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Radiography of the Tourism Sector in the Dominican Republic

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2. Summary of the work

In this final project work will be analyzed and commented the main features and indicators of the tourism activity carried on in the Dominican Republic. Specific data will be given and job atmosphere will be described. Usually is going to be compared with some features of the tourism happening in Mallorca in order to have a comparing point and build a better mental perspective of the situation.

3. Introduction

I decided to talk about the situation regarding the Tourism sector in the Dominican Republic because I was about to move there for work during 3 months.

In this document it will be reflected all I have learnt about a new way of operate, new distribution of the departments within the resort, new way of thinking, a new client and other features of the topic.

I thought that could be a good opportunity to talk about this interesting issue thanks to the fact that I lived and worked there, and also I really believe this is something that not everybody can talk about and this can really provide value to the reader making it interesting. Nowadays it's all about creating value and keep expanding our perspective and this pages are full of informatic that can result attractive and useful to know if you are interested about tourism facts.

In this work it will be about own experience and pure reality, contrasted facts, documentaries, research and knowledge coming from long talks with native people and sharing live experiences together. It all helps to create a better vision about the issue that we are talking about: *the Touristic Sector in the Dominican Republic*.

It is needed the factor 'experience' in order to have a good and well formed opinion about an economic sector in a given country. This work is going to be a mix in between personal experience and research, which I believe will help out the lector to create a true and approximate vision regarding the issue. Also I want to keep an eye to the lifestyle and the way to be of the country in itself, because it all influences in terms of how the sector ended up being this way in particular.

I have been more than 450 hours in the resort and I have been working out through 7 different departments during my time in Punta Cana learning directly from managers, assistant managers and line workers. They all gave me a different perspective from the work and life and I didn't miss any chance to ask them about anything related to work and lifestyle in the country. They all have been really honest and clear, and it is much appreciated.

The beliefs and character really makes an influence in the day-to-day operative of the Hotel/Resort and in consequence, in the final outcome and it will be mentioned.

Work in the tourism sector is done basically by persons, there's no industry of machinery and automatic robotic procedures. It's all about persons. It is about services made and provided by other persons that might have different ways of approaching and are subjective. Not all persons are equal in terms of skills and thoughts and not all persons are in the same mood every day; it means that it is hard to standardize a product/service and this is the interesting point of the industry and at the same time the point that brings more conflicts.

4. Contextualisation and object of the study

This work is an overall review from back in the 1930 until nowadays regarding the Touristic sector in the Dominican Republic.

First comes the historical procedure and the information about the growth related to the sector followed by my personal experience inside the Touristic Sector, being a worker in the region where the tourism is in his biggest form within the country: Punta Cana. This part of the work is going to be focused on the identification of delays in procedures, bottlenecks, stancations, lack of service manners, facilities analysing and many other factors regarding the critic part of the placement and way of working in itself that I have observed during my rotation through the differents departments in the Resort witnessing how they really work.

Most of the mentions will be about the face to face with the client (front office). There will be also shout outs about back office procedures and attitude and relationships within workers inside the working environment.

Also it is important to highlight the advantages of their way of working, the agility that they have in a given procedures and the complexity of the decision making chain in front of any conflict taking in account the big dimensions of the facilities and turnover.

I have been in 7 different departments during my stay in dominican republic, so I can analyse them from the inside and I this will be all somehow compared with the tourism in Mallorca. I am working as a receptionist since I am 18 years old, so it's 6 years of experience in the industry and that allows me to give a wide vision about it. I have to tell I was quite amazed by the huge differences that I found out during my time abroad in the Dominican Republic.

I will explain how they work from the inside and oftenly differences and similarities between the spanish way of organisation of working. Usually giving some specific data between 2 of the most popular places in the earth related with *Sun & Beach tourism*: Mallorca and Dominican Republic.

5. Historical evolution of the touristic sector in the Dominican Republic

5.1 1930: Tourism borns

It must be considered that it was at 1930 when Rafael Leonidas Trujillo runs the country, when tourism starts to born in the Dominican Republic, however the quantity of tourists was very poor. Later in the 1940s, Trujillo decided to incentive the tourists to come doing different campaigns abroad.

5.2 From 1940's decade until 1960

At 1944 the first hotel of the country is officially opened, it was called *El Malecón de Santo Domingo* together with the first luxury hotel of the city of Santo Domingo, the name was *Hotel Jaragua*, and is still operating nowadays.

In the 1950 other companies followed the example due to the exit of the first Hotels, and consequently a few more establishments were opened that decade.

In 1959 *La Invasión de los Héroes de Constanza, Maimón y Estero Hondo* hitted the country, and other unfortunate events such as *El asesinato de las hermanas Mirabal, El asesinato del dictador Trujillo Molina, El Golpe de Estado al gobierno democrático del profesor Juan Bosch, el levantamiento guerrillero de Manolo Tavares Justo* and *La Guerra Civil de Abril* ended up with the north american occupation in 1965. For all these unfortunate chained events this period is known as 'the death period of tourism' due to the high instability in the country.



