

Magdalena MUSTAPIĆ***Antonio VLAHOV******VAŽNOST DIZAJNA U ARHITEKTURI ZA POZICIONIRANJE
HOTELA NA TURISTIČKOM TRŽIŠTU****IMPORTANCE OF DESIGN IN ARCHITECTURE
FOR POSITIONING HOTELS ON TOURISM MARKET**

SAŽETAK: Dizajn u arhitekturi oduvijek ima značajnu ulogu u sustavu turizma, a osobito u djelatnosti hotelijerstva gdje postaje jedan od ključnih čimbenika u pozicioniranju hotela te u znatnoj mjeri utječe na njegove poslovne performanse. Suvremeni gosti traže više od lokacije i osnovnih usluga koje hotel pruža, a do izražaja posebno dolazi njegov prepoznatljiv stil, personalizirani pristup, specifičnost oblikovanja i cjelokupna atmosfera prostora na što arhitektura i dizajn imaju izravan utjecaj. U radu se posebno ističe važnost suodnosa arhitekture i okoliša te se analiziraju relevantni trendovi na turističkom tržištu, osobito olfaktorni marketing kao jedan od istaknutih trendova u marketinškom pozicioniranju. Sveprisutni eko trendovi ogledaju se u arhitekturi koja uvažava načela održivog razvoja. Kako bi se istražila percepcija važnosti arhitekture i dizajna za pozicioniranje hotela na turističkom tržištu, njihov doprinos prepoznatljivosti destinacije u kojoj se hotel nalazi, ali i nedostaci primjene suvremenih trendova u hotelskoj arhitekturi i dizajnu, provedeno je istraživanje na uzorku najznačajnijih arhitekata s iskustvom u hotelskim projektima te direktorima istih hotela.

KLJUČNE RIJEČI: hotelijerstvo, dizajn u arhitekturi, suvremeni trendovi, Hrvatska

SUMMARY: Design in architecture has always played a significant role in tourism, especially in hotel industry, where it has become one of the key factors in positioning hotels and influencing business performance. Contemporary guests seek more than just a location and basic services that hotels provide. A recognizable style, specific formation, authenticity and the overall ambiance are particularly prominent features of any design or architecture. This paper tackles the relationship between architecture and the environment, and analyses the relevant trends on the tourism market, especially olfactory marketing as an apparent trend in market positioning. The ubiquitous eco-trends are manifested in architecture based on the principles of sustainable development. The research was conducted on a sample of most prominent architects with experience in hotel projects as well as their general managers in order to examine the perception of the importance of architecture and design in positioning hotels on the tourism market and their contribution to the recognition of the destination. It also includes the inadequacies regarding the lack of implementation of contemporary trends in hotel architecture and design.

KEYWORDS: hotel industry, architecture, design, contemporary trends, Croatia

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1. UVOD

Na izrazito segmentiranom turističkom tržištu s pojavom novih oblika turizma dodatno na važnosti dobivaju estetika prostora, novi doživljaji i iskustva, prožeti specifičnom pričom i prepoznatljivošću. Dizajn u arhitekturi s nedvojbenim značajem za turizam postaju jedan od ključnih alata u promociji turističke destinacije i kreiranju prepoznatljivih simbola u turizmu, a do posebnog izražaja dolaze u hotelijerstvu. Hoteli kao urbanističko-arhitektonske strukture postaju atrakcije i sredstvo postizanja različitosti pa danas imaju važnu ulogu u određivanju uspjeha ili neuspjeha nekog hotelskog projekta (Phillips, 2004:371). Kod projektiranja hotela izuzetno je važno postići usklađenost arhitektonske i dizajnerske vizije s prethodno postavljenim programom budućeg hotela pri čijem stvaranju treba u obzir uzeti brojne aspekte životnih stilova kao i trendove koji utječu na dinamičnost turističkog tržišta. Rastuća svijest javnosti o ekologiji na razvijenim turističkim tržištima, koja neposredno utječe na arhitekturu i dizajn hotela jedan je od glavnih poticaja brojnih trendova u hotelijerstvu. Tako se s posebnim osjećajem za lokaciju vodi računa o stvaranju jedinstvene priče hotela kao dijela prirodnog i kulturnog okoliša s izraženom upotrebom lokalnih materijala.

Dizajn u arhitekturi u izrazito konkurentskom okruženju na turističkom tržištu postaje jedan od najmoćnijih alata hotela u postizanju različitosti, ali i čimbenik inovativnosti. Sam pojam dizajna u arhitekturi odnosi se na kreativno uređenje i integriranje strukture i krajolika kako bi se postigli specifični funkcionalni i estetski ciljevi (Jafari, 2000:144) pa je hotelski dizajn rezultat socio-kulturnih promjena, tehnološkog napretka, ekonomske i političke situacije te okolišnih čimbenika (Braun, 2011:13). Ponuda hotela koja ostavlja dojam uniformiranosti hotelskih lanaca gubi na važnosti (Mangla, 2015), a kao odgovor na nove potrebe i že-

1. INTRODUCTION

On the highly segmented tourism market with the appearance of new forms of tourism esthetics of space, new adventures experiences, those permeated by specific story and recognition are gaining more and more prominence. Design in architecture has undoubtedly become one of the key tools in promoting a tourism destination and is creating a recognizable symbol in tourism. This process is even more noticeable in hotel industry. As urban-architectural structures hotels are becoming attractions and the means of product differentiation, and thus today they play an important role in determining the success or failure of a hotel project (Phillips, 2004:371). When designing a hotel, it is principally important to achieve compatibility of the architectural and designer vision with the previously set program of the future hotel. The matching should take into consideration numerous aspects of lifestyles and trends influencing the dynamics of the tourism market. The growing awareness of public about the ecology in developed tourism markets, which directly influences the architecture and design of hotels is one of the main incentives of a host of trends in hotel industry. Accordingly, particular sense for the local environment has become instrumental in creating a unique story of a hotel as part of the natural and cultural environment.

As a supplement design in architecture is becoming one of the most powerful tools of hotels in achieving diversity and a factor of innovativeness in today's notably competitive ambience on the tourism market. The very notion of design in architecture refers to creative decoration and integration of the structure and landscape in order to achieve the particular functional and esthetic goals (Jafari, 2000:144) – making hotel design a result of socio-cultural changes, technological advancements, economic and political situations, and of environmental factors (Braun, 2011:13). The hotel offer which is character-

lje turista javljaju se dizajn i *boutique* hoteli čija je glavna okosnica upravo prepoznatljiv i jedinstven dizajn te personalizirana usluga (Rutes, Penner i Adams, 2001:55). Hoteli se, općenito, nastoje na različite načine diferencirati: personaliziranim pristupom gostu (Clarke i Chen, 2007:77), jedinstvenom gastro ponudom (Davis *et al.*, 2012:46), brojnošću dodatnih sadržaja hotela (Sturman, Corgel i Verma, 2011:216), ali i putem mirisa (Kimmel, 2013:61) te vizualnog identiteta hotela (Wharton, 2001:5). Olfaktorni marketing, odnosno korištenje posebnih mirisa, predstavlja novi trend u marketinškom pozicioniranju hotela (Nozell, 2014). Razlog intezivnog rasta upotrebe olfaktornog marketinga nalazi se u činjenici da su mirisi najjače povezani s uspomnama što je posebno važno (Krishna, 2010:75) jer se svaki hotel nastoji i emocionalno vezati za gosta (Enz, 2010:180).

Čimbenici diferencijacije u području hotelske arhitekture i dizajna iznimno su važni za pozicioniranje hotela i njegovu prepoznatljivost na turističkom tržištu, ali i ukupnu uspješnost poslovanja (Kronberger *et al.*, 2008:76). Brojna istraživanja potvrđuju da se sinergijom svih uključenih dionika, od izrade programa hotela do arhitektonskih i dizajnerskih rješenja, dugoročno doprinosi povećanju konkurentnosti pojedinog hotela, ali i cjelokupnog proizvoda turističke destinacije (Zemke i Pullman, 2008: 553).

2. DIZAJN U ARHITEKTURI U FUNKCIJI RAZVOJA HOTELIJERSTVA

Dizajn u arhitekturi u turizmu oduvijek je imao važnu ulogu. Arhitektura je bila i ostala odraz društvenih, ekonomskih i kulturnih prilika te duha vremena određenog razdoblja i kulture u kojoj nastaje. U hotelijerstvu, koje je u svom razvoju i trendovima prilično heterogeno (Braun, 2011:13), osobito je vidljiva važnost arhitekture i dizajna. U posljednjih nekoliko desetljeća povijesno

ized by the uniformity of hotel chains is losing its importance (Mangla, 2015), and is being replaced, as a response to new needs and desires of tourists, by design and boutique hotels due to their recognizable and unique appearance and personalized service (Rutes, Penner and Adams, 2013:55). Hotels generally try to diversify themselves in different ways: by their attitude to the guests (Clarke and Chen, 2007:77), unique gastro offer (Davis *et al.*, 2012:46), numerous amenities (Sturman, Corgel and Verma, 2011:216), and by enhancing their olfactory (Kimmel, 2013:61) and visual identities (Wharton, 2001:5). Based on using appealing fragrances olfactory marketing represents a new trend in market positioning of hotels (Nozell, 2014). The reason for the extraordinary increase in using olfactory marketing lies in the fact that scents are strongly connected with memories (Krishna, 2015:75), which is why each hotel also attempts to bond with the guests emotionally (Enz, 2010:180).

Factors of differentiation in the field of hotel architecture and design are extremely important for the positioning of hotels and their recognizability on tourism market, as well as for the total business performance (Kronberger *et al.*, 2008:76). A large body of research has confirmed that synergizing all stakeholders' efforts, from creating the hotel program to reaching architectural and designer solutions, contributes to the increase in a hotel's competitiveness as well as to the cumulative product of a tourism destination in the long run (Zemke and Pullman, 2008:553).

2. DESIGN IN ARCHITECTURE SUPPORTING HOTEL INDUSTRY DEVELOPMENT

Design in architecture has always played an important role in tourism. Architecture was and still is an expression of the social, economic and cultural circumstances, and of the *zeitgeist* (spirit of age) and culture in

i kulturno nasljeđe čine osnovicu razvoja kulturnog turizma, ali i izvrsna suvremena arhitektura posjeduje gotovo istu snagu privlačnosti. Zsigurno su prošla vremena kada su gosti odabirali hotel temeljem mogućnosti korištenja bazena ili dostupne wi-fi usluge. Danas sve zahtjevniji i pronicljiviji turisti zahtijevaju personaliziranu uslugu, autohtoni gurmanski doživljaj, ali i iznad svega specifičan i/ili spektakularan ambijent (Poimiroo, 2015).

