

PARKING SERVICES IN THE SUPPLY CHAIN – AN ELEMENT OF HOTEL-OFFERING COMPETITIVENESS

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ABSTRACT

The hotel industry of the twenty-first century shares the same fate as tourism, with regard to dynamic and wide-reaching changes focused on continuously improving the quality of the hotel product. To deal with emerging challenges and unpredictable market conditions, hotel managers are increasingly using logistics and supply chains because they drive innovativeness and enhance the ability to adjust rapidly to market change. Hotel business systems are opening up to their environments and developing networks in cooperation with stakeholders based on shared business objectives. There are very few theoretical studies dealing with hotel supply chains. A likely reason is that the hotel industry is a service industry, and its bases, influential factors and elements differ from those of material production, making research more complex. Hence, this paper aims to take a closer look at the specific features of a hotel supply chain and it places special emphasis on parking services in the hotel product by analysing demand management and capacity management, two primary activities in a service supply chain. Similarities and differences, as well as opportunities and limitations, are identified based on the results of research conducted in several hotels and destinations in Croatia, and a universal model is formulated.

Key words: parking service, supply chain, hotel, hotel product.

1. INTRODUCTION

Dynamic and unpredictable changes in the economic and political environment, together with the rapid decision-making of potential service users thanks to the Internet, social networks, mobile applications and other IT tools, are driving hotel business systems to continuously challenge their business decisions and correct them accordingly, adjust their hotel offerings to satisfy the new requirements of demand, and enhance quality while cutting prices.

To be able to do so as efficiently as possible, hotels develop various forms of cooperation with interest-based partners, in which they encounter numerous challenges, the most taxing being how and in what ways to efficiently manage their own capacities in conditions of seasonality and highly changeable demand, while at the same time acknowledging the business objectives of partners and satisfying the requirements of demand.

Therefore, parking, becomes a first-rate problem for the hotel management because transport, which has actually enabled the development of many tourist destinations, increasingly appears as a limiting factor in terms of quality of tourist destinations. It is realistic to expect that parking problems in hotel facilities will continue to grow and the effective solution of the problem requires new ideas and interdisciplinary approach. In conditions when even 64% of the total number of tourists arrive by cars, as it is the case with

the Republic of Croatia (Čorak, Marušić, et. all, 2015), it is of particular interest to provide enough space for cars in a stationary state on locations of particular interest to visitors which is important both for each destination and for providers of certain elements of the tourist offer as well. Accordingly, parking belongs to a segment of services that make up the hotel product at the micro level, representing the interruption in the process of movement of tourists, aimed at staying in the hotel. Being exposed to many different factors, hotel companies follow different criteria in order to provide parking spaces for their guests.

Effective organization and management of hotel offer, which should also include parking, is not possible without knowing the characteristics of tourist demand - dynamics, seasonality, structure by means of transport, length of stay at a hotel, purchasing opportunities, age, education, special interests etc. All year or seasonal nature of business operation is certainly one of the most important elements when choosing a model of parking. Hotels opened all year round are in great advantage in securing parking spaces for their guests, if compared to hotels with pronounced seasonality in their business operation - the regularity and a certain level of income is a prerequisite for greater investment in quality parking facilities, usually a garage if conditions in a destination allow it.

In this paper the following scientific hypothesis is defined: securing a parking space is considered by hotel guests an essential element of hotel product quality. Auxiliary hypotheses are also defined: an available parking space is an essential element when choosing a particular hotel; guests recognize the differences in the ways on how parking is solved and their satisfaction depends on that; guests identify the differences in the methods of payment of parking and it also affects their satisfaction; securing a parking space by the hotel is also an essential element of hotel product quality, as well as the quality of accommodation, food and drinks.

The study was performed on one of the most developed regions of the Republic of Croatia - Primorje-Gorski Kotar County. Various tourist destinations were included, and in them different hotels, in order to further test the universality of the conclusions about the importance of parking services.

2. SUPPLY CHAIN IN THE HOSPITALITY INDUSTRY - THEORETICAL BACKGROUND

Unlike logistics that is focused on flows within a business system, a supply chain goes beyond the boundaries of the business system, approaching all those who have or could have an interest in the production of a hotel product. It forms "...a network of organizations that are involved in different processes and activities that produce value in the form of products or services provided for the ultimate consumer" (Christopher, 1992.). A supply chain builds upon this "framework and seeks to achieve linkage and co-ordination between the processes of other entities in the pipeline i.e. suppliers, and customers and the organisation itself" (Christopher, 2011). Its primary objective is always to create added value for the users and stakeholders in the network.

Song (2012) defines a tourism supply chain as "...a network of enterprises which are engaged in different functions ranging from the supply of raw materials through to the production and delivery of the end products to the target customers."