*United States Marines during the Occupation in 1965

5.3 Rafael Trujillo's life

Now let's introduce briefly the life of the Dictador Rafael Leónidas Trujillo. As I said before, he was the first pusher of the industrialization and tourism promoter in the country. His 30 years governing are known as "the Era Trujillo" and it's considered one of the most bloody tyrannies from the whole Latin America. His government was against communism, he was repressing everyone who was against ideas, and he usually violating the human rights committing murder and torture in numerous occasions.

He introduced the country in a state of panic and imposed 'respect' to his person.

Also he forced a monopolistic situation in the country, that allowed him to make a very remarkable personal fortune. Trujillo's Government is responsible for more than 50.000 persons death.

The 30th of May of 1961 he was killed in order to celebrate a free and democratic elections. 4 persons initiated an attack with guns against the car in which Trujillo was traveling from Santo Domingo and one of the bullets found him and finished with his life. These 4 persons nowadays are well known as the "4 Heroes", as the dictadura of Rafael Trujillo was pretty violent and totally based on terrorism. So it is considered that in that moment the country was released from him.



5.4 Importance of late years in 1960's decade and followings

Since 1966 tourism raised in the country thanks to certain measures were implemented, such as:

- Development models provided by CEPAL, OEA and UNESCO.
- *Ley Orgánica del Turismo*, what declares Tourism as a national priority, in 1969.
- *Ley de Incentivos y Desarrollo del Turismo*, in 1971.
- 1972 INFRATUR is created, a financial body aimed to control the development of the tourism infrastructure.
- Participation of the Dominican Republic in trades and well known events as ITB, FITUR, COTAL and ASTA.
- Implementation of the political of 'open skies' which resulted in the creation of the Charter flights. That meant that people from all over the world were able to fly to the island.

5.5 Crucial period between 70's and 90's decades.

After the 70's decade tourism became a main issue in the country, a clear indicator of that is that the offer in 1988 was 11.000 rooms and in 1994 was almost 3 times greater (26.000). It represents an increase over the 50% in 6 years. Also must be considered that by 1994 the Dominican Republic became 3rd most visited place from the whole Caribbean, coming from 7th position. Catching 22.3% of the 10.3 million tourists that decided to visit the Region, only overcome by Bahamas and Puerto Rico.

On the other hand, between 1980 and 1993, the quantity of regular flights was multiplied by 2.5 and the charter operations overpassed from 508 to 7.427, it means they were multiplied by 148.5 times. Tourism was already one of the economic activities of the country. We need to take in account that by 1970 the gross income from tourism was 16.4 million USD and in 1990 it was more than 900 millions USD. Obviously we are in front of the strategic sector of the Dominican Republic economy. The income for tourism in relation to the exports of goods coming from agricultural sector represented 7.6% in 1970, 18% in 1980 and raises to a 69% in 1988. It shows the dynamism of the sector, as well as the deterioration of the exportation of goods, in relation with touristic sector. In consequence, it shows a clear indicator that the dominican society went from rural and agricultural to be urban and related to services.

It is important to mention that 95% of the touristic activities take place in the coast. It conceded to the coast a strategic position because of his economic importance, but this is also a fragile ecologic area and needed the application of global and aerial politics in order to develop a sustainable economic activity in the place that can last through the time.

The Dominican Republic presents a big diversity in his geography: from reefs at the bottom of the sea to mountain ecosystems at more than 3000 feet high. The coast of the island has a length of 1.576 lineal kilometres, containing 168 beaches , of which 90 had a considerable touristic potential at that time.

5.6 From 1990's

This table shows the evolution of rooms year by year in the country from 1980 until 2009:

Evolución de las habitaciones hoteleras en República Dominicana

Año	Nº	Año	Nº	Año	Nº
1980	5.394	1990	19.043	2000	51.916
1981	6.132	1991	21.510	2001	54.034
1982	6.165	1992	24.410	2002	54.730
1983	6.527	1993	26.801	2003	56.531
1984	7.133	1994	29.243	2004	59.035
1985	8.562	1995	32.846	2005	60.088
1986	9.862	1996	36.273	2006	63.549
1987	12.043	1997	40.453	2007	65.072
1988	15.997	1998	44.665	2008	66.192
1989	18.478	1999	49.623	2009	67.197

Fuente: Banco Central de la República Dominicana³

The result of the actual Dominican Republic touristic sector is thanks to the private investing due to several companies saw a business opportunity in a country that was unexploited at that time and they decided to bring capital in. It can be appreciated in the next table. As we can see in the next table, the spanish investment is the first one by far, that's why nowadays most of the companies in the island are from Spain and there's many job opportunities there, due to the fact of sharing the language.