U turizmu su vrlo često postavljana pitanja uloge i važnosti prostora te poimanje užitka, odnosno kako prostor doprinosi ostvarenju zadovoljstva korisnika te kako ga valorizirati (Labus, 2009:989). Odgovor na ovo pitanje predstavlja temeljnu zadaću arhitekture u hotelskoj industriji. Arhitektura postaje nužan reflektivni član njezina diskursa, jer je ona u svom postmodernom položaju nužno definirana kao produkcija kulture (Labus, 2009:988). Arhitektura ulazi u šire polje društvenih značenja te postaje medij za komunikaciju koncepta (Labus, 2009:988). Upravo ulazak arhitekture u šire urbane komplekse označava njezin promijenjeni društveni položaj. Hoteli često sami postaju atrakcije i promotori destinacije koji svojom formom ukazuju na atraktivnost vlastitih sadržaja i usluge (poput primjerice Burj Al Araba). Stereotipski hoteli velikih hotelskih lanaca iz druge polovine 20. stoljeća tako ne predstavljaju više osobit doživljaj, kao što je to slučaj s hotelima u kojima su primijenjeni suvremeni arhitektonski koncepti. Arhitektima i dizajnerima, koji kreiraju najprestižnije objekte širom svijeta, današnji hotel je jedinstven i predstavlja sveobuhvatno iskustvo koje se temelji na dobro postavljenoj identifikaciji ukusa i prioriteta gosta (Štiklica, 2015:40). Prvi kontakt gosta s hotelom, njegova vizualna percepcija, impresivni oblici kao i cjelokupna atmosfera utječu na stvaranje posebnih uspomena. Suvremeni gosti traže više od lokacije i osnovne usluge smještaja pa inzistiraju na prepoznatljivom stilu, personaliziranoj usluzi, autentičnosti i krea-

which it arises. In hotel industry, which is quite heterogeneous in its development and trends (Braun, 2011:13), the importance of architecture and design is particularly noticeable. In the last few decades, historical and cultural heritage have been the basis of cultural tourism development, but excellent contemporary architecture also possesses almost the same amount of appeal. The times when guests were choosing hotels based solely on the ability to use the pool or the availability of the Wi-Fi service are definitely gone. Today's ever more demanding and discerning guests demand personalized service, authentic gourmet experience and, above all, a specific and/or spectacular ambience (Pimiroo, 2015).

Questions about the role and importance of space as well as the notion of pleasure are often raised in tourism. Specifically, it is the question of how space contributes to achieving the user's pleasure and how this can be evaluated (Labus, 2009:989). The answer to this question represents the inevitable task of architecture in hotel industry. Architecture is becoming an indispensable reflexive member of the discourse as its postmodern position strictly defines it as production of culture (Labus, 2009:988). Architecture is entering into a wide range of social signifiers and is becoming the medium for concept communication (Labus, 2009:988). It is the appearance of architecture into wider urban complexes that designates its changed social position. Hotels themselves often become attractions and promoters of destinations as their form emphasizes the attractiveness of their own amenities and services (e.g. Burj Al Arab). Accordingly, stereotypical hotels of large hotel chains from the second half of the 20th century can no longer represent personal experiences as is the case with the hotels which had implemented contemporary architectural concepts. Architects and designers that create the most prestigious objects worldwide see present-day hotels as unique and representative of an all-encompassing experience based on thorough identification of the

tivnosti u pružanju odabrane usluge. Upravo je autentičnost značajna moderna vrijednost čiji je nastanak usko povezan s utjecajem suvremenoga (Cohen, 1988:373). Većina današnjih turista je izvrsno informirana i dobro zna što želi, lišeni su slobodnog vremena pa zato teže tome da se nagrade i zadovolje svoje specifične turističke potrebe. Dostupnost informacija ujedno čini putnike pronicljivijima, ali postoji i više konfuzije i neodlučnosti nego ikad. Činjenica je da potrošači u turizmu imaju sve veće mogućnosti izbora uz istodobno sve manje vremena za donošenje odluke. U tom pogledu dobar hotel treba ostvariti uspješan spoj novih, inovativnih i tradicionalnih vrijednosti, materijala, teksture i tehnika (Dešković, 2008:33), što dovodi do zaključka da projektiranje suvremenih hotela postaje vrlo osjetljivo na tržište i potrebe korisnika. Koncepti poslovanja hotela se tako postavljaju prema očekivanoj dužini boravka gosta, njegovu profilu u smislu zanimanja, hobija, navika, njegove ekonomske snage, pa čak i spola, rase kao i religijskog opredjeljenja (Majdandžić, 2008:34). Može se stoga reći kako više gost ne bira hotel, već hotel bira gosta kojeg želi privući. Suvremena arhitektura govori univerzalnim jezikom koji se ne zasniva na lokaciji, već se oslanja na ekspresiju (Labus, 2009:992). U skladu s navedenim, turistički proizvodi moraju biti sve različiti jer se sve diferenciranije razvijaju očekivanja i emocionalni obrasci različitih ciljnih skupina (Howie, 2003:1). Arhitektonska i dizajnerska rješenja danas postaju čimbenik različitosti i nerijetko određuju uspješnost poslovanja nekog hotela. Ona predstavljaju stupanj razvoja društva i kulture, izričaj samog arhitekta ili pak ideju investitora, a koji u konačnici imaju cilj zadovoljiti želje suvremenih turista. Organizacija i uređenje hotela promatraju se tako kroz prizmu modernog svijeta pa su vanjski izgled i interijer hotela gotovo presudni kod odabira gosta (Bitner, 1992:57).

Važno je istaknuti da zapažena arhitektonska rješenja imaju i svoju cijenu pa mogu

guest's taste and priority (Štiklica, 2015:40). The guest's first contact with the hotel, its visual perception, impressive forms as well as the overall atmosphere influence creation of special memories. Contemporary guests seek more than just a location and basic accommodation, and they insist on a recognizable style, personalized service, authenticity and creativity in providing the chosen services. It is the authenticity that is significant as a modern value whose creation is closely associated with the influence of the contemporary (Cohen, 1988:373). Most modern-day tourists are well-informed and know precisely what they want; they are deprived of free time so they strive to reward themselves and satisfy their specific tourism needs. The availability of information makes them more astute travelers, but there is also more confusion and indecision than ever before. The fact is that tourism consumers are offered more and more opportunities of selection, while having less and less time to make decisions. Therefore, a good hotel should efficiently combine new, innovative and traditional values, material, texture and techniques (Dešković, 2008:33), which leads to the conclusion that designing contemporary hotels is becoming sensitive to the market and to the users' needs. Hotel business concepts are thus laid with respect to the estimated length of the guests' stay, their professional background, hobbies, habits, economic power, sex, race and religion (Majdandžić, 2008:34). One can, therefore, claim that the guest no longer chooses the hotel, but rather that the hotel chooses the guest it wishes to attract. Contemporary architecture speaks a universal language which is not based on the location, but relies on expression (Labus, 2009:992). Consequently, tourism products must become increasingly diverse because expectations and emotional patterns of various target audiences develop more and more differentiatedly (Howie, 2003:1). Architecture and design are becoming factors of diversity and invariably determine the business performance of a hotel. They represent the level of a society's and culture's development, the very

višestruko povećati investiciju u usporedbi s građevinarstvom koje je svedeno na rješavanje konstrukcijskih elemenata (Žunić, 2008:23). Već u fazi poslovnog planiranja tema arhitekture je prva kritična točka i zahtijeva ekonomičan proračun, profesionalnu procjenu lokacije i osmišljavanje cjelokupnog proizvoda. Nesvakidašnja arhitektura povećava interes tržišta te može lokaciji dati novi, atraktivniji izgled i veću dodatnu vrijednost. Istodobno, arhitektura bez dobro osmišljenog dizajna ne može polučiti uspjehom. Čimbenici dizajna hotela kreiraju makro okruženje u hotelskoj industriji te snažno utječu na zahtjeve i želje gostiju. Stoga, vlasnici hotela i marketinški stručnjaci trebaju posebno nadzirati i evaluirati utjecaj prethodno navedenih čimbenika kako bi ponudili odgovarajući proizvod, odnosno uslugu pravom kupcu u pravo vrijeme i na pravom mjestu (Braun, 2011:14). Kod dizajniranja hotela uvijek postoji više različitih čimbenika koje treba uzeti u obzir, kao što su, primjerice, zahtjevi vlasnika, zahtjevani standardi odabranog hotelskog lanca, ciljana tržišta, lokacija hotela, povijest zgrade i stil arhitekture i drugo. Sve ove elemente potrebno je kombinirati kako bi se izradio kvalitetan i svrhovit dizajn. Primjetno je tako da korištenje standardiziranog dizajna marki međunarodnih hotelskih lanaca predstavlja potencijalni konkurentski nedostatak, što dodatno potvrđuje činjenica da je sve veći broj kupaca umoran od standardnih hotelskih soba (Lee Jeonglyeol, 2011:709). Navedeno ukazuje da hotelski dizajn koji se kapitalizira na jedinstvenim karakteristikama destinacije može zadržati dosadašnje i ostvariti želje novih turista. Unutarnje, pak, uređenje hotela uvijek predstavlja kompromisan spoj zamisli autora i mogućnosti investitora. Cilj je stoga sintetizirati različite ideje u skladnu cjelinu kako bi finalna shema djelovala usklađeno, kao da pripada pravom okruženju. Za tako obavljen projekt može se reći da spada u dobru dobrotu i kvalitetnog dizajna (Lee Jeonglyeol, 2011:709). Hoteli koji pažnju pridaju dizajnu, koji se kontekstualno uklapa u tradi-

architect's expression, or the investor's idea, both of whose goal is to satisfy eventually the desires of the modern tourists. Thus hotel organization and design are viewed through the prism of the modern world, which makes the exterior and the interior appearance of the hotel almost crucial when it comes to the guest's choice (Bitner, 1992:57).

It is important to emphasize that the observed architectural solutions have their price too, and may cause multiple increases in the investment in comparison to engineering which is reduced to solving construction elements (Žunić, 2008:23). In the early phase of business planning the subject of architecture is the first critical point and requires economical budget, professional assessment of the location and the completed concept of the product. Uncommon architecture increases the interest of the market and can provide the location with a new, more attractive look and more added value. At the same time, architecture without well-conceived design cannot generate success. Factors of hotel design create macro environment in the hotel industry and strongly influence guests' demands and wishes. Therefore, hotel owners and marketing experts have to particularly oversee and evaluate the influence of aforementioned factors in order to offer a suitable product, i.e. service to the right buyer at the right time and at the right place (Braun, 2011:14). Hotel designing should take into consideration several factors, such as the owner's demands, the standard requirements for the chosen hotel chain, targeted markets, hotel location, history of the building, architectural style, etc. All these elements need to be combined in order to obtain quality and purposeful design. Obviously, using standardized design of international hotel chains' brands represents a potential competitive drawback, which is additionally confirmed by the fact that more and more buyers are tired of standard hotel rooms (Lee Jeonglyeol, 2011:709). This suggests that hotel design capitalized on unique characteristics of the location can

cionalnu arhitekturu destinacije, utječu i na atraktivnost same destinacije (Rutes, Penner i Adams, 2001:21). Može se istaknuti pozitivna veza između dobrog hotelskog dizajna, marke destinacije, usmene preporuke i lojalnosti gosta (Skogland i Siguaw, 2004:230), ali i pozitivna korelacija između dizajna, ADR-a (prosječne ostvarene cijene sobe) i RevPar-a (prihoda smještaja po raspoloživoj smještajnoj jedinici) (Zemke i Pullman, 2008:553). Osim što su u funkciji razvoja hotelijerstva, dobra arhitektonska rješenja i kvalitetan dizajn hotela utječu na poslovne performanse hotela, ali imaju i šire pozitivne utjecaje (Skogland i Siguaw, 2004:230; Zemke i Pullman, 2008:553). Vidljivo je to i iz primjera poslovne prakse u Hrvatskoj, osobito u fazi restrukturiranja i novog investicijskog ciklusa posljednjih nekoliko godina.

Razvojne faze hotelijerstva u Hrvatskoj

Tijekom relativno duge povijesti razvoja hotelijerstva u Hrvatskoj, primjetan je snažan utjecaj dizajna u arhitekturi u pojedinim fazama razvoja u kojima se ističu hotelski projekti poznatih arhitekata s obilježjima pojedinih pravaca u arhitekturi. Početna faza razvoja obilježena je izgradnjom prvih vila i objekata za odmor viših društvenih slojeva te prvih hotela s jasno definiranim organizacijskim funkcijama. Ovo razdoblje pretežno su obilježili historicizam i secesija. Hoteli i vile raščlanjeni su pročelja s balkonima i istaknutim ukrasima. U fazi razvoja hotelijerstva u Hrvatskoj između dva svjetska rata, postupno se napuštaju dekorativni elementi na pročeljima te se traže nova i jednostavnija rješenja (Mornarius, 2014) pa se često koriste ravne linije i čisti geometrijski oblici, a interijeri su prostrani i funkcionalni. Moderna je u arhitekturi željela biti funkcionalna te je imala svojstven odnos prema okolišu. Pritom je jednim dijelom bila i neosjetljiva prema povijesti te se u nekim slučajevima nije uklapala u ambijent prostora. Kao odgovor na internacionalni stil javlja se postmoderna i sve se više pažnje pridaje uklopljenosti arhitekture u okoliš. Treća faza razvoja, nakon

satisfy the needs of future tourists as well as keep the current ones. The interior design of the hotel always represents a compromising combination of the author's ideas and the investor's abilities. Therefore, the goal is to synthesize different ideas into a harmonic whole so that the final outcome looks harmonized, as if belonging to the authentic environment. A project carried out in the described manner can be said to belong to the domain of quality design (Lee Jeongyeol, 2011:709). Hotels paying attention to design which contextually fits into the destination's traditional architecture also influence the attractiveness of that same destination (Rutes, Penner and Adams, 2001:21). A positive connection between quality hotel design, destination brand, word-of-mouth promotion and guest's loyalty is evident (Skogland and Siguaw, 2004:230), as well as a positive correlation between design, ADR (average daily room rate) and RevPar (revenue per available room) (Zemke and Pullman, 2008:553). Besides facilitating the development of the hotel industry, quality architecture and design have a hugely positive impact on business performances of hotels, as well as more widely on whole communities (Skogland and Siguaw, 2004:230) (Zemke and Pullman, 2008:553). This is apparent in the examples of business practice in Croatia, especially in the phase of restructuring and the new investment cycle in the recent years.

Development stages of hotel industry in Croatia

During the relatively long history of development of the hotel industry in Croatia strong influence of architecture and design is evident at certain stages that feature projects by famous architects bearing traits pertinent to particular architectural trends. Thus the first stage was characterized by building the first mansions and vacation facilities for higher social groups as well as the first hotels with clearly defined organizational functions. This period was marked by historicism and secession. Hotels and villas boast promi-

Tablica 1: Glavna razdoblja u hotelijerstvu Hrvatske i odabrani primjeri iz poslovne prakse / Table 1: The main periods of hotel industry in Croatia and chosen examples from business practice

Razdoblja u razvoju hotelijerstva u Hrvatskoj / <i>Stages of hotel development in Croatia</i>	Primjeri hotela i njihovi arhitekti / <i>Examples of hotels and their architects</i>
1. faza (1844.g. – 1. Svjetski rat) / <i>Stage 1</i> (1844 – World War I)	Villa Angiolina, Opatija, 1844 (nepoznati arhitekt / architect unknown) Hotel Kvarner, Opatija, 1884 (Franz Wilhem) Terme Lipik – Kursalon, 1893 (Gustav Rath) Hotel Riviera, Poreč, 1909 (Franz von Krauss)
2. faza Hotelijerstvo između dva svjetska rata / <i>Stage 2</i> <i>Hotel trade between the two world wars</i>	Hotel Esplanade, Zagreb, 1925 (Dionis Sunko)
3. faza Hotelijerstvo nakon 2.Svjetskog rata do 1991.g. / <i>Stage 3</i> <i>Hotel trade after World War II until 1991.</i>	Hotel Marjan, Split, 1963 (Lovre Perković) Hotel Ambassador, Opatija, 1966 (Zdravko Bregovac) Solaris Beach Resort, Šibenik, 1967 (Boris Magaš) Hotel Kristal, Poreč, 1970 (Julije de Luca) Hotel Croatia, Cavtat, 1973 (Slobodan Miličević) Hotel Inter-Continental, Zagreb, 1975 (Neal Prince) Hotel Kaktus, Supetar, 1978 (Jerko Rošin) Hotel Belvedere, Dubrovnik, 1984 (Julije de Luca)
4. faza Restrukturiranje i novi investicijski ciklus (nakon Domovinskog rata, 1995.g.) / <i>Stage 4</i> <i>Restructuring and new investment cycle (after the Homeland War 1995)</i>	Hotel Sheraton 5*, Zagreb, 1996 (Marijan Turkulin) Hotel Kempinski 5*, Savudrija, 2008 (Matjaž Ivanič) Hotel Monte Mulini 5*, Rovinj, 2008 (Wimberly Allison Tong & Goo) Radisson Blu Resort, Dubrovnik Sun Gardens 5*, Orašac, 2009 (Pero Puljiz i Branimir Medić) Hotel Lone 5*, Rovinj, 2011 (3LHD) Hotel Diadora Falkensteiner 5*, Zadar, 2012 (Boris Podrecca) Hotel Bellevue 5*, Mali Lošinj, 2014 (Andrija Rusan) Hotel Park 5*, Split, 2015 (Emil Šverko) Hotel D-Resort, 4*, Šibenik, 2015 (Nikola Bašić) Hotel Sheraton Dubrovnik 5*, 2015 (Studio Alamat) Hotel Mlini 4*, 2015 (Siloueta architecture) Hotel Alhambra 5*, Mali Lošinj, 2015 (ARTA projektiranje)

Izvor: Istraživanje i obrada autora / Source: Author's research and analysis

2. Svjetskog rata do 1991. godine, obilježena je intenzivnom gradnjom hotela uz obalu i formiranjem osnovice hotelske infrastrukture. U samo desetak godina sagradilo se tako gotovo 70% svih osnovnih smještajnih kapaciteta s kojima je Hrvatska raspolagala 1990. godine (Vukonić, 2005:156).

ment façades with balconies and more salient decorations. In the second stage of hotel development in Croatia between the two world wars the decorative elements on façades are progressively abandoned, and new simpler forms are sought after (Mornarius, 2014). This movement results in straight lines and

Posljednja, četvrta faza razvoja obilježena je restrukturiranjem i pokretanjem novog investicijskog ciklusa koji u većoj mjeri podrazumijeva sanaciju i adaptaciju starih hotela, ali i izgradnju novih suvremenih hotelskih objekata. Javlja se i trend razvoja malih i obiteljskih hotela koji se i s arhitektonskog gledišta iznimno pozitivno ocjenjuje s obzirom da u prostoru ovakvi objekti nisu nametljivi i ne zahtijevaju veliki prostor. Općenito u pogledu arhitektonskih i dizajnerskih rješenja može se zaključiti kako je ovo „vrijeme arhitektonske prakse“ u kojem ne postoje izraženi elementi oblikovanja koji bi se mogli istaknuti kao glavne karakteristike nekog pravca u arhitekturi. Veći fokus stavlja se na promišljanje o samom konceptu hotela prilikom projektiranja kao i uklopljenosti u područje u kojem se događaju, a što je vidljivo upravo kod više novootvorenih hotela u Hrvatskoj. Kako se u Hrvatskoj tek s četvrtom fazom razvoja hotelijerstva javlja značajniji interes stranih investitora, veliku većinu svih projektiranja do tada provode domaći arhitektonski uredi u suradnji s lokalnim hotelijerima. Razlog još uvijek male primjene suvremenih trendova u hotelskoj arhitekturi i dizajnu može se obrazložiti stupnjem razvoja ukupnog turističkog tržišta i performansi poslovanja hotela koji ne opravdavaju relativno visoka ulaganja kao i činjenica nedovoljne prisutnosti poznatih međunarodnih marki na tržištu. Ipak, posljednjih nekoliko godina primjetni su značajni pozitivni pomaci te je pokrenut novi investicijski ciklus u hotele visoke kategorije koji u pravilu pridaju izuzetnu važnost suvremenim trendovima u području arhitekture i dizajna.

