

An intriguing new location for hospitality: The “lighthouse accommodation”

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1. Introduction

Most buildings have a finite lifespan, after which they experience various types of obsolescence—physical, economic, functional, technological, social, and/or legal—leading to their abandonment, demolition, or revitalization. Unfortunately, the economic crisis has exacerbated this phenomenon, revealing how traditional planning policies are no longer adequate (Lami, 2020). The debate over whether to demolish or revitalize unused and abandoned buildings that have lost their primary function has long been controversial among the public and government officials. This issue is particularly critical for historic buildings, which can be defined as cultural heritage assets with significant historic value; indeed, many of these structures lie in a state of abandonment or underuse, often due to high maintenance costs, economic constraints, or changing urban priorities (Fusco Girard and Gravagnuolo, 2025).

One effective practice for revitalizing and preserving valuable historic buildings is adaptive reuse (AR), which involves repurposing a building for a use other than its original function (Vafaie et al., 2023). This practice is not new; throughout history, people have often changed the uses of buildings when they became inappropriate for the purposes for which they were built (Lee, 2015). Several studies agree that the AR of historic buildings can offer significant economic, environmental, and social benefits, contributing notably to the urban circular economy (Fusco Girard and Gravagnuolo, 2025). Saleh and Ost (2023, p. 41) stated that “AR of cultural heritage is considered today as key in the implementation of sustainable development in the urban context.” Moreover, the public sector, traditionally responsible for cultural heritage preservation and valorization, is increasingly implementing AR projects on historic buildings through public-private partnerships (PPPs). In this respect, research has shown that shared governance models involving broad public and private stakeholder engagement foster sustainable urban regeneration (Fusco Girard and Gravagnuolo, 2025). Additionally, reusing historic buildings may boost local tourism and thus has become increasingly popular in many tourist destinations worldwide, where obsolete or underused historic structures and sites are being converted into restaurants, cafés, hotels, shops, museums, and more (Vardopoulos et al., 2023).

AR of historic buildings has attracted the attention of scholars across disciplines, including historians, engineers, architects, interior designers, and urban planners (Plevoets and Van Cleempoel, 2019). Conversely, few studies address the managerial challenges of converting such buildings, and, in particular, none has thoroughly investigated the AR of lighthouses—a specific type of historic property that has often lost its original function and been repurposed for tourist accommodation, which Opačić et al. (2010) called “lighthouse accommodation.” Indeed,

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lighthouses can benefit from AR projects that transform them into a new tourism product segment with attraction power and economic value (Azevedo, 2018; Chylińska, 2021; Magnani and Pistocchi, 2017). To provide an overview of the sector's potential growth, it is worth examining the number of active and inactive lighthouses worldwide: over 3,000 in Japan, more than 1,600 in Greece, approximately 700 in the United States and Canada, about 250 in the United Kingdom, and around 150 in Italy. With this in mind, this paper aims to fill the knowledge gap regarding AR projects on lighthouses and to explore the tourism potential of lighthouse accommodation in the contemporary hospitality industry, shedding light on potential markets for this new hospitality type and outlining a rich research agenda.

2. The adaptive reuse of historic buildings: benefits and critical factors

The concept of “adaptive reuse” combines the ideas of “adaptation” and “reuse” and refers to the process of changing the original purpose of an existing building to accommodate new and more suitable functions while preserving its original features and structure. This practice can be an effective strategy for regenerating obsolete or underutilized historic buildings, leading to economic, environmental, and social benefits and thus significantly contributing to the urban circular economy (Fusco Girard and Gravagnuolo, 2025; Vafaie et al., 2023).

From an economic standpoint, repurposing existing buildings is often faster and less costly than demolition and reconstruction. Indeed, revitalizing a given floor area through AR typically takes about half the time required to demolish and rebuild it from scratch. Moreover, the reuse of existing structural components significantly reduces the need for new materials, while the shorter contract periods typical of AR projects further contribute to cost savings. In this regard, Vafaie et al. (2023) noted that AR projects can generate savings of approximately 10-12% compared to new construction. Beyond direct cost advantages, AR of historic buildings can support neighborhoods' economic revitalization through urban regeneration. This contributes to creating an appealing environment that attracts, on the one hand, higher-income residents and, on the other, tourists drawn by enhanced streetscapes and cultural appeal. This increased attractiveness stimulates local economies by generating tourism revenues, supporting local businesses, and creating employment opportunities for the local workforce. The AR of historic buildings also offers the opportunity to preserve and valorize cultural heritage, often through PPPs. Indeed, cultural heritage is typically considered a “common good” and thus is traditionally funded by the public sector. However, in recent decades, increasing pressure on public budgets has reduced investment in the cultural sector (OECD, 2022). In response, public institutions increasingly leverage AR projects through PPPs, using private capital—partially or fully—to support the conservation and reuse of historic buildings.