Inversión acumulada en el sector hotelero, por nacionalidad de origen. 1999

Nacionalidad	Hoteles (número)	Habitaciones (número)	(millones de dólares)
			Inversión
España	48	17 175	928,2
Canadá	19	1 002	28,1
EE.UU.	13	1 010	37,2
Alemania	11	730	2,1
Francia	10	894	2,9
Otros	14	1 871	57,7
Total Extranjero	123	24 304	1 161
Total Nacional	435	48 900	1 942

AÑO 1999

Fuente: Cepal 2004

5.7 From 2000 until nowadays

The following spanish companies have been established in the country during the beginning of the 21th century and represent the biggest part of touristic companies established in Dominican Republic. As in Spain the business related with tourism were working well since years ago (approximately 1960), the entrepreneurs that had accumulated capital enough in the businesses of spain decided to emigrate and find a new business opportunity in the Dominican Republic and in fact it went fine for them. They still operating there and still growing. Those are:

- Grupo Piñero: Bahía Príncipe
- Cadena Barceló: Barceló Corporación Empresarial
- Globalia Corporación República Dominicana: Believe Hotels
- Dominican Fiesta Hotel: Fiesta Hotel & Resorts SL
- Vasallo Comercial SA: Grumasa
- Hotel Ocean Blue: H 10 Hoteles
- Hotel Majestic: Majestic Resorts
- Hoteles Catalonia: Hoteles Catalonia SA
- Hotetur: Hotetur Club SA
- Iberostar Hoteles & Resorts: Iberostar Hoteles y Apartamentos SL
- Occifitur Dominicana SA: Occidental Hotels & Resorts
- Inversiones Abey SA: Princess Hotels & Resorts
- Cadena Riu: Riu Hotels SA
- Sirenis Hotels: Sirenies Service SL
- Magna 365: Sol Melià

fuentes: <https://www.trabajarporelmundo.org/wp-content/uploads/2013/10/document.pdf>

In the next table it can be seen how the touristic sector evolved in the country (main indicators):

YEAR	ROOMS	OCCUPANCY (%)	INCOME	EMPLOYMENT
2005	60.316	73,9	3.518,3	172.116
2006	63.525	73,0	3.916,8	188.289
2007	65.089	72,2	4.025,5	190.259
2008	65.594	70,4	4.176,1	195.519
2009	67.215	66,0	4.048,8	196.199
2010	67.408	66,6	4.209,1	195.371
2011	66.562	69,3	4.436,1	201.597
2012	66.615	70,3	4.736,3	201.235
2013	68.406	71,7	5.063,5	216.543
2014	68.957	74,8	5.637,1	247.025
2015	70.345	75,5	6.115,9	254.146,0
2016	74.981	78,0	6.723,3	315.153,0
2017	75.540	77,0	7.177,5	323.495,0
2018	78.599	77,5	7560,7	336479,8

Fuentes: Banco Central de la República Dominicana (BCRD). Asociación Nacional de Hoteles y Restaurantes.
 Nota: -incluye sub-sectores hoteles, bares y restaurantes

*income is in million USD

Other important numbers relating the actual volume of this important economic sector of the country can be that the country received in 2018 an amount of 6.6 million tourists, a 6.2% more than the previous year 2017.

6. Dominican Touristic Sector From the Inside

6.1 Salaries in the touristic sector

In order to contextualise and give a cognitive image of the situation, let's talk about one of the most important aspects, if not the most: salaries in the Touristic industry.

The numbers can vary depending on the Resort, they don't pay the same in all the corporations, but there's not a huge difference between them, otherwise it would create a *salaries war* stealing workers from one company to the other. Also setting a high salary level doesn't benefit the company at the end, because workers payroll means the biggest expense for a company. So, all in all, entrepreneurs are interested to keep it as affordable as possible.

An average line worker in the the resort are: receptionist, waiter, housekeeper, animation, bartender... which are the lowest level in the hierarchie and represent the 90% of the workers payroll for the company. They are getting paid every 15 days, which is 2 times the same amount per month: first one in the middle of the month when the first 15 days are over, and a second payment corresponding to the second half when the whole month is over.

The rate between Euro and Dominican Peso is 1/57, and between USD and Dominican Peso is 1/50. Oftenly USD are used as the reference to compare with. As an example: some establishments don't care about receiving for a dinner of 600 Dominican Pesos the amount of 12 USD, which is the equivalent. In fact, the client usually can actually choose depending of his preferences.

With that being said, an average line worker earns 7.000 or 7.500 Dominican Pesos every 15 days, which is the same amount 2 times: 14.000 or 15.000 all together. This is the equivalent for 280 or 300 USD, and in Euros means 245 or 263 per month. Tough reality.

Salario mínimo legal en República Dominicana.