The hotel industry is a service industry. Services are always intangible, inseparable, variable and perishable, and they cannot be stored (Mrnjavac, 2010). Tourism services (hotel services included) are heterogeneous, a combination of tangible and intangible components, costly, subject to seasonality and dependent upon numerous influences from the environment (Mrnjavac, 2010). Unlike the management of tangible production processes, the management of service production is about "...capacity management and the coordination of service

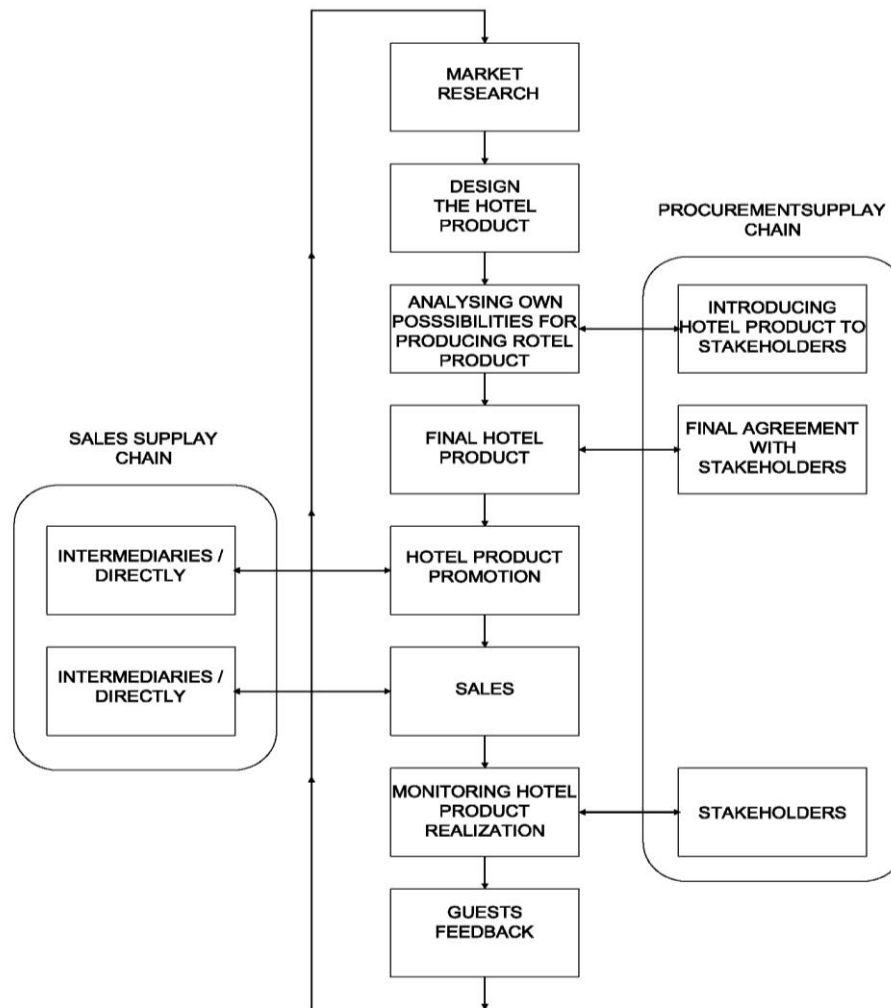
delivery to users” (after Bloomberg, Lemay, Hanna, adapted by the authors). In contrast to certain other services in tourism, such as agency services and transport services, which are intangible in nature, in the hotel industry it is a “...specific mix of services and products that the target market should perceive as a homogeneous whole, the value and quality dimensions of which exceed those of competitors (Maršanić, Mrnjavac, 2015).

A supply chain always refers (Waters, 2003) to “...an ongoing relationship between firms, which involves a commitment over an extended time period, and a mutual sharing of information and the risks and rewards of the relationship”. Because of continuous and frequent change in demand for hotel services, long-term cooperation within the supply chain with outcomes that are to the satisfaction of all members implies process management. In a network that operates like a supply chain, all members do not have the same roles. The hotel enterprise has a greater responsibility in defining obligations and rights and in managing the chain. Each member brings to the chain the amount of business “sovereignty” that they deem optimal from the viewpoint of achieving their objectives in the supply chain and, accordingly, participating in the benefits (Stipanović, Rudan, 2016).

Stock and Lambert (2001) identified the elements of a supply chain that need to be managed. They are customer relationship management, customer service management, demand management, order fulfilment, manufacturing flow management, procurement, product development and commercialization, and returns.

When the product is a service, the emphasis is on demand management. In the hotel industry the supply provider is the hotel – a facility with supporting equipment – and this implies the need of engaging considerable capital in investments and fixed costs. As seasonality of demand is typical of hotel operations, demand management is a major tool in ensuring better occupancy (management) of accommodation capacities. The commercial policy measures that hotel managers give priority to, will depend upon the characteristics of demand. Once an action plan for the market has been devised and the relationships in the marketing and distribution supply chains, defined, the network of stakeholders participating in the design, preparation and production of the hotel offering is put into operation (Scheme 1).

Scheme 1. Service demand management and the hotel supply chain



Source: Adapted by the authors, after Bloomberg D. J., Lemay, H. & Hanna, J.B., 2006., Logistics, p. 83, Mate, Zagreb, Croatia

Hotel service quality is perceived through a prism of three elements: waiting time for a service, capacity dimensioning in service production, and ensuring service delivery in the manner stipulated. Service realization time is an essential element of the contract between the hotel and the guest. A hotel's general accommodation offering includes a detailed time plan of hotel room usage and defines other service elements, so there should be no waiting time for a service or it should be as short as possible. Possible waiting time mostly occurs in other hotel services but should be reduced to a minimum by various operative measures of the hotel management.