From an environmental perspective, the building sector has a major impact on ecosystems—in this regard, the European Commission has recently emphasized that this sector is responsible for more than 35% of the EU's total waste generation⁵. On a global scale, the United Nations and the Yale Center for Ecosystems + Architecture recognize the building sector as “the largest contributor to climate change,” underscoring the urgency of transitioning towards more sustainable practices⁶. In this context, several studies support the environmental benefits of AR; indeed, compared to demolition and new construction, repurposing historic buildings significantly reduces energy demand, greenhouse gas emissions, fossil fuel consumption, water use, and the

⁵ https://single-market-economy.ec.europa.eu/industry/sustainability/buildings-and-construction_en (accessed 3 July 2024).

⁶ <https://wedocs.unep.org/20.500.11822/43293> (accessed 9 July 2025).

need for new raw materials. Furthermore, AR can enhance seismic resilience, limit urban sprawl, and thus preserve the existing ecosystem and local biodiversity.

Finally, regarding sociocultural impacts, Vafaie et al. (2023) note that preserving and repurposing heritage buildings strengthens the connection between local communities and their cultural roots, fostering shared identity and social cohesion. Indeed, these buildings are defined not only by their physical characteristics but also by the intangible associations they hold, such as cultural narratives, community identity, and historical context. Their AR can enhance residents' sense of belonging, particularly when local communities are actively involved in planning and implementation processes. Moreover, AR helps maintain attractive urban landscapes and supports successful regeneration strategies. This revitalization can improve residents' quality of life by enabling sociocultural activities (facilitated by these renewed spaces) and increasing safety, as enhanced urban environments are often associated with reduced crime and vandalism.

Despite these benefits, AR projects also involve significant challenges (Vafaie et al., 2023). First, several regulatory challenges, along with related functional and technical issues, must be addressed. Indeed, historic buildings often do not comply with current regulatory standards for fire protection, indoor air quality, thermal insulation, emergency escape routes, seismic protection, and accessibility for individuals with disabilities, necessitating structural upgrades. In addition, AR projects must align with urban planning regulations, zoning laws, and, where applicable, strict heritage protection requirements. In such cases, it is essential to maintain a harmonious balance between the building's original character and any new additions, which should be clearly identifiable and reversible for future adaptations. Consequently, the AR of historic buildings requires a careful balance between new functionality and the preservation of architectural integrity, historical authenticity, and cultural identity. In this regard, collaborative decision-making processes are crucial in achieving this balance, as they allow the integration of multiple stakeholder perspectives. As highlighted by Fiorani et al. (2017), effective participation should involve authorities, experts, and local communities. However, these constraints often lead to higher renovation costs and longer project timelines.

Another critical issue concerns the return on investment, particularly for highly deteriorated buildings. Such conditions may discourage private investors, especially in PPP contexts, where the private sector may favor projects with higher expected returns. As a result, less profitable but culturally valuable assets may remain under public responsibility. In addition to financial risks, private actors face regulatory and administrative uncertainties, including delays in permit approvals and the complexity of navigating multilevel governance systems. Moreover, adapted buildings typically require more intensive, ongoing maintenance than new construction, thereby increasing long-term operating costs. To mitigate these risks, public authorities should strengthen regulatory clarity and provide incentives through well-designed policies that facilitate implementation and reduce bureaucratic barriers.

Finally, the success of AR projects is strongly influenced by location and surrounding context. Accessibility, proximity to infrastructure and services, availability of transport and parking, and the overall quality of the neighborhood all affect the attractiveness of reused buildings and their economic performance.

