All-inclusive or Not-inclusive?
- Towards a more sustainable use of water and electricity by the tourism sector in the Dominican Republic.

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SUMMARY

Research question

What are the major challenges in water and electricity management for all-inclusive hotels?

Sub-question (1):

What strategies are implemented in all-inclusive hotels towards reduced water and electricity consumption in the Dominican Republic?

Sub-question (2):

In what way do local residents perceive their situation and the context of all-inclusive tourism?

Purpose

The purpose of this study is to understand the challenges all-inclusive hotels face in implementing sustainable water and electricity management in the Dominican Republic. Different challenges in balancing water and electricity towards sustainable consumption patterns will be identified. The thesis is structured in two different perspectives, Local resident perspective and Business perspective.

Method

In order to get closer to our phenomenon, this study will apply an inductive approach. The empirical data is collected by personal in-depth interviews and participation observations. The data is based on interviews from personnel and managers in six all-inclusive hotels, one sustainability organization and 12 local residents.

Conclusions

Our conclusion shows that sustainability management in all-inclusive hotels is crucial to reduce water and electricity consumption and production. This can be done in collaboration with the guest in the form of certifications and green marketing strategies. However, in a developing country as Dominican Republic, it is hard to invest in renewable alternatives as there are financial constraints. The study also shows that the government invest a greater capital towards tourism rather than developing water and electricity solutions in rural areas.

Keywords

All-inclusive; Hotel strategies; Sustainable tourism; Dominican Republic; Water use; Electricity use; Consumption and production; Local resident
Acknowledgments

First of all we would like to thank all the people that have helped us during our field study in the Dominican Republic. Their time, support and knowledge have been crucial for the outcome of our thesis. We would especially like to thank our local contact person Crystal Bernal at 7Elements that has been a big support for us from day one and has helped us schedule meetings and interviews. Without her, her colleagues and our translator and guide Junior, we would not be able to conduct as much information from the local communities in terms of sustainability, electricity and water supply. We are also very grateful for our support from Sweden and our supervisor dr. Marianna Strzelecka who helped us with all our questions before, during and after our field study.

Furthermore, we would like to thank SIDA (Swedish International Development Cooperation Agency) for electing us as representatives from Linnaeus University and giving us a scholarship to conduct our minor field study. The scholarship has given us the chance to receive hands-on experiences, meetings and observations that has enhanced our understandings and the outcome of our thesis.

Last but not least, we would like to thank all the people from the local communities as well as the staff from the different hotels that has shared their stories though meetings and interviews. We wish you all the best for the future and hope our paths cross again.

Dominican Republic, December 20th, 2019.

__________________________________________
Rebecca Wikström                                      Tua Tägtström
## Table of Contents

### 1 INTRODUCTION

- 1.1 Background .................................................................................................................. 6
- 1.2 The case of the Dominican Republic .......................................................................... 10
- 1.3 Problem definition ....................................................................................................... 13
- 1.4 Purpose and research aim ............................................................................................ 14
- 1.5 Research Question ....................................................................................................... 16
- 1.6 Explanations ................................................................................................................ 16
- 1.7 Outline ......................................................................................................................... 17

### 2 METHODOLOGY

- 2.1 Scientific approach ....................................................................................................... 18
- 2.2 Data collection .............................................................................................................. 18
- 2.3 Assessing quality of interpretive research .................................................................... 19
- 2.4 Research ethics ............................................................................................................ 25
- 2.5 Limitation of study ....................................................................................................... 28

### 3 EMPIRICAL RESULTS

- 3.1 Local Resident Perspective .......................................................................................... 31
  - 3.1.1 Tourism in the Dominican Republic ...................................................................... 31
  - 3.1.2 Climate changes ...................................................................................................... 34
  - 3.1.3 Water Supply in local communities ...................................................................... 35
  - 3.1.4 Electricity Supply in local communities .................................................................. 38
- 3.2 Business Perspective .................................................................................................... 40
  - 3.2.1 General Background .............................................................................................. 40
  - 3.2.2 Water management from a business perspective .................................................... 42
  - 3.2.3 Electricity management from a business perspective .............................................. 44
  - 3.2.4 Environmental operation in all-inclusive hotels .................................................... 46

### 4 THEORETICAL FRAMEWORK

- 4.1 A tourism dependent destination ................................................................................ 52
- 4.2 Water management ...................................................................................................... 54
- 4.3 Electricity management ............................................................................................... 57
- 4.4 External and strategic sustainability approaches ......................................................... 61

### 5 DISCUSSION AND ANALYSIS

- 5.1 Economic Aspects ...................................................................................................... 64
- 5.2 Ecological Aspects ..................................................................................................... 66
- 5.3 Social Aspects ............................................................................................................. 71
# Figure and table index