Sector	Categoría de trabajador	Resolución	Salario mes (RD \$)
Sector privado no sectorizado	Trabajadores que presentan servicios en empresas (grandes)	1 - 2007	\$ 8.465
	Trabajadores que presentan servicios en empresas (medianas)		\$ 5.820
	Trabajadores que presentan servicios en empresas (pequeñas)		\$ 5.158
	Trabajadores del campo por jornada de 10 horas diarias		\$ 175 por día
	Vigilantes en empresas de guardianes privados		\$ 7.142
Hoteles y Restaurantes	Trabajadores que prestan servicios en hoteles, bares y restaurantes (Considerados grandes)	2 - 2007	\$ 5.575
	Trabajadores que prestan servicios en hoteles, bares y restaurantes (Considerados medianos)		\$ 4.000
	Trabajadores que prestan servicios en hoteles, bares y restaurantes (Considerados pequeños)		\$ 3.600
Trabajadores de la Construcción y sus Afines	No calificado	3 - 2007	\$ 321,6 al día
	Calificado		\$ 352,8 al día
	Ayudante		\$ 414 al día
	Operario de 3ra categoría		\$ 537,6 al día
	Operario de 2da categoría		\$ 613,2 al día

Fuente: OMLAD, 2009.

*table showing minimum legal salaries in D.R. per day and per month

Now it can be understood, that the average line worker, for example a bartender, exaggerates the treatment with the client until unexpected levels. The client is usually treated almost as a "king", in order for them to increase their salary with some tips. So, as a little conclusion of the topic, they behave almost as a servants in given situations driven by necessity.

'Client is always right', and in this position of disadvantage in front of any possible conflict, the worker finds himself in a very low position and has a short bargaining power in a discussion case against head of departments. His or her voice is usually infravaluated and if he/she is making troubles will be fired and another person will be prepared to adopt the "right" attitude for the job.

It is said to the workers during the induction when they enter the company, that to be fired they don't need to be in mutual agreement, it only has to be unilateral. If the company for whatever reason decides to go without them, it will be communicated to them and carried out instantainly.

6.2 Breaking out the basic Departments of the Resort

The well known webpage Tripadvisor elaborates a ranking of the 30 best hotels in Punta Cana based on price, location, quality, customer reviews and other approaches. Within the industry, this ranking is checked out almost daily and the Resorts are highly competitive in order to escalate positions and have better brand image.

I had the opportunity to live the day-to-day and dive in the working atmosphere during 3 months in one of the best of them. Which is the number 4 currently (march, 2019) : *Majestic Colonial Punta Cana*. One of the best hotels within one of the best destinations in the world.

Here in the link below it can be checked out. This is obviously usually fluctuating due to it is not a static variable and depends on maintaining constantly a high level of performance and keeping a standardised and consistent delivering of services.

https://www.tripadvisor.es/Hotel_Review-g3176298-d578371-Reviews-Majestic_Colonial_Punta_Cana-Bavaro_Punta_Cana_La_Altagracia_Province_Dominican_Republic.html

6.2.1 VIP Club Concierge

My first department was the VIP Reception. I was concierge in the Private Lounge. The Resort is basically divided between "club" : more than 18 years old (mostly and basically adult couples) and "regular" side which is the one formed by the families. So, VIP Club makes reference to the Adult side. In a few words, it is a subdivision from Reception with personalised services and extra products for the mentioned segment designed to assist them in whatever they need.

In the Dominican Republic touristic sector there's one figure/agent that needs to be highlighted and mentioned and it is found in this department. I am talking about the Butler. In this *Club Section* of the resort, the clients have a Butler per room. It means a person available for them 24 hours.

The department is formed by the Club Manager, the Assistant Manager, a few Club Concierges, a few Pool Concierges and the Butler team.

As soon as the guests arrive to the resort, they access to a private room which is called Private Check in, separated from the main Reception, and in there they have an assortment of food to take after the long journey from home. The guests spend a few minutes in there, as short as possible, and next, a Butler is assigned to them. To be continued, the butler will come to the Private Check-in room to pick the guests up and take them to a brief tour along the resort that contains instructions, explanations and orientations. This tour will end up in the Private Lounge (where the VIP Concierges work). Guests will have an offer of food and drink in the air conditioned Lounge available.

Once this point of the process is reached, two situations can happen; first of all: the room of the guests is clean, available and supervised by house keepers to be delivered and the butler takes them there. Or, on the other hand: the room still not available and the guests will have to spend a couple of minutes more in the acclimatized and provided by food and drink Private Lounge until the room is ready to deliver.

