

Assessment of demand drivers for boutique hotels: The case of Croatia

Bobelj, Marina

Undergraduate thesis / Završni rad

2019

Degree Grantor / Ustanova koja je dodijelila akademski / stručni stupanj: **RIT Croatia / RIT Croatia**

Permanent link / Trajna poveznica: <https://um.nsk.hr/um:nbn:hr:229:454277>

Rights / Prava: [In copyright](#)

Download date / Datum preuzimanja: **2021-11-29**



Repository / Repozitorij:

[RIT Croatia Digital repository - Rochester Institute of Technology](#)





Assessment of demand drivers for boutique hotels: The case of Croatia

Mentor: dr.sc. Besim Agušaj

Student: Marina Bobelj

ABSTRACT

In the last years, boutique hotel niche has been further gaining strength. Growth in interest of boutique hotel sector can be explained by changing trends and demands of the customers. Due to there is a lack on research done on boutique hotels in Croatia, this his paper investigates the motivational factors of boutique hotel guests in Croatia for switching from non-boutique hotels, the perceived image of boutique hotel managers in Croatia regarding guests' motivational factors, and furthermore, do the boutique hotels in Croatia meet the international boutique hotel standards.

Paper based questionnaire was delivered in person to the boutique hotel managers and their guests, from the three strongest tourist regions: Dubrovnik, Split and Istria Counties. The questionnaire measured all the key issues with boutique hotels presented in introduction. Results suggested that the main motivational factors of boutique hotel guests are uniqueness, historical significance, private stay and individualized service. Furthermore, the results suggested that boutique hotels in Croatia do not meet all the international standards of boutique hotels.

Key words: boutique hotels, hotel features, hotel standards, motivational factors

Introduction

The emerging boutique hotel sector is reported widely on a global scale (The Caterer , 2005) and is being viewed as one of the key hotel industry segments. Boutique hotels represent a niche market; however, its popularity is drawing interest by scholars and customers alike. The growth in interest for this lodging segment is explained by consumers being attracted in searching for a more distinctive or special hotel offer. Key Note Market Report on hotels (Drewer, 2005) concluded that customers are no longer looking for hotel only as accommodation; rather at the hotel's ability to deliver an experience in itself.

Through recent years, the boutique hotel business has been further gaining strength. However, there is a lack of research done on the topic of boutique hotel business in Croatia, specifically. The purpose of this research is to try fill in that knowledge gap by assessing the current situation of boutique hotels in Croatia, benchmark them with the non-boutique hotels, and deliver a projection of the future development of boutique hotels in Croatian market.

The key issues this research poses and attempts to answer are:

- What are the motivational factors of Croatian boutique hotels' guests for switching from non-boutique hotels?
- What is the perception of boutique hotel managers in Croatia regarding motivational factors of guests?
- Are the boutique hotels in Croatia really boutique hotels?

In order to assess these questions, one of the main objectives of this research is to define the concept of a boutique hotel, as well as of the non-boutique hotels, the main differences, characteristics and differentiating factors. Furthermore, by understanding the factors that are differentiating boutique from non-boutique hotels, and by building awareness of what is attracting customers nowadays, the trends shaping the hotel industry will be defined to assess whether boutique hotels are truly distinguished in the Croatian market.

Boutique hotel industry introduction

The official definition of boutique hotel doesn't exist and it cannot be stated. However, the concept of boutique hotels can be described in various ways. By Webster dictionary it is defined as "a small company that offers highly specialized services or products" and this definition can be applied to the boutique hotel industry (Merriam Webster). According to the scholars from the secondary research: "Boutique hotels are typically small hotels that offer high levels of service. Boutique hotels often provide authentic cultural or historic experiences and interesting services to guests. Boutique hotels are unique." (Day, Quadri, & Jones).

