in the area (Cilento e Vallo di Diano). For example a series of initiatives that position the territory in a perspective both in tourist and tourist operator terms (Pencarelli, 2003) by defining an experiential theme with reference to the area involved. This would enable the glimpsing of the potential of creating successful, rich, vivid, overwhelming and involving experiences of mountains and sea capable of combining the experience from a range of contexts as opposed to a single component of the four types referred to above. According to this approach, experience is seen as intimate, personal and emotional generated from the interaction between a person and the tourism product/service. The economic return of the experience product offer that is achieved each time the firm succeeds in using the tourism services as a stage and the tourist product as a support for the performance in which to involve the tourists/spectators, by guiding them to achieve their aspirations in their search for a more genuine, real time vision and sensation (Fabris, 2008). The organization of a memorable event, or a so-called high value experience, can be articulated in different ways, on the basis of the characteristics of the target of reference and planned together with the other area partners so as to spread experiential value in a time and space perspective.

In short, the creation and/or enhancement of a brand related to a specific geographic area distinguished by particular characteristics with a catalysing appeal function of appeal relative to all areas making up the territory (Betti, Forlani, Pencarelli, 2008) include:

- a cultural value system and a series/set of graphic elements specifying its identity (*place identity*);
- a scheme for selecting structural elements (charter of quality, regulations
and membership requirements); the defining of boundaries in terms of participating in the network and a system of control (accreditation) for regulatory purposes;

– a process of visibility of the system identified by the brand qualifying a series of activities and services in terms of the sub-systemic (internal output such as use of the brand by associates) and supra-systemic elements (external output such as placing products on networks that already have products in common).

The creation of an area brand would facilitate not only tourists in search of areas recognized as unique in every way (place identity) (Golinelli, 2002) but also tourism operators who could exploit the projection of value of the territory on tourism products/services. As a result, the area would become the characterising element of the product as the expression of the history and traditions of the place the product comes from (Cantone, Ristiano, Testa, 2007).

The first phase of this process consists in creating a theme in terms of the product offer, coherently building the entire experiential tourism product offer around it. Themes in the sense of potential thematic interpretations as a value enhancing element of the territory (Cueim, 2005) have the aim of integrating the components of a wider system – the material cultural capital of a place (museums and the like) and its intangible cultural and environment capital. Defining the thematic-territorial concept would mean not only making the natural and cultural heritage of a place easily perceivable and attractive but would also benefit tourists in the planning of the holiday experiences they intend to enjoy. Experiencing a place consequently, would mean experiencing first hand, the very culture, traditions and customs of the local community in their various manifestations (Cerquetti, Forlani, Montella, Pencarelli, 2007).

A series of intervention needs to be put in place concerning hospitality, catering, entertainment, and enjoyment of what the area has to offer combined with the welcoming of tourists on the part of the local community. These need to be in coherence with the theme of the area and with the aim of integrating the eno-gastronomy chain with the tourism chain on the basis of an experiential perspective (fig. 5).

In primis, one of the commitments of the Ente Parco is that of developing professionalism in their human resource capital which in a sector such as that of eno-gastronomy tourism, together with the quality of the services offered, represents a fundamental competitive factor in which to invest and from which offshoots of new forms of employment can result.
These opportunities involve a series of professions connected both directly and indirectly with the tourism sector (trade, local handicrafts and so on) including highly ‘qualified’ profiles (territory gourmets) skilled in combining history, evolutionary trends and traditional flavours and tastes. Trends in contemporary tourist behaviour incline towards the possibility not only of learning about local traditions of eno-gastronomy, but also about typical artisans, folklore and all that the territory has to offer. In the specific Parco Project centred on eno-gastronomy tourism, the approach with reference to tourists entails eno-gastronomy itineraries either integrated or thematic that envisage for example, visits to interactive food museums, where visitors not only learn about the production process of a product, but where all their senses (sight, taste, smell, hearing and touch) are involved – by virtue of the different tools for learning and knowledge available. Eno-gastronomy tourist curiosity is not merely limited to tasting a product (and eventually buying it) but also includes the desire to take part in some way in its productive process and to learn all about how the product is made. In the Parco Nazionale for example, one potential initiative – very successful elsewhere – is that of starting local cookery classes, a valid opportunity not only for favouring cultural exchange and a means of direct tourism experience, but also a way of transforming the seasonal element of production, the so called “dead’ periods” into a strength. Experience and direct involvement on the part of taste-loving tourists is
not limited merely to the eno-gastronomy sector, but can range from nu-
merous leisure time activities, such as walking, trekking, mountain biking, 
bird-watching, deep sea diving, trips to grottos, spa bath treatments, etc. 
Another opportunity for tourist attraction and involvement concerns the 
creating of special events, which could be integrated with the other ac-
tivities offered by the Parco and which could constitute a valid means of 
communication and promotion of local tourism.
Even as far as concerns the typical hospitality system to promote in the 
Parco, the tourism product offer should be planned in the light of the new 
motivations underpinning holidaymakers. The post-modern tourist, is al-
ways in search of a varied experience made up of cultural and leisure time 
activities. Included in the most innovative forms of hospitality in steady 
expansion are (AA.VV, 2008):
• hotel and annexes,
• eco- villages,
• eco-camping sites.