The butlers interchange a way to communicate themselves with the guests (Facebook Messenger, Whatsapp, Telegram, Apple Chat,...). From this point on, they are connected during the whole stay, and whatever the clients need they ask it by the chat and the butler responds. A butler can handle over 20 rooms at the same time, the rooms are assigned to them as soon as they come from the day-offs. They work eleven days in a row and have 3 free days, and so one. This is made in order to not confuse the client with 2 different butlers and keep the confidence between worker-guest, even if sometimes the holidays don't match exactly with the Butler working days in a consecutive way, in this case, a client can have more than 1 butler per vacation. But company tries not to do so.

What does a Butler do? A Butler can do reservations for the restaurants, manage a report from whatever problem the room has, provide towels, beach bags, provide any of the beach accessories, book a massage in the spa, prepare a jacuzzi in the suite, prepare a romantic dinner by the sea, and a long etcetera. They do whatever is in their hands to keep the client happy.

This brings me to the next point: they want to keep the client happy because of the tips. And from time to time they adopt a very docile attitude with the client. Butler position is the most demanded working position in the resort. They earn much more money than any other line workers, and even more than some managers and assistant managers. I've been told by some of them that depending on the month and the clients they can earn 2.000, 3.000 or even 4.000 USD a month plus the salary that they receive from the payroll. This is a lot compared to the normal average dominican salary.

But being a butler is not easy sometimes, it is known that in the Dominican Republic there's a huge demand of sexual tourism, most of them minors, and also drug business is really expanded. So, the clients ask the butler by chat or face to face about prostitution and drugs. From that moment the Butler finds himself in a hard position. If he says yes, he is risking himself to be fired by the company and lose the appreciated job, and if he says no, the client is turning against him and complaining for a 'bad service' and it usually ends up with the Butler being fired, since the workers are not very trusted. They believe the client always and it is really easy to fire someone, this issue will be explained inside the Human Resources, which is the last department.

With that being said, it is not easy to enter into the Butler team, the company pays special attention to this department and the workers must be fluent in english and well organised. They get the work after a long internal training called *Butler Promotion*.

6.2.2 Housekeepers

My second department was House keeping. I have been with the secretary updating the status of the rooms, with the Housekeeper boss, with the supervisors, with the minibar and with the cleaning ladies.

This is one of the most important departments within the Resort, as it takes care of the place where the guest lives: the room / suite.

The process that is done in order to get a room ready is as follows: all cleaning ladies have a different range of rooms within the resort, it can be until 16 rooms per person, and rooms are not precisely small. It is a given number of rooms which they are responsible of. Some of them will be occupied and will need only a review or checking, some of them will be blocked for some reason and some will check-out that day and will need to be done and got ready for the next client.

From 7 in the morning the cleaning ladies start working on their own range of rooms and until the work is not completely done they can not leave the workplace. They never do the same amount of hours, and the extra hours are never paid, it count as a normal working day in spite of the extra hours. They check in into the resort with a modern method registering the fingerprint over a kind of machine, but they never know at what time exactly they will leave the workplace.

So, once the range is clear and assigned to every cleaning lady, the working day starts and the most important aspect to take care is the rooms that receive a client. As soon as the cleaning ladies finish one room and get it ready for the new guest, the supervisor appears in order to check it out and leave it according to the established standards of the company. Once the room is ready and in perfect conditions the supervisor advises through the walkie talkie to the secretary which is in an office receiving all the updates from all the supervisors of the different ranges within the resort, in order to change the status in the informatic system (Avalon) and from that moment the Main Reception sees the new status has been actualised and those rooms are ready to be assigned to the new clients.

This is a long process that usually suffers incidentals as late check outs, unexpected room changes according to travel agency contracts, delays, broken items in a room, etc.

The minibar is attached to the house keepers and they are walking around with a room list, knocking the door and asking if the guest needs anything else from the minibar service. If the client says yes, the worker proceeds to fulfill the fridge with the required items, and if the client says that there's no need, they continue with the list until the whole range of rooms has been attended.

6.2.3 Public Relations

The next department was Public Relations, it is also a kind of subdivision of Main Reception and it takes care of the clients of the "regular" side which I mentioned before.

The organisation of the departments within the resort is pretty much complex than in Balearic Islands, as we are not talking about the same volume. They allocate specific works and less crucial to a subdivision of the main department in order to speed up. Public Relations is a clear case of subdivision of Main Reception in order to reduce the volume of work to the main desk. As the main purpose of the main desk is: check in and check out, between others less important tasks.

Public Relations is the department created to give attention to the clients belonging to the *regular* o *family* side of the resort and all its wants and needs, as well as all the reports regarding broken items in the rooms, information about the resort and about excursions offered by external companies in the country, complaints about cleaning, restaurant reservations, or any other aspect to improve, that normally would be carried out by the main reception in a hotel in Mallorca, for example. They can attend the client face o to face o through their extension by telephone.

Occasionally, if it's a high standard resort, this department is in charge of the special attentions. For example, they must identify a client as a repeater and bring a welcome letter with some gifts as fruit or any other items before they check in as well if they are Honeymooners. Another example would be: one day before the check out they sent a letter to the room, reminding the client how is the check out procedure, where can they store their luggage in case of late flight and other information regarding services after checking out. It can be summed up as little tasks that the main reception couldn't do, and that's why a new department is created: to give out some work and speed up procedures in order to give a better standardised service in each of the departments.

Of course it means extra costs and more workers to hire, but it is affordable for the resorts with high revenues and belonging to "luxurious" segment. Most of the touristic facilities in the Dominican Republic and specifically in Punta Cana are 5 stars, which means that most of them opt for the subdivision of departments and speeding up procedures. It is worthed for them taking in account the massive size of the resorts.

6.2.4 Store and Purchases

My fourth department was Store and Purchases. This one had no contact with the client, but it is essential for the well functioning of the company.

It is located in the backside of the resort where the clients have no access. It is easy to reach by the trucks and cars in order to bring all the orders from external producers, coworkers and partners.

In the structure of the building is clearly differentiable a port to receive items and another to deliver to the 3 different Hotels. Majestic Resorts is a group of 3 consecutive resorts in first sea line and this department provide everything to them. The hotel name's are Colonial, Elegance and Mirage.

There's an schedule from monday to saturday regarding the delivering times for each of the different departments from the different hotels. As an example: the different kitchens of the Hotels make an order in order to have ingredients enough to elaborate their dishes; so: *"every Monday morning from 9 to 10 the items will be delivered to the kitchen of the Beach Restaurant from the Colonial Hotel. From 10 to 11 it's time for the Main Kitchen of the Elegance Hotel, etc"*. This way they avoid collapsing all the orders at the same time and keep a sequence in the reception and deliver of orders.

6.2.5 Virtual Concierge

My fifth department was Virtual Concierge. As I said the complex was formed by 3 different resorts side by side located. This department is the phone call center of all of them.

Guests have in their suites a telephone and marking the 0 on the telephone they access straight away to Virtual Concierge line. The department is formed by a group of operators that attend the telephone from 8 in the morning until 12 midnight. Supervised by one person that can help if the day is very busy, and the head of department.

Most of the calls are related to Room Service. Guests have a menu and they can order as many times per day as they want the dishes from the room service with a maximum amount of 6 dishes per order taking in account entrances, main dishes and deserts. No drinks.

Frequently guests inform about complaints and needs and wants to Virtual Concierge, and that would normally be part of the *VIP Club Concierges* or *Public Relations department*. In this case depending on the amount of work and availability, as it is not a proper task of the department, they can choose if solve it by themselves making the report in the *Avalon* informatic system and advising the proper department that normally is *Technical Reparations* or just transfer the call to *Club* or *Public Relations*.

6.2.6 Customer Care & Quality Management

The next one was Customer Care and Quality Management, in which we took care of the pre vacation, in house guests and post vacation clients. Via internet

and specifically through TripAdvisor, Review Pro, E-mail, Booking.com and Expedia.

In each of the internet networks the clients give their reviews and rates and this department is in charge to read them, assimilate them and give a response according to the issue.

Also I did auditions to other inner departments in order to make them accomplish the pre given standards by the company in terms of procedures to be followed, how to treat the guest and how to maintain the working area (distribution of furniture, smells, working uniforms and workers physical aspect, order of the room, etc).

6.2.7 Human Resources

The last department was Human Resources, in which I learnt how human resources are managed in terms of allocation of workers, working uniforms management, vacations, sick and maternity leaves and work insurances.

In the Dominican Republic there's a huge rotation of workers. It is not an exaggeration if I say that every day I witnessed at least 5 layoffs and many other hirings.

This high rotation is due to, as I mentioned before, the fact of firing a worker has to be only unilateral. It is a decision taken by the company, and the worker is very weak in terms of appealing or discussing the reasons. The dominican person have 0 chances to fight and win against the company, and the company knows it. The dominican citizen has no resources to hire a lawyer and mobilise themselves doing all the required paperworks in order to go to trial and win the case. Most of them have no education and can't afford and understant the whole procedure.

Another highlighting aspect is the amount of temporal leaves for maternity. It needs to be taken into consideration that the Dominican Republic is a 3rd world country still. It means that in terms of sexual education, life planning, professional goals, resources for contraceptive methods as: pills, condoms, IUD (intra uterine device) or any other long term reversible contraception method is unaffordable for them or they are not informed enough in order to use it in the right manner. So it leads to a high volume of pregnant workers which ends up with a lot of maternity leaves and permissions. This could frequently alter que working operative of the hotel and affect the operative.

7. Comparison between Touristic Sectors of Mallorca and Dominican Republic

First of all we need to attend to the fact that this 2 countries has suffered pretty much different historical procedures and are located 7.103 km away from each other and 11 hours flying by plane.

It give us a clue about obvious differences between them, not only in the Touristic Sector, but also cultural, ethnic and also in terms of language, beliefs and way of thinking that all together influences in the lifestyle.

The dominican Republic's surface is 48.442 km² and has about 11 million population nowadays. It is considered a 3r world country while Palma de Mallorca has been awarded as the best place to live all over the world in 20105 by the London newspaper 'The Times' over other cities such as Toronto, Auckland and Berlin. (see the following link) <https://www.elmundo.es/internacional/2015/03/22/550dcd9a268e3ece4f8b4597.html>



*Caribbean Island divided between Haití and Dominican Republic. Wet by Caribbean Sea and Atlantic Ocean

Mallorca has a surface of 3 640 km² and a coast of 555 km. A distance from north to south of 100 km and from east to west 70km and 894.897 persons living there.

It had its Touristic Boom around 1963 and since then had suffered a quick process of industrialization all over the island. However the Dominican Republic is still in constant growing, even if they manage big numbers, the country in itself is not as cosmopolita and advanced as Mallorca.



*Mallorca. Spanish Balearic island. Located in the Mediterranean Sea.

In the Caribbean island tourists can arrive through 3 different airports which are Punta Cana, Cibao y El Catei de Samaná (there are others, but rarely used) whilst in Mallorca there's only one option available: Aeroport de Sant Joan

7.1 Complementary offer

The Dominican Republic Resorts are much bigger than Mallorca ones and it implies a given amount of peculiarities and more complexity in terms of operation and subdivision of staff.

They are bigger and adapted because the outsiders of the resort are not prepared at all for the touristic life and there's no alternative plan such as discos, cinemas, parks, commercial centers, markets, etc. (complementary offer in itself). The tourist would find a huge contrast between the Resort life and the outsiders which in fact is the reality of the country. For this reason when resorts are constructed, they think about anything that the client would need and they build it up in order for the guest to stay in all day. Resorts can count with cinemas, sports bar, any sport pitch, casino, shops, discos, several restaurants, bars, gym, and many other facilities.



*Royalton Punta Cana Resort in the Dominican Republic

On the other hand, Hotels in Mallorca are smaller and most of the times they count with the basics. Hotels in the Spanish island normally count with a few

restaurants, an inside and outside show stage, a few pools, a few bars and a miniclub for the kids if the segment is families. Usually as an extra and it's not most of the cases, they can have Spa and Gym.

The reason why they are designed this way is because guests can count on the complementary offer of the business from the outside of the Hotel. Tourism in Mallorca can spend many time doing several excursions, going to local markets, fairs, external shows, discos, external restaurants, beach clubs, malls, take a walk by the beach and many other complementary offer. This fact makes them enjoy more the area and have a better perspective of the island and the country in itself.



*Ivory Hotel****. Alcudia, Mallorca. Still one of the biggest.

Basically the main difference rises here: spending all day in Resort or going out of it and still enjoying other aspects.

7.2 Seasonality

An important factor to highlight is the location in the earth of this 2 islands that makes them different and this affects the business activity.

On the one hand, Dominican Republic has a decent amount of Sun during the whole year around, even if from the months october until february rains more than the others, a guest can easily enjoy a Sun & Beach vacation due to they are affected by Tropical weather. This fact makes it more profitable as a business because vacations can be booked during the 365 days of the year.

On the other hand, Mallorca suffers from seasonality, it means that the tourists come in a specific fringe of the year, and in this case would be from April until October, out of this period the weather is not so attractive for the potential guests.

Besides that, numbers are surprising. Taking in account year 2018 as a sample, and keeping in mind the measures of both islands mentioned before (Mallorca

is about 13 times smaller than Dominican Republic) and the seasonality mentioned before; results are as follows:

Arrivals to Dominican Republic 2018:	6.600.000 tourists
Arrivals to Mallorca 2018:	11.954.851 tourists

With this numbers we can conclude saying that the spanish island nowadays in 2019 is way much more massificated. Possibly reasons as being a first world country, having good health and education system, being a safe country and being a well known place between other factors is pulling guests over the years to live the Mallorca experience.

7.3 Operating system

In terms of operating, in the Dominican Republic the issues needs to be carefully addressed to the right deppartmens as they are much more subdivided as Mallorca hotels. As an example, if housekeepers see something broken in a room whilst cleaning it, they don't advise the Main Reception straight away, but advise Public Relations because Main Reception is only aimed to do check in and check out. On the country in Mallorca all the issues would have been addressed to the main Reception as it is the only department in charge regarding this type of issues. Usually another possible agent in Mallorca hotels would be the figure of *Guest Service* which would take care of some specific conflicts regarding customer complaints and satisfaction, but it only can be found in a few of them.

7.4 From where comes the tourism?

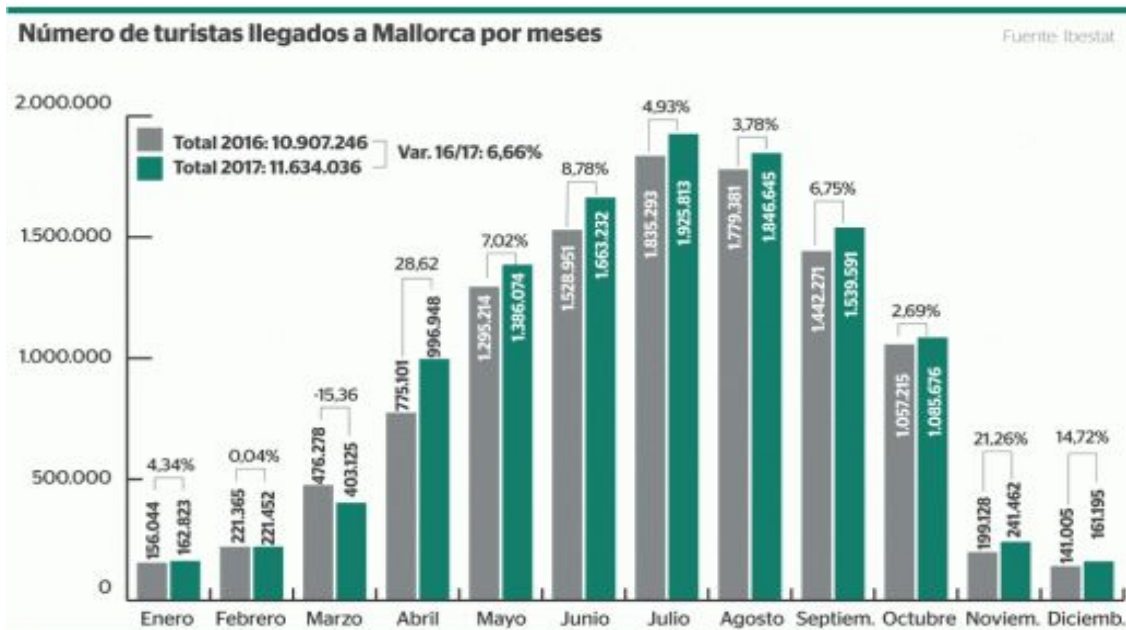
The Dominican Republic welcome basicly guests from the United States and Canada (North America) and they represent about 60% of the whole amount. From the remaining 40%, 25% is for European people and 10% for Central America and South America and the rest of the world and Asia represent 5%. Normally tourists fly to a diameter of 2 hours and a half away from where they live to spend their holidays, more than that would result uncomfortable and less desirable at the time of booking the package.

Find attached in the link the official report regarding Tourism in 2017 by the Dominican government's webpage:

<https://mitur.gob.do/wp-content/uploads/2018/02/Barometro-Turistico-Enero-Diciembre-2017.pdf>

In Mallorca same theory is applied. The spanish island receives millions of Tourists every year from the near countries. About 40% is for the Germans being the biggest community. The next one would be the british with approximately 35%, 15% is for the national tourism coming from other islands of Spain and the mainland and Nordic Countries such as Denmark, Finland, Sweden, Switzerland and also Italy, France, Belgium and Netherlands represent the remaining 10%.

Here a graph can be appreciated corresponding to the variation of the tourist arrivals between 2016 and 2017 in Mallorca divided per months:



<https://www.ultimahora.es/especial/anuario-economico-2017-illes-balears/2018/07/25/2295/mallorca-consigue-mayor-incremento-turistas-illes-balears.html>

8. Conclusions

On the whole it can be affirmed that the Dominican Republic needs a restructuration in terms of how the company treats the workers which are their most valued asset. Workers should receive higher salaries for sure and it shouldn't be that easy to fire them, they must be more protected by some kind of entity or by the government in itself. Otherwise the company is too powerful.

Keeping in mind that the D.R. is a 3r world country, it has a lot to improve in terms of public infrastructures, law, education system and all aspects. When it improves, tourism sector will do it at the same time because it is closely related.

The place is in constant growing and the touristic sector is the main one in the country, all in all they should diversificate resources and create other strong industries in order to not be dependent on tourism.

The country should be able to form and create professionals in schools and universities that will remain in the country to make it grow and take the part of the business that the country deserves. Nowadays just a little part of the income stays, the rest is gone to the *Hotelier* which is nowadays running the panorama. Money should stay in the country to be reinvested and grow: use tourism to make themselves a more advanced country.

They have a very special place and it should be managed in order to be sustainable through time so a large amount of persons can enjoy it as it was from the very beginning. It shouldn't be that easy to get a permission by the government for the companies to cut thousands of square meters of vegetation and flora to get a massive Resort constructed in first sea line.

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