3. Adaptive reuse of historic buildings for tourism

Tourists are often drawn to the combination of heritage, architectural character, and service offerings, as well as to the narratives associated with repurposed historic buildings. These elements contribute to memorable and evocative experiences, positively influencing visitors' willingness to stay in such places (Lee, 2015). As a result, a wide range of historic buildings worldwide have been adapted for tourism purposes, including religious structures, castles and fortresses, industrial sites, rural heritage, and coastal buildings (Fusco Girard and Gravagnuolo, 2025).

Religious structures are among the most frequently repurposed, largely due to their growing vacancy caused by declining congregations, changing societal values, and shifts in urban development patterns. Cultural uses are generally considered the most compatible with churches, leading to conversion into theaters or museums. Examples include the Church of Preachers in Neuveville (Switzerland) and the Church of San Francesco in Bolsena (Italy), both transformed into theaters, as well as the Ex Teresa Arte Actual in Mexico City, now an exhibition space. However, as Fiorani et al. (2017) noted, many churches have also been converted for commercial uses. Several of them have been converted into restaurants, pubs, or nightlife venues, such as the former Church of St. John the Baptist in Pittsburgh, now a brewery, and the Church of the Holy Communion in New York, which has been transformed into a nightclub. Similar examples can be found in Europe, including St. Mary's Church in Dublin (restaurant) and former churches in Milan and Montpellier (nightclubs). While conversions into hotels are less common, the reuse of convents and monasteries for hospitality purposes is more widespread, as demonstrated by projects such as the Kruisherenhotel in Maastricht and the Augustine Monastery in Prague, both of which are now luxury hotels.

Castles and fortresses represent another important category of heritage assets repurposed for tourism. Their monumental character, historical significance, and often scenic and less urbanized locations enhance their attractiveness (Péterfi, 2020). Some of them have been transformed into luxury hotels, such as the Château de Bagnols in France and Neemrana Fort-Palace in India, while others have been adapted for cultural use, including Gjirokastër Castle in Albania and Fort de Loncin in Belgium, both of which function as museums. In some cases, multiple functions are integrated within the same site. For instance, Ehrenbreitstein Fortress in Germany hosts exhibitions, cultural events, and a youth hostel, while CastelBrando in Italy combines accommodation, a museum, and conference facilities.

Emblematic examples of institutionalized and strategic AR projects on the aforementioned types of buildings can be found in the Iberian Peninsula, through the longstanding experience of "Paradores" in Spain and "Pousadas" in Portugal. Paradores de Turismo de España, established in 1928, is a state-owned chain of 99 high-end hotels located in historically significant public buildings (mostly monasteries and castles) that are often situated in protected or less conventional tourist areas. Similarly, the Portuguese Pousadas network, founded in 1941 and later partially privatized, operates luxury hotels in historic properties such as convents, castles, and palaces, demonstrating the long-term viability of structured AR strategies.

A third category of sites that are often the objects of AR projects comprises industrial buildings such as old factories, mills, warehouses, and stores. Indeed, the transition to a postindustrial economy has led to the abandonment of numerous factories, warehouses, and production facilities (Fiorani et al., 2017). AR projects focused on former industrial areas, whose success depends on their integration into the city and their ability to generate cultural, economic, and social benefits, can be important for documenting a critical historical period. Some of these old industrial buildings have been converted into museums, such as the Tate Modern in London. Others have been adapted into hotels or leisure venues, including the Factory Hotel in Münster (Germany) and the Distillery Inn in Colorado (USA), or into bars or pubs, like the Fábrica de Hielo in Valencia. Some projects adopt a multifunctional approach, as illustrated by the Lingotto complex in Turin, a former Fiat factory now hosting commercial, cultural, and leisure activities.

Other types of buildings used in AR tourism projects include farmhouses, barns, granaries, and other agricultural structures commonly found in rural areas. In response to an increasing demand for alternative, experience-based holidays, rural destinations are attracting more attention, and when properly restored and repurposed, their historic buildings can become distinctive assets for rural tourism (Kurnaz and Aniktar, 2024). A notable example is the "Trulli" of Alberobello (Apulia, Italy), which were originally temporary field shelters and warehouses or permanent dwellings for small-scale landowners and agricultural laborers and were later converted into hotels, restaurants, souvenir shops, and cultural venues. Similarly, in the Catalonia

region of Spain, traditional rural estates known as “Masias” have undergone AR to host boutique hotels and wineries, while disused agro-industrial sites have been converted into museums and art centers.