3. TRENDOVI DIZAJNA U ARHITEKTURI VAŽNI U POZICIONIRANJU HOTELA NA TURISTIČKOM TRŽIŠTU

Suvremeno hotelijerstvo suočava se s izazovom pronalazjenja optimalnog načina zadovoljenja potreba i želja sve zahtjevnijih go-

pure geometric shapes on the exteriors and spacious and functional interiors. Modern art in architecture wanted to be functional and had a distinctive tie with the environment. Simultaneously it was partially insensitive to history and was often incongruous with the environment. The reaction to the international style was found in the Postmodern movement and much more attention was paid to environment interpolation of the structures. The third stage of development, after World War II up until 1991, was marked by intensive hotel building along the coast and forming the basis of hotel infrastructure. Almost 70% of all basic accommodation capacities in Croatia in 1990 was built in just ten years (Vukonić, 2005:156).

The last, fourth development stage was marked by restructuring and starting the new investment cycle which mostly implied restoration and adaptation of old hotels, as well as building new, contemporary hotel facilities. A new trend of building small, family-oriented hotels is a positive movement from the architectural point of view since such facilities are not environmentally intrusive and do not require large space. Generally, in terms of architecture and design it can be concluded that this is the time of “architectural practice” that is not characterized by any particular main features or elements forming a specific architectural trend. When planning a hotel greater focus is placed on deliberating its very concept as well as matching it to the surrounding area, which can be observed in the cases of several newly-opened hotels in Croatia. Since in Croatia foreign investors showed some interest in hotel industry development only in its fourth stage, the majority of all projects were still in the domain of domestic architectural firms in cooperation with the local hoteliers. The reason for still quite small application of contemporary trends in the hotel architecture and design can be explained by the level of development of the entire tourism market, by the performances of hotels’ business op-

stiju. Istodobno, sve su veći globalni zahtjevi za odgovornim postupanjem s okolišem te uvažavanjem povijesti i tradicije prostora. Navedeno, uz ubrzani razvoj tehnologije i inovativnih rješenja u hotelijerstvu, pred arhitekta i dizajnere stavlja nove izazove. Potrebno je stoga analizirati i istaknuti najvažnije trendove koji obilježavaju današnje poslovanje hotela, kako u svijetu, tako i u sve većoj mjeri i u Hrvatskoj.

Sklad arhitekture i okoliša

Ukupni gospodarski razvoj koji utječe na porast životnog standarda uzrokuje neizbježne promjene i u okolišu. Stoga, pitanje očuvanja prirodnog okoliša danas predstavlja jednu od najzastupljenijih tema ne samo u najširoj javnosti, već i u znanosti. Poznato je da turizam traži atraktivan prostor koji nije onečišćen. Upravo bogatstvo prirodnog okruženja, očuvan okoliš te brojne prirodne vrijednosti omogućuju razvoj turizma, stoga je na degradaciju okoliša turizam puno osjetljiviji nego što je to slučaj s drugim industrijama (Čavlek *et al.*, 2011:128). Čovjek je svojim postojanjem započeo oblikovanje okoliša i njegovo prilagođavanje vlastitim potrebama. U početnim fazama razvoja neznatno se remeti prirodna ravnoteža u okolišu. No, razvojem tehnologija te povećanim zahtjevima za zadovoljenjem rastućih potreba dolazi do značajnog utjecaja na prirodnu ravnotežu te se ugrožavaju brojni ekološki sustavi. Masovni turizam dodatno je ubrzao taj proces jer je potaknuo razvoj u mnogim dotada nerazvijenim krajevima i uzrokovao niz negativnih efekata koji se mogu prepoznati u narušavanju izvorne ljepote krajolika, zagađenju okoliša te brojnim drugim negativnim sociološkim, ekološkim, kulturološkim i ekonomskim promjenama (Bramwell, 2004; Petrić, 1999). Masovni turizam karakterizira i prostorna koncentracija (Cooper, 2004:19), odnosno veliki broj turista na jednom mjestu što dodatno ubrzava proces degradacije okoliša. Štetni učinci na okoliš smanjuju vrijednost prirodnih atrakcija i mjesta za odmor. Ako se analizira cjelokupni sustav turizma

erations that do not justify relatively high investments, and by the relative lack of presence of well-known international brands on the market. Nevertheless, in the recent years considerable positive advancements have occurred resulting in a new cycle of investment in high-category hotels which generally pay extreme attention to contemporary trends in the area of architecture and design.

3. TRENDS OF DESIGN IN ARCHITECTURE IMPORTANT FOR POSITIONING HOTELS ON THE TOURISM MARKET

Contemporary hotel industry faces the challenge of finding an optimal way to satisfy the needs and desires of all the more demanding guests. At the same time, the global demands for responsible environmental acting and respecting history and area tradition are on the increase. The aforesaid, along with the rapid technology advancements and innovative solutions in the hotel industry, represents new challenges for architects and designers. Therefore it is necessary to analyze and accentuate the most important trends that epitomize present-day hotels' business operations both in the world and increasingly in Croatia.

Architecture and environment harmony

The overall economic development influencing higher living standard causes unavoidable changes in the environment as well. Therefore, the present-day question of preserving the natural environment represents one of the most widespread topics – not only with wider audiences but also in science. As tourism is known to seek attractive unpolluted spaces it is the the natural wealth, the preserved environment and numerous natural resources that facilitate tourism development. Tourism is, hence, much more sensitive to environmental degradation than in the cases of other industries (Čavlek *et al.*, 2011:128). By their existence alone people have shaped the environment and adapted

po pitanju održivosti, neki autori dolaze do zaključka kako upravo hoteli spadaju među najzahtjevnije i najteže strukture koje čovjek stvara u svom okruženju (Bašić, 2015:408). Pridoda li se ovome rastuća ekološka osviještenost suvremenih turista (Cooper i Wahab, 2001:274), dolazi se do uspostave novog trenda u hotelskoj izgradnji koji se očituje u potrebi za komuniciranjem arhitekture i neposrednog okoliša, odnosno pejzaža u kojem se hotel namjerava graditi. Arhitektura ima značajan utjecaj na ugled hotela i goste hotela može impresionirati na mnogo načina, a posebno ako se ne nameće ispred prirode. Unificirani hoteli koji se ne integriraju s lokalnim materijalima, kulturom i običajima prostora sve više izlaze iz mode. Suvremeni gosti žele odsjesti u hotelima s pričom prostora u kojem se nalaze i koji su unijeli duh mjesta (*genius loci*) u svoj objekt (Leydecker, 2013:20). Svaki prostor ima svoj identitet i karakter pa tako Frampton (1983) u svom eseju "Prema kritičkom regionalizmu: šest točaka arhitekture otpora" naglašava da se arhitektura treba oduprijeti prisutnoj homogeniziranosti modernog društva te prihvatiti modernu arhitekturu zbog njezinih kvaliteta, ali uz istodobnu procjenu njezine odgovornosti, osobito u smislu objekta, uzimajući pritom u obzir geografski kontekst objekta (klimu, topografiju, svijetlost i sl.). Teorijska uporišta i uspješni primjeri iz poslovne prakse ukazuju da je vrlo važno uspostaviti prikladan odnos između hotela kao zgrade i neposrednog okruženja na zajedničku korist i zadovoljstvo kako gostiju hotela tako i zaštite prirode, što u konačnici rezultira i uspješnim poslovnim rezultatima.

Eko trendovi dizajna u arhitekturi hotela

Ako je okoliš sastavni dio poslovanja, tada zaštita okoliša podrazumijeva i zaštitu poslovanja (Bogdanowicz, Simanic i Martinac, 2004:1). Dinamično poslovno okruženje i izmijenjene navike potrošača te nove tehnologije mijenjaju uobičajena pravila poslovanja što je vidljivo i u hotelijerstvu. Posebno

it to their needs. In the beginning stages of development the natural environmental balance is barely disturbed, but with the development of technology and the increased demands for satisfying the growing needs natural balance and ecosystems are becoming endangered. Mass tourism has accelerated the process by instigating development in many previously undeveloped regions, and has thus caused a chain of negative effects, such as the degradation of the original beauty of the landscape, environmental pollution and numerous other societal, cultural and economic impacts (Bramwell, 2004; Petrić, 1999). Mass tourism is also characterized by spatial concentration (Cooper, 2004:19), i.e. a large number of tourists crowded in one place, which additionally accelerates the process of environmental degradation. Harmful effects on the environment decrease the value of natural attractions and holiday resorts. According some authors a sustainability analysis of the entire tourism system shows that hotels are the most environmentally demanding and difficult structures created by man (Bašić, 2015:408). In addition, the growing ecological awareness of contemporary tourists (Cooper and Wahab, 2001:274) inevitably results in the establishment of a new trend in hotel construction which manifests itself in the need for communication between architecture and the immediate environment, i.e. the landscape of the hotel's building site. Architecture plays a significant role in a hotel's reputation and may impress its guests in many ways, especially if it avoids imposing itself before the nature. Unikit hotels which fail to integrate into the environment with the building materials, culture and local customs, are becoming outdated increasingly. Modern-day guests prefer staying in hotels which tell the local stories and carry the spirit of the place (*genius loci*) (Leydecker, 2013:20). Every space has its identity and character and in his essay "Towards a Critical Regionalism: Six points for an Architecture of Resistance", Frampton (1983) emphasizes that architecture has

je uočljiv trend upotrebe energetski učinkovitijih materijala s ciljem očuvanja okoliša, ali i smanjenja operativnih troškova poslovanja. Glavni poticaj većine eko trendova u hotelskoj industriji je rastuća ekološka svijest građana, osobito na razvijenim turističkim tržištima. Naime, turisti čak izbjegavaju destinacije i hotele koji su prema njihovom viđenju prešli granice tolerancije u pogledu degradacije okoliša i spremni su platiti više kako bi odsjeli u hotelu koji vodi brigu o očuvanju okoliša. Navedeno potvrđuju i rezultati istraživanja o preferencijama gostiju vezanim uz korištenje *eco-friendly* usluga (TripAdvisor, 2012).