In the hotel industry, capacity is primarily defined by the number of rooms and the number of restaurant seats, but also by other elements of the hotel offering such as the number of parking spaces, tennis courts and pool lounge chairs. Maximal occupancy of hotel capacities such as the restaurant, kitchen, playroom and animation programmes depends on the number, structure, professional skills and allocation of human resources.

Providing exactly the kind of hotel service agreed upon is an extremely important point of reference for performance, because a part of hotel promotion is still carried out by conveying one's own experiences to family, friends or acquaintances through word of mouth, as well as through various hotel-offering evaluation models available on social networks, forums, etc.

For most potential service users these methods of gathering information about a hotel's offering are the criteria based on which they choose hotel accommodations.

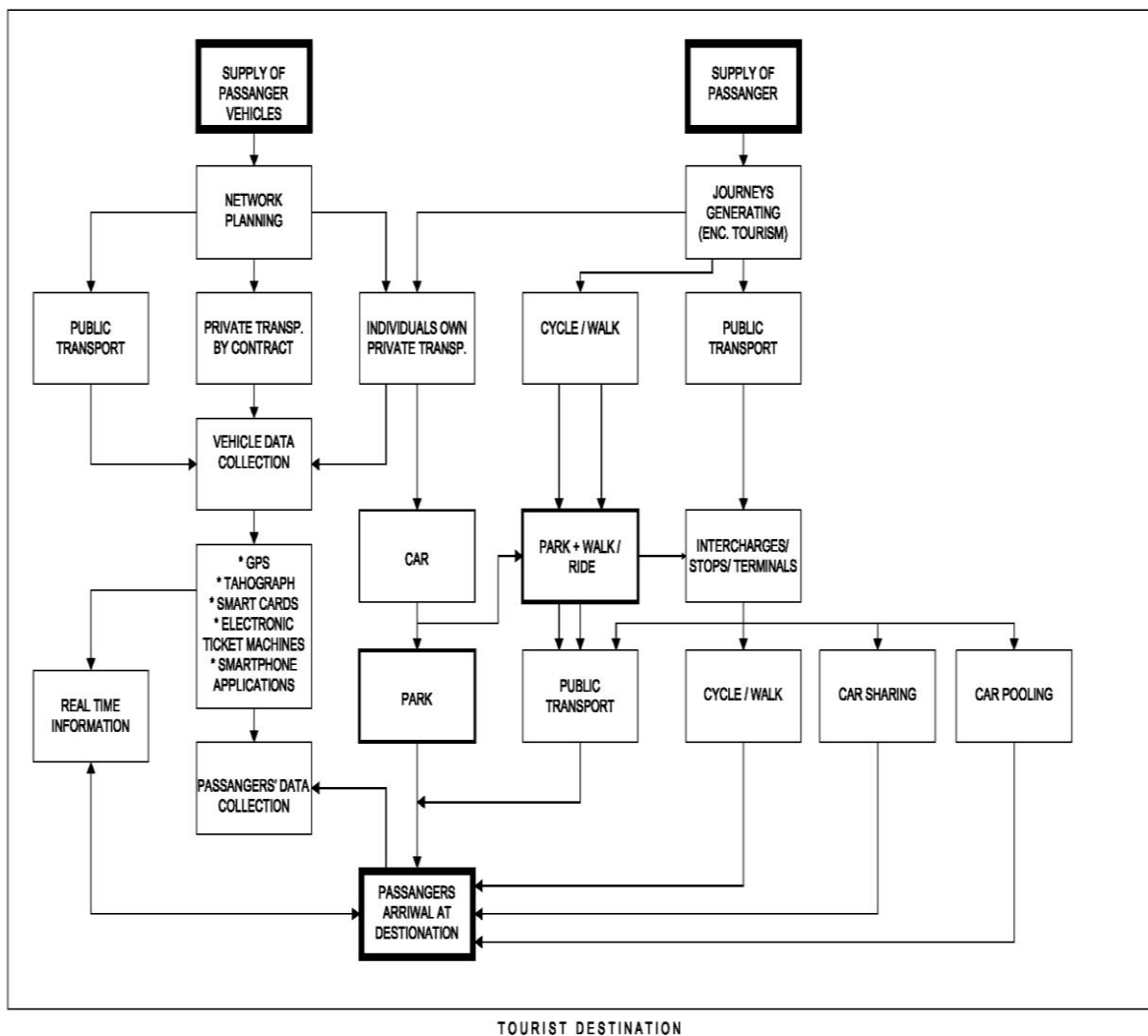
3. PARKING SERVICES IN THE HOTEL SUPPLY CHAIN

In contemporary tourism activities car is playing a very important role. Therefore, one of the elements of a hotel product is the parking service, that is, the provision of space for the automobiles of hotel guests when not in use, because in automobile usage periods of movement alternate with periods of stasis. Despite this, parking service is rarely the subject of scientific research and when it is, the studies usually take the traditional approach to parking that only marginally – if ever – takes into consideration modern development concepts in the environment.

