

INNOVATIVE ACCOMMODATION FACILITIES IN TOURISM AND HOSPITALITY INDUSTRY – INTEGRATED HOTELS

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Abstract

Purpose – The competitiveness of tourist offer is, among other things, conditioned by the quality of the accommodation facilities. The aim of this paper is to describe the concept and development of innovative accommodation facilities and to establish whether this is merely a new form of accommodation or whether there is potential for the accommodation facilities to become a significant form of tourist offer in interaction with tourist offer holders.

Design – By creating an innovative climate for holders of accommodation facilities, bringing about a shift towards the innovative concept and providing a creative service, satisfaction of customers is achieved, as well as a competitive position on the tourism market. Innovative and creative accommodation facilities are an important element of tourist offer

Methodology – A combination of research methods has been adopted for this study. The theoretical overview on innovative accommodation facilities as part of creating an offer in tourist destinations is presented in the paper. Theoretical arguments are supported by case-based empirical data obtained from interview questions addressed to innovative accommodation facility owners.

Findings – Research results in scientific understanding of the organization and innovation of receptive offer and combining innovative accommodation facilities with holders of tourist destination offer to achieve greater competitiveness.

Originality of the research – this paper is a valuable contribution to existing research on how the competitive offer of a tourist destination is influenced by innovative accommodation facilities. The research also points to the need to promote horizontal merging of innovative accommodation facilities and holders of tourist offer.

Keywords innovative accommodation facilities, hotel offer, tourist offer

INTRODUCTION

As a part of the tourism industry, hospitality depends on constant changes in the tourism market, thus being forced to adapt its offer to new trends in tourism. Tourists today wish to have certain experiences associated with the tourism destination cultural heritage. Innovative accommodation structures related to the cultural heritage which provides authentic tourist experiences, offering a story of the past times in the present time, can become the source of a tourism destination's competitive advantage (Greenwood, 1982; Mandelli & La Rocca 2006). Emergent tourists are not solely interested in visiting places, buying keepsakes, taking selfies or pictures of local attractions and eating tourist food, but instead these tourists want to experience the life of local residents by blending with their entire way of living (Camillo, Presenza & Di

Virgilio, 2015). These trends have resulted in increasing forms of cooperation in the hospitality industry, particularly among small entrepreneurs (Vlahov, 2014). Generally, arranged hospitality is a form of hospitality that is based on relationships of a collaborative nature, particularly suitable for generating virtual processes, retraining in the field of residential property, by re-positioning tourist destinations, as well as strengthening the attractiveness of the area (Russo, Lombardi & Mangiagli, 2013). Small family hotels, heritage hotels, integrated hotels and diffuse hotels are an important part of tourist offer. A very important factor for future development of new and innovative forms of accommodation facilities is the creation of positive attitudes towards changes (Dragicevic, 2016). Provision of a unique personalised service which will provide tourists with a particular experience and a high level of satisfaction will most definitely ensure the return of tourists to the tourism destination and the accommodation facility.

1. TEORETICAL BACKGROUND

Of late, the tourism and hospitality industry has experienced big changes. The influence of external factors such as competition, increase in tourist demand, innovative distribution channels and similar impact the need for offer innovation. This further deepens the importance of having original values, personalised service and authenticity from different areas. In this way, tourists (temporary residents) can fully immerse themselves in the culture and characteristics of the territory they are visiting (Orlandini, Vallone, De Toni & Cecchetti, 2014). Tourists are searching for new, different destinations and for new experiences which they will realise on their journeys. Ariffin and Maghazi point to the need for "an examination of the way in which customer expectations of hospitality differ in terms of demographic or personal, as well as hotel, factors". An innovated hotel offer includes each new service, product, process or idea. The successful service is provided by highly skilled personnel and by both functional (e.g. computer system) and aesthetic facilities (e.g. ambience of the hotel) serving to satisfy diverse consumption motives (Ottenbacher & Harrington, 2010). However, innovation also includes existing ideas that are reapplied or deployed in different settings for different customer groups. (Enz & Harrison, 2008). The hospitality industry has an abundance of options from which to choose when determining which products and services will add value for their customers. For example, a hotel operator can offer various combinations of traditional value drivers such as price, location and typical hotel amenities, such as a pool or work-out facilities (Victorino Rohit, et al, 2005). Hospitality firms, such as hotels, are an ideal example of a market which could benefit from the implementation of service innovation. First, from a customer's perspective, the hospitality market is perpetually inundated by many similar, often easily substitutable, service offerings (Victorino, Verma, Plaschka & Dev 2005). In addition to the traditional accommodation, new forms of hospitality are appearing, caring about appreciation of the territory and the enhancement of typicality. (Vallone & Veglio, 2013). Tourism is a very dynamic sector which requires innovations as an answer to tourists' more demanding needs which are increasingly changing. It is therefore important that the providers of the tourist offer, but also of the accommodation offer, take into consideration new products, services and processes (Broker et al, 2012; Keller, 2005; Ottenbacher, 2007; Ottenbacher et al, 2006;