Finally, lighthouses and coastal buildings have emerged as particularly distinctive subjects for AR projects in tourism. Originally built for navigation and coastal defense, many have lost their original function due to technological advancements (Fusco Girard and Gravagnuolo, 2025). Rather than being abandoned or demolished, these structures—often located in highly scenic, remote settings—are increasingly being transformed into museums, hotels, and restaurants. Notable examples include the Capo Spartivento Lighthouse in Sardinia (Italy), converted into a luxury resort, the Belle Tout Lighthouse in the United Kingdom, now a bed and breakfast, and several Croatian lighthouses adapted into tourist apartments. In the United States, the Saugerties Lighthouse in New York operates as both a living museum and a bed-and-breakfast. These cases highlight how AR can revitalize coastal heritage, offering unique tourist experiences while preserving cultural heritage.

4. Discussion and conclusions

AR represents an approach to revitalizing lighthouses by transforming them into a unique form of accommodation within the hospitality industry. However, to date, scholars have not dedicated particular attention to this topic, which merits examination from both theoretical and managerial perspectives.

4.1. Practical implications: Lighthouses as accommodation for multiple tourism markets

Over the last few decades, an increasing number of lighthouses have been repurposed for tourist accommodation, offering a fascinating new location for hospitality, which Opačić et al. (2010) called “lighthouse accommodation.” If lighthouse tourism is recognized in academia as a special form of tourism, in many countries it has not yet been systematically embedded in the tourism offer. Lighthouse accommodation would be ideal for contributing to the differentiation of the tourist offer, expanding the tourist season, and enhancing the attractiveness of the destination throughout the year, while also opening up new employment opportunities for local people (Šerić et al., 2023). In sum, lighthouse accommodation enables the development of new tourism offerings across different activity sectors. From a managerial perspective, it is therefore essential to understand the potential market positioning of this emerging form of accommodation, and for this reason, the following sections will analyze the possible target markets for this type of tourism initiative.

Escape Tourism

In today’s increasingly stressful lifestyles, many individuals feel the urge to outrun everyday pressures, such as domestic responsibilities, professional obligations, or broader social constraints. In this respect, a report on the state of tourism and hospitality published by McKinsey & Company has recently pointed out that, nowadays, travelers, particularly from Europe and North America, are eager to “escape their daily routines” and place significant importance on “getting away from it all⁷.”

In this context, lighthouses can be seen as providing ideal accommodation for what is known as “escape tourism,” which is primarily driven by the desire to disconnect from everyday life and

⁷ <https://www.mckinsey.com/industries/travel/our-insights/the-state-of-tourism-and-hospitality-2024> (accessed 16 July 2025).

enjoy a peaceful and isolated environment that allows for a temporary change of lifestyle (Chylińska, 2021). Indeed, lighthouses are typically located in remote and scarcely urbanized areas, thus promising isolation, peace, and connection with unspoiled nature. As van Wee and Mokhtarian (2023) noted, while accessibility is generally considered a positive attribute in tourism, the opposite holds for escapist experiences, where tourists value low accessibility between the place they want to escape from and the location they want to escape to. Moreover, the isolation that typically characterizes the location of lighthouses is often accompanied by the absence of, or severely limited access to, information and communication technologies, which enhances tourists' perception of being "away from home" and experiencing a "true escape" (Zhang and Zhang, 2022). Consequently, lighthouses can attract tourists seeking to escape their daily lives and engage in relaxing and detoxifying experiences (Mylonopoulos et al., 2022), while "playing" the role of the lighthouse keeper (Azevedo, 2018). In particular, Opačić et al. (2010) point out that lighthouses may serve as ideal refuges for overstressed individuals who often have higher levels of education, financial capacity, and ecological sensitivity, providing them with opportunities for psychophysical restoration.