As a rule, tourism policies, and development policies in general, are focused on increasing primary accommodation capacities. The need of tourists for keeping their vehicles in stasis in a destination is a basic element of traffic-related tourism demand. Studies of the satisfaction of visitors in a destination show a lower level of satisfaction if sufficient parking space is not available, suggesting that sufficient numbers of properly located parking spaces help to enhance tourist satisfaction and, in turn, the quality of the tourism product.

An essential element within the broader context of mobility in a destination is that of satisfying traffic-related tourism demand for movement/stasis in terms of both quality and quantity. This makes it all the more important to replace the traditional approach to studying parking services as an isolated phenomenon with a holistic approach capable of identifying and suggesting parking models with regard to mobility and multimodality as a precondition to ensuring better mobility and better use of the tourism offering (Scheme 2).

Scheme 2. Passenger supply chain with reference to parking



Source: Adapted by the authors, after Fawcet P., 2000., *Managing Passenger Logistics – a Comprehensive Guide to People and Transport*, London, The Institute of Logistics and Transport, p. 25.

The parking problem puts a special strain on hotels in destinations that visitors can travel to in road vehicles, especially, in passenger cars, although “airline” destinations tend to have the same problem due to extensive rent-a-car usage. Trends in the structure of traffic modality in tourist flows show no indication of any significant decline in the role of road traffic. While the share of road traffic in tourist flows at the world level is in regression in favour of airline traffic, it is hardly likely that a substitute for road traffic will be found in the near future as no means of transportation of comparable features exists nor is likely to emerge. All efforts to reduce car usage have not lead to desired goal, but there will be a drastic change towards ecology modes of propulsion. Hence, the parking problem in hotel facilities can be expected to continue or even to exacerbate, and new supply-chain-based concepts will be required for its efficient resolution.

It is not possible to efficiently organize and manage a hotel offering, which should include parking services, if the characteristics of demand are not known. Researching the dynamics, seasonality and structure of transportation means, the length of hotel stays, purchasing ability, age, education and special interests is vital to demand management.

Whether a hotel operates year-round or seasonally is clearly one of the most important factors in selecting a parking service model. When it comes to providing parking spaces for their guests, hotels with year-round operations have a great advantage over hotels that operate only seasonally. A certain level of regular revenue justifies substantial investment into building well-designed parking capacities, most often parking garages, if allowed by the spatial and zoning conditions of a destination.

By “taking care” of the cars of its guests, a hotel helps to reduce the pressure placed on public parking areas, while enabling guests to move about in the destination without having to worry about their cars. Guests are then able to focus on the activities they plan to take part in (recreation, sports, entertainment, relaxation...) and places they intend to visit (historical and cultural sites, events, food and wine offering...), without having to concern themselves with questions such as “Where am I going to park? Will I find a parking place? If I do find one, what then? How long can I leave the car? How much will I have to pay for parking?” (Maršanić, 2019).

To enable visitors to freely plan their activities and movements in the destination without the use of their own cars, certain conditions are required. This means putting in place a functional system comprising other traffic modalities and based on the principles of multimodality. Hotel guest parking is affected by a series of factors from the environment that should be included in the supply chain. In this way, the need of people for movement to achieve a desired goal or simply to get around is brought to the forefront. The focus should be on a providing a feeling of comfort, ensuring environmental protection, and encouraging exercise and healthy living habits.

4. MANAGING DEMAND AND CAPACITY – HOTEL MANAGEMENT VS. GUESTS IN PARKING SERVICES

The aim of a supply chain is to create added value for both users/guests and hotel enterprises. The meaning of added value, however, is not the same for the two sides. Through capacity management, the hotel enterprise is interested in harnessing its capacities to the greatest extent possible. When using hotel capacities, guests want to have at their disposal every element of the hotel’s offering in its integral form, at all times, with no waiting and for as long as they want. Hotel managers have a responsibility as well as great opportunities in operationally aligning processes and conflicting interests.

Research dealing with parking capacities in tourist destinations and the level of satisfaction of tourists with that service indicates a shortage of capacities and a relatively low level of guest satisfaction with parking services.¹ Hotels are expected to provide parking spaces for their guests’ cars for the duration of their stay. Otherwise the failure to provide such services can be expected to cause guest dissatisfaction with the hotel product as a whole.

Hotels mostly recognize the need of guests for parking spaces and see this service as a part of the hotel product. The management of parking capacities varies greatly from one hotel to another, depending on the availability of parking space. Hotels that have on-site parking

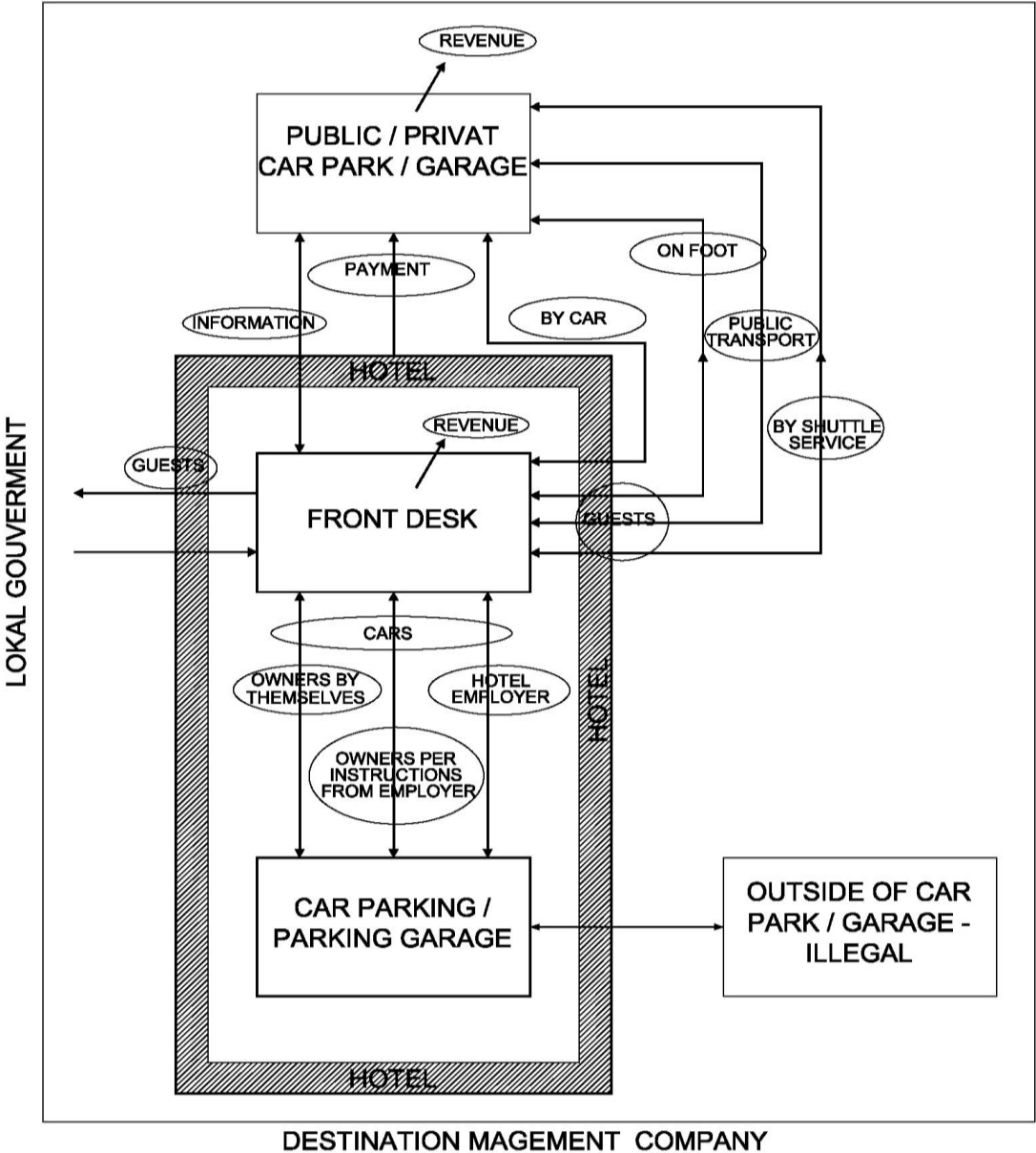
¹ Research has been carried out in the period from 2012 to 2018 as part of two scientific projects, namely: "Managing Logistics Processes in a Tourist Destination" and "Managing Supply Chain in Catering" funded by the University of Rijeka. More about the results of these researches: 1) Maršanić, R., Mrnjavac, E.: Role of parking in the hotel supply chain management, *LogForum, Scientific Journal of Logistics*, 2015, 11(4), p. 387-397, Poznan, Polska, 2015. i 2) Mrnjavac, E.; Maršanić, R.: Parking – An Element of Hotel Product Quality, *Scientific Project Supply Chain Management in Hospitality Industry*, University of Rijeka, Faculty of Tourism and Hospitality Management Opatija, p.19-32, Opatija, 2018.

capacities enjoy a great advantage because they can manage their parking spaces in accordance with the usage of accommodation capacities by guests. By charging for parking space on an hourly basis and employing a parking attendant, capacity management can ensure maximal usage of capacities while fully satisfying demand.

As a rule, hotels of the highest category with on-site parking garages (the highest standard of car accommodation) do not have a sufficient number of parking spaces relative to the number of accommodation units. The reasons for this vary and include location, availability of space for building a parking garage, construction feasibility, construction costs, the structure of guests with regard to transportation means, guest profiles, the usual activities of guests during their stay at a hotel that affect car usage, etc. Good knowledge of demand certainly contributes to the efficient management of parking capacities and the supply chain. Nevertheless, the need occasionally arises for the use of public parking lots.