Hospitality in compounds, is characterized by the presence of small hos-
pitality structures de-located in different buildings all under the responsi-
bility of the main (reception) area. This alternative formula is very similar 
to the bed & breakfast category (as opposed to the hotel kind) differing 
as regards the excellence and level of quality of the buildings and services 
(prestigious houses of great architectonic value, first class services, extreme 
attention to detail; a place where guests are treated more as temporary 
residents rather than as mere tourists). Consequently the target of clientele 
is more demanding and can be classified in the (medium-high) range. Local 
Authorities and communities usually approve wholeheartedly of these 
structures especially if prior renovation work of abandoned typical rural 
abandoned dwellings and regeneration/recovery and enhancement of his-
toric centres, are involved.
The distinctive feature of the compound hotel consists in the horizontal 
type organization that characterizes the complex as opposed to the vertical 
kind characterizing unique/single hospitality structures. In effect, this kind 
of hospitality is collocated midway between a home/house and an hotel 
and this facilitates contact between the guests and the local population. 
Furthermore, another significant feature consists in the theme formula by 
means of which this kind of hospitality complex is promoted on the tourist 
market (eno-gastronomy, music or any other underlying cultural theme). 
Inside Protected Areas such as in the case of the Parco Nazionale del 
Cilento e Vallo di Diano, hospitality in compounds can favour:
✓ architectural recovery of characteristic buildings;
✓ quality and sustainable tourism in environmental terms;
✓ demographic recovery in small centres;
✓ employment;
✓ the enhancing of cultural resources (not only enogastronomic).

Eco-villages – still not widespread but particularly suitable in Protected Area contexts—characterized by a series of features and solutions of ecological and cultural interest for tourists/users:
food is almost exclusively produced within the local bio-system;
buildings are constructed using local materials;
integrated energy systems based on renewables, are used;
principles of ecological economy and respect for bio-diversity, are applied;
the territorial conservation of soil, air and water through using sustainable energy sources and by means of adequate waste management practices;
conservation of natural resources and safeguarding of Protected Areas;
promotion of all expressions of creativity and cultural heritage of the area, traditions and local customs.

Eco camping sites – quite widespread in other parts of Europe above all in Protected Areas—camping sites which belong to the ecological accreditation scheme “Ecolabel” and committed – on a par with other hospitality complexes– to initiatives for: reducing waste, recycling, saving water and energy resources, reducing acoustic pollution, promoting and enhancing local cuisine and local products and encouraging guests to behave in an eco-sustainable manner.

With the aim of strategically enhancing typical local production, an experiential marketing approach implies the construction of a product offer based not only on the sensual experience it is able to provoke, but also on the opportunity of perceiving the harmony/consonance deriving from the various experiential contexts involved. Consequently, the quality perceived in the craft involved of a home made local dish is the result of attributes which refer not only to the senses they succeed in stimulating but also to the style and context in which the dish is served. As a result there is a shift from typical product to typical dish and thus to typical restaurant, the outcome of which underpins the enhancing of the territory in terms of tourism, and without which the tourist would remain within the confines of a mere aesthetic, sensual experience. Food has always been linked to the identity of a place and of those who produce it, and in modern economics, the identity function of a product is achieved through its brand or the firm’s trademark. In the marketplace to date, pervaded by all kinds of risks connected to the food sector, consumers often find themselves faced with “unknown” foods, or, without a familiar identity and of which
on the contrary, they would like to know the origin and be guaranteed the quality. In this respect, awareness of the place of origin of the production of a food and the brand or trademark of the consortium of production are elements which contribute to promoting trust in a consumer as to a food’s identity (food-territory). For that target of clientele, made up of persons who have decided to consume typical local products in the place where they are made or produced or to take them away with them when they leave to consume at home, the experience offered should be a fully satisfactory and above all memorable one, involving not only all a tourist/consumer’s senses but an experience to remember for a long time to come. In this respect marketing should not be limited merely to promotional activities but also to hospitality and entertaining the clientele in the context of the traditions, customs and culture of the place of stay. In short, objectives to pursue are those of achieving the right balance between protection of typical local production and place and developing facilities for improving client hospitality.