However, as Frochot and Lenglet (2023) emphasize, "escapism" in tourism is not only driven by the desire to escape the routine of daily life, as it can also arise from a deeper and more introspective motivation: the desire to temporarily disconnect in order to reconnect with oneself. In this regard, many tourists are increasingly seeking "silent travels," namely journeys to destinations away from crowded tourist hotspots, in locations that offer untouched landscapes, tranquility, and genuine silence, to disconnect from the noise of urban life, reconnect with nature, and find opportunities for meditation⁸. Travel becomes an opportunity to reflect and return to everyday life with renewed mental energy. Viewed from this perspective, lighthouses provide ideal accommodation for such conscious escapes. Their physical remoteness, symbolic solitude, and historical association with reflection and introspection offer an evocative atmosphere for tourists seeking a place where time slows down (Chylińska, 2021). Moreover, lighthouses may even become a source of inspiration for writers and artists (Mylonopoulos et al., 2022).

When located in isolated and largely uninhabited open-sea islands, lighthouses can also be ideal destinations for enthusiasts of "Robinson tourism," an extreme form of escape tourism that attracts tourists seeking solitude and the unbridled beauty of the open sea. These tourists enjoy activities such as swimming, fishing, and/or diving to explore the undersea world, valuing these experiences more than the quality of their accommodation (Opačić et al., 2010).

Heritage Tourism

Heritage tourism is a form of cultural tourism in which the primary motivation for visitors is to experience places, artifacts, and activities in a given location that are believed to be authentic representations of people and stories from the past. This sector has emerged as one of the fastest-growing segments of the global tourism industry⁹, as increasing numbers of travelers seek meaningful experiences that combine cultural engagement, education, entertainment, and a strong sense of authenticity (Lee, 2015). The growing interest in heritage tourism has also led to a rising demand for heritage-based tourist accommodation (Vardopoulos et al., 2023). Indeed, travelers are increasingly opting for accommodation that offers unique stories and a distinctive character. Known as "heritage hotels," this kind of accommodation reflects or recreates its original

⁸ <https://www.forbes.com/sites/angelinavillaclarke/2024/11/26/travel-trends-report-2025-silent-travel> (accessed 16 July 2025).

⁹ <https://kpmg.com/in/en/home/insights/2024/07/heritage-tourism-as-a-tool-for-sustainable-tourism-preservation-for-development.html> (accessed 25 September 2024).

appearances and provides deep insights into local traditions and culture, allowing guests to experience and understand the history and culture of a particular region (Park et al., 2025).

In this context, lighthouses represent particularly compelling heritage assets for AR, serving as accommodation facilities that embody both tangible and intangible cultural values.

The tangible dimension refers to the physical components of the lighthouse itself—its tower, the keeper's house, and ancillary infrastructure—typically situated in remote, often dramatic coastal landscapes that enhance their scenic, iconic, and photogenic appeal. These elements not only bear architectural and historical significance but may also evoke a sense of authenticity and uniqueness that heritage tourists actively seek. Because of this, in the heritage hospitality sector, preserving the physical integrity of the original site is crucial. Indeed, guests tend to evaluate the quality of their heritage experience based on the perceived authenticity of the environment, which is closely linked to the presence of traditional architectural features, historically resonant interiors, and a coherent historical atmosphere (Park et al., 2025).

The intangible heritage associated with lighthouses is equally significant, as it encompasses maritime traditions, the legacy of lighthouse keepers, and the symbolic meanings attached to lighthouses as beacons of safety, solitude, and human resilience against natural forces. Their integration into coastal landscapes and local narratives reinforces a sense of continuity with the past and contributes to the creation and preservation of territorial identities (Magnani and Pistocchi, 2017). As Azevedo (2018) noted, lighthouses act as “identity maker[s],” shaping place-based narratives and individual memories. Notable examples, such as the ancient Lighthouse of Alexandria (Egypt), the Maiden's Tower in Istanbul (Turkey), and Robbins Reef Lighthouse in New Jersey (USA), illustrate how lighthouses can serve as cultural and symbolic reference points within their respective regions. As a result, tourists are attracted not only by the architectural uniqueness or panoramic views but also by the chance to inhabit spaces that embody seafaring myths, solitude, heroism, and community resilience.

The combination of these tangible and intangible elements makes lighthouses particularly evocative sites, capable of offering immersive and memorable experiences (Lee, 2015). Lighthouses act as powerful mediators between past and present, making them especially suitable for AR projects aimed at promoting heritage tourism.