Poslovni subjekti u turizmu, kao i u drugim industrijama, prepoznali su mogućnost da brigu o okolišu iskoriste i kao marketinšku prednost za proizvode i usluge koje pružaju (Bačun, Matešić i Omazić, 2012:78). Kako bi ostali konkurentni na tržištu, suvremeni hoteli sve češće pribjegavaju primjeni koncepata održive arhitekture, zelene gradnje i zelenog hotelijerstva, uvažavajući tako aktualne eko trendove na tržištu. Hotelijeri nastoje implementirati u poslovanju načela održivosti kao odrednice strateške politike i pritom postići povoljniji položaj na tržištu te ostvariti uštede u poslovanju. Kako bi se što veći broj hotelijera potaknuo na implementaciju ekoloških smjernica u svakodnevnom poslovanju, udruge hotelijera kao i neke nevladine organizacije, akademska zajednica zajedno s hotelskim poduzećima kreirali su sustave eko oznaka i certifikata. Prve eko oznake javljaju se u Europi i dodjeljuju se od sredine 1980-ih godina (GDRC, 2014). Njihov broj snažno raste i za većinu njih još uvijek nije moguće ocijeniti relevantne učinke na zaštitu okoliša i održivost (Hamele, 2002:187) te reakcije potrošača na iste (Font i Buckley, 2001:22). U turizmu je prisutno preko 100 takvih oznaka. Neke od najpozantijih u hotelskoj industriji su: Green Globe, Green Key, EU Flower, Nordic Swan, Green Star Hotel, Emeraude Hotelier Certification i dr. Implementacijom oznaka dopri-

to resist the homogeneity of the modern society and accept modern architecture for its qualities, along with the simultaneous evaluation of its responsibility, especially in terms of the structure while taking into account its geographical context (climate, topography, light, etc.). Theoretical footholds and successful examples from business practice show that it is very important to establish appropriate relations between the hotel as a building and the immediate surroundings to mutual benefit and satisfaction of both the hotel's guests and the nature conservation, which eventually results in successful business performance.

Eco trends of hotel design in architecture

If the environment is a constituent part of doing business environmental protection implies business protection (Bogdanowicz, Simanic and Martinac, 2004:1). Dynamic business environment and changed consumer habits as well as new technologies change the standard business rules, which is also apparent in hotel industry. Particularly noticeable is the trend of using energy-efficient materials to preserve the environment and reduce the operational business costs. The main incentive for incorporating most eco trends into hotel industry is the increasing ecological awareness with the general public, especially in developed tourist markets. Namely, tourists avoid destinations and hotels which they believe have already crossed the limits of tolerance regarding the environmental degradation, and are ready to pay more to stay in hotels that mind the environmental preservation. This was also confirmed by the research on the guests' preferences regarding the use of eco-friendly services (TripAdvisor, 2012).

Business entities in tourism, as in other industries, have recognized the opportunity to use environmental concerns as a marketing advantage for their products and services (Bačun, Matešić and Omazić, 2012:78). In order to remain competitive in the market,

nosi se smanjenju potrebnih resursa u poslovanju (International Institute of Sustainable Development, 2014:33), a time i smanjenju troškova (Suratman i Hamzah, 2008:10). Veliki broj eko oznaka može izazvati i zbuñjenost kod turista pa i negativan učinak u smislu jasnog pozicioniranja nekog hotela na turističkom tržištu, zbog čega postoje i zagovornici jedinstvenih eko oznaka, koje bi na globalnoj razini imale jasnu prepoznatljivost od strane turista, hotelijera i lokalne zajednice (Buckley, 2013:204). Pokušavajući ostvariti bolji konkurentski položaj na tržištu i u Hrvatskoj su započeti slični projekti s ciljem prihvaćanja suvremenih eko standarda u hotelijerstvu. Udruga poslodavaca u hotelijerstvu Hrvatske osmislila je tako projekt „Zeleno poslovanje u hotelijerstvu“ u sklopu kojeg se dodjeljuje certifikat Sustainable Hotel (UPUHH, 2014). Osim ove inicijative i Nacionalna udruga obiteljskih i malih hotela razvila je program eko označavanja hotelskih objekata oznakom Eco Hotel (NUOMH, 2013). Svi navedeni certifikati za ocjenu pojedinog hotela predviđaju kriterije u području vezanom uz arhitekturu i dizajn pa se tako redovno ocjenjuje: politika zaštite okoliša primjenom ekološki prihvatljivijih materijala, primjena obnovljivih izvora energije, kontrola razine buke i emisija štetnih plinova, izražena briga za krajobraz i okoliš, korišteni materijali u gradnji hotela kao i jedinstveni dizajn hotela. Poštujući načela zelene gradnje te udovoljavanjem kriterija za certificiranje, indirektno se utječe na vanjski i unutarnji izgled hotela pa tako sve veći broj hotela koristi „zelene krovove ili živuće zidove“. Certificirani hoteli se ističu kao lideri u primjeni *zelene poslovne prakse* što im omogućava bolji položaj na turističkom tržištu i konkurentske prednosti, ali ima i pozitivan utjecaj na rezultate poslovanja. Zeleno hotelijerstvo stoga postaje svojevrsni sinonim suvremenog hotelijerstva, ali i imperativ dobre poslovne prakse.

contemporary hotels are resorting to implementing sustainable architecture concepts, green building and green hotel industries thusly adhering to the current eco market trends. The hoteliers tend to implement into their business operations the sustainability principles as determinants of the strategic policy while positioning themselves better on the market and achieving budget savings. As an incentive for implementing ecological guidelines into everyday business operations as widely as possible, the hotelier associations, some non-governmental organizations, the academic community and hotel companies have created systems of eco labels and certificates. The first eco labels appeared in Europe and have been awarded since the mid-80s (GDRC, 2015). They have been growing in huge numbers and most of them are still impossible to rate in terms of relevance of effects on the environmental protection and sustainability (Hamele, 2002:187) as well as regarding consumer reactions (Buckley and Font, 2001:22). There are currently over a hundred such labels in tourism. Some of the most famous in the hotel industry are: Green Globe, Green Key, EU Flower, Nordic Swan, Green Star Hotel, Emeraude Hotelier Certification, etc. The implementation of these labels contributes to the reduction of the necessary resources in business operations (International Institute of Sustainable Development, 2014:33) which further results in cost cuts (Suratman and Hamzah, 2008:10). A large number of eco labels can also cause confusion with tourists and even negative effects regarding clear positioning of a hotel in the tourism market. This has prompted the idea of unique eco labels which could be clearly recognized by tourists, hoteliers and the local communities (Buckley, 2013:204). Attempting to achieve a better competitive position on the market similar projects aimed at adhering to contemporary eco standards in the hotel industry have also been initiated in Croatia. The Association of Employers in Croatian Hotel Industry has created the “Green Business in Hotel Industry” project

Trendovi u marketinškom pozicioniranju

U poslovanju hotela dobro osmišljene i isplanirane marketinške strategije su iznimno važan element pozicioniranja hotela na konkurentnom tržištu (Kotler, 2001:30). Nekada uobičajene strategije postaju neefikasne pa nove nužno uključuju stvaranje nezaboravnog iskustva gosta (Scott, Laws i Boksberger, 2010:22). Novi trend u pogledu marketinškog pozicioniranja koji sve više dobiva na važnosti je olfaktorni marketing, odnosno osjetilni marketing (Muller, Alt i Michelis, 2011). Ranije je isti već primjenjivan u maloprodaji i modnoj industriji, a danas ova umjetnost posebno mjesto zauzima i u hotelskoj industriji, putem koje se želi stvoriti prepoznatljivi identitet hotela i privući ciljane skupine gostiju. Čak 75 % emocija koje čovjek osjeti u danu zasnovane su na mirisima, a njih je uz osjetilo vida navažnije osjetilo koje čovjek ima (Krishna, 2010:75). Osjetilni marketing postaje sve popularniji, pa ova industrija u 2014. godini u odnosu na 2013. godinu bilježi rast od 10 % (Moltz, 2014). Neke od prestižnih kompanija u području osjetilnog marketinga su: AirArome, AromaSys, Prolitec, ScentAir te profesionalna udruga Scent Marketing Institute. Parfumerije također na razvoj hotelskih mirisa sve češće gledaju kao na unosnu nišu u svom poslovanju. Luksuzni hoteli i odredišta surađuju s parfumerijama i osjetilnim branding agencijama kako bi kreirali jedinstveno olfaktorno iskustvo kojim će utjecati na percepciju gosta o hotelu. Izabrani mirisi hotela često se tako puštaju kroz sustav grijanja ili hlađenja, dok neki hoteli i prodaju svoje mirise u obliku mirisnih svijeća ili sprejeva kako bi gosti mogli ponijeti posebno olfaktorno iskustvo svojim kućama. Na taj način se proširuje i linija proizvoda koje hotel nudi, ali što je važnije, stvara se lojalnost gosta.

Osjetilni marketing se obično u poslovnoj praksi dijeli u dvije kategorije (Elejalde-Ruiz, 2014):

within which, the Sustainable Hotel Certificate is awarded (UPUHH, 2014). Apart from this initiative, The Association of Small and Family Hotels has also developed a program of eco labeling hotel facilities with the Eco Hotel label (NUOMH, 2013). As all mentioned certificates for evaluating particular hotels incorporate the architecture and design criteria, the following elements are regularly rated: environmental protection policy by using ecologically acceptable materials, use of renewable energy sources, noise levels and toxic gases emission controls, shown concern for the landscape and the environment, materials used in the construction of the hotel and its unique design. Respecting the principles of green building and meeting the certification criteria, indirectly influences the outer and the inner appearance of the hotel, which is why more and more hotels use "green roofs or living walls". Certified hotels stand out as leaders in applying *green business practice*, which positions them better on the tourism market, gives them additional competitive advantages, and positively affects business performance. Green hotel industry is therefore becoming a synonym for contemporary hotel industry as well as the imperative of good business practice.

Trends in market positioning

In hotel management, well-planned marketing strategies are an extremely important element in positioning hotels on the competitive market (Kotler, 2001:30). Sometimes, the usual strategies become inefficient and new ones include providing guests with unforgettable experience (Scott, Laws and Boksberger, 2010:22). A new trend regarding market positioning, which is gaining importance, is olfactory marketing, i.e. scent marketing (Muller, Alt and Michelis, 2011). It had already been used in retail and fashion industry, and now this type of art is gaining a special place in the hotel industry as well by trying to create a recognizable identity of the hotel and by attracting targeted guest groups (Nozell, 2014). As much as 75% of emotions

- *ambient scenting* - ispunjavanje prostori-je ciljanim mirisima i
- *osjetilni branding* - identificiranje pre-poznatljivog mirisa određene marke.

Uspješan osjetilni branding u hotelskoj industriji ne samo da jača lojalnost i potiče na ponovni dolazak, već generira i dodatnu zaradu od prodaje mirisa. S-O-R model (Stimulus-Organism-Response) označava proces u kojem određeni miris (S) vodi prema pozitivnom/negativnom odgovoru kupca (O), što utječe na konačno ponašanje posredstvom emocionalnih reakcija (R) (Krishna, 2010:77). Budućnost hotelskog brendiranja ima za cilj postići doživljaj i osjet hotela i bez logotipa i promidžbenih poruka hotela (Lindstrom, 2010).

Hoteli danas na različite načine nastoje međusobno diferencirati svoju uslugu i doživljaj koji nude svojim gostima. Nakon dugog niza godina procesa standardizacija usluga u hotelskoj industriji, isti počinju gubiti na važnosti uslijed izmijenjenih želja i potreba gostiju. Popularnost hotelskih marki preuzimaju tako dizajn i boutique hoteli čija je pojava inspirirana željom gostiju za jedinstvenošću i inovativnošću (Rogerson, 2010:427). Rast interesa za ovakvim hotelima postaje globalni fenomen. Kao lideri u potpori i prilagodbi novim trendovima na tržištu u području hotelske arhitekture i dizajna ističu se pojedine organizacije hotela. Jedan od najsnažnijih marketinških konzorcija koji okuplja ovakve hotele je Design Hotels s 288 jedinstvenih hotela diljem svijeta koji je postao globalna „lifestyle marka“ i sinonim za osobitu arhitekturu i dizajn interijera. Svojim članovima pruža svjetski publicitet i omogućuje promociju jedinstvenog identiteta, stoga su i uvjeti ulaska u ovu prestižnu skupinu hotela izuzetno strogi¹. Ovakve i slične organizacije zasigurno pozitivno utje-

¹ U 2013. godini za članstvo u Design Hotels zaprimljeno je oko 300 zahtjeva od čega je prihvaćeno samo 4% http://press.designhotels.com/docs/designhotelspresskit2014_1.pdf (preuzeto 09.09.2015.)

a person feels in a day are based on scents, and olfaction along with sight is the most important human sense (Krishna, 2010:75). Consequently scent marketing is becoming more and more popular having marked a 10% increase in 2014 compared to 2013 (Moltz, 2014). Some of the prestigious companies in scent marketing are: AirArome, AromaSys, Prolitec, ScentAir, and the professional association Scent Marketing Institute. Perfumeries also deem developing hotel scents lucrative in their business. Luxury hotels and destinations cooperate with perfumeries and *scent branding* agencies in order to create a unique olfactory experience by which they will influence the guest's perception of the hotel. The chosen scents in the hotel are often released through heating or cooling systems, while some hotels even sell their own scented candles or sprays to allow the guests to take their special olfactory experience home. In this way the range of products the hotels offer is widened and, even more importantly, the guest's loyalty is created.

Scent marketing in business practice is usually placed into one of two categories (Elejalde-Ruiz, 2014):

- *ambient scenting* – filling the room with targeted scents and
- *scent branding* – identifying a recognizable scent of a certain brand

Successful *scent branding* in hotel industry not only strengthens customer loyalty and makes guests return, but also generates additional profit from the sales of scents. The S-O-R model (Stimulus-Organism-Response) marks the process in which a given scent (S) leads towards a buyer's positive/negative response (O) which in turn affects the closing behavior by emotional reactions (R) (Krishna, 2010:77). The future of hotel branding aims to achieve the experience and the feel of the hotel without the logotype and advertising messages (Lindstrom, 2010).

Present-day hotels try different ways to diversify the service and the experience they offer to their guests. After many years of

ču na promociju postojećih i daju potporu novim dobrim i kvalitetnim arhitektonskim i dizajnerskim rješenjima hotela kojih je i u Republici Hrvatskoj sve veći broj. Također, ulazak modnih dizajnera u hotelsku industriju predstavlja novi način brendiranja. Modni dizajneri se u hotelskoj industriji javljaju kao vlasnici, autori unutarnjeg uređenja ili kao kreatori određenih detalja, stoga se može zaključiti kako su upravo oni svojevrsna *invazija u hotelijerstvu*. Neki od napoznatijih modnih velikana koji se pojavljuju u hotelskoj industriji su Armani, Tom Ford, Karl Lagerfeld, Ralph Lauren, Leonardo Ferragamo, Versace, Christian Lacroix, Dior, Missoni, Bulgari, Moschino, Vivienne Tam, Diane von Furstenberg i drugi. Osim navedenih *hotela s potpisom*, i tematski hoteli predstavljaju izraženi trend u području marketinškog pozicioniranja (Vickers, 2005:10). Neki od najpoznatijih tematskih hotela su: Disneyland Hotel (SAD), Godzilla Hotel (Japan), Keio Plaza Hotel-Hello Kitty Rooms (Japan), V8 Hotel (Njemačka), The Salt Hotel (Bolivija) i brojni drugi.

4. REZULTATI ISTRAŽIVANJA PERCEPCIJE VAŽNOSTI DIZAJNA U ARHITEKTURI I POZICIONIRANJU HOTELA NA TURISTIČKOM TRŽIŠTU

U svrhu utvrđivanja percepcije važnosti dizajna u arhitekturi za pozicioniranje hotela na turističkom tržištu te drugih obilježja primjene suvremenih trendova u hotelskoj arhitekturi i dizajnu provedeno je paralelno istraživanje metodom anketiranja i dubinskog intervjua na namjernom uzorku od 25 parova relevantnih arhitekata s iskustvom u području hotelijerstva koji su bili nositelji nekog hotelskog projekta visoke kategorije u Hrvatskoj i njihovih direktora, odnosno vlasnika hotela. Istraživanje je provedeno neposredno nakon glavne ljetne sezone 2015. godine u koju je hotelijerstvo u Hrvatskoj, nakon dužeg vremena, ušlo s desetak novih

the standardized service process in the hotel industry guests' changed desires and needs have made it less important. Thus the popularity of hotel brands is taken over by design and boutique hotels whose appearance was inspired by the guests' desires for uniqueness and innovativeness (Rogerson, 2010:427). An increased interest in this kind of hotels is becoming a global phenomenon. Certain hotel organizations stand out as leaders in supporting and adjusting to new trends on the market regarding hotel architecture and design. One of the most powerful marketing consortia gathering such hotels is Design Hotels with 288 unique hotels worldwide. It has become a global "lifestyle brand" and a synonym for remarkable interior architecture and design providing its members with cosmopolitan publicity and enabling them to promote a unique identity. Hence the conditions for joining this prestigious hotel group are very strict¹. Such and similar organizations certainly make a positive impact on the promotion of the existing hotels and support the quality of architecture and design of a growing number of hotels in Croatia. Additionally, a new approach to hotel branding has been marked by the ingress of fashion designers into hotel industry. Fashion designers in hotel industry appear as owners, authors of interior design and/or creators of specific details, which leads to the conclusion that they have invaded the hotel industry. Some of the most famous fashion designers appearing in hotel industry are: Armani, Tom Ford, Karl Lagerfeld, Ralph Lauren, Leonardo Ferragamo, Versace, Christian Lacroix, Dior, Missoni, Bulgari, Moschino, Vivienne Tam, Diane von Furstenberg etc. Apart from the above mentioned *hotels with signature*, theme hotels are another increasingly important trend in market positioning (Vickers, 2005:10). The most famous theme hotels are: Disneyland Hotel (SAD), Godzil-

¹ in 2013, Design Hotel received about 300 application, out of which only about 4% were accepted http://press.designhotels.com/docs/designhotelspress-kit2014_1.pdf (downloaded September 9th, 2015)

hotela visoke kategorije. Statističke jedinice provedenog istraživanja bili su upravo arhitekti i direktori novootvorenih hotela uz još nekoliko hotela koji su se u ranijem razdoblju istaknuli suvremenim pristupom u arhitekturi i dizajnu. Podaci dobiveni anketnim upitnikom analizirani su metodama deskriptivne statistike. Od ukupno 50 upitnika, 25 upitnika je upućeno arhitektima hotela, a 25 upitnika direktorima hotela. Povratno je dobiveno 30 valjano ispunjenih upitnika (15:15), što odgovara stopi povrata od 60%. Temeljem prethodno izvršene analize arhitektonskih ureda koji se bave projektiranjem u hotelijerstvu i obavljenih intervjua s vodećim arhitektima u području hotelskih projekata u Hrvatskoj, može se zaključiti da je ispitani uzorak reprezentativan i vjerodostojan za istraživanje.

Analizom radnog iskustva koje ispitanici arhitekti, odnosno direktori hotela imaju može se uočiti kako duže radno iskustvo u uzorku ispitanih imaju direktori hotela. Naime, radno iskustvo duže od 10 godina u hotelskim projektima visoke kategorije imala su samo dva ispitana arhitekta, dok je direktora s iskustvom dužim od 10 godina bilo devet. Istraživanjem je utvrđeno da arhitekti ocjenjuju intenzitet u kojoj mjeri hotelijerstvo u Hrvatskoj prati svjetske trendove dizajna u arhitekturi s prosječnom ocjenom 3,27. S motrišta direktora hotela intenzitet praćenja ovih trendova ocijenjen je nešto nižom prosječnom ocjenom (2,6). Da jedinstvena arhitektura i poseban dizajn pojedinih objekata turističke infrastrukture doprinosi prepoznatljivosti destinacije arhitekti su ocijenili višom ocjenom (prosječna ocjena 4,33), dok su direktori hotela dali prosječnu ocjenu od 3,8.

U cilju osiguranja održivog i međunarodno konkurentnog razvoja hotelijerstva te položaja na turističkom tržištu, izuzetno je važna eko-orijentacija hotela koja se primjenjuje već u početnim fazama promišljanja koncepta hotela i izrade projekta. Percepcija važnosti primjene određenih eko elemenata

la Hotel (Japan), Keio Plaza Hotel-Hello Kitty Rooms (Japan), V8 Hotel (Germany), The Salt Hotel (Bolivia) etc.

4. RESEARCH RESULTS ON PERCEPTION ON IMPORTANCE OF DESIGN IN ARCHITECTURE IN POSITIONING HOTELS ON TOURISM MARKET

In order to determine the perception of the importance of architecture and design in positioning hotels on the tourism market as well as of other features of implementing contemporary trends in hotel architecture and design, parallel research has been conducted by using polls and in-depth interviews on a purposeful sample of 25 pairs of relevant architects with experience in the hotel industry and who had carried out a high-category hotel project in Croatia, along with their directors, i.e. the hotel owners. The research was carried out immediately after the main summer season in 2015 into which Croatian hotel industry entered by a dozen new, high-category hotels after a long period. Statistical units of the conducted research were the architects and directors of the newly-opened hotels along with some other hotels which had earlier distinguished themselves by their contemporary approaches to architecture and design. The data gathered in the poll was analyzed by using descriptive statistics methods. Out of 50 polls in total 25 were handed out to hotel architects and 25 to directors. At the return rate of 60% 30 questionnaires were correctly filled out (15:15). On the basis of the previously conducted analysis of the architecture firms planning and designing for the hotel industry and of the interviews with the leading architects of hotel projects in Croatia it can be concluded that the questioned sample is representative and reliable for the research.

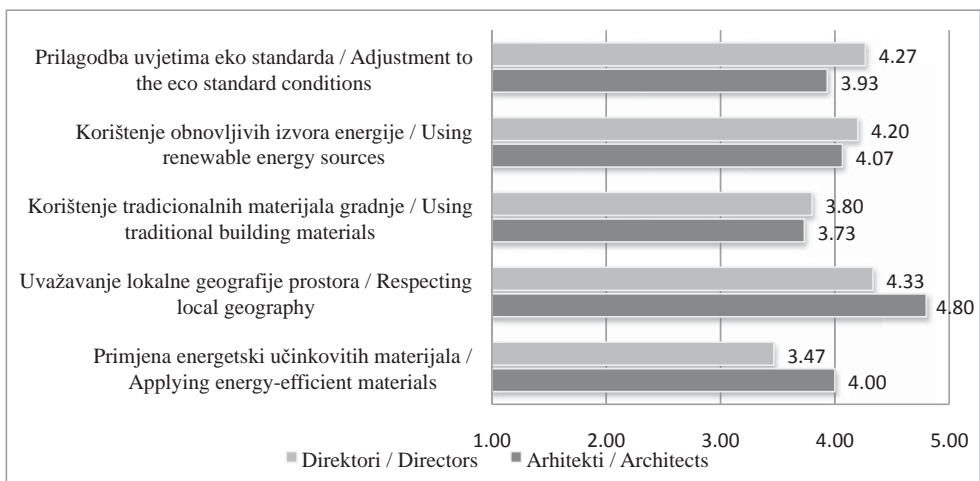
The analysis of the surveyed architects' and managers' work experience has shown

kod projektiranja hotela prikazana je na Grafikonu 1, i to posebno od strane arhitekata, a posebno direktora hotela.

that the latter professionals generally have longer work experience. Namely, only two architects compared to nine managers reported over 10 years of work experience. The research has also indicated that architects rate the intensity at which Croatia's hotel industry follows global architectural trends and design with an average grade of 3.27 while managers rated it a bit lower (2.6). The statement that unique architecture and special design of facilities in tourism infrastructure benefit the destination's distinguishability was rated higher by the architects (with an average grade of 4.33) while the hotel directors' average grade was lower (3.8).

To ensure sustainable and internationally competitive hotel industry development and tourism market position eco-orientation, which is implemented in the early hotel concept planning and project drafting stages, is extremely important. The perception of the importance of implementing certain eco elements in the hotel design is given in Chart 1 separately for architects and directors.

**Grafikon 1: Ocjena važnosti primjene eko elemenata kod projektiranja hotela za njegovo pozicioniranje na turističkom tržištu i konkurentski položaj /
Chart 1: Rating of importance of using eco elements in designing a hotel for its positioning on the tourism market and competitive position**



Navedene ocjene važnosti primjene eko elemenata upućuju na zaključak da su i arhitekti i direktori hotela u Hrvatskoj uočili visoku važnost istih za budući konkurentski položaj hotela. Svjesni mogućnosti boljeg pozicioniranja na tržištu primjenom nekih od navedenih elemenata i prihvaćanjem aktualnih trendova, direktori hotela ukazuju također na pozitivna iskustva upravo nekih novootvorenih hotela u Hrvatskoj. Tako su najvišim ocjenama arhitekti ocijenili važnost lokalne geografije prostora (prosječna ocjena 4,80), ali i direktori hotela (prosječna ocjena 4,33). S druge pak strane, direktori hotela najnižom ocjenom ocijenili su primjenu energetski učinkovitih materijala (prosječna ocjena 3,47), što upućuje na zaključak da postoji nedovoljno poznavanje mogućnosti primjene istih, ali i da postoje iznimno visoki investicijski troškovi njihove implementacije.

Jedan od ciljeva istraživanja bio je odrediti posebne skupine faktora diferencijacije važne u postizanju prepoznatljivosti hotela na tržištu. Isto je izvršeno putem intervjua pojedinih istaknutih arhitekata i direktora hotela visoke kategorije koji primjenjuju suvremene arhitektonske i dizajnerske trendove.

Tablica 2: Faktori diferencijacije u području hotelskog dizajna u arhitekturi važni za prepoznatljivost hotela na turističkom tržištu i uspješnost poslovanja

	Aritmetička sredina rangova	
	Arhitekti	Direktori
Vanjski izgled hotela	1,80	1,87
Dizajn interijera	1,87	1,87
Primjena psiholoških elemenata u stvaranju doživljaja (boja, svjetlo, zvuk)	3,20	3,13
Upotreba olfaktornog marketinga (korištenje prepoznatljivih mirisa u prostorima hotela)	3,87	3,67

The listed ratings regarding the importance of implementing eco elements suggest that both architects and hotel managers in Croatia have recognized its high importance for the future competitive position of hotels. Additionally hotel managers showed awareness of the opportunities for better positioning on the market gained by some of the listed elements and by accepting current trends, and they also pointed out the positive experiences of some newly-opened hotels in Croatia. Thus, both the architects and directors rated the importance of local geography highest (4.8 and 4.33 respectively), but hotel managers rated the use of energy-efficient materials with the lowest grade (average grade 3.47), which suggests insufficient awareness of their implementation and of their extremely high investment costs regarding their implementation.

Another goal of the research was to determine particular groups of differentiation factors that contribute to the hotels' market recognizability. This issue regarding contemporary architectural and designer trends was raised in interviews with the eminent architects and highly ranked hotel managers.

Table 2: Factors of differentiation in hotel design in architecture important for recognition of hotels on tourism market and business success

	Arithmetic mean of ranks	
	Architects	Directors
Outer appearance of a hotel	1.80	1.87
Interior design	1.87	1.87
Implementation of psychological elements in creating experience (color, light, sound)	3.20	3.13
Use of olfactory marketing (recognizable scents in hotel premises)	3.87	3.67

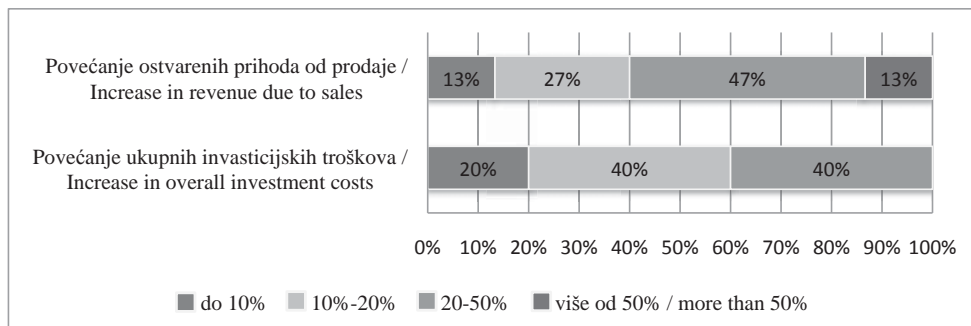
Kako tržište uvijek traži nešto novo, inovativno i drugačije, arhitekti i direktori hotela ističu kao najvažnije faktore diferencijacije vizualni identitet hotela odnosno podjednako vanjski izgled i dizajn interijera. Primjena psiholoških elemenata u stvaranju doživljaja nešto je lošije rangirani faktor kod direktora hotela (3,13) u odnosu na arhitekta (3,20), dok je upotreba olfaktornog marketinga, prema rezultatima provedenog istraživanja najmanje važan motiv kod obje skupine ispitanika. Treba, međutim, imati u vidu i činjenicu da je primjena olfaktornog marketinga još uvijek relativno novi pristup u provedbi marketinških aktivnosti u hotelijerstvu.

Za pozicioniranje hotela na turističkom tržištu vrlo važnim ocjenjuje se članstvo hotela u nekom hotelskom marketinškom konzorciju kao što je npr. Design Hotels. Direktori hotela ocjenjuju važnost članstva višom prosječnom ocjenom (4,53), dok su arhitekti dali prosječnu ocjenu od 3,8. Na pitanje „Postoje li prema Vašem mišljenju nedostaci primjene suvremenih trendova u hotelskoj arhitekturi i dizajnu (primjena eko elemenata kod projektiranja, „hoteli s potpisom“ i sl.)?“, samo je 26,5% arhitekata odgovorilo potvrdno, dok je čak 53% direktora hotela ukazalo na neke od nedostataka. Najčešći nedostaci na koje direktori hotela ukazuju odnose se na kvalitetnu projektnog zadatka, mogućnost pojave predizajniranosti, osobito kod dizajna interijera, neprilagođenost dizajna stvarnim potrebama gosta, odnosno neprikladna rješenja za gosta, čest pogrešan utjecaj na ambijent, ali i investicijski troškovi te značajno uvećani inicijalni troškovi u pripremljenoj fazi izrade projekta. Istodobno, visoki postotak ispitanika (73,5% arhitekata i 47% direktora hotela) ne vidi nikakve nedostatke u primjeni suvremenih arhitektonskih i dizajnerskih trendova.

