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Integrated Approach to Developing a Parking Model in Tourist Destinations

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Abstract: *Parking is becoming a problem of equal importance for hotels and hotel guests in car-travel tourist destinations as well as in air-travel tourist destinations. This paper examines the problems that tourists encounter when seeking to park their own or rented passenger cars, and it explores the importance and modes of parking within the passenger transport chain in tourism. The primary aim of this paper is to underscore the importance of a holistic approach to building a parking model in tourist destinations. The research results are based on the method of interview, descriptive statistics and ANOVA test. The main finding of this paper indicates that parking areas become an essential part of passenger transport logistics chains in tourism.*

1. INTRODUCTION

The hotel industry of the twenty-first century finds itself in the same situation as tourism, with regard to dynamic and sweeping changes focused on continuously improving the quality of the hotel product. By opening up to their environments, hotel business systems are developing logistics chains and networks (Stipanović & Rudan, 2016) in collaboration with stakeholders (air and bus transporters, taxi services, rent-a-car agencies…) based on shared business objectives. Contemporary trends in tourism are characterised by the huge role of cars in travel (Juan, et al., 2016). Understandably, therefore, the parking service – providing spaces for hotel guests' cars when not in use - is an element of the hotel product (Jeong & Jeon, 2008), because car usage alternates between periods when cars are in motion and periods when they are stationary (Christiansen, et al., 2017). Despite this fact, parking is rarely the subject of scientific research; when it is, though, a traditional approach seems to prevail in studies that completely fail to take modern development concepts in the environment into consideration or does so only marginally (Knoflacher, H., 2006). Satisfying the traffic and tourism demand for movement and immobility, in qualitative as well as quantitative terms, is a crucial determinant of the broader context of mobility in tourist destinations (Asero et al., 2013). This makes it all the more important to replace the traditional approach to parking (Barter, 2014), based on isolated research of the phenomenon, with a holistic approach (Remoaldo & Ribeiro, 2015) that can help to identify and suggest parking models from the perspective of the entire tourist destination (Paul & Eagles, 2002), as a precondition to ensuring tourists' quality and speed of movement thus enabling them to better consume the tourism offering (Marsanic & Mrnjavac, 2015).

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Studies on parking capacities (Roig, 2011) in Croatian tourist destinations and on the satisfaction of tourists with parking services indicate that capacities are insufficient and the level of satisfaction with this service is low (Rudancic-Lugaric, 2014). Hotels and tourist destinations are expected to provide parking spaces for their guests' cars during their stay (Parmar, Das & Dave, 2020); otherwise, failure to provide such services may result in dissatisfaction with the hotel product and the tourist destination as a whole (Manhas, Manrai, Manrai, 2016).

The Republic of Croatia belongs to the group of Mediterranean tourist destinations. Fully 79% of tourists arrive by road, 64% of the total number arrive in passenger cars, 85% of all tourist traffic takes place in coastal areas, and 39% of tourists use hotel accommodations (Čorak & Marušić, 2019).

In coastal destinations, traffic congestion is caused by inadequate traffic infrastructure, outdated conceptions, poor organization, and incompetent traffic management. The same is true for stationary traffic (Litman, 2016).

Destinations differ not only in terms of tourism attractions, but also in terms of how they approach the parking issue (Muñuzuri, Alho, Silva 2020). In the majority of the tourist destinations this problem is solved with public parking lots (Eran, 2012) that charge motorists for parking. Given that seasonality is a major feature of Croatian tourism, such an approach is reasonable. Only a few tourist destinations try to solve the parking problem with constructing parking garages. Such destinations are typically cities with a bigger population, which produces year-round demand for parking services.

In the summer season when the hotels are fully booked, few hotels are able to supply enough parking spaces, hence car parking places shortages are common in almost all of the hotels surveyed. Parking garages are common in newly built or extensively remodelled hotels, and they typically offer a larger parking capacity.

Hence, this paper investigates the parking issue in two tourist destinations in Croatia – Istria County and Primorje-Gorski Kotar County – that are distinctly car-travel destinations.