Dark Tourism

Lighthouses hold several symbolic meanings and emotional resonances, which help explain their longstanding presence in art, literature, and cinema (Azevedo, 2018; Chylińska, 2021). Historically, they marked the limes (i.e., boundaries) of the known world, symbolizing the end of one land (*finis terrae*) and the beginning of a new one (*initium terrae*) simultaneously. This inherent duality, often enhanced by myths and legends, has inspired travelers to explore, discover, and overcome these limits (Magnani and Pistocchi, 2017). Consequently, lighthouses evoke a romantic past, filled with images of sailing vessels, maritime isolation, and endless sea journeys, which may attract tourists through a sense of nostalgia (Lee, 2015). Moreover, lighthouses are part of an “extraordinary non-daily life” (Chylińska, 2021), making them particularly suitable for experience-based tourism, including overnight stays in former keepers' quarters repurposed as accommodation.

However, lighthouses do not always evoke positive feelings. Indeed, their geographical isolation and exposure to violent weather conditions also associate them with stories of shipwrecks, drownings, and maritime tragedies. A notable example is the infamous “Coast of Death” in Galicia, Spain, where a stretch of coastline known as “The Way of Lighthouses” is named after the many lighthouses built along its cliffs to help ships avoid wrecks in an area renowned not only for its natural beauty but also for its extreme maritime danger. Moreover, several lighthouses are associated with disquieting disappearances and unsolved mysteries. The Flannan Isles Lighthouse in Scotland is one of the most enigmatic: In 1900, all three lighthouse

keepers vanished without explanation, leaving behind a fully functional light station and no signs of struggle. Across the Atlantic, the St. Augustine Lighthouse in Florida, USA, is reputed to be one of the most haunted lighthouses in the country. Numerous visitors and staff have reported sightings of ghostly figures, particularly those of two young girls who are believed to have drowned during the construction of the lighthouse in the 19th century. Accordingly, lighthouses also have a “darker” dimension (Azevedo, 2018; Mylonopoulos et al., 2022).

Dark tourism is an umbrella term that indicates any tourism historically or symbolically “related to death, suffering, atrocity, tragedy or crime” (Light, 2017, p. 277). To analyze the various facets of dark tourism, researchers have proposed a number of classifications. One influential categorization is Stone’s (2006) “darker-lighter” tourism paradigm, which posits that sites of death and suffering are darker than those merely associated with death and suffering. At the darkest sites, the primary focus is on education and remembrance, with visitor services being a lower priority; in contrast, the lightest sites are more like tourist attractions, making them more commercial and often incorporating elements of entertainment.

In this second, Azevedo (2018) states that lighthouses can be classified as a “lighter dark tourism product” and appeal mainly to niche segments of tourists, such as “recreational storm chasers” (Xu et al., 2012), i.e., travelers who actively seek out extreme weather experiences for leisure and excitement. When reimaged as accommodation, lighthouses can thus offer these tourists not just a place to sleep but a deeply immersive spatial and emotional experience. This symbolic weight can satisfy a variety of dark tourism motivations, from morbid curiosity and a desire for reflective contemplation to thrill-seeking and an interest in confronting mortality within controlled environments. These experiences mirror the aesthetic and psychological appeal found in “lighter” forms of dark tourism, where the encounter with death or danger is suggestive rather than explicit (Azevedo, 2018).

4.2. Theoretical implications and avenues for future research

To date, lighthouse accommodation has been primarily investigated within the fields of engineering and architecture, receiving limited attention from management and tourism studies. However, AR projects on lighthouses for tourism purposes offer promising avenues for future research.

A first key area of inquiry concerns the identification and analysis of the most appropriate business model for lighthouse accommodation, including core elements such as the underlying business idea, innovation processes, and mechanisms of value creation. Theoretical contributions in this area could provide valuable insights for entrepreneurs and managers operating in, or intending to enter, this niche sector.

Sustainability is another crucial lens through which lighthouse accommodation can be examined. Relevant research areas include sustainable tourism, cultural sustainability (Zhang et al., 2025), and the circular economy, all of which can be applied meaningfully in this innovative hospitality model. Indeed, lighthouse accommodation can serve as a catalyst for the development of marginal coastal areas and small rural villages, which are typically excluded from mainstream national and international tourism circuits. In this sense, it could also contribute to heritage-led, community-oriented tourism development.