All this concurs in creating an eno-gastronomy tourism product that requires the promotion of a system of integrated tourism that all the actors – public and private sector – involved in the territorial project can work together with a common aim.

Besides the “propulsive” function carried out by public sector institutions, a fundamental role is that of local producers, who need to be able to overcome the shortsightedness with regard to their limited quantity of local production in order to attract new tourists/consumers in order to promote, communicate and exalt the extraordinarily distinctive features of their local eno-gastronomy heritage.

An appropriate choice in this direction was the creating of eno-gastronomy itineraries in the Parco, known as the Strade del Vino e dei sapori, to acquaint tourists with the vineyards and production places of typical local agro-food products. However, the Strade del Vino, Oil etc. or events such as visits to cellars or oil presses are only a few of the numerous opportunities that the Cilento can exploit. Although in recent years, wine has been the main product characterizing the Italian food and drinks system, in order to exploit to the utmost innovative trends in tourism it is fundamental to focus on the entire heritage of Italian gastronomy resources.

The expression “gastronomy resources”, coined by the gastronaut Paolini, exalts the personal aspect, the product of knowledge and expertise, impossible to codify, the product of knowhow, expertise passed down from generation to generation, of techniques unequalled even by modern day technology. Typical products, prepared in limited quantities and in terri-
tories so restricted that they are besieged by limits even of structural survival.

A virtuous circuit needs to be activated in territories with a rural vocation: on the one hand, tourism would receive from these resources new ideas for proposing tourism offers calibrated on a new segment of clientele and on the other, the inestimable gastronomy heritage would receive the necessary support from new tourism flows in order to reinforce in cultural and economic terms, its safeguarding and enhancement in the territory.

In effect, taking into account the weight and development potential of the eno-gastronomy segment as a tool for promoting and enhancing the territory in terms of the tourism sector, marketing competence (organizational and corporate culture) is needed to achieve an efficacious and efficient relational network of firms, capable of defending and improving the positive image of the Parco, both in terms of the national and the international tourism market.

In conclusion, the Cilento in order to transform/shift its position from that of mere resort to local system of eno-gastronomy tourism product offer will need to exploit the potential of the many factors; hospitality services, catering, transport, environmental and cultural goods, that determine the accessibility and attraction/appeal of the area. The integration of these factors/elements is essential and the result of planning inter-sector intervention, designed and coordinated by a governing body. A set of guidelines for local economic, social and political forces operating on the territory that is coherent with the potential for development of the area is needed to satisfy the clientele ever in search of a wide range portfolio of rich experiential content and with a strong capacity for involvement. Findings show that the only actor entitled to date, to carry out this role, i.e the Ente Parco, is not recognized/acknowledged by the tourism operators as a legally authorised governing body to lead the area in question in its complex process of transformation from place to tourism destination. Planned initiatives consequently, need to be put in place that highlight the authority of the governing body, governance is an essential component in the process of creating value both for tourists and for the territory of the Parco.

In short, three keywords underpin enhancement strategies for the eno-gastronomy tourism product: the heritage of unique and distinctive territorial resources (place specific) the local tourism system and systemic integration of actions directed by a governing body legitimated by all the actors can make possible – and sustainable in the long term – the acquisition of permanent competitive advantage in the area.
NOTES

1 Tourist destinations, in fact, can arise spontaneously through a process of historical sedimentation of business and entrepreneurial initiatives not guided by common purpose dictated by a shared leadership or through the affirmation of a meta manager (Normann, 1977; Coda, Invernizzi, Molteni, 1992; Molteni, Sainaghi, 1997; Pencarelli, 2003) capable of performing functions of government and to network the actions of various stakeholders, public and private, that qualify the operational structure of the territorial system (Golinelli G., 2002) and to initiate a genuine Destination Marketing initiative. It is also true that within the two ideal-typical models of destination there is a continuum of tourism areas that identify systems (Pencarelli, 2009).

2 Data was obtained from Salerno Internet website on tourism.

3 The respondents were those who expressed their agreement to participating in the research. For the purpose of the study about twenty towns in the Cilento area and the eight mountain communities were contacted. Specifically, the institutional actors involved were the municipalities of Castelcivita, Monteforte Cilento and Auletta, the Mountain Communities of Tanagro and Bussento, the Superintendence for Architectural Heritage and Landscape, history and ethno-anthropological heritage for the province of Salerno and Avellino; the Italian Alpine Club (section of Salerno), the Association Genius Loci.

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