2. THEORETICAL FRAMEWORK AND RESEARCH PROBLEM

Most hotels recognise their guests' needs for parking space and see this service as part of their hotel product (Mrnjavac & Maršanić 2018). Depending on the availability of parking capacities, parking management can differ significantly from one hotel to another. Hotels possessing their own parking capacities have a great advantage because they can dispose of them in accordance with the occupancy of their accommodation capacities. By charging for parking space (Mingardo, 2011) by the hour and employing people to handle parking, parking capacities can be managed in a way that can ensure maximal usage while satisfying demand (Latinopoulou, et al., 2012).

Hotels of the highest categories that have their own parking garages (which is the highest standard of car parking), as a rule, do not have a sufficient number of parking spaces relative to the number of accommodation units they possess. The reasons for this may vary, ranging from location and availability of space (Jakle & Sculle, 2004) for building a parking garage, across architectural feasibility and construction costs, to the structure of guests with regard to transportation

means, the profile of guests, the usual activities of guests during their stay in a hotel that entail using a car, and others. Clearly, good knowledge of demand (Hyeonsup, et al, 2017) contributes to the efficient management of parking capacities and the related logistics chains. Nevertheless, the need to use public car parks may arise occasionally.

The below section provides an overview of an integrated parking model with related passenger transport logistics chains (Christopher, 2011) for ensuring tourists' quality and speed of movement within tourist destinations (Figure 1).