In the following section, a parking service model is proposed together with an attendant hotel supply chain. The model takes into consideration mobility and multimodality in the tourist destination (Scheme 3).

Scheme 3. The proposed parking service model and hotel supply chain



Source: Authors

Networking at the destination level is essential in ensuring the efficient flow of the supply chain in providing parking spaces for hotel guests. The stakeholders involved are destination managers (who provide a well-designed, integrated destination product), the local government and self-government (that ensures good traffic organisation for people and businesses) and the enterprises/providers of parking services (that charge for parking). Despite the fact that tourism is subject to highly dynamic change, networking within the supply chain to satisfy the parking needs of guests outside the hotel should be of a long-lasting nature to ensure that in case the need arises, the hotel can provide guests with a good substitute solution through the rapid exchange of information via pre-determined channels.

It is unlikely that hotel facilities located in city centres, which are often pedestrian zones as well, will be able to provide parking spaces for guests in the near vicinity of the hotel. In such cases, the supply chain should include transfers to get guests to off-site car parks,

especially at arrival and departure, either in vehicles of the hotel, rented vehicles or by a local carrier, for no special charge or for a token charge. A shuttle service could be the best solution when there is a high frequency of guests travelling between the hotel and off-site car parks. The usage of parking capacities could be made more efficient by engaging a person who would be directly in charge of managing the hotel car park or by using hotel chauffeurs to drive the cars of hotel guests to and from the hotel's on-site car park or a public car park/garage. A supply chain comprising off-site public car parks and a hotel can also engage buses and bus drivers who are also familiar with the not so small problems of driving and parking in "roadway" destinations.

Hotels have a certain number of accommodation units and parking spaces and this number cannot be changed. Despite the efforts of hotel managers to efficiently manage capacities, difficulties may occur in peak periods of the tourist season. The number of accommodation units is always the measure of hotel capacity, while the capacities of other elements, including parking spaces, are smaller because it is assumed that not everybody will want to use all services at the same time. The coordinated delivery of services to users is the product of capacity alignment, as well as the alignment of processes that functionally connect all parts: information, employees, guests, means of transportation, materials, products, money... Added value for guests is the result of the proper coordination of all capacities and processes.

Typically, before selecting a hotel, guests check whether the hotel provides parking services and if so, under which terms. From the perspective of potential users, parking services are also seen as an element of the hotel product. Upon a guest's arrival, the hotel should gather any special information about habits, needs and expectations regarding car parking. Prolonged waiting for a free parking spot could result in guest dissatisfaction, which the hotel management will need to manage through various measures based on the hotel's commercial policy. There is no guarantee, however, that the guest will not check-out of the hotel earlier than planned; leave the hotel, disgruntled with the quality of the hotel product as a whole; and ultimately express a negative opinion about the hotel to the public. A two-party relationship can facilitate the better usage of capacities and ensure provision of services in the manner expected by the guest. If the provision of parking services of specific characteristics is indeed very important to a guest, timely knowledge of the requirements of demand will enable the hotel management to better coordinate capacity elements (time, labour, equipment, business premises) within the existing supply chain or the hotel management could resort to organizing an *ad hoc* supply chain if it deems there is a special reason for doing so with regard to the guest.

5. PARKING SERVICE MODEL IN THE HOTEL SUPPLY CHAIN – THE EXAMPLE OF THE REPUBLIC OF CROATIA

The Republic of Croatia belongs to the group of Mediterranean tourist destinations. Fully 79% of tourists arrive by road, 64% of the total number arrives in passenger cars, 85% of all tourist traffic takes place in coastal areas, and 39% of tourists use hotel accommodations (Čorak, Marušić, et. all., 2018).

The insufficient capacities of traffic infrastructure, obsolete concepts, poor organization and ineffective traffic management in coastal destinations result in traffic congestion. The same applies to traffic in stasis.

Destinations differ with regard to their tourism offerings but also by the way they address the parking problem. Most seek to resolve this issue by building public car parks that charge motorists for parking. Such an approach is reasonable considering that seasonality is a major characteristic of tourism in Croatia. Only a small number of destinations have resorted to

building parking garages. Such destinations are usually towns with a larger population that generates a certain level of year-round demand for parking services.

Research involved the managers and guests of hotels of different categories, located in city destinations on the coast and seaside destinations. There is an exceptionally high level of congruency in the attitudes of both sides to the effect that the problem of parking is present in hotels, that parking services are very important relative to other elements of the hotel product, that providing timely information to guests concerning parking possibilities is essential, and that the hotel management plays a large role in the operational management of parking and is often crucial to the resolution of possible problems.

The ways of providing parking spaces for guests vary from hotel to hotel. Some hotels have no parking spaces at all, and some lease parking spaces at public car parks or parking garages, while others have on-site car parks with boom gates or on-site parking garages.

There is a correlation between high-category hotels, the quality of parking services for guests, and the supply chain managed by hotels to ensure quality services for guests. These hotels either have on-site garages or organize and manage a supply chain aimed at ensuring a high level of parking service in public or private car parks or parking garages. The result of the supply chain is added value for the hotel and its guests, as well as for members of the supply chain. Regardless of the type and capacity of hotel parking, it is always functionally connected with its surroundings through traffic solutions and their providers.