Another fruitful avenue for research is entrepreneurship. Lighthouse accommodation projects typically involve the AR of existing structures and the launch of entrepreneurial ventures with strong territorial embeddedness. Relevant research topics in this domain include financial planning and investment strategies, defining business models, designing proper organizational structures, and developing sustainability-oriented approaches to managing heritage buildings.

Moreover, lighthouse accommodation initiatives could be studied for their potential contribution to the preservation and valorization of public heritage assets, particularly through PPPs involving collaboration between entrepreneurs and public institutions. Given the increasing

constraints on public budgets, PPPs may represent an effective approach for rehabilitating and managing coastal public properties.

Additional managerial research areas include the development of effective and targeted marketing strategies, primarily through social media and online platforms, to position lighthouse tourism in an increasingly competitive tourism market. The unique identity and symbolic capital of each lighthouse can serve as the starting point for compelling narratives, thereby enhancing visibility and differentiation (Šerić et al., 2023).

Finally, management control and performance measurement systems represent an additional area of interest. Lighthouse accommodation initiatives would benefit from tailored tools for monitoring operational efficiency, financial sustainability, and broader social and environmental impacts. In this regard, identifying appropriate key performance indicators (KPIs) is crucial for evaluating and improving the effectiveness of such projects.

Building on these perspectives, future research could be guided by the following key questions:

- What business model underpins the lighthouse accommodation concept?
- What are the key features of lighthouse accommodation that generate value for tourists?
- In what ways does the lighthouse accommodation model contribute to innovation in tourism and hospitality?
- What sustainability strategies are currently being implemented or could be implemented within lighthouse accommodation projects?
- How can lighthouse accommodation contribute to the development of local tourism ecosystems?
- What are the core components of these entrepreneurial initiatives?
- What role can lighthouse accommodation play in the regeneration of coastal public heritage assets through PPPs?
- What marketing strategies can effectively support the positioning of lighthouse accommodation in the tourism market?
- Which management control tools are most suitable for improving cost-efficiency?
- Which KPIs should be used to assess the performance and sustainability of lighthouse hospitality ventures?

The managerial and theoretical implications outlined thus far are summarized in Figure 1.

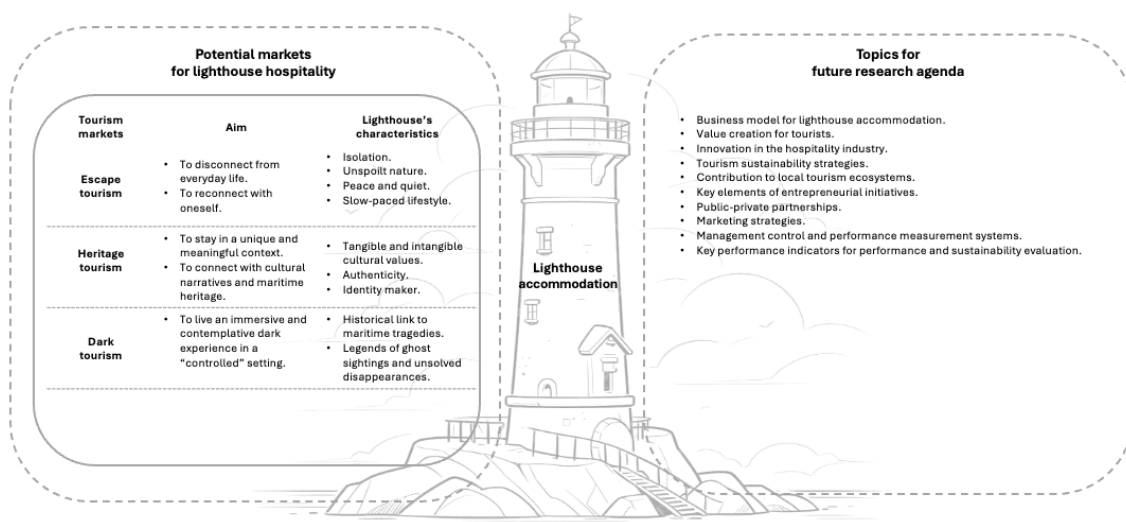


Figure 1. Lighthouse accommodation

Keywords: Lighthouse; hospitality; adaptive reuse; escape tourism; heritage tourism; dark tourism

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