1.1 Statistics of inbound tourism in the Dominican Republic 2014-2018  
1.2 Water supply systems for urban and rural areas in the Dominican Republic  
2.1 Operationalization summary of local resident themes  
2.2 Operationalization summary of business themes  
3.1 Luxury Life Certification Score  
4.2 Direct and indirect water use in tourism  
4.3 Renewable electricity sources  
4.4 Compilation of Normative Indicators for SEP in Developing Countries

# Picture index

3.1 Community water tank built by Charity Lodge in Cano Dulce  
3.2 Community well in Las Canas  
3.3 Conserving natural resources sign at Casa Océano

# List of abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSR</td>
<td>Corporate Social Responsibility</td>
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<tr>
<td>EMS</td>
<td>Environment management system</td>
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<tr>
<td>GHG</td>
<td>Greenhouse gas</td>
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<tr>
<td>MNE</td>
<td>Multinational Enterprise</td>
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<tr>
<td>SCP</td>
<td>Sustainable Consumption and Production</td>
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<td>SDG</td>
<td>Sustainable Development Goals</td>
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</table>
Prologue

We jumped into a pickup truck to start our journey to what is supposed to be one of the poorest communities in the area. Outside our window the rain is pouring down which makes the air humid and the surroundings looking like a black and white movie. The road to the community is uphill and made of dirt. The rain makes it all muddy and slippery. Suddenly it gets wet in the back of our seats and we realize that it’s raining into the car.

While passing an unfinished house without proper roof or walls our driver puts on the radio which makes our mood a bit better. There are interruptions in the music and some words are lost in a static noise, but it doesn’t matter. The latino music makes the two of us smile even though we are surrounded by the destiny of the people living in the community. We hold our breaths while the driver is trying to wobble through the mud and up the hill. The scenery however is magical and at the top of the hill we are met by a bunch of colorful butterflies peacefully sailing through the rain. It’s a true paradise and we understand why tourists travel to such a destination as the Dominican Republic.

And there he is, the man we came to meet. With a big smile on his face he shakes our hands and says Hola! Today he is wearing a shirt that says “I am a survivor of summer 98”. He thanks God that it’s raining because that isn’t as common these days. For a moment we feel ashamed about getting disappointed about the weather this morning. For the old man, the rain isn’t related to the disappointment of getting wet, it means that he will have enough water for the week. In a calm voice he explains how he isn’t afraid of what the future will hold, because it’s in the will of God that the world is witnessing environmental changes.

Behind brick walls just minutes away from the old man and his community is a completely different world in comparison to his. Tourists in sun beds with neon green wristbands are ordering food, surfing on their phones and playing in the swimming pool. The smell of pancakes surrounds the all-inclusive hotel and a lady dressed in an apron shows up to serve pancakes by the swimming pool. A man asks his daughter if she is hungry and she answered no, but she takes a pancake anyway and do not finish it. The contrasts of people fighting for their survival and those who took a pancake just because they could become reality.

When we get back home we are wondering about the meaning of the old man’s shirt. The minute after we are googling about the Hurricane Georges that killed over 380 people in the Dominican Republic. We cannot resist thinking about what that old man must have been through.

- He is a survivor of summer 98, and we hope he and his family will continue being survivors.
1 INTRODUCTION

This introductory chapter provides a background and an explanation of the all-inclusive tourism phenomenon. Further on, the chapter explains the case of Dominican Republic and defines the research problem, which is followed by the purpose statement. Finally, the research questions this thesis seeks to answer are presented. The chapter ends with explanations to be understood before you as a reader continue reading.

1.1 Background

Ever since modern tourists started travel to long haul destinations, the world has experienced some substantial economic and developmental changes. In context of those changes, tourism has been a major force to the economy of the world (Cooper, et al. 2005). In the last century, developing countries have been rediscovered and reinvented as attractive tourist destinations which contribute to world economy. However, tourism has not only built up destinations and their economies, it has significantly contributed to the climate change (Benson, 2010; Gössling & Peeters, 2015). Achieving sustainable development requires that humanity reduces their ecological footprint (Tukker, et al., 2010). The world has therefore come to the point where our environmental boundaries are essentially reached (Poon, 1993).

“Our civilization is being sacrificed for the opportunity of a very small number of people to continue making enormous amounts of money... It is the sufferings of the many which pay for the luxuries of the few...- Greta Thunberg (2019)”

As Thunberg (2019) states, there may be some backsides with the development of tourism. The tourism sector can negatively impact host environments and cultures (Cooper, et al. 2005). At the same time, several tourist destinations have seen a significant positive economic impact of tourism, which has reduced unemployment and contributed to the development of infrastructure and social structure of local communities (Fernando,
For many developing countries, tourism is seen as a chance for a steadier and more sustainable economy. Thus, it is understandable that there is an urgent need to develop evidence-based policies which brings together social, economic and environmental issues. According to McBean (2018), this is to be achieved by having both present and future in mind.