The study also highlighted two rather unexpected findings.² First, in destinations where there are still hotels with no on-site car parks, hotel guests sometimes even resort to illegal parking, with all its consequences. Second, when a hotel paid special attention to inform its guests that there was no on-site parking and referred them to a public car park, the guests expressed an especially high degree of satisfaction with the hotel's services despite having to go to and from the car park on foot.

The entire study was performed in two stages. In the first stage the study included the "desk research" in order to define a theoretical framework of the study, namely: functional role of parking in process of transport, especially in the area of a tourist destination, with special emphasis on the specifics of transport and tourist demand and consequently the impact on parking. Recent findings on the role of parking in the hotel offer are featured. Based on that a scientific hypothesis, and two auxiliary hypotheses were defined.

Second part of the study was a field research. It was based on a questionnaire filled out by hotel guests. The survey was conducted in the period from 15 July to 01 September 2016. The questionnaire return rate was 23%, and 502 questionnaires were collected. This method was chosen because filling out a questionnaire with offered answers requires minimal involvement by guests, so that it was considered the optimal way to get a higher number of filled-out questionnaires, which was one of the fundamental objectives.

The survey was anonymous, guests did not have any obligations in terms of filling out the surveys. Questionnaires in 3 languages were offered: Croatian, English and German. The survey has included the guests of 16 hotels and 1 resort: 4 hotels in the area of the city of Rijeka, 4 hotels in the area of the town of Opatija, 1 hotel in the town of Krk, 1 hotel in the town of Omišalj (island of Krk) and six hotels in the town of Crikvenica (Mrnjavac, Maršanić, 2018).

Following the general type of data on sex, age, education and country of guest's origin, experience of parking a car during the stay at a hotel was examined. Collected were pieces of information on: the existence of problems with parking at the hotel, the sufficiency of parking spaces at the hotel, ways of parking, performance of managers in resolving problems of parking, parking payment modalities, the role of parking for hotel guests both at the hotel car

² Ibidem.

park and generally in the destination, and the importance of parking in relation to other elements of the product.

Results of the performed research can be systematized into two parts. The first part consists of the results of general type obtained by analysis and synthesis of responses to the questionnaires. The second part consists of special results correlated to additional information in order to check whether it is a random deviation from the prevailing attitude or are there in the destination, hotel etc. reasons for such deviation and to what extent can such results suggest the occurrence of significant character, which for, the recommendation of further examination would be valid. Thus, the results of general type indicate the following (Mrnjavac, 2018):

1) The sample included 61% of men and 39% women. At the age of 18-25 years there were 13% of guests, at the age of 26-35 years there were 21% of the guests, and at the age of 36- 49 years there were 30% of guests, with only a slightly higher share of the guests aged 50-64 (31%). Share of guests who have declared to be 65 or more years was 5%. The educational structure is dominated by guests with university degree 52%, followed by 36% of guests with a completed secondary school education.

2) In the structure of outbound markets the most represented ones are: Croatia 26%, Austria 15%, Germany 12%, Slovenia and Italy 9%, followed by Slovakia, Hungary, Bosnia and Herzegovina, Czech Republic, Serbia, Montenegro, Switzerland, Poland, etc.

3) All examined hotels in destinations have some organized parking facilities for their guests.

4) Examination of the type of parking spaces provided by hotels to their guests showed that 40% of hotels offer on-street parking spaces, and 21% off-street parking spaces, 20% in garages, that is hotel's private garages, and 19% in some other way.

5) While staying at the hotel 76% of respondents have no problems with parking, while the other 26% say they have problems with parking during their stay.

6) When asked about the opinion if the hotel they are staying at lacks parking spaces, 56% of respondents believe that the hotel does not have enough parking spaces, while others think there are enough parking spaces.

7) Parking fee as a separate service is paid by 47% of the guests, 33% of guests said it was free, and for 20% of respondents parking fee was included in the price of hotel product..

8) When asked about the role of a parking space when choosing a hotel, 91% of respondents think this service is important, while the rest do not think so.

9) The option to park in front of the hotel they are accommodated at is considered as positive by 84% of the guests, while the rest considers it negative.

10) When asked to grade by mark the importance of parking in total tourist offer, the majority of respondents opted for grade 7, in range from 1 to 10.

A relatively large sample of respondents in destinations and hotels, who differ significantly, provide an opportunity to draw attention to the deviations of dominant positions and to put them in correlation with additional findings on tourism trends and traffic in general related to the above mentioned destinations. Among the specific results that differ from the average the following ones are listed separately (Mrnjavac, 2018):

1) In the city of Rijeka tourists stay for relatively short period (2.2 days), (Scarpa, 2016). In all hotels domestic guests prevail, most of which (70%) arrive by their own cars (Maršanić, 2015). The majority of respondents, and that in 3 of 4 hotels consider they didn't have problems with parking; in two hotels located in the heart of the city, even all the guests included in the survey consider there were no problems. One hotel does not have a private car park at all, so that guests are suggested to park their cars in the public civic car park. In conclusion, most of the guests think the hotels have enough parking spaces. The results are

quite unexpected because Rijeka is the city that despite several public garages with significant capacity and a number of car parks, still has a problem with shortage of parking facilities.