Pikkemaat & Weiermair, 2007). Innovative accommodation facilities form a new segment in the tourist offer. By implementation of the innovation in practice, possibilities of differentiation are recognised through the establishment of core competencies, so selective accommodation capacities of innovative characteristics are also being formed. They are mainly small family hotels, heritage hotels, diffuse hotels and integrated hotels which, with their authenticity and their autochthonous character, attract tourists. Innovations are generally accepted as a key factor of competitiveness. Their importance is increasingly emphasised thanks to modern processes such as: increased global competitiveness, shortening of the product life cycle, increases in technological abilities and rapidly increasing consumer requirements. According to Schumpeter, innovation is the creation of new possibilities for additional added value, considering not only the typical product/process innovation of manufacturing but also market, organisational, and resource input innovation (Martínez-Ros, Orfila-Sintes, Innovation activity in the hotel industry).

As a new form of accommodation, diffuse hotels were created in Italy with the aim of preserving towns' historical centres. This new form of hotel emerged in the 1980's and consists of organisation of several existing, traditional and renovated facilities which are situated apart in different localities, all within the historical town centres. The hotel contains accommodation units and reception which are situated in different buildings and which are located nearby and organisationally connected, describes De Montis et al (2014). The model is also known as a horizontal hotel precisely because it is not placed in a typical vertical building (Avram, Zarrilli, 2012). This form of accommodation offer has as its goal the attraction of tourists who wish to be accommodated near the local people, which facilitates direct contact with the population, familiarisation with their traditions, being directly informed about the autochthonous offer of the location and possible activities (Del Chiappa, 2012). The very fact that this form of hotel is recognised also outside Italy proves that the diffuse hotel has taken a leading role in the creation of a type of accommodation which respects the tradition and which is the basis for all those who promote sustainable development (Sheehan, Presenza, 2013).

The diffuse hotel based on hospitable service is characterised by (Vilani, Dall'Ara, 2015):

- joint enterprise-like management (a single member or a society managing hospitality services and related activities);
- hotel services offer (accommodation, breakfast, room cleaning, restaurant, shuttle bus to reach main local tourist attractions, etc.);
- residential units distributed in separate pre-existing buildings, located within the inhabited old town centre;
- limited distance between residential units and common areas, reaching at most 200 metres;
- presence of a hosting community such that the relationship between users and residents is ensured;
- presence of an authentic environment, characterised by the interaction with the social milieu and local culture;

- being recognisable, due to its well-defined and homogenous identity (this is the reason why interventions on the built environment play an important role, since the quality of spaces and the quality standard are strongly characterised);
- management process integrated in the territory and its culture.

Not only is the “diffuse hotel” (scattered hotel) an alternative to traditional forms of tourist accommodation, but it also represents a sustainable form of global territory development, especially in small communities where tourism coexists with other activities such as agriculture or handcrafts (Confalonieri, 2011).

With the aim of creation of new innovative tourism products in Croatia efforts are also being made to improve the quality of accommodation offer. Apart from heritage hotels, new innovative accommodation facilities have been introduced in the form of diffuse and integrated hotels. The new innovative form, emanating from the organised forms of diffuse hotels, is being recognised as integrated hotels

2. MATERIALS AND METHODS

The research aim is directed towards recognition of developmental potentials and intensification of formation of innovative accommodation forms in the hotel industry of integrated hotels. As, in accordance with the Croatian Tourism Development Strategy, a need has been recognised for integration and reorganisation of family accommodation into small family hotels, “garni”¹ hotels and primarily diffuse and integrated hotels, the conducted research considers the developmental potentials of integration of town apartments and rooms for rental into integrated hotels. The question of ownership is examined in the sense of a single owner of several accommodation structures, existing integrated hotels and the establishment of new organisational structures by linking of several accommodation units of the same category and of similar arrangement style, but of different ownership, into a unique structure of an integrated hotel. The position of the Croatian hotel industry and the implicative share of innovative accommodation forms within the said industry have been perceived in this paper using the quantitative method. The methodology of the qualitative research includes research through a structured interview and the technique of creative thinking, supported by analytical and other scientific methods.

The research distinguishes two groups of respondents to whom the questionnaires were presented, supported by a personal interview. The first group are owners of specialised tourism agencies which have direct knowledge from contacts in the market and from guests themselves, while the second group includes managers and owners of integrated hotels who consider the importance and potentials of linking of small individual accommodation structures into an organisationally unique integrated hotel, which makes the core of the research and the results are supported by the knowledge gathered from the first interview. Given that there are a small number of integrated hotels as an innovative accommodation category in Croatia, out of the total of 5 hotels, three

¹ “Garni” hotel – accommodation facility that consists of a minimum of 5 rooms and offers breakfast as basic catering service, Bed & Breakfast hotel.

business entities were researched and their attitudes presented in relation to the linking and mutual market presentation as an innovative accommodation subject, an integrated hotel.

2.1. Croatian regulatory framework on tourism and hospitality industry

Apart from the existing hotels and for the purposes of creation of new and innovative tourism products in the destination, development and quality improvement of the accommodation offer, mutual market presentation and professionalization of private accommodation², new hotel facilities have been added to the existing hotel facilities – diffuse and integrated hotels, as well as SPA hotels (NN 56/2016).

The existing heritage hotel represents a part, one or a maximum of two facilities in predominantly old, traditional structures, while the new type, a diffuse hotel, is a facility consisting of three or more buildings, also in old and traditional structures, provided both types are arranged and equipped in a traditional way.

The diffuse hotel, together with the already existing heritage hotel, will enable (Ministry of Tourism of the Republic of Croatia 2014): tourist valorisation and preservation of the traditional architectural heritage for the needs of accommodation hospitality capacities, with due regard to autochthonous local life and cultural values in the Croatian destinations; creation of destination accommodation networks; raising of the quality of services and offers in accommodation facilities; mutual promotion in the market; use of new IT and communicational technologies; improvement of the gastronomic offer; creation of additional offers and facilities; employment of the local population in tourism and tourism-related businesses.

As opposed to a diffuse hotel, an integrated hotel is a facility which does not have to be situated in a rural centre, is of autochthonous architecture, but can conduct its business in towns and other locations, in which a caterer provides services of accommodation and breakfast in common facilities, his own hospitality facilities and those of other caterers and renters, who have procured a decision on categorisation beforehand: rooms, apartments, studio apartments, holiday homes and other subjects (small businesses, companies, etc.). By entering into a contractual relationship, they put their accommodation facilities, restaurants, bars and premises with common entertainment facilities at the disposal of, i.e. for business, the caterer who oversees the integrated hotel. This includes the reception and restaurant businesses, common marketing, maintenance and cleaning services. Also, the local community, as the second interested party, can put its facilities and services at the disposal of the integrated hotel for the purposes of tourist expenditure (Ministry of Tourism of the Republic of Croatia 2016).

Since the Croatian Tourism Development Strategy envisages reorganisation of the accommodation offer structure in the sense of stimulation of development of small family hotels and integrated and diffuse hotels, a need is emerging for a strategic and operational association of providers of services of family accommodation into the said

² According to the National Bureau of Statistics, includes rooms for rental, apartments, studio apartments, holiday homes in households or rural tourism households.

accommodation structures defined by the Rules on Classification, Categorisation and Specific Standards of Catering Facilities from the Group Hotel (NN 56/16). Equally, the globalised market trend, which includes the competitive capability of positioning in the tough competition environment, substitution offers and high risks represents reorganisation and grouping of differential and specialised offer as a solution for the market performance. This includes quality standards, but also the implementation of specificities in the offer structure. Apart from the standard facilities, tourists request added values, so elements that have the features of the original character, i.e. autochthonous structures, are formed, valorised and certified as heritage and diffuse hotels or integrated hotels with traditional arrangement elements are added to the technical standardisation and facility organisation.

Linking of and organisation of several dislocated accommodation units into a single organisational structure – integral and diffuse hotel, faces many challenges; the objective ones in the sense of the regulatory and organisational framework and the subjective ones, related to the ownership aspect and preparedness to cooperate and link properties into a common business entity.

As an accommodation facility, an integrated hotel consists of three or more structures in one locality, which are not related to traditional heritage. A special feature of an integrated hotel is also the possibility of service provision by external subjects, i.e. registered legal and physical entities, as well as the local community, which can offer, i.e. put at the disposal of an integrated hotel, its facilities and services for the purposes of tourist and hospitality expenditure. The integrated hotel will facilitate (Ministry of Tourism of the Republic of Croatia 2014): linking of the existing accommodation in rooms, apartments, studio apartments and holiday homes and other subjects (small businesses, companies, etc.); mutual market presentation; raising of the quality of services and offers in so-called private accommodation facilities (can be provided by households – both physical entities and companies), through hotel service provision; creation of new facilities and tourism products; use of new IT and communicational technologies; new employments in tourism; inclusion of the local community (products and services) in tourist expenditure.

Apart from introduction of new types, the Rules also facilitate that, at the caterer's request, all facilities from the Group Hotel, in which hospitality services are provided by a medical institution or another legal or physical entity who works in the health business, can be branded a SPA type of facility, i.e. can bear the label of SPA, for example, a SPA hotel, a SPA aparthotel and, among others, also a SPA integrated hotel. The quoted possibility of categorisation facilitates market recognition, quality strengthening, enrichment of the offer, as well as the creation of new offers and new tourism products. This equally facilitates the strengthening of the tourism destination through strengthening of competitiveness of SPA tourism, generating new levels of employment. As the Croatian Tourism Development Strategy stresses the need for a stronger development of selective types of tourism, the said possibility of the innovative facility categorisation as an integrated SPA hotel represents an ultimate option of specialisation and market organisation. By the afore-mentioned categorisation legal framework the intention is to achieve a strengthening of the demand in pre- and

post- season periods, as well as to raise the competitiveness of tourism of the Republic of Croatia.

The Ministry of Tourism of the Republic of Croatia recorded that Croatian tourism disposes with a total of 840 categorised hotels, of which: 81.5% refer to hotels, 2% to heritage hotels, 0.12% to diffuse hotels and 1% to integrated hotels.

Table 1: **Accommodation facilities from the Group Hotel**

	*****		****		***		**				TOTAL		%	
	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
Hotels	33	36	225	256	313	317	79	75			650	684	81.45	81.43
Heritage hotels			9	10					9	9	18	19	2.26	2.26
Diffuse hotels									1	1	1	1	0.13	0.12
Aparthotels	0	0	9	8	14	16	0	0			23	24	2.88	2.86
Resorts	1	1	11	11	17	20	15	15			44	47	5.51	5.60
Tourist apartments	0	0	13	16	28	26	11	10			52	52	6.52	6.19
Integrated hotels									5	8	5	8	0.63	0.95
SPA hotels			1	1	1	1					2	2	0.25	0.24
Special standardised hotels	3	3									3	3	0.38	0.36
TOTAL	37	40	268	302	373	380	105	100	15	18	798	840	100	100

Source: Authors' research according to the Ministry of Tourism

In recent years, private accommodation facilities are becoming the trend, which points to the dominance of classical accommodation capacities and, taking into consideration the data that the accommodation share in households in the tourism of the Republic of Croatia equals 52% ([www. http://www.mint.hr/default.aspx?](http://www.mint.hr/default.aspx?)), to the need for the accommodation capacity structure to be reorganised in the sense of the organisation and integration of fixed structures into small family hotels, boarding houses and diffuse and integrated hotels. As a part of the system, Croatian Tourism Development Strategy also finds its legislation within the Ministry of Tourism of the Republic of Croatia's regulatory framework and also with incentives through relevant workshops organised by Croatian professional national associations, such as UHPA (The Association of Croatian Travel Agencies) and HTZ (The Croatian Tourist Board), which are intended to educate and raise awareness of the advantages of the cluster linking, as well as of the synergy for the purposes of realisation of new levels of quality and competitiveness.

3. RESULTS AND DISCUSSION

Considering the problem area from the theoretical, scientific, aspect and reviewing the key stakeholders' answers and attitudes obtained by means of a structured interview, a problem area is presented which examines the implementation of the theoretical model in practice, as well as follows the realisation of the results and effects. Has the Croatian legislation considered adequately the topic area of the integration of accommodation facilities in the new category and does their branding clearly communicate with the demand market? How much effort is invested in educational activities directed towards

stakeholders and how does the national level stimulate the reorganisation and redesign of the private accommodation facilities as an extremely important segment of the accommodation offer of Croatia regarding the seasonality, level of prices and the quality itself of the facilities on offer? The results of research on hotel owners and managers, as well as the results of tourist agencies are presented.

Table 2: Research on attitudes of integrated hotel owners and management towards the potentials of development of integrated hotels

What motivated you to categorise your hotel as an integrated hotel and what advantages did you recognise in that particular organisational form?	Hotel A We wanted to categorise as a heritage hotel, but did not meet the requirements of the Rules, advantage of an organised offer and marketing, flexibility of opening.
	Hotel B We worked as an agency for a few years; the category seemed to us attractive market-wise, as well as the advantages of centralised sales, households.
	Hotel C The concept looked attractive; we thought that, market-wise, it would be much more interesting for the guests and that we would achieve a new competitiveness, higher prices, a better image.
Did you take part in workshops and forums of family accommodation and how do you grade the efforts put into the formation of integrated hotels?	Hotel A Yes, the UHPA and HTZ forums, we enquired on our own at the Ministry of Tourism of the RoC. The efforts made by the state are directed towards the fight against the black market, but not enough care was taken to avoid potential problems, for example, due to wrong marketing or maybe a better choice of the name.
	Hotel B No, we followed other integrated hotels' experience.
	Hotel C They tried to create something new, a new organisational form of the offer, although, in my opinion, the problem areas were not sufficiently examined, due to which problems in practice are emerging of a marketing nature, as well as complaints that guests do not know what kind of accommodation they have actually booked.
In organisation of your own integrated hotel, did you research and communicate with integrated hotels abroad?	Hotel A Yes, diffuse hotels in Italy, which have a very flexible organisation and are not focused on regulations and the size of surface areas, but on advantages for guests – a special autochthonous experience.
	Hotel B No, although we are familiar with the Italian concept of clusters and cooperatives, which, unfortunately, does not function here, as our market is very black.
	Hotel C We researched a little the practice of the Italian diffuse hotels.
Compare the practice abroad with the Croatian legislative framework and organisational possibilities.	Hotel A The legislative framework is flexible abroad; in Croatia regulations limit the development of the micro offer.
	Hotel B The legislation is very strict, we who have 6 apartments in our integrated hotel and, as an agency, manage a further 70, have to follow different rules and manage administration.
	Hotel C The Croatian legislation is very strict; it is inclined rather to sanctions due to the characteristics of the existing building instead of incentives.

Do you have only your own or also other owners' apartments in the organisation of your hotel?	Hotel A The ownership is expressly singular; we have rooms with bathrooms, a restaurant, cheese tasting room, a pagoda, a square, a souvenir shop, an ethno collection.
	Hotel B We have our own 6 apartments, with others we have contracts.
	Hotel C We have our own 19 apartments.
Do you have and with which service providers in the destination do you have a contractual relationship for the purposes of enrichment of your offer?	Hotel A We offer a complete experience to our guests through the DMC agency; we offer excursions, active holidays, other restaurants, wine tasting facilities, transfers in Croatia and Slovenia.
	Hotel B Yes, we have contracts with restaurants, bus operating companies, DMC agencies, apartments and guests are networked via VPN mobile phones and we are always at their disposal.
	Hotel C We used to have some cooperation, but have given up, returned to our own resources and to the concept of tourist apartments.
As reorganisation of the family accommodation is one of the strategies of Croatian tourism, are you of the opinion that the number of integrated hotels will rise, as an innovative form of accommodation?	Hotel A I think not, maybe only with the owners of a larger number of apartments, bigger affiliations, the problem is of a powerful black market of rooms for rental and false categorisation, inspections should be more frequent.
	Hotel B No, integrated hotels help the facilities which do not have permits for use to enter the placement, other owners prefer to work alone and this is associated with the ownership mentality.
	Hotel C Maybe someone like us will try, but it is important that the Rules are well defined, maybe it even creates a new name, for example Integrated apartments or something like that. As it is, the offer is not sufficiently well explained and defined in the market and guests are misled, which results in complaints.
Has the level of competitiveness increased and do you achieve higher prices in placing your accommodation offer as opposed to the traditional family accommodation?	Hotel A No, we were very competitive also before, we categorised due to the increase in our capacities and the Rules, as in our capacity as a rural tourism facility we could not have such a number of capacities and the flexibility of opening and closing.
	Hotel B No, the apartment quality is important, reviews, hotel competitiveness depends on the power in the market and the number of apartments.
	Hotel C Competitiveness has not increased, given the problems and guests' complaints we are returning to the categorisation of tourist apartments, the category Integrated Hotels needs to change the name in order to avoid misunderstandings and the investments we made in the structure do not bring a return.

Source: Authors' research and processing

The results point to the fact that integrated hotel owners consider that the concept of their organisation is required, at the same time implying that the legislation should, in a more flexible way, examine requests for accommodation structure physical characteristics of the integrated accommodation structures given that they are created from the existing facilities which, as small businesses, do not have the possibility of implementing high levels of investment. The concept is recognised as one of the

instruments by means of which illegal business can be curbed in this tourism segment; for this, however, it is necessary to present the advantage of cluster linking and synergy in entrepreneurship through education. The need has been recognised for development of the business culture, association, confidence and trust. Furthermore, accurate marketing is of key importance for adequate promotion and for realisation of welcoming of guests who often expect a different kind of accommodation. Naming of the structures "integrated hotel" does not have an adequate correlation with the foreign practice or recognisability, while the category of "diffuse hotel" is comparable with Italian examples and has overcome this problem.

Furthermore, the attitudes were examined of managers of 4 tourist agencies from the Istrian and Kvarner regions, specialising in private accommodation and who manage contracts and communicate with renters. Given the first-hand knowledge of market circumstances, the uniformity of their attitudes implies a realistic situation and positions.

The connection of integrated hotels with specialised tourist agencies is important. Namely, it includes integration of different services with the offer of accommodation in private apartments and rooms, i.e. the linking of several owners into a common accommodation structure with joint maintenance, restaurant and other leisure services. The integrated hotel managing structure takes over some of the functions of the said agency, i.e. agencies outgrow classical forms, and they widen their business activities and present themselves in the market as an integrated hotel.

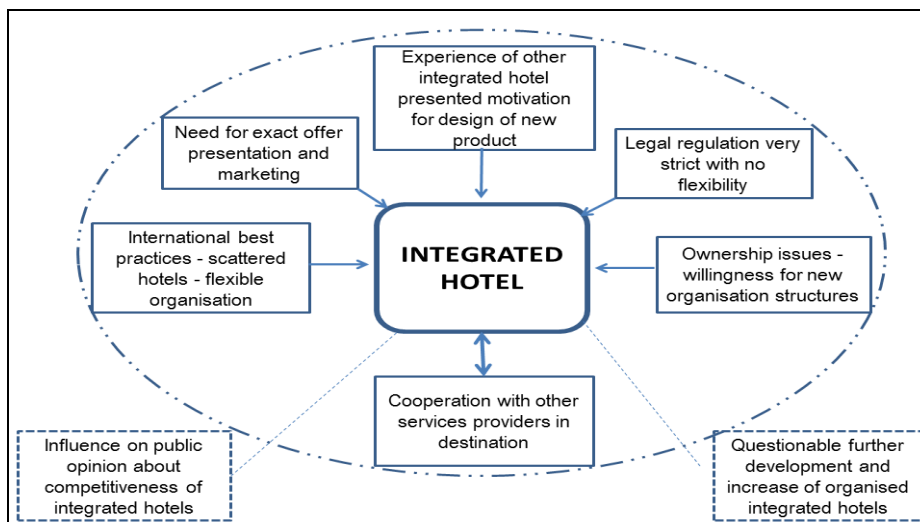
The conclusions of the research on attitudes of the owners of specialised tourist agencies are uniform at the level of the researched sample. Agencies replied to the questionnaire and affirmed the following knowledge:

- Although the workshops related to innovations in private, family accommodation are continually maintained, agencies did not acquire any knowledge about integrated hotels in them and, according to the communication with renters, they do not recognise the importance of the integrated hotel organisation, but invest resources in independent presentation in the market.
- According to the information they have, agencies believe that the level of awareness of citizens who are engaged in the business of rental of rooms and apartments in households is still insufficient for innovative projects and a generation gap is also recognised in the readiness to implement innovations in the hospitality business.
- To their partner renters, agencies would mostly recommend association because, as an agency, it would make the communication and business easier for them from the aspect of capacity rental (centralised sales and payment) and also from the aspect of placement of these capacities (a larger contingent with the same price).
- The agencies which would offer integrated hotels recognise the advantage of common promotional activities, uniform quality, a simpler choice of alternative offers and their availability.

- Agencies themselves replied negatively to questions about their own linking into an integrated hotel given the great vagueness of the Croatian legislation. At the same time, they claim that they actually represent a kind of integrated accommodation for the reasons that payment for all accommodation units they cooperate with is made through them.
- To the question: "As reorganisation of the family accommodation is one of the strategies of Croatian tourism, are you of the opinion that the number of integrated hotels will rise as an innovative form of accommodation?" the agencies recognise positively the initiative and the necessity for innovation. However, they emphasise that the reply from the market and consumers is needed for it, given that they increasingly look for quality and a special experience in a tourism destination; their reply concerning organisational innovations will certainly be positive.

The conclusion summary referring competitiveness potential is presented in the model of activity of Integrated Hotel in the market

Figure 1: Potentials of development of Croatian integrated hotels



Source: authors' research

CONCLUSION

Since the very beginning, tourism, thus also accommodation offer, has been inextricably associated with innovation and innovations in tourism have most probably been and are increasingly numerous, more frequent, and more complex than in other economy fields (Čavlek et al., 2010). Innovated accommodation offer, in synergy with new forms of tourism offer, provides a possibility for increased competitiveness. One of the factors of the development of Croatian tourism is also the transformation of non-competitive accommodation in households into innovative family hotels (integrated and diffuse hotels).

The answer to the question whether the integrated hotel organisation can become a more mass developmental trend can be found in the premise that, first of all, the offer of private accommodation should be regulated and systematically structured, curb the black market, change the renters' awareness and integrate into the offer which has its own competitiveness and which is directed towards a responsible consumer, oriented towards personal communication with the local population and special experiences.

The stakeholders of tourism realisation in integrated hotels are the accommodation facilities themselves, tourist agencies as mediators between a specific offer and market demand, renters – owners of tourist apartments and rooms in private accommodation facilities and guests themselves, consumers. Given the complexity of the topic area, the paper encompassed the first two groups of presented stakeholders and examined their opinions in relation to current positions, problem areas and potentials of the future valorisation of integrated hotels. The attitudes of the owners/renters and end consumers are the other two links in consideration of the value chain of valorisation of integrated hotels as an innovative accommodation form and, together with the entire cross section of wider parameters, represent a platform for future research.

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