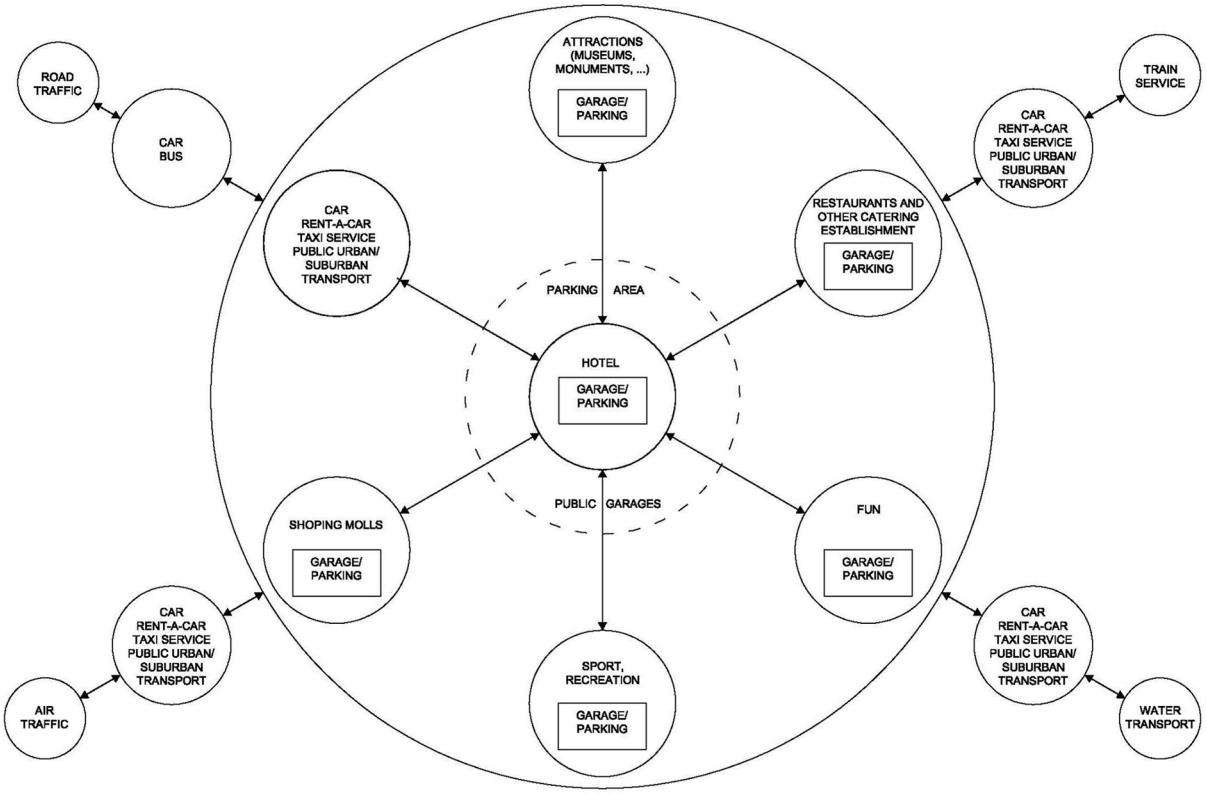

Figure 1. Integrated parking model with related passenger transport logistics chains

Source: Authors

Networking at the destination level is essential to ensure the efficient flow of passengers within the logistics chain needed to provide parking spaces to hotel guests (Asero, Gozzo, Tomaselli, 2015). Accordingly, the integrated parking model comprises three basic links of a tourist destination's passenger transport logistics chain. The first link is the hotel and its garage capacity (hotel's own parking garage or car park). The second link represents public car park capacities that hotel guests may or may not necessarily use, while the third link refers to the parking capacities of other providers in the tourism offering.

The mutual relationship between the links of the passenger transport logistics chains within a tourist destination (Honggang, Zhenying, Xingyu, 2016) and the environment is made up of different types of transport: road traffic (private and public), air traffic, rail traffic, and water traffic. The relationship between the external environment and the passenger transport logistics chain is based on the level of development of infrastructure, upon which the accessibility of a tourist destination depends. The movement of tourists from one service/facility in the tourism offering to another is based on the local infrastructure that increasingly includes environmentally-friendly

forms of traffic (bicycles, mini tourist trains, funicular railways, small free-of-charge natural gas-fuelled tourist buses, electric scooters, etc.) as well as walking. The offering of additional ways for tourists to get around within a tourist destination is aimed at increasing the accessibility of tourism services/facilities, while eliminating or minimising the movement of passenger cars within the tourist destination (Le-Klähn, et al., 2015).

Stakeholders participating in this are destination management organisations (that develop a well-designed integrated product for the destination), local government and self-government (that provide good traffic organisation, primarily to ensure better quality of life and facilitate economic activities) and enterprises as parking service providers (that seek to generate as much revenue as possible from parking services). In spite of the fact, mentioned earlier, of tourism being subject to very dynamic change, networking in the logistics chain to satisfy the parking needs of guests outside the hotel should be of a more permanent nature so that, if the need arises, a good alternative solution can be provided to guests through the rapid exchange of information via previously arranged channels.

Hotel facilities in city centres (Klementscitz & Stark, 2007) are often located in pedestrian zones, making it impossible for them to ensure their own parking spaces in the vicinity for all their guests. When this is the case, a logistics chain is needed to provide transport to guests to and from a remote parking place, in particular during guest arrivals or departures, either using the hotel's own vehicles or rented vehicles or by using local transport operators, without charging guests for parking services or charging only a token fee. Shuttle service can provide an optimal solution in the case of increased frequency of guests between the hotel and a remote car park. A hotel could also make more effective use of its parking capacities by hiring a car park attendant responsible for overseeing the use of the hotel's car parking facilities or it could provide valet parking whereby hotel drivers would take the guests' cars to and from either the hotel's car park/parking garage or public ones. The logistics chain pertaining to a remote public car park and a hotel could include bus drivers and buses that also encounter considerable problems relating to movement and immobility in "road-travel" destinations (Rosa Anna La Rocca, 2009).

3. RESEARCH SAMPLE AND METHODOLOGY

Research using a questionnaire was conducted during the 2019 summer tourist season on a sample of N = 596 guests in Istria County and Primorje-Gorski Kotar County, two distinctly car-travel destinations in Croatia. Table 1 shows the share of guests in the sample by country of origin.

The importance of a systems' approach to building an integrated parking model and related logistics chains is underscored by the fact that both counties possess airports and sea ports, while Primorje-Gorski Kotar County also boasts developed railway connections with Central, Eastern and South-eastern Europe.

The sample (N = 596) consists of 357 men (59.9%) and 239 women (40.1%). The educational structure of the respondents is exceptional, given the fact that fully 68.2% of the respondents possess higher education qualifications and 36.24%, have secondary school qualifications. Only 5.5% of respondents have only an elementary school education (Table 2).

Table 1. Share of guests, by country of origin

Name of the Country	*Count*	*Cumulative – Count*	*Percent*	*Cumulative-Percent*
Croatia	140	140	23.48993	23.4899
Austria	99	239	16.61074	40.1007
Germany	65	304	10.90604	51.0067
Italy	62	366	10.40268	61.4094
Slovenia	59	425	9.89933	71.3087
Slovakia	24	449	4.02685	75.3356
Czech Republic	24	473	4.02685	79.3624
Hungary	19	492	3.18792	82.5503
Bosnia and Herzegovina	15	507	2.51678	85.0671
Australia	8	515	1.34228	86.4094
Other countries	81	596	13.5906	100.00

Source: Authors, based on results obtained by surveying guests

Table 2. Demographic characteristics of respondents

		N	%
SEX	Male	357	59,9
	Female	239	40,1
AGE	18-25	70	11,75
	26-35	132	22,15
	36-49	182	30,53
	50-64	176	29,53
	65+	36	6,04
EDUCATION	Elementary school	33	5,54
	Secondary school	216	36,24
	Faculty	308	51,68
	PhD	39	6,54
TOURIST TYPE	Host	140	23,49
	Foreign	456	76,51

Source: Authors, based on results obtained by surveying guests

In addition to data on the demographic characteristics of the respondents, data were also collected regarding the presence of parking problems in hotels, the success of managers in resolving parking problems, the sufficiency of parking places in hotels, the ways in which parking is organised, the methods of collecting parking fees, and the importance of parking services for guests when choosing a hotel. The collected data were analysed using methods of descriptive statistics.

4. RESEARCH RESULTS AND DISCUSSION

The relationship between the domestic and external environments and the links of a tourist destination's passenger transport logistics chain is based on the level of development of the traffic infrastructure. A well-developed traffic infrastructure is a primary factor of the accessibility of a given tourist destination (Willson, W. R. 2015).

As a result, parking is a micro-service element of the hotel product, reflecting a gap in the logistical process of visitor movement caused by their stay at the hotel. Without understanding the characteristics of tourist demand - dynamics, seasonality (Fawcet, 2000), the structure related to modes of transportation, length of stay in a hotel, purchase power, age, education, special interests, and so on - efficient organization and management of the segment of the hotel supply

chain that includes parking is impossible. It should be remembered that hotels that are open all year have a significant advantage in terms of supplying parking places for their customers, as opposed to hotels that have a clear seasonality in their operation. Simply because of this fact, as well as other primarily financial reasons, hotel management may be motivated to try to eliminate seasonality in their commercial operations.

Data presented in Table 3 show that all countries with a Tourism and Travel Competitiveness Index ≥ 5 belong to the group of countries with highly developed traffic and tourism infrastructure.

Table 3. Level of development of traffic infrastructure in leading countries, as per Tourism and Travel Competitiveness Index

Name of the Country	*Travel & Tourism Competitiveness Index*	*Air transport infrastructure*	*Ground and port transport infrastructure*	*Tourist service infrastructure*
Spain	5.4	5	5.2	6.6
France	5.4	4.8	5.6	5.7
Germany	5.4	4.9	5.7	5.9
Japan	5.4	4.8	6	5.7
U.S.A.	5.3	5.9	4.9	6.6
Great Britain	5.2	5.2	5.4	6.1
Australia	5.1	6	3.6	6.1
Italy	5.1	4.4	4.7	6
Canada	5.1	6.6	3.9	6.1
Switzerland	5	6	6.1	6.2
Austria	5	4.2	5.2	6.7

Source: Authors prepared according to: www.http://reports.weforum.org/travel-and-tourism-competitiveness-report-2019/country-profiles (23 December 2020)

Table 3 shows that Canada (6.6), Australia (6), Switzerland (6) and the U.S.A. (5.9) are countries with the most developed air transport infrastructure. These countries are also exceptionally powerful air-travel tourist destinations. Switzerland has the most developed ground infrastructure, which classifies it as a powerful car-travel destination as well. Based on the data in Table 3, a brief descriptive statistic of the level of development of traffic and tourism infrastructure in leading countries as per the Tourism and Travel Competitiveness Index is given in Table 4.

Table 4. Descriptive statistic of the level of development of traffic and tourism infrastructure in leading countries, as per the Tourism and Travel Competitiveness Index

	Air transport infrastructure	Ground and port transport infrastructure	Tourist service infrastructure
MEAN case 1-11	5.25	5.11	6.15
MEDIAN case 1-11	5	5.2	6.1
SD case 1-11	0.76	0.80	0.34
VALID_N case 1-11	11	11	11
SUM case 1-11	57.8	56.3	67.7
MIN case 1-11	4.2	3.6	5.7
MAX case 1-11	6.6	6.1	6.7
_25th% case 1-11	4.8	4.7	5.9
_75th% case 1-11	6	5.7	6.6

Source: Authors' calculations

The leading world countries with a competitiveness index equal to or greater than 5 also have an average traffic infrastructure development index higher than 5. According to the Tourism and Travel Competitiveness Index, Croatia (4.5) is ranked 27th out of 140 countries. With an index of 3.6 for air transport infrastructure, however, Croatia is ranked 44th, while its index of 3.9 for ground and port infrastructure puts it at only 47th place. As the ground and port infrastructure index is a composite index, it should be noted that with regard to road infrastructure Croatia has a score (5.5) above the average of the leading countries, marking it as an attractive car-travel destination and ranking it 18th in the world by road infrastructure quality. Croatia is continuously engaged in improving its air, ground and port infrastructure, to be able to attract as many foreign tourist arrivals as possible. Railway traffic in Croatia, however, is not up to the mark, with an index of 2.7 for railway traffic development. The importance that railway traffic has for Croatian tourism became evident during the summer tourist season of 2020 and the COVID-19 crisis when large numbers of tourists from the Czech Republic and Slovakia arrived in Croatia by train.

The arrival at a hotel of tourists, either in their own or rental passenger car, is a crucial moment in creating first impressions about a tourist destination (Latinopoulon, M. S. et al., 2012). 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? (Palmer, & Ferris, 2010) Will I find a parking place? (Klappenecker, Lee, Welch, 2014) If I do find one, what then? How long can I leave the car? (Pupavac, Maršanić, Krpan, 2013) How much will I have to pay for parking? (Simicević, Milosavljević, Maletić, 2012)".

Finding the right answers to the above questions is very important because almost every third guest stays in hotels (Figure 2).

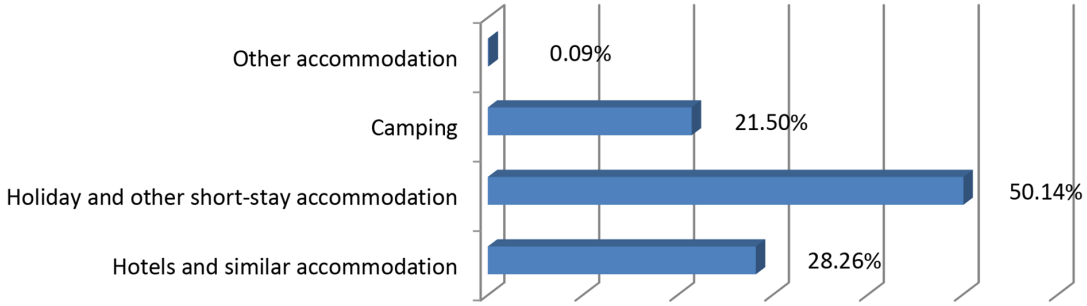

Figure 2. Tourist nights, 2019

Source: Authors prepared according to: Croatian Bureau of Statistics, First Release, No 4.3.2., Zagreb, 5. march, 2021., pp. 4

To enable visitors to freely plan their activities and movements in the destination without the use of their 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 the desired goal or simply to get around is brought to the forefront. The focus should be on providing a feeling of comfort, ensuring environmental protection, and encouraging exercise and healthy living habits (Eran, B. J., 2012).

Hence, the respondents were asked the following question: Does the hotel where you are staying have enough parking places for its guests? (Table 5).

Table 5. Does the hotel where you are staying have enough parking places for its guests?

	Count	*Cumulative – Count*	*Percent*	*Cumulative-Percent*
Yes	332	332	55,70470	55.7047
No	264	596	44,29530	100.0000

Source: Authors, based on results obtained by surveying guests

Table 4 indicates that fully 44.29% of respondents believe the hotel enterprise does not have enough parking places for its guests. The findings of the study back up the idea that offering a parking space is an important part of the hotel service. On the basis of supply-chain, cognition was defined about the factors of the hotel guests parking model. The supply chain is identified as an optimal method for meeting demand for parking services, which guests regard as a vital component of the hotel product whose quality, in turn, determines the guest's level of happiness with their stay. The model encompasses mobility and multimodality as modern concepts of moving about tourist destinations.

The hotels in which respondents were staying provide parking places (Herin & Akkara, 2019) for their guests in one of the four following ways (Table 6).

Table 6. Providing parking places for hotel guests

	Count	*Cumulative – Count*	*Percent*	*Cumulative-Percent*
on-street	283	283	47,48322	47,4832
off-street	118	401	19,79866	67,2819
Garage	104	505	17,44966	84,7315
Other	91	596	15,26846	100,0000
Missing	0	596	0,00000	100,0000

Source: Authors, based on results obtained by surveying guests

Table 6, featuring the ways (Hongwei, et al, 2012) hotels provide parking for their guests, shows that only 17.45% of hotel enterprises provide parking places in their own garages, while 19.80% of hotels provide off-street parking and fully 47.48% provide for on-street parking. Hence, it comes as no surprise that as many as 36.91% of guests did not pay a parking service fee (Table 7).

Table 7. Collection of parking fees by hotels

	Count	*Cumulative – Count*	*Percent*	*Cumulative-Percent*
Included	117	117	19,63087	19,6309
Free-of-charge	220	337	36,91275	56,5436
Separately	259	596	43,45638	100,0000
Missing	0	596	0,00000	100,0000

Source: Authors, based on results obtained by surveying guests

As the conducted study showed that one in four hotel guests had parking problems (Maršanić, et al., 2021), the following section of this scientific discourse examines the impact of the organisation of hotel parking services on the issues that guests have with parking (Figure 3).

Figure 3 suggests that guests encountered the least problems with parking when hotels provided off-street parking or parking in their own parking garages, while guests experienced the most problems with parking when on-street parking was provided by hotels. Accordingly, at a significance level of 5%, we can conclude that the parking alternatives provided by hotels are not equally effective, with on-street parking service being the least effective.

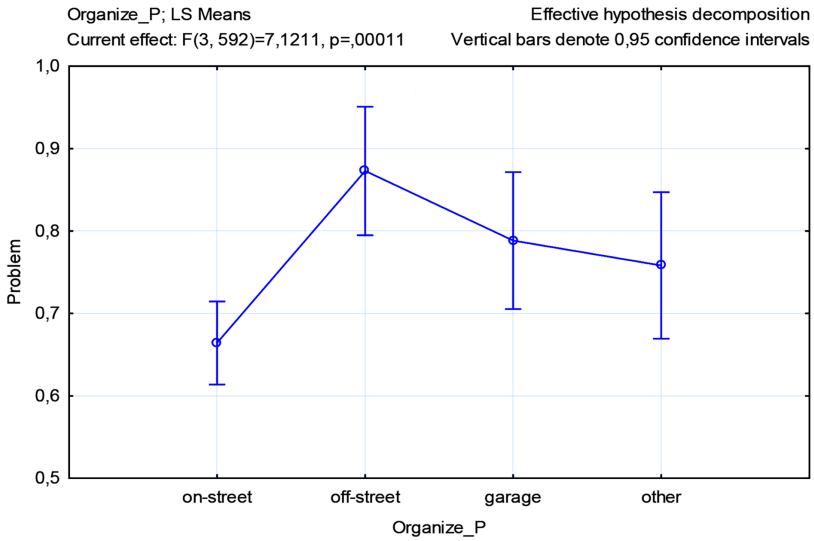

Figure 3. Variance analysis

Source: Authors, based on results obtained by surveying guests

5. CONCLUSION

Dynamic and unpredictable changes in the economic and political environment, combined with potential service users' ability to make quick decisions thanks to the Internet, social media, mobile apps, and other IT tools, are forcing hotel business systems to constantly question and correct their business decisions, adjust their hotel offerings to meet new demand requirements, and improve quality while lowering prices.

To do so as efficiently as possible, hotels develop various forms of cooperation with interest-based partners, in which they face numerous challenges, the most difficult of which is determining how and in what ways to efficiently manage their own capacities in conditions of seasonality and highly variable demand, while also acknowledging the business objectives of partners and meeting demand requirements.

As a result, parking has become a major issue for hotel management, as transportation, which has aided the development of many tourist sites, is increasingly becoming a limiting element in terms of tourist destination quality. It is reasonable to predict that parking problems in hotel facilities will worsen and that a successful solution will necessitate new ideas and an interdisciplinary approach. When even 64 percent of all tourists arrive by automobile, as in the Republic of Croatia, it is very vital to provide enough space for cars to park in a fixed state in tourist hotspots, which is important both for each destination and for providers of certain parts of the tourist offer. Accordingly, parking is part of a segment of services that make up the hotel product on a micro level, signifying a disruption in the tourist movement process aimed at staying in the hotel. Hotel corporations use a variety of criteria to supply parking places for their guests, as they are exposed to a variety of circumstances.

The task of passenger transport logistics chains in tourism is to bring passengers to a specific tourist destination suitably and safely, at a reasonable price and at a reasonable time. Traffic infrastructure development ensures the accessibility of tourist destinations. The leading countries as per the Tourism and Travel Competitiveness Index have highly developed traffic infrastructure, thus confirming the fact that countries seeking to develop inbound tourism must pay the greatest attention to developing modern infrastructure. In recent times, in particular in car-travel tourist destinations, there is a

growing problem relating to passenger-car parking and to the lack of parking places and public parking garages. A holistic approach involving all stakeholders is essential for this problem to be resolved efficiently and effectively.

The parking services provided by hotel enterprises need to be considered within the parking system of the tourist destination. There are two reasons for this: one, hotel enterprises are forced to make up for any shortage of hotel parking capacities by using public car parks and, two, the availability and quality of parking services has a direct and crucial impact on the ratings of tourist destination quality.

A tourist destination's integrated parking model must connect its links – hotels and their parking garages and parking areas, public parking areas and public car parks, and the parking areas of other tourism supply providers – with various other forms of transport chains – air traffic, road traffic, railroad traffic and water-based traffic.

When viewed in this way, parking areas become an essential part of passenger transport logistics chains in tourism. The results of the research point to the shortage of parking capacities in tourist destinations, in particular during the tourist season. The guests of hotels that provide on-street parking have the most complaints about parking.

The results of this research should be considered indicative, due to a sample that consists only of hotel guests in the car-travel tourists' destinations. The references are relatively poor because similar research has not been performed. Therefore, it would be advisable to go on with more detailed research based on a wider sample which should include hotels and their guests from the air-destinations and use a more complex methodology. It should be interesting to deepen our knowledge about the difference in parking services among different kinds of hotels.

Sufficient capacity and convenient location of parking spaces increase 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 centres. In short term more expensive building solutions will be paid in the long term off through better room occupancy due to the higher quality of the hotel product. Such a solution will further encourage the hotel management to adopt and implement strategies to reduce the seasonality of the business.

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