To overcome global challenges, the international organization United Nations (UN) actively works towards global sustainability. By promoting international cooperation for long-term developments, UN has created the universal guiding actions called Agenda 2030 where 193 member states works towards implementation of the sustainable development goals (SDGs) (Moallemi, et al., 2019). Agenda 2030 includes 17 global SDGs which are related to the eradication of extreme poverty, the reduction of inequalities and injustices in the world, the promotion of peace and justice and the resolution of the climate crisis (UN, 2019). Fukuda-Parr (2014) argues that the SDGs are used to pursue behavioral change and are formed to be adapted by host countries as a vision of how to manage the conditions prevailing in the country. The goals works as an operation tool to set standards for planning for a sustainable future. As many countries are devoted to have a good international reputation and to improve their ranking, policies towards SDGs are adapted. Priorities and standards are created based on the resources available in the host country (Fukuda-Parr, 2014). Moallemi, et al., (2019) argues that various heads of state have adopted SDGs, but efforts from state and non-state actors at several levels of society are still needed. This means a deviation from top-down strategies and a demand of change from companies, cities and local communities. This need illustrates not only the continued prevention of global change and its effects, but also the demand for bottom-up action from society (Moallemi, et al., 2019). Oviedo, et al. (2019) claims that tourism is one way of how we can help developing countries to become more economic stable. But without a proper planning and management it may also create larger gaps in the society. Therefore, it is of importance to include local community empowerment (Oviedo, et al., 2019). For this reason, the UN has given the tourism sector an increased prominence in the United Nations summits (Cooper, et al. 2005). Wherefore, we have chosen to adapt and investigate issues related to two of these SDGs in our thesis.
1.1.2 Goal 6; Ensure access to water and sanitation for all

The first goal which is included in the study is clean water and sanitation (SDG 6). Water is a prerequisite for everything living on earth, including human health and sustainable development. It is crucial for the world's production of food and electricity. Therefore the lack of water can be a cause of conflict, both within and between countries which can harm tourism. However, water is not necessarily a source of conflict; water resources can also act as a unifying force that strengthens cooperation and creates solutions for peace (UN, 2019). For tourism, fresh water is one of the most important resources. The water is used for hygienic purposes such as for showers, flushing toilets, swimming pools, to water gardens as well as for creating beautiful landscapes. Water is also used for a variety of activities at hotels, for example to clean and to wash towels and linen (Gössling, 2015).

Today one of three people around the world live without access to basic sanitation, which causes illness and creates an unhealthy environment. This especially affects people living in poverty (UN, 2019). About 95% of the water that is used for tourism in many countries consists of international water and less than 5% consists of domestic water. Gössling (2015) argues that tourism is not only the largest economic activity on the islands of the Caribbean, but also the largest contributing factor to water consumption.

1.1.3 Goal 7; Ensure access to affordable, reliable, sustainable and modern energy

To be able to meet the challenges facing the world today, such as the climate change, access to sustainable, reliable and renewable energy is a prerequisite. Therefore, Affordable and clean energy (SDG 7) is the second goal which is included in this thesis. A large part of the earth's population does not have access to electricity, while global energy demand is expected to increase (UN, 2019). In the tourism industry the lack of access to electricity and the demand of global energy highly affects the outcome. In developing countries where access to electricity is limited to those who live in poverty, the tourism industry plays a big role. A large proportion of our greenhouse gas emissions come from the way we extract, convert and use fossil energy, but renewable energy solutions become cheaper, more reliable and more efficient every day.

This thesis will handle the term energy in the SDG 7 as electricity usage and will hereby be referred to as Affordable and clean electricity. By changing how we produce and
consume electricity, we can ensure access to electricity services for everyone without damaging our planet. By 2030, the goal is to expand the infrastructure and upgrade the technology to deliver modern and sustainable electricity services to everyone in developing countries (UN, 2019). This is especially urgent for the less developed countries and small island nations under development.

1.1.4 Environmental, social and economic costs of all-inclusive hotel

Today we are continuously developing our technology and we have more experienced consumers and a global economic structure (Poon, 1993). In the post-modern society during 1960-1970, leisure traveling started out as a mass product which was sold as a package deal with thousands of people traveling to the same destination (Oviedo, et al., 2019). The term mass tourism is widely used and can be defined in different ways. In this thesis we will cover the topic as a definition of mass packaged tourism that is controlled by tour operators (Vainikka, 2013). This form of traveling grew big as companies began to give employees the right to have vacation. Travel companies then began to invest in more long-haul flights with accommodation sold in a package price which increased their sales (Poon, 1993). Due to this, travel companies could push down their prices and attract new customers. More people in the society could afford to escape their everyday life in a different country (Beech & Chadwick, 2006). Later on, the demand of further development of package deals evolved into the appearance of the all-inclusive concept, as a by-product of mass tourism (Framaki, 2017).

The all-inclusive concept means that producers tie up the tourist's capital through a package price. The deal often includes the flight and transfer to and from the chosen destