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ROLE OF PARKING IN THE HOTEL SUPPLY CHAIN MANAGEMENT

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ABSTRACT. **Background**: Supply chain management in tourism has only recently become the topic of the scientific research. The hotel product as a tourist product presents a specific mix of services and products The focus of this study has been placed on the hotel company, that, in order to create such a product, builds its own network of partners (companies, co-workers), to bring together and coordinate activities intended to result in the desired features of the hotel product.

This study was evaluated as a scientifically relevant because until now the position of parking services in the hotel product has not been analyzed from the perspective of the hotel efforts and abilities to provide parking places for their guests by analyzing to which extent a good and available parking space really affects the quality of the hotel product.

The aim of the study was to define the framework in which the supply chain management acts with reference to the parking service and stakeholders in the network.

Methods: The method of interviewing hotel managers was used to obtain necessary data. Through the simple numerical calculations including the number of parking spaces and the capacity of the hotel accommodation we tried to identify the interrelationship, i.e. the degree of alignment of the respective sizes.

Results: It turned out that towns of Rijeka and Opatija are faced with a shortage of parking spaces, especially during the tourist season. The trend of providing parking services for guests in hotel-owned garages or car parks is typical for the everyday hotel operation and the shortage of such an option, is resolved through the lease of a certain number of parking spaces in public garages and car parks. These parking spaces are away from the hotel, the guests' dissatisfaction is a normal consequence of such a decision and it is mitigated through the commercial measures. Hotel management considers a provided parking space an important element of the hotel product quality, although they mostly do not have concrete proposals to provide a sufficient number of parking spaces for hotel guests.

Conclusion: The research confirmed the set hypothesis about the importance of parking in the quality of the hotel product. Hotels should persist on providing a sufficient number of parking spaces for their guests. In situations when there is no an available parking space they should opt for the construction of the underground garages, which are expensive solutions, but the investment can pay off through the increased occupancy of hotel capacities and a higher price for the better quality of product. The cooperation with local authorities is of great importance.

Solutions with remote private car parks or public car parks regularly cause guests' dissatisfaction, however its real nature and its consequences could not be shown in this research. Another problem has been pointed out in the study - coach parking, which also deserves the interest of a scientific research.

Key words: supply chain, hotel, parking.

INTRODUCTION

Road transport plays a major role in tourist travel. By the means of the road transport a complete journey can be made or they can be used in the initial-final part of the journey to bridge the part of the journey that cannot be made by the means of some other type of transport. The share of the road transport in the world tourist flows amounted to 40% in 2013 [www.unwto-tourism-highlight] in the Republic of Croatia in 2014 it amounted to 88% [Čorak et al. 2015], for Europe

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a relatively high proportion of land transport in amount of 54% in 2010 is mentioned due to the developed infrastructure [www.UNWTO_TT2030_EU28% 20 (1).pdf]. This data classifies the Republic of Croatia in the "road" tourist destinations, and makes it different than other Mediterranean countries. The European practice shows that Europeans visiting the tourist destinations in the Mediterranean travel in 48% of cases by plane, 32% use a personal car, while 10% of them travel by coach to their holiday destination [Mrnjavac et al. 2008].

The use of motor vehicles is characterized by a continuous exchange of movement and stationary state. A lot of attention is paid on the one hand to the movement of road vehicles through intensive building of the infrastructure that meets the highest standards of comfort and safety, the application of information and communication systems in the management of the urban traffic and the like; but on the other hand non stationary state of road vehicles is rarely perceived as a problem. In spite of the fact that road vehicles do not move for a number of reasons, only parking is analyzed in this study, i.e. intended stationary state aimed at using some other tourist services during the journey. In the focus of the scientific interest is the city, settlement respectively, which besides satisfying the needs of the local population and economic activities, acts as a destination on the tourist market.

The role that transport plays in tourism is being increasingly recognized, however the precise and scientific research-based knowledge on the intensity of this correlation, i.e. on the real importance the traffic and parking as its essential component at the destination have for tourists, hardly exists. In this regard, however, it is necessary to point out the results of the research performed by the Institute for Tourism in Zagreb [Čorak et al. 2008, 2011, 2015], which on several occasions and with a time lag of several years besides exploring guests' satisfaction related to the tourist offer in Croatia, was also analyzing the degree of satisfaction related to the accessibility of the destination and also to the traffic at the destination. Regarding the transport accessibility the tourists are mostly moderately satisfied, despite the fact that the Croatian connectivity with tourism generating markets is realized through the network of newly built highways featured by the highest world standards. Among the elements that disturb tourists mostly are traffic jams and noise, which indicates a badly organized traffic in cities and probably the constant shortage of parking spaces [Maršanić 2008a].