Since the market is always after novelties, innovative and different hotel architects and managers point out the hotel's visual identity, outer appearance and interior design as the most important differentiation factors. The implementation of psychological elements to create experience was ranked a bit lower by the hotel managers (3.13) compared to the architects (3.20), while the use of olfactory marketing was the least important motive for both groups of examinees. Nevertheless, the fact that olfactory marketing is still a relatively new approach in conducting marketing activities in hotel industry should be taken into account.

In order to position a hotel on tourism market its membership in a hotel marketing consortium, e.g. Design Hotels, is rated as very important. The hotel managers rated the importance of such memberships with a higher average grade (4.53) while the architects thought less of them (3.8). The question 'In your opinion, are there any flaws in implementing the contemporary trends in hotel architecture and design (implementation of eco elements in projects, signed hotels, etc.)?' received affirmative answers by only 26.5% architects while 53% managers directors pointed out some flaws. The most common flows mentioned by the hotel managers include: the quality of the project task, the danger of appearing overly-designed, especially in the interior, mismatch between the design and the real guests' needs or unsuitable arrangements for them, frequent negative impact on the environment, and investment costs including significantly increased initial costs at the preparatory stage of the project's creation. At the same time a majority of examinees (73.5% architects and 47% hotel managers) do not see any flaws or disadvantages in implementing contemporary architectural and designer trends.

Grafikon 2: Utjecaj primjene suvremenih arhitektonskih i dizajnerskih trendova u hotelijerstvu / Chart 2: Influence of applying contemporary architectural and designer trends in hotel industry



U istraživanju su arhitekti također iznijeli stav o utjecaju primjene suvremenih arhitektonskih i dizajnerskih trendova u hotelijerstvu na moguće povećanje ukupnih investicijskih troškova, dok su direktori hotela ocijenili utjecaj istih na mogućnosti povećanja ostvarenih prihoda od prodaje u hotelu. Prema navedenim rezultatima 60% arhitekata smatra da inzistiranje na primjeni suvremenih trendova u arhitekturi i dizajnu uzrokuje do najviše 20% povećanja investicijskih troškova. Istodobno, 47% direktora hotela smatra kako se zahvaljujući primjeni tih trendova može doprinijeti povećanju prihoda hotela za 20-50%, a 13% ih smatra da je moguć pozitivan utjecaj na povećanje prihoda za više od 50%. Navedeno govori kako je među arhitektima i direktorima hotela visoke kategorije u Hrvatskoj visoko izražen pozitivan stav o značenju dizajna u arhitekturi u poslovanju hotela.

Sustav obvezne kategorizacije hotela i potrebnih uvjeta za pojedinu kategoriju ima veliku važnost u procesu projektiranja hotela. U Hrvatskoj je razina propisanih nužnih zahtjeva za pojedinu vrstu objekta i kategoriju vrlo visoka i kompleksna. Stoga se željelo istražiti zadovoljstvo postojećim kriterijima za kategorizaciju hotela u Hrvatskoj. Najučestalija ocjena i kod arhitekata i kod direktora hotela je ocjena 3, dok postojeće kriterije kategorizacije nitko od ispitanika nije

In the research the architects and managers expressed their attitudes on the impact of implementing contemporary architectural and designer trends in hotel industry on possible increases of the overall investment costs and on the probability of the hotels' increased sales revenues. The results revealed that 60% of architects think that insisting on implementing contemporary trends in architecture and design may increase investment costs up to 20% while 47% of hotel managers deem it beneficial for increasing revenue by about 20-50% and 13% of them estimate that the revenue increase could exceed 50%. All this suggests that both the architects and managers of high-ranking hotels in Croatia hold a decidedly positive attitude towards the significance of design in architecture business operations of hotels.

The system of compulsory hotel rating and requirements for particular categories is of great importance in the process of designing a hotel. Since the level of the formal requirements for a certain type of facility and rank is very demanding and complex in Croatia the research focused on examining the satisfaction with the existing hotel ranking criteria. The most common grade both with the architects and the hotel managers was 3 and neither of them rated the existing ranking criteria with the highest grade. The average grade regarding the satisfaction of

ocijenio najvišom ocjenom. Prosječna ocjena zadovoljstva svih ispitanika kriterijima kategorizacije od 3,07 može se interpretirati kao nužnost unaprjeđenja sustava obvezne kategorizacije hotela koji bi trebao biti bolje usklađen s europskim i svjetskim standardima i koji bi olakšao poslovanje, osobito manjih hotelskih objekata. Na otvoreno pitanje o ključnim mogućnostima za primjenu suvremenih trendova arhitekture i dizajna u hotelijerstvu u Hrvatskoj ispitanici navode: mogućnosti sinergije u procesu stvaranja turističke marke, svojstvene području u kojem se hotel nalazi, mogućnosti povezivanja s vrijednim resursima koje Hrvatska baštini, ali i još uvijek vrlo mali broj dizajnerskih hotela pa su stoga i velike mogućnosti u obogaćivanju ponude, mogućnosti financiranja za MSP u hotelijerstvu kroz europske razvojne fondove i slično.

5. ZAKLJUČAK

Ostvarivanje konkurentskih prednosti i pozicioniranje hotela na današnjem izuzetno dinamičnom turističkom tržištu nameće pitanje diferencijacije po različitim osnovama. Arhitektonska i dizajnerska rješenja u tom smislu imaju važnu ulogu. Poslovna praksa u svijetu, ali sve više i u Hrvatskoj, ukazuje na izniman značaj vizualnog identiteta hotela i dizajna interijera hotela u navedenim procesima, ali također i primjene psiholoških elemenata u stvaranju doživljaja te ostalih aktualnih trendova u hotelijerstvu, poput korištenja prepoznatljivih mirisa u prostorima hotela.

Standardizirani izgled hotela predstavlja svojevrсни komparativni nedostatak, jer su se potrebe i želje turista promijenile. Inovativnost, jedinstveni arhitektonski izgled, specifičan dizajn, specifičnost, personalizirana usluga neke su od karakteristika koje hotel treba imati da bi zadovoljio želje današnjih turista. Poseban doprinos tome ipak ima rastuća ekološka osviještenost ljudi koja izravno utječe na hotelski projekt i poslovanje ho-

all examinees with the ranking criteria can be interpreted as a necessity for harmonizing the system of compulsory hotel ranking with the European and global standards to ease doing business, especially in cases of smaller hotel facilities. The open-ended question on the key opportunities for implementing contemporary architecture and design trends in Croatian hotel industry was answered by the following: the opportunities of synergies in the process of creating a tourism brand that is typical of the area the hotel is situated is located at, the possibilities of connecting with Croatia's valuable resources, as well as a very small number of designer hotels. To conclude, there are huge opportunities towards enriching the tourism offer and financing the Ministry of Entrepreneurship and Trade in hotel industry through European development funds, etc.

5. CONCLUSION

Achieving competitive advantages and positioning hotels on the currently extremely dynamic tourism market, raises the question of diversity in many aspects. Therefore, architect' and designers' solutions are of utmost importance. Business practice in the world, as well as increasingly so in Croatia, points to huge significance of hotels' visual identity and interior design in the mentioned processes, and to implementing psychological elements in creating experiences and other current trends in hotel industry, like using recognizable scents in the hotel premises.

Standardized appearance of a hotel represents a sort of comparative flaw because the needs and desires of tourists have changed. Innovativeness, unique architectural aspect, specific design, specificity, and personalized service are just some of the prerequisites a hotel should have to be able to meet the desires of present-day tourists. Increased people's ecological awareness brings a special contribution to this aspect as it directly influences the hotel project and hotel manage-

tela primjenom sve različitijih eko trendova. Prilikom gradnje hotela sve češće se u obzir uzimaju određena eko načela te koriste energijski učinkovitiji materijali koji osim što u manjoj mjeri degradiraju okoliš, smanjuju i izdatke za energente. Briga za okoliš predstavlja i iznimno snažan marketinški alat pa *zeleno* postaje sinonimom za uspješnost u hotelijerstvu. I ovim istraživanjem je potvrđeno da, iako specifična arhitektura i dizajn uvjetovana suvremenim trendovima povećava ukupne investicijske troškove, isti mogu značajno doprinijeti povećanju prihoda od prodaje proizvoda i usluga hotela pa čak i presuditi u odabiru destinacije. Sličnosti u ocjenama istraživanih stavova u provedenom istraživanju na uzorku arhitekata i direktora visokokategoriziranih hotela u Hrvatskoj govore o visokoj razini percepcije važnosti dizajna u arhitekturi za pozicioniranje hotela na turističkom tržištu kao i svjesnosti o aktualnim trendovima u području hotelske arhitekture i dizajna.

Primjeri hotela u svijetu nedvojbeno ukazuju da postoje još brojne neiskorištene prilike i mogućnosti za primjenu analiziranih, ali i drugih trendova u ovom području u daljnjem razvoju hotelijerstva u Hrvatskoj, osobito kada je riječ o *boutique* i dizajn hotelima koji se kao proizvod tek počinju značajnije razvijati u Hrvatskoj. Novoizgrađeni ili renonovirani hoteli visoke kategorije u Hrvatskoj, zasigurno predstavljaju početak novog zamaha u razvoju hotelijerstva, osobito kada je riječ o suvremenim arhitektonskim rješenjima hotela s inovativnim uređenjem interijera.

ment by applying more and more diverse eco trends. When building hotels, certain eco principles as well as more energy-efficient materials which, apart from degrading the environment by quite minimally, also lower the overall costs of energy are now often taken into account. The concern for the environment represents a highly powerful marketing tool and 'green' is becoming a synonym for success in the hotel industry. This research has also confirmed that although specific architecture and design influenced by contemporary trends increase the overall investment costs they may also significantly contribute to the increase in the revenue from selling products and hotel services, and may sometimes even affect the final decision on the choice of destination. Similarities in the evaluations of the researched questions on the sample of architects and highly-ranked hotel managers from Croatia imply a high level of perception as regards the importance of design in architecture in positioning hotels on tourism market as well as awareness about current trends in hotel architecture and design.

Hotel examples in the world undoubtedly indicate that there are still many untapped opportunities for implementing the analyzed trends as well as the other trends in this field in the future development of the hotel industry in Croatia, especially regarding boutique and design hotels which, as a products, are only beginning to more significantly develop in Croatia. Newly-built or renovated high-ranking hotels in Croatia certainly represent the beginning of a new period in the development of the hotel industry, particularly when it comes to contemporary architectural hotel arrangements and innovative interior design.

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