2) Town of Opatija mainly hosts tourists from Austria, Italy, Croatia and from countries in immediate vicinity. Most of the guests surveyed did not have problems with parking during their stay at a hotel, due to the fact that a part of the hotel has its own private garages. Parking is charged separately (75-90 kunas / daily). The guests differ in the assessment whether the hotel they were staying at has a sufficient number of parking spaces or not. It is also worth mentioning that the guests of one hotel, and that is $\frac{1}{4}$ of the respondents indicated they do not use the hotel parking space (of a street type), but choose some other way, which means they manage the theproblem by using public civic car parks or they park in places not provided for parking and so they don't have to pay a fee for parking.

3) Town of Crikvenica is mainly visited by domestic guests, who in some hotels generally have no problems with parking. On the other hand, all guests accommodated at the hotel in the city center have this problem. In all cases, guests use street parking, and guests of one hotel, and that is a half of those surveyed, chooses some other way of parking. Hotels do not have their car parks, but instead, they have in the civic car parks a certain number of parking spaces under lease. Number of leased parking spaces is much lower than the capacity of hotel accommodation.

4) Town Krk on the island of Krk, according to the rating of hotel guests has no problems with parking. Majority of guests come from Germany, Slovakia, Austria and other neighbouring countries. Hotel guests use all ways of parking, except the garage. Half of the examined guests think the hotel does not have enough parking spaces, and also most guests pay a fee for parking.

5) In the town of Omišalj on the island of Krk most of guests are domestic guests and from neighbouring Slovenia. About $\frac{3}{4}$ of the surveyed guests have no problem with parking during their stay at a hotel, almost all use street parking and think that the hotel does not have enough parking places, and do not pay for parking service separately.

Research results have confirmed the hypothesis of importance of providing a parking place as an integral element of hotel product. A cognition was defined about the the determinants of of the hotel guests parking model based on supply-chain. The supply chain is detected as an optimal concept in satisfying demand for parking services, which guests see as an essential element of the hotel product and the quality of which, ultimately, will determine the guest's level of satisfaction with staying at the hotel. The model encompasses mobility and multimodality as modern concepts of moving about tourist destinations.

6. CONCLUSIONS

Tourist trends in the twenty-first century are characterised by a steady increase in the quality of hotel offerings. Regardless of individualization and personalization, hotel offerings are becoming more complex and richer.

The study of the role of parking in the hotel product quality has from the perspective of users - guests confirmed the set scientific hypothesis that ensuring a parking space is considered by hotel guests an essential element of hotel product quality. The auxiliary hypotheses have also been confirmed. Availability of a parking space is taken into account by hotel guests and is considered an important element in choosing a hotel. Ensuring a parking space by the hotel is perceived as an integral part of hotel product, such as accommodation, food and drinks, so that all of them together determine the quality of hotel product.

The auxiliary hypothesis through which the guests recognize the differences in the ways the hotel deals with the issue of parking and that their satisfaction depends on it, is partly confirmed. Hotel guests consider securing a parking space an essential element of hotel

product quality and securing a parking space is in many cases a decisive factor when choosing hotel accommodation. Parking service is a constituent part of a hotel product as well as to food and drinks, accommodation, additional hotel services like wellness, entertainment, recreation etc. In the study the importance of parking compared to other hotel services was not researched but it could be the subject of future studies.

Guests recognize the differences in the ways the hotel deals with parking problems, but guest's satisfaction does not always depend on it, so that it would be interesting to explore the elements of parking services which to a greater or lesser extent make an impact on guest's satisfaction. This study showed that undercapacity is omnipresent, but its level varies. For hotels with a larger shortage of car parks, a general situation with parking in a destination plays an important role and cooperation with local stakeholders respectively, because hotels lease a certain number of places in public car parks. Park capacity, quality of service and price are proportional to the hotel category.

The study conducted on a sample consisting of hotel managers and guests in Croatian city destinations and seaside destinations points to congruency in assessments concerning the importance of parking services to hotel-product quality.

A correlation is observed between high-category hotels, the quality of parking services for guests, and the supply chain managed by hotels to ensure quality services for guests. These hotels either have on-site garages or organize and manage a supply chain aimed at ensuring a high level of parking service in public or private car parks and parking garages.

The few studies that focus on hotel supply chains and their role in enhancing the competitiveness of hotel offerings suggest the possibilities of creating added value for both the users and producers of the hotel product.

The results of the research have enabled the validation of a hotel guest parking model based on a supply chain, which is an optimal concept in satisfying demand for parking services. The model also encompasses mobility and multimodality as modern concepts of moving about tourist destinations.

The results of this research should be considered indicative, due to a relatively modest sample. The references are poor because similar researches have not been performed. Therefore it would be advisable to go on with more detailed researched based on larger sample and more complex methodology. It should be interesting to deepen knowledge about the difference in parking services among different kinds of hotels.

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