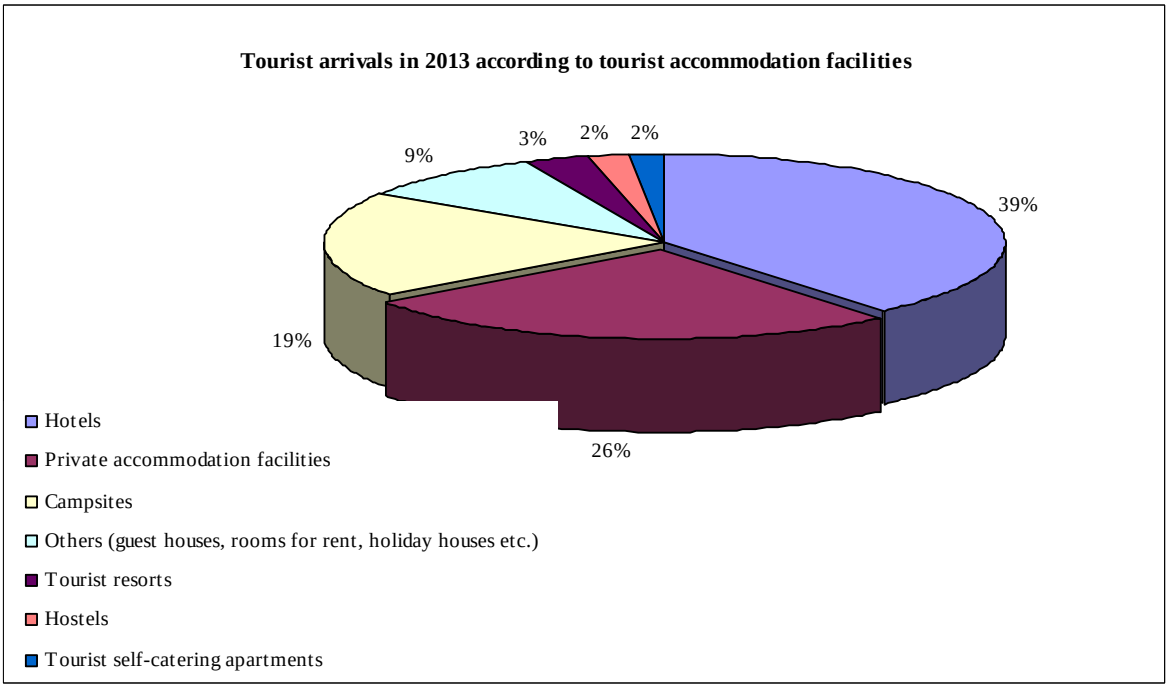
The role of parking at the tourist destination has been a rather frequent topic in studies: from the theoretical point of view [Maršanić, 2007, 2012], applied perspective Croatian [Maršanić 2003, 2006] and related to towns of Opatija, Rijeka, etc. [Maršanić et al. 2004, 2007, 2012].

Tourists who come to Croatia largely stay in hotels. In 2013, from a total sum of 12,434,000 tourists, the hotels were visited by 4,839,000 of them, the resorts by 413,000, self-catering apartments by 200,000, hostels by 233,000, private accommodation facilities by 3,227,000 and other facilities (guest houses, rooms for rent, holiday houses, inns, rest areas for children, etc. by 1,128,000 [Bureau of Statistics of the Republic of Croatia, 2014].

Within the strategy of tourism development in Croatia great attention is paid to the quality of hotel accommodation by recognizing the possibility to increase the quality level of the tourist product, which will further motivate the process of distancing from mass tourism, in favor of various forms of the selective tourism. Hotel companies, regardless of their capacity, form of ownership and market orientation are making great efforts in tough competition encouraged by globalization, to achieve a permanent position through a quality offer.

A significant role in the strategy of tourism development plays logistics and the supply chain concept, whose features are applied by the hotel management for the purpose of an efficient business operation often unaware of its scientific and theoretical background. This background is of a modest nature. The research of the role of logistics in tourism, whose integral part is the hotel industry, has started to a certain extent only in recent years, partly because it is logistics of services [Bloomberg et al. 2006], which is mainly of secondary

interest if compared to logistics of goods, and partly because the development of tourism does not decline on a global level, so that stakeholders are looking for new models which will meet the needs of the tourist demand and achieve a profitable business operation [Waters et al. 2003]. Recently, the responsible use of resources, in order to protect the environment is gaining in importance [Mrnjavac 2010].



Source: Bureau of Statistics of the Republic of Croatia, 2014 (author's interpretation)

Fig. 1. Tourist arrivals in the Republic of Croatia related to the type of accommodation in the year 2013
Rys. 1. Przyjazdy turystyczne do Chorwacji w 1993 pod względem typu zakwaterowania

The hotel industry, as a basic industry in tourism, besides the fundamental service of accommodation, food and beverages, offers a whole range of other services that position the hotel in the demanding global market. Hotel product is a logistics product [Mrnjavac, 2010] whose production involves flows of materials, goods, services, information, knowledge, capital, people, energy, waste; so that it can rightly be characterized as a product of exceptional complexity, whose production represents a major challenge for the hotel management [Mrnjavac et al. 2011].

Analyses of the supply chain and its management in tourism are also of sporadic nature and have appeared only in recent years. We think that the concept of the supply chain that is wider than the logistics, offers wider opportunities in "defining the framework" - connections and coordination of all stakeholders in the design of the product - supply and customers, aimed at achieving higher product quality and lower costs [Christopher 2011]. In the hotel company the concept of the supply chain necessarily acts as a network [Christopher 2011] whose one part comprises interrelations with suppliers for the production of a complex heterogeneous hotel product, and its second part involves the interrelations with customers directly or through intermediaries (travel agencies, tour operators), including transport undertakings and entrepreneurs [Mrnjavac et al. 2013].

From the macro perspective the supply chain is a network of companies that are participating in various activities from

procurement over production to the distribution to the user [Song 2012], while from the micro perspective the network consists of nodes (places) in which the interruptions and changes in logistics processes in a hotel occur. If the supply chain in tourism (hotel industry) is observed as a network of stakeholders who provide different elements of tourism (hotel) products in a tourist destination, including a wide range of participants in the public and private sector, as air transport, accommodation ... is particularly mentioned [Song 2012]. Accordingly, parking should also be regarded as one of the elements [Mrnjavac et al. 2008].

Thus, parking belongs to the segment of services made up of the hotel product at the micro level, representing a break in the logistics process of movement of tourists due to their stay at the hotel. Efficient organization and management of the segment of the hotel supply chain, which includes parking is not possible without knowing the characteristics of the tourist demand - dynamics, seasonality [Fawcet 2000], the structure related to the means of transport, length of stay in a hotel, purchase power, age, education, special interests, etc. It should be kept in mind that the hotels open throughout the whole year round are in a great advantage in providing parking spaces for their guests, compared to hotels with a distinct seasonality in their business. Just this fact along with other mainly financial reasons could be a motivation for the hotel management to try to reduce the seasonality in their business operation.

The scientific study of the supply chain in the hotel industry that has defined the link of the logistics hotel product with the traffic in the tourist destination by pointing out the cycling tourism is especially emphasized [Kovačić 2014]. According to Kovačić [2014] the role of transport in the area, parking areas and connections with other modes of transport is of great importance because it is the only possible way to make maximum use of the available resources and to achieve value for the guest and profit for the hotel.

Due to the fact that according to the available information a scientific study of the role of parking in the hotel product has not been carried out until now, and based on the individual information that there is a certain interdependence, the scientific hypothesis was defined: parking a road vehicle (especially a guest's personal car) is an element of the quality of the hotel product. It is assumed that an adequately provided parking solution significantly contributes to the perception of the quality of the hotel product by a tourist, and that a competitive advantage is held by those hotels, which in designing a complete product for their guests, provide an adequate parking space.

MATERIALS AND METHODS

In the previous text it was pointed out that Croatia is a destination in which majority of tourists come by road vehicles, so that a considerable need for parking spaces can be expected. Due to the partial results of the research carried out in various Croatian tourist destinations, but only either related to the parking, or only to the hotel operation, two Croatian tourist destinations were chosen: Rijeka and Opatija.

Rijeka is a city with 128,624 inhabitants, a typical destination of city tourism on the rise, trying to develop event, cultural and historical tourism. Because of its geo-transport position it represents a port of departure and arrival for cruises in the Croatian part of the Adriatic Sea. Such tourist offer results in a short stay of tourists in the city, i.e. in 2013 the average length of the tourist stay amounted to 1.91 day and 2.20 days in 2014.

Located 20 km away from Rijeka, Opatija has 11,659 inhabitants, and it is a destination of bathing, conference, health, wellness, gastro and cultural tourism. It is a pioneer of tourism on the Croatian Adriatic coast, the town of exceptional architectural and landscape beauty. The average length of stay of tourists in 2014 amounted to 3 days, and it is important to point out that the average stay of tourists during the summer months (June to September) is 7 days.

These destinations were chosen because of their diversity, tourism potential, the role of the

road traffic and parking problem especially during the tourist season.

The first part of the study was performed through "desk research". Recent findings in the management of the hotel chain in the hotel industry, and the interconnection of the hotel product and transport, in particular parking, were analyzed by deductive and analytic methods. This resulted in a review of findings gained until now on which this study continues. Also, based on these findings the scientific hypothesis of the study was defined.

The second part was a field research. Method of interviews included hotels, whereby a difference between a hotel and hotel company was not made, because it was assumed that it is essential for the user that his/her hotel provides a parking space close to the hotel, regardless its organizational form. In Rijeka, the managers all four hotels were interviewed, while in Opatija eight hotels were covered by the same methodology. The interdependence of the hotel product and parking was analyzed: approaches and methods typical for the organization of parking for hotel guests were the subject of the analysis as well as both guests' and management's satisfaction with the provided solution. For that purpose a questionnaire including 11 questions was written, and the answers were expected in the descriptive form.

This method was chosen because it allows that the interviewee (in this case the hotel manager) as an answer to the question presents his opinion freely and comprehensively, and also the precise information taken from the database of the hotel operation business. It was expected that such approach will allow collecting more pieces of information relevant for the logistical dimension of the research topic.

Data (in a percentage) on the number of arrivals in the hotel were collected, in order to find out if the guests come either individually (by personal car) or within the organized tour (by tourist coaches). The form of the organization of the stationary traffic (parking) was analyzed; as well as the number of available parking spaces provided by hotels in the mentioned cities and whether the parking for hotel guests is charged was or not. Exceptionally interesting are the findings that inform on the way of handling the situations when there are not enough parking spaces available for the hotel guests as well as on the type of complaints addressed to the hotel management. Managers of the hotel could prove the claim that the quality of the hotel, in addition to their accommodation facilities, price of the accommodation, hotel category, quality of food and services, the transport accessibility and many other factors also depends on a sufficient number of parking spaces available for the hotel guests. At the end of the survey managers were able to present information about the plans of the hotels and assess the cooperation with the local authorities regarding the issue of parking.

Since the method of interviews cannot avoid subjectivity of respondents, additional methods of the field research were used in order to increase the objectivity.

Results obtained through the interviews were put in correlation with the data collected by the method of direct counting of parking spaces in the area of the destination, in order to collect additional pieces of information about parking options in the selected tourist destination.

Through numerical calculations, which included the number of parking spaces and the capacity of the hotel accommodation, the interrelationship, i.e. the degree of the congruence of the respective sizes was determined, in order to provide additional data on the availability of parking spaces and guests' satisfaction regarding the hotel product as a whole.

RESULTS

The following conclusion has been made through the synthesis of responses of the hotel managers in Rijeka and Opatija:

1. To the city of Rijeka majority of guests (about 70%) come individually by personal cars, and to the city of Opatija about 60% of visitors come by car.

2. All analyzed hotels in Rijeka and Opatija dispose with organized car parks for the guests staying in the hotel. Parking places are provided in the structured garage facilities or in the closed (under the ramp) car parks, while only a small number of the hotels organize parking for their guests on street parking spaces. However, almost all hotels, especially in Opatija have an insufficient number of parking spaces.
3. All parking spaces reserved for the hotel guests in Rijeka are not charged or the car park charge is included in the price. In Opatija, unlike Rijeka, in the most of the surveyed hotels the parking service is charged, which is not negligible (for example, up to 90.00 kuna per day or 12 €).
4. If there are no available parking spaces in the hotel car park, managers of all the surveyed hotels send the guests to the public car park which is charged. It usually causes a lot of discontent among the guests, and at the same time the justification provided by hoteliers that due to the fact that the hotels are located in the city center there are limited parking spaces. Some hotels try to resolve the issue of a lack of parking spaces through encouraging conversations with the guests and by offering them some kind of compensation like certain services at a discounted price.
5. Majority of the interviewed managers believe that the quality of a hotel assessed by the guest also depends on the number of parking spaces, i.e. the possibility to park the car in front of or inside the hotel the guest is staying at. According to the managers' opinion a provided parking space is one of the most important elements of the complete offer of hotels, although not a decisive one. It is particularly important to pay attention to finding out the best solutions to ensure an adequate parking space.
6. Performed analysis provided an opportunity for managers to evaluate numerically the quality of a hotel, which means in the numbers from 1 to 10, where 1 is the lowest and 10 is the highest mark. They have evaluated the importance of parking in relation to the accommodation capacity, price, hotel category, quality of food and other services, transport accessibility and the like. The average score for the significance of parking is 7.
7. Majority of the hotel managers said they have no spatial and / or financial resources to provide a larger number of parking spaces than the number they dispose with at the moment. They are mainly not familiar with the plans of the local authorities regarding the issue of parking, which is particularly problematic during the tourist season. They mostly believe that the most likely solution is building garage facilities through a public-private partnership.

DISCUSSION

The research of the role of parking in the quality of the hotel product through interviewing hotel managers confirmed the scientific hypothesis: parking road vehicles (especially a personal guest's car) is an element of the quality of the hotel product. It is supported by the fact that in the town of Opatija the hotels of higher categories have provided parking spaces for their guests, and that the shortage of a parking space in the hotel causes the guest's dissatisfaction, even when a solution with a public car park or a garage is offered.

In such situations the hotel managers try to improve the situation through the measures of commercial compensation by offering other hotel services free of charge or at a lower price. The level of the guest's dissatisfaction with such a solution could not be assessed; it would be only possible through the method of interviewing the guests. The research has not shown that in addition to these measures also some other logistical capabilities are used.

Guest's dissatisfaction is also caused by the high charges of a daily parking inside the hotel, so that hotel management should consider the possibility of integrating the car park charges in the price of the hotel accommodation. Dissatisfaction is even higher if a high charge is paid, but the parking space is not close to a hotel, as it very often happens to be a further away public garage or a car park.

Since the average stay is longer and the car park charges in Opatija are higher, the hoteliers are often faced with the guest's dissatisfaction when there is a shortage of parking spaces. In the town of Opatija, out of totally 22 hotels, just 15 of them, which are of the highest category have their own parking spaces. When, however, the correlation between the accommodation capacities of the hotel and available parking spaces is made, just a few of the hotels can meet the parking needs in terms of the high occupancy of hotel capacities. This is especially noticeable in the summer, when the average guest's stay is longer, and the destination as a whole has a shortage of parking spaces. The vast majority of the hotels have almost a symbolic number of parking spaces in relation to their accommodation capacity. A hotel with its own garage, whose capacity is much higher than the accommodation capacity of the hotel should be emphasized as an interesting example.

When there is a high occupancy of accommodation capacities very few hotels can provide a sufficient number of parking spaces, so that the shortage of car parks is the usual practice in almost all the hotels surveyed. Newly built or thoroughly renovated hotels usually have parking garages and dispose with a higher parking capacity.

Sufficient capacity and convenient location of parking spaces increases the guest's satisfaction and herewith the quality of the hotel product. Therefore, the hotels should provide parking spaces for their guests, with a minimal divergence between the hotel capacity and adequate parking capacities. When hotels are in a process of renovation, investors should give priority to the parking spaces in relation to the number of hotel rooms and some other elements of the hotel offer. Such a concept should accept more expensive building solutions like for example the construction of the underground garages, which is often the only solution for older buildings located in the city center. Initially more expensive building solution will be paid off through a better room occupancy due to the higher quality of the hotel product. Such solution will further encourage the hotel management to adopt and implement strategies to reduce the seasonality of the business. For the analyzed destinations Rijeka and Opatija and many others, too, it presents a realistic option.

Since the construction of car parks and providing parking spaces is related to large construction projects and difficulties in the everyday operation of the destination, the hotel management should insist on the cooperation with local authorities, in order to find optimal locations and transport models of the continuous connectivity between the remote car parks and garages and the city center, either free of charge or at minimal charges.

Some hotel facilities in the old city center will not be able to accomplish a building solution that would provide parking spaces for guests in the immediate vicinity. In such situations and in others as well, the hotel management should try to find logistic and organizational solutions such as - to provide the transfer of guests, especially upon arrival and departure from the remote parking space by the own means of transport, either a rented car or a means of transport provided by a local carrier, which should be regulated by a contract; all that with no extra charges or at a symbolic price.

In this context, shuttle transport should not be ignored. Many hotels offer a shuttle service arranged for their guests, and it can always among the sites of particular interest include the car park the hotel has reserved for its guests at a symbolic price and following the adjusted timetable.

The hotel management in the town of Opatija has highlighted another problem which is the coach parking, since many tourists come by coach. It is hard to expect that the hotels, constantly complaining about shortage of space, since they are located in the old city center, will be able to provide parking spaces for coaches. In most cases a good cooperation with local authorities is mentioned or it is not established at all. The issue of transport of drivers to the coach parking, if there is any, remains still unresolved. Also, the prices that do not offer adequate services, as well as inappropriately restricted parking time and the like is mentioned.

Based on all that was mentioned in the above text it can be estimated that the topic of the study was relevant and of scientific interest. A contribution to the comprehensive findings about the role of parking in the quality of the hotel product would be a direct survey performed among the hotel guests, just in the hotels in the cities of Rijeka and Opatija, whose management was the subject of this study.

Also, the issue of coach parking in destinations with a significant share of organized arrivals can be assessed as a valuable piece of research, with a remark that along with a more detailed study of the hotel management, guests and drivers (travel agencies and/or tour operators) should also become a part of the research.

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ROLA PARKINGU W ZARZĄDZANIU ŁAŃCUCHEM DOSTAW HOTELU

STRESZCZENIE. **Wstęp**: Stosunkowo niedawno tematyka zarządzania łańcuchem dostaw w branży turystycznej znalazła swoje miejsce w pracach naukowych. Produkt hotelowy jest specyficznym produktem turystycznym, składających się z wielu różnych usług i produktów. W pracy tej skoncentrowano się na firmie hotelarskiej, która w celu stworzenia takiego produktu, buduje sieć partnerów biznesowych (firmy, współpracownicy), aby skoordynować i połączyć różne aktywności zmierzające do zbudowania produktu hotelowego.
Praca ta ma wartość naukową, gdyż do tej pory nie poddano analizie naukowej znaczenia miejsc parkingowych w produkcie hotelowym z punktu widzenia nakładów ponoszonych przez hotel oraz ich wpływu na jakość produktu hotelowego.
Celem pracy jest zdefiniowanie ogólnych ram, w obrębie których występuje zarządzanie łańcuchem dostaw w odniesienie do usług parkingowych oraz udziałów wspólników w sieci.
Metody: Potrzebne do analizy dane zostały uzyskane metodą wywiadów z menadżerami hotelów. Poprzez zestawienie liczba miejsc parkingowych z pojemnością hoteli oraz ich analizę statystyczną, spróbowano znaleźć zależność między tymi czynnikami.
Wyniki: Miasta Rijeka oraz Opatija posiadają niedobór miejsc parkingowych, szczególnie w okresie wzmożonego ruchu turystycznego. Poszukiwanie wolnych miejsc parkingowych jest charakterystyczną codzienną operacją, wykonywaną przez personel hotelu. Jedną z metod postępowania jest dzierżawa tych miejsc poza terenem hotelu. Miejsca takie znajdują się czasem w sporej odległości od hotelu, co wpływa na niezadowolenie gości. Zapewnienie odpowiedniej ilości miejsc hotelowych jest uznawane przez kierujących hotelem, za element wpływający na jakość produktu hotelowego, choć z drugiej strony w większości, nie mają oni koncepcji na rozwiązanie tego problemu.
Wnioski: Została potwierdzona postawiona hipoteza o istotności miejsc parkingowych dla jakości produktu hotelowego. Hotele powinny dążyć do zapewnienia odpowiedniej ilości miejsc parkingowych dla swoich gości. W sytuacji, gdy nie ma możliwości wygospodarowania terenu pod parking, należałoby rozważyć budowę parkingu podziemnego. Jest to drogie rozwiązanie, ale zapewniające lepsze wypełnienie hotelu przy wyższych cenach. Istotna jest współpraca z lokalnymi władzami.
Rozwiązania związane z miejscami parkingowymi w miejscach położonych daleko od hotelu, powodują niezadowolenie klientów, jednak natura tego zachowania i jego konsekwencje nie były tematem badań. W pracy wskazano również na zagadnienie parkingu dla autobusów, które także wymaga osobnych badań.

Słowa kluczowe: łańcuch dostaw, hotel, parking.

ROLLE DES PARKPLATZES IM MANAGEMENT DER LIEFERKETTE IM HOTELWESEN

ZUSAMMENFASSUNG. Einleitung: Die Thematik des Managements der Lieferkette in der touristischen Branche fand erst vor kurzem ihren Platz in Forschungsarbeiten. Das Hotel-Produkt ist ein spezifisches Produkt der touristischen Branche, das sich aus vielen unterschiedlichen Dienstleistungen und Produkten zusammensetzt. In der vorliegenden Arbeit konzentrierte man sich auf ein Hotelunternehmen, das zwecks der Etablierung eines solchen Produktes ein Netzwerk von Business-Partnern (Firmen, Kooperanten, Mitarbeiter) aufbaut.In diesem Vorahaben zielt man darauf hin, verschiedene, den Aufbau eines effizienten Hotel-Produktes anstrebende Aktivitäten zu koordinieren und zu verbinden.
Der Beitrag besitzt einen wissenschaftlichen Wert, denn es wurde bisher der Bedeutung von Parkplätzen innerhalb des Hotel-Produktes aus dem Gesichtspunkt des Aufwandes seitens des Hotels und ihres Einflusses auf die Qualität des Hotel-Produktes in wissenschaftlichen Analysen kaum Beachtung geschenkt. Das Ziel der Arbeit ist es, allgemeine Rahmen zu definieren, in denen das Lieferketten-Management in Bezug auf die Parkplatz-Dienstleistungen und auf die Anteile der an der betreffenden Lieferkette Beteiligten zustande kommt.
Methoden: Die für die betreffende Analyse brauchbaren Daten wurden anhand der Befragungen von Hotel-Managern gewonnen. Über die Zusammenstellung der Anzahl von Parkplätzen mit den Hotel-Kapazitäten und deren statistische Analyse hat man versucht, vorhandene Abhängigkeit zwischen den beiden Faktoren aufzudecken und zu verarbeiten.
Ergebnisse: Die Städte Rijeka und Opatija leiden unter Mangel an Parkplätzen, insbesondere in der Zeit intensiven Touristen-Verkehrs. Das Suchen von freien Parkplätzen ist also eine charakteristische, tagtägliche Aktivität eines jeden Hotelpersonals. Eine mögliche Lösung des Problems ist Pachten zusätzlicher Parkflächen ausserhalb der Hotelanlagen. Solche Parkflächen befinden sich allerdings meistens in einer gewissen Entfernung vom Hotel, was eine Unzufriedenheit der Hotel-Gäste hervorrufen kann. Daher ist die Absicherung der entsprechenden Parkplatz-Kapazitäten direkt am Hotel von den Hotel-Managern für ein die Qualität des Hotel-Produktes erhöhendes Element angesehen, wobei sie aber meistens kein Konzept für die Lösung des Problems besitzen.

Fazit: Es wurde die Hypothese über die gravierende Bedeutung der Hotel-Parkplätze hinsichtlich der Qualität des Hotel-Produktes nachgewiesen. Daher sollten die Hotels das Angebot der entsprechenden Parkplatz-Kapazitäten für ihre Hotel-Gäste anstreben. Wenn aber keine Möglichkeit der Inanspruchnahme einer anliegenden Fläche am Hotel für die Zwecke des Parkplatzes besteht, dann ist der Bau eines Tief-Parkplatzes zu erwägen. Die Lösung ist relativ teuer, bietet aber eine bessere Belegung von Hotel-Plätzen bei höheren Preisen. Empfehlenswert ist dabei eine weitgehende Zusammenarbeit mit Lokalbehörden.
Die Problemlösungen, die auf die weit ausserhalb der Hotel-Anlagen situierten Parkplätze zurückführen, haben eine bestimmte Unzufriedenheit der Anreisenden zufolge, die Natur eines solchen Verhaltens der davon betroffenen Hotel-Gäste und dessen Konsequenzen sind aber noch nicht ein wissenschaftlicher Schwerpunkt geworden. In der Arbeit wurde auch auf die Frage der Parkpläze für touristische Busse hingewiesen, wobei das Anliegen einer getrennten Erforschung bedarf.

Codewörter: Lieferkette, Hotel, Parkplatz

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