Following recent trends, the main role of the hotels is no longer just to provide accommodation, contrary; their role is to provide its customers a "home away from home". The growth in interest for this lodging segment is explained by consumers being attracted in searching for a more distinctive or special hotel. Boutique hotels were created with intention to satisfy the desires of the customers that were saturated of spending the nights in the rooms of the same design and identical furniture in every destination they visited. (Freund de Klumbis & Munsters, 2005)

According to the secondary research, the main characteristics that would fit into the definition of boutique hotel are: uniqueness, personalized service; homely feeling, theme and style, size, location, historical significance and services provided. In the following section, these characteristics are assessed.

Uniqueness

From the Aggett's findings it can be concluded that uniqueness is one of the main differentiating factors that directly impact customer's purchasing decisions. Furthermore, uniqueness and design are creating an impact when it comes to the growth of boutique hotel sector, and it is of real significance to the customers that prefer boutique niche. The most

popular cited specific design features by the participants of the research were: “unique interior architecture, unique buildings and unique pieces of furniture” (Aggett, 2007). The design distinction of the boutique hotel is considered to be an important factor of creating “experience of the hotel stay” (Freund de Klumbis & Munsters, 2005), while at the same time being an important factor in differentiating from the competitors (Aggett, 2007).

Personalized service; homely feeling

Findings from the research refer “personalized touch” and “personalized attention” as important factor for guests purchasing decision, but also as a beneficial factor for choosing boutique type of the hotel. Furthermore, it is stated that “welcoming” personalized nature of service is creating a feeling of “home away from home” (J. McIntosh & Siggs, 2005).

Due to the small size of boutique hotels, their number of employees is lower than the number of employees in non-boutique hotels. Boutique hotels have a low employee turnover which is result of hiring multi-skilled individuals. In this hotels sector, with employees who are “flexible” and “friendly”, the possibility of providing a personalized service is much higher (Callan & Fearon, 1997). Individualized approach is acquired by a “high staff-to-guest ratio”, that is of great significance when providing “homely environment” (Freund de Klumbis & Munsters, 2005), (J. McIntosh & Siggs, 2005). In order to increase guest satisfaction, owners and employees have to be capable of recognizing what guests desire to experience - their needs and wants (J. McIntosh & Siggs, 2005). Local influence and knowledge of the employees lead to ability to predict and provide all the customers’ demands, and is directly impacting their perception of service; it makes them feel special (Mun Lim & Endean, 2008).

Theme and style

Theme and design of a hotel are very important factors for deliberation (Freund de Klumbis & Munsters, 2005). Nobles and Thompson claim that theme is crucial factor of “boutiqueness”

(Nobles & Thompson). When it comes to architecture and design, “style”, “distinction”, “warmth” and “intimacy” are frequently used terms. Those are characteristics that are attracting customers who are looking to experience something unusual and special (McDonnell, 2005).

Size

Size is one of the most important boutique hotel characteristics that are widely known. Small size of boutique hotel increases probability of providing a high level of personalized service. (Aggett, 2007). Defined agreement regarding size of a boutique hotels does not exist, however scholars claim that a maximum number of rooms in boutique hotels is a hundred (Aggett, 2007), and that there is a small number of boutique hotels that have more than a hundred rooms (Nobles & Thompson).

Location

Findings from the secondary research show that high number of participants listed location as an important factor for purchasing decision (Aggett, 2007). Boutique hotels are often located in city center locations (Aggett, 2007), suburban areas (Callan & Fearon, 1997) and small town or rural locations (J. McIntosh & Siggs, 2005). Boutique hotels in the center of a city is favored by business travelers, who are looking for spending a minimum amount of time for traveling to work place (McDonnell, 2005).

Historical significance

Boutique hotels are often built from an old or abandoned building that often have some historical meaning (McDonnell, 2005). This finding is relevant due to an increased interest in culture and history (Freund de Klumbis & Munsters, 2005). Significance of buildings can be an important factor in customer decision for choosing a certain hotel (Aggett, 2007).

McIntosh and Siggs claim that historical meaning of the building may not influence the purchasing decision of every guest, however, they suggest that for the majority of guests that can be a great benefit of staying in a certain hotel (J. McIntosh & Siggs, 2005).

Service provided

The service provided directly influence guests' purchasing decision (Aggett, 2007). Often boutique hotels are not providing a restaurant facility, however a high standard room service is available (AA, 2006). According to the scholars, restaurant facility is one of the most important services overall, and that boutique hotels that provide restaurant facility are known for a high-quality food and beverage services (Callan & Fearon, 1997). However, Freund de Klumbis claims that a Michelin star restaurant is not as important as coffee shop in a boutique hotel (Freund de Klumbis & Munsters, 2005).

According to the research, majority of boutique hotels provide services such as restaurants, coffee shops, lounges/bars, concierge, room service, business facilities and fitness centers (Teo, 1988). Furthermore, due to that technology is often viewed as the primary part of a boutique hotels, business services and internet access are an inevitable part (Freund de Klumbis & Munsters, 2005).

Boutique vs. Non-boutique Hotels

Boutique hotels are often operated by the owners (J. McIntosh & Siggs, 2005). They fit into the "non-chain" group of a hotels (Freund de Klumbis & Munsters, 2005), they are unlike corporate hotels (Hennessy), they do not have standardized policies and are independent (Freund de Klumbis & Munsters, 2005). Nowadays, some of the known hotel chains are trying to compete with boutique hotel sector by focusing on unique design and feature. However, it is challenging to create a unique personality due to the hotel is still part of the known brand (Hartesvelt, 2006). Despite that hotel chains are becoming competitive in this

sector, boutique hotels should remain independent (The Caterer , 2005). Boutique hotels are characterized by intimacy, personalization and unique experience creation which differs them from non-boutique hotels. In today's service industry customers search for a unique experience; which provides them with personal touch and is adding value to the product (Ahmad, Arifin, & Jamal, 2018). The idea of a boutique hotel appeared in the 1980s, as contrast to the international hotel chains that were providing traditional hotel accommodation (Pereira, 2017). Boutique concept is an example of "customer service differentiation" because they provide personalized service. Boutique hotels are small-scaled and characterized by unique design. Their uniqueness is main differentiating factor when competing with international hotel chains and other non-boutique hotels (Ahmad, Arifin, & Jamal, 2018). However, McIntosh and Siggs (2005) argued that high value standards and personalized service are characteristics of a boutique hotel that are shaping guest's perception and make them feel like home. Furthermore, by providing its guests experience of unique theme, setting and ambience boutique hotels are providing unique product (J. McIntosh & Siggs, 2005). Concept of a boutique hotel differentiates from non-boutique hotels regarding their building, design and furniture (Rogerson & Kotze, 2011).

Majority of boutique hotels offer different themes in their hotel rooms, in order for every room to be unique. Furthermore, their size together with the personalized service is what creates a unique experience, and it as one of the main reasons why travelers prefer boutique over non-boutique hotels (Brennan, 2011).

According to the research done on the nature of boutique sector, scholars claim that customers who are staying in the boutique type of accommodation seek for: "unique," "personalized," "homely," and "exclusive" creation of experience. These factors defining boutique accommodation are contrary to the standardized experiences that non-boutique hotels provide

(J. McIntosh & Siggs, 2005). It can be concluded that intimacy, personalized service and unique experience creation differs boutique from non-boutique hotels. Furthermore, they argue that personalized service in boutique hotels provides guests with feeling of security and comfort. Lynch&Tucker (2003) and Pearce (1990) both argue that personalized service and relationship provided are the key of boutique accommodation.

Boutique hotel business market size and perspective

Even though scholars were predicting that the boutique hotel sector will not prosper (Swig, 2002), in the recent years it is clearly gaining strength (Aggett, 2007). Due to there is no official boutique hotel definition, it is difficult to present the actual size of boutique hotel market. Through last decade, hospitality industry affirmed the growth in a number of differentiating types of accommodation globally. Scholars claim that evolution in hospitality industry is directly changing markets and, therefore, is changing trends of accommodation (Khosravi, 2004).

Standardization in a hotel industry is an important factor for the success of boutique sector. Victorino claims that boutique type of lodging presents “excellent example of an innovative offering in an otherwise standardized industry” (Victorino & Verma , 2005).

Boutique hotel sector has lately been a very popular term among customers with high purchasing power. Due to their prosperity in the market, global hotel chains have expanded their offer by further developing boutique type of lodging (Batinić, 2013).

“Starwood Hotels” is the first example of a known hotel chain competing in a boutique sector, with W Hotels flag. Later, number of world’s hotel chains followed the trend. Hyatt presented Andaz, Hilton presented Canopy, and InterContinental Hotel Group presented Kimpton Hotels; a boutique hotel brand (Greg Oates, Skift , 2014).

Nowadays, customers are interested in boutique type of the accommodation because they are not only looking for luxury and high-quality services; they are also looking for “unique environment”, “experiences” and “emotions”. Today’s guests seek uniqueness that would provide them with memorable experiences. (Temelkova & Bakalov , 2015). Most evident indicator of increased popularity of boutique hotels is the growth in number of units of boutique hotels. In 2017, number of boutique hotels in US increased by 7%, while the total number of all hotels increased by significantly lower 1, 8%. When it comes to the measured annual growth of demand for a specific hotel type, between 2014. and 2017. the demand for boutique hotels raised by almost 3%, and the growth of demand for upscale hotels decreased by 1%. Demand for boutique hotels is increasing, while the growth of demand for upscale hotels has slowed down. Therefore, compared to upscale hotels, boutique hotels present a fast-growing segment in the tourism industry. (HNN, 2018)

Croatian hotel industry market

Croatia is known as one of the most attractive European tourist destinations. (Gnjidic & Kurti Vukovic, 2018). Tourism sector in Croatia is significantly increasing in the past decade and it became a fastest growing sector in a country’s economy. Following facts support this statement: “According to 2018 annual report Economic Impact 2018 Croatia provided by the World Travel & Tourism Council, the total contribution of Travel &Tourism to GDP was 25,0% of GDP in 2017, and is forecast to rise by 3,3% in 2018, and to rise by 4,1% pa to 31,7% of GDP in 2028.” (Gnjidic & Kurti Vukovic, 2018). Due to tourism being the prime part of Croatian economy, it is crucial to invest in its further growth (Ivanovic , Milenkovski, & Milojica , 2015). According to the government of the Republic of Croatia, development of high-quality hotel accommodation is crucial for development of Croatian tourism and extending of the tourist season. (The Government of the Republic of Croatia, 2013). In the

recent years, the hotel business in Croatia has been expanding and becoming more luxurious (Forbes, 2018).

Methods

In exploration of differentiating factors of boutique hotels, this research was directed with two critical objectives. Firstly, the purpose of this research was to determine the managers and guests' perceptions regarding demand drivers of boutique hotels guests, and secondly, to measure if the boutique hotels in Croatia meet the standards of boutique hotels internationally.

Considering key issues of this paper and existing theories from the secondary research, the type of sampling was targeted; meaning that the specific number of boutique hotels, its managers and guests, was chosen for the research and no external participants were involved in the data collection. Since there is no official categorization or list of boutique hotels in Croatia; the hotels that were examined are the ones that either contain the term "boutique" in their official title, or closely match boutique factors that are appointed by the scholars from the literature review. The sampling frame of primary research included 12 boutique hotels from the three strongest tourist regions; Dubrovnik, Split and Istria Counties. However, the response rate was low and the respondents were only 6 managers of the composed sample, together with 46 hotels guests. The respondents include managers and guests from the following hotels: The Pucic Palace, Boutique Hotel Kazbek, Boutique Hotel Bačvice, Hotel Vestibul Palace & Villa, Damianii Luxury Boutique Hotel & Spa, and Angelo d'Oro Hotel.

The type of this research using the paper-based questionnaire as the most appropriate. This type of research instrument allowed descriptive results that would assess each of the characteristics and apply them to the Croatian market. For the purpose of this research, a questionnaire of Tao Wang was considered as the most appropriate instrument to adjust (Iowa State University, Tao Wang).

The instrument was distributed using the drop-off method, meaning that the questionnaires were personally delivered to participating boutique hotels, where they were distributed to hotel's managers and to its guests, while later returned to the researcher either personally or via email. From the 52 questionnaires delivered, all of them were returned valid. The advantages of this method and its distribution are certainty in collected data's accuracy and credibility, suitable given time for the participants to respond in private, convenience for participants and assurance that the participants are appropriate target for the reliable results. The disadvantages of this method are the time exhaustion in distribution process, low response rate and lower number of participants.

The questionnaire was consisted of 3 stages. In the first stage, participants were asked to evaluate 8 statements on a five-point Likert scale (1=strongly disagree...5=strongly agree). The 8 statements covered all the demand drivers from the secondary research, in order to measure the motivational factors of boutique hotel guests in general, for switching from non-boutique to the boutique hotels. Participants were asked for their level of agreement on the statements.

In the second stage, participants were asked to evaluate 6 statements on a five-point Likert scale (1=strongly disagree...5=strongly agree) for the purpose of measuring do specific boutique hotels of their stay meet the standards of the boutique hotels appointed by scholars from the literature review. Participants were expressing their level of agreement on the statements.

In the third stage, the demographic data of participants was measured. The questions provided information about participant's age, country of residence, their level of education and frequency of their hotel stay.

Results

Analysis of the socio-demographic data shows that from 46 respondents 91% have a degree, and 93% of them actively travel during the year; from which it can be concluded that participants all well-traveled and can be considered as credible and representative sample for examination (Table 1).

Table 1: Socio-demographic characteristic of respondents.

Education	n	%
Less than high school	0	0%
High school	4	9%
College degree	15	33%
Master's degree	18	39%
Doctoral degree	9	19%
Frequency of hotel stay		
Once a week	2	4%
Few times in a month	11	24%
Once a month	8	17%
Every 2-3 months	15	33%
2-3 times in a year	7	15%
Once a year or less often	3	7%
Total	46	100%

Source: Author (2019)

The results from the data collected indicate that majority of the respondents, from the both examined groups, consider uniqueness ($M=4,8;4,1$, $SD=0,41,0,76$), historical significance ($4,1;4,1$, $SD=0,98,0,92$), private stay ($M=4,5,4,0$, $SD=0,84,0,99$) and individualized service ($5,0,4,3$, $SD=0,00,0,74$) the most important motivational factors of boutique hotels' guests for switching from non-boutique hotels (Table 2.).

Table 2. Motivational factors of boutique hotel guests in general

Factor	Group	n	Mean
Distinct feature	managers	6	3,8
	guests	46	3,7
Theme	managers	6	4,5
	guests	46	3,7
Uniqueness	managers	6	4,8
	guests	46	4,1
Historical significance	managers	6	4,1
	guests	46	4,1
Private stay	managers	6	4,5
	guests	46	4,0
Home-like experience	managers	6	4,8
	guests	46	3,7
Individualized service	managers	6	5,0
	guests	46	4,3
Special events	managers	6	3,5
	guests	46	3,1

Source: Author (2019)

Furthermore, the results from the data collected indicate that majority of the respondents, from the both examined groups, consider intimate atmosphere ($M=4,5,4,2$, $SD=1,22,0,98$), uniqueness ($M=4,8,4,4$, $SD=0,41,0,75$), location ($M=4,4,4,0$, $SD=0,84,1,07$) and individualized service ($M=4,8,4,3$, $SD=0,41,1,00$) as the most successful characteristics of boutique hotels in Croatia (Table 3.)

Table 3. Characteristics of boutique hotels in Croatia

Factor	Group	n	Mean
Theme	managers	6	4,0
	guests	46	3,8
Intimate Atmosphere	managers	6	4,5
	guests	46	4,2
Uniqueness	managers	6	4,8
	guests	46	4,4
Distinct feature	managers	6	4,1
	guests	46	3,5
Location	managers	6	4,5
	guests	46	4,0
Individualizes service	managers	6	4,8
	guests	46	4,3

Source: Author (2019)

In order to test if there is any significant difference in means between managers and guests on the above six mentioned categories a T-test was conducted, and the Null hypothesis was developed as it follows:

Null Hypothesis= There is no significant difference between the managers and guests' perceptions regarding the guest motivational factors of visiting boutique hotels.

The differences between managers and guests' motivational factors in general were found in the following categories; theme (P=0, 01), uniqueness (P=0, 00), home-like experience (P=0, 00) and individualized service (P=0, 00).

The only significant difference found between the managers and guests' perceptions regarding the characteristics of boutique hotels in Croatia was individualized service (P=0,02).

The null hypothesis was partially rejected, since some categories did and some did not have a significant difference between these two. These results will be discussed in detail in the following section.

Discussion

The purpose of this research was to assess the current situation of boutique hotels in Croatia, to further investigate the managers' and guests' perceptions regarding demand drivers of boutique hotel guests and furthermore, to measure if boutique hotels in Croatia meet international standards of boutique hotels. According to scholars from the literature review (Agget 2007, Freund de Klumbis & Munsters 2005, J. McIntosh & Siggs 2005), the main characteristics of a boutique hotels are: uniqueness, personalized service; homely feeling, theme and style, size, location, historical significance and services provided. Authentic and historic experiences are what make such hotels unique. Unfortunately, there is no official categorization of boutique hotels approved by any legislative body in Croatia, therefore

owners of the hotels are allowed to” self-categorize” as boutique, since they have no legal standard to follow. This leads to hotels that market themselves as” boutique”, however that does not guarantee that those are even close to the definition of it.

According to literature review (Agget 2007, Freund de Klumbis & Munsters 2005, J. McIntosh & Siggs 2005, Tao Wang 2013), there are eight dimensions, also described as main motivational factors for guests choosing a boutique hotel for a stay, and those are: distinct feature, theme, uniqueness, historical significance, intimate atmosphere, home-like experience, individualized services and special events. In this research the two points of views were measured, both managers of the hotels and their guests, in order for key findings to result in a clearer picture. The following key findings of this research provide answers to the 2 key issues this research attempted to answer: “What are the motivational factors of Croatian boutique hotel guests for switching from non-boutique hotels?” and “What is the perception of boutique hotel managers in Croatia regarding motivational factors of guests?”

The results of this research complemented with secondary research, and showed that both managers and guests perceive uniqueness, historical significance, private stay and individualized service as most important differentiating factors of boutique hotels, and the main demand drivers for guests switching to boutique from non-boutique hotels.

Surprisingly, grading of the home-like experience as important motivational factor for guests was higher when assessing by the managers versus the guests of the hotels. In order to test statistical significance between two points of views the T-test was conducted. The results showed that boutique hotel guests in Croatia in general want individualized service, but when it comes to home-like experience the overall grading is lower. It can be concluded that individualized service is based more on service itself rather than the tangibles like facility, and home-like experience is more connected with the theme and design of the hotel; which was

also higher when assessing by the managers versus guests. The results showed that in this case theme and design, and home-like experience are not that strong push factors.

When it comes to the characteristics of the boutique hotels in Croatia, following key findings provide answers to the 3rd key issue this research attempted to answer: “What are the managers and guest’s perceptions of boutique hotels in Croatia when it comes to meeting the international „standards” of boutique hotels?” The strongest characteristics of Croatian boutique hotels that results indicate are intimate atmosphere, uniqueness, location, and individualized service. However, there is a gap found between the opinions of managers versus the guests of the hotels. The overall grading of the hotels characteristics was higher when assessed by the managers then the hotel guests. The most significant difference showed between two groups, by conducting a T-test, was grading of individual service in the boutique hotels in Croatia. The results showed that managers are overall likely to give themselves a higher grade than the hotel guests, and that not all characteristics of boutique hotels in Croatia are meeting the international “standards” of boutique hotels.

As the socio-demographic analysis showed, participants of this research can be considered as credible and representative sample for examination. Majority of the participants included in the research were well-travelled, educated people from which it can be concluded that their purchasing power is above the average. This finding is very promising for boutique hotels owners.

We have to acknowledge that there are certain limitations while we conducted this research. First and foremost, time and financial resources. This research has been conducted in a fifteen-week period, which is too short for developing a comprehensive research where results and findings could be generalized. There was neither time nor resources available to travel in order to examine other popular tourist spots of Croatia, except for Dubrovnik, Split and Istria

counties. Additionally, Croatia deals with high seasonality, hence this research has been difficult to conduct since some hotels were not operating during winter, and those that were open didn't have many guests which limited our sample size.

In order to distinguish real boutique hotels in Croatia, a national year-long study is needed to determine the actual boutique hotels in Croatia. This would make the study more conclusive since the sample would be larger with a majority of a smaller hotels included. This would result in a clearer picture of boutique hotels in Croatia, and truly determine the actual boutique hotel market in Croatia. This would be very beneficial since there is no official categorization of boutique hotels in Croatia, and results of such study would clarify the standards that would ultimately differentiate true boutique hotels from those that are just regular small, non-distinguishable hotels. In order for Croatia to further develop as a unique destination that accompanies luxury guests, the tourist board of Croatia should seriously consider this proposal. This would also allow better control over the quality of services and products Croatian tourists consume.

References

AA, (2006). The Hotel Guide 2006., AA Publishing, Basingstoke.

Aggett, M. (2007). What has influenced growth in the UK's boutique hotel sector?

Ahmad, A., Arifin & Jamal. (2018). Factors of Guest Experiential Value of Boutique Hotels in the City of Kuala Lumpur.

Batinić, I. (2013). CURRENT TRENDS IN HOSPITALITY INDUSTRY.

Brennan, P. (2011). Exploring the Feasibility of Converting the Mardi Gras Hotel and Casino into a Casino Boutique Hotel.

Callan & Fearon (1997). Town house hotels - an emerging sector.

Day, J., Quadri, D., & Jones, D. (n.d.). Boutique and Lifestyle Hotels: Emerging Definitions.

Drewer, P. (2005). Key Note Market Report Plus, 2005: Hotels, November 2005

Forbes. (31. July 2018). Croatia's Hotels Are Growing Up (And Becoming Much More Luxurious).

Freund de Klumbis, D., & Munsters, W. (May 2005). DEVELOPMENTS IN THE HOTEL INDUSTRY:DESIGN MEETS HISTORIC PROPERTIES.

Gnjidic, V., & Kurti Vukovic, R. (September 2018). Managing CSR in Croatian Hospitality:The Case of Luxury Boutique Hotels.

Gonçalves Pereira, E. (2017). An evaluation of marketing strategies in 5-starboutique hotels: A case study, Dylan hotel.

Greg Oates, Skift. (17. December 2014). Why Every Major Hotel Brand Wants in on the Boutique Business.

Hartesvelt, V. (15. September 2006). Building a better boutique hotel: boutique hotels create a reference point, combining design and service.

Hennessy, S. (n.d.). Can boutique hotels be branded without losing uniqueness?

Iowa State University, Tao Wang. (n.d.). A case study of customer motivation in boutique hotels in Xiamen, China using push-pull theory.

Ivanovic, S., Milenkovski, A., & Milojica, V. (25. October 2015). CROATIAN TOURISM AND HOSPITALITY INDUSTRY: CURRENT STATE AND FUTURE DEVELOPMENTAL PERSPECTIVES.

J. Mcintosh, A., & Siggs, A. (2005). An Exploration of the Experiential Nature of Boutique Accommodation.

Khosravi, S. (Januay 2004). Why Tourists are Attracted to Boutique Hotels: Case of Penang Island, Malaysia.

McDonnell, J. (31. Januar 2005). 'Boutique' hotels are getting new interest. 1

Merriam Webster. (n.d.). Merriam Webster.

Mun Lim, W., & Endean, M. (2008). Elucidating the aesthetic and operational characteristics of UK boutique hotels.

Nobles, H., & Thompson, C. (n.d.). What Is a Boutique Hotel?

Pereira, E. G. (22. May 2017). An evaluation of marketing strategies in 5-star.

Rogerson, J., & Kotze, N. (30. December 2011). Market segmentation and the changing South African hotel industry.

Swig, R. (May 2002). News of boutiques' demise is greatly exaggerated.

Temelkova, M., & Bakalov, I. (December 2015). „ALL INCLUSIVE TOURISM – BOUTIQUE TOURISM” OR THE STRUGGLE FOR LEADERSHIP IN THE PROFIT ON THE GLOBAL TOURISM MARKET.

Teo. (May 1988). “Size really does matter (when you're small): the critical success factors behind boutique hotels in Singapore”.

The Caterer. (25. May 2005). Market snapshot: Boutique hotels.

The Government of the Republic of Croatia. (2013). PROPOSAL FOR TOURISM DEVELOPMENT STRATEGY OF THE REPUBLIC OF CROATIA UNTIL 2020.

Victorino, L., & Verma, R. (2005). Service Innovation and Customer Choices in the Hospitality Industry.

Appendix

Guests survey

There is a list of motivations that explain why guests are choosing boutique hotels. Please express your level of agreement or disagreement on following statements:

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

1. I want to stay in a hotel in which every room has a distinct feature.	1	2	3	4	5
2. I want to feel a specific theme of a hotel.	1	2	3	4	5
3. I want to stay in unique buildings and places.	1	2	3	4	5
4. I want to stay in a historic/artistic building that has converted into hotel.	1	2	3	4	5
5. I want to enjoy a private staying.	1	2	3	4	5
6. I want to enjoy home-like experience.	1	2	3	4	5
7. I want to enjoy individualized services.	1	2	3	4	5
8. I want to participate in special event or activities.	1	2	3	4	5
9. This hotel theme is compatible with city features.	1	2	3	4	5
10. This hotel provides unique and intimate atmosphere.	1	2	3	4	5
11. This hotel has converted building with unique style.	1	2	3	4	5
12. This hotel is decorated differently in every corner.	1	2	3	4	5
13. This hotel is easy to access and it is close to tourism sites.	1	2	3	4	5
14. This hotel provides personalized service.	1	2	3	4	5

What is your age group?

- 18-25
- 26-35
- 36-45
- 46-55
- 56-65
- Above 66

What is your country of residence?

What is the highest level of education you completed?

- Less than high school
- High school
- College degree
- Master's degree
- Doctoral degree

How often do you check in a hotel?

- Once a week or more often
- 2 to 3 times in a month
- Once a month
- Every 2-3 months
- 2-3 times in a year
- Once a year or less often

Managers' survey

There is a list of motivations that explain why consumers are switching to alternative accommodation. Please express your level of agreement or disagreement on following statements:

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

1. Guests want to stay in a hotel in which every room has a distinct feature.	1	2	3	4	5
2. Guests want to feel a specific theme of a hotel.	1	2	3	4	5
3. Guests want to stay in unique buildings and places.	1	2	3	4	5
4. Guests want to stay in a historic/artistic building that has converted into hotel.	1	2	3	4	5
5. Guests want to enjoy a private staying.	1	2	3	4	5
6. Guests want to enjoy home-like experience.	1	2	3	4	5
7. Guests want to enjoy individualized services.	1	2	3	4	5
8. Guests want to participate in special event or activities.	1	2	3	4	5
9. This hotel theme is compatible with city features.	1	2	3	4	5
10. This hotel provides unique and intimate atmosphere.	1	2	3	4	5
11. This hotel has converted building with unique style.	1	2	3	4	5
12. This hotel is decorated differently in every corner.	1	2	3	4	5
13. This hotel is easy to access and it is close to tourism sites.	1	2	3	4	5
14. This hotel provides personalized service.	1	2	3	4	5

1. Hotel categorization:

2. Number of rooms:

3. Number of employees:

4. Please circle the services provided.

- Restaurant facility
- Lounge/bar
- Concierge
- Wellness & Spa
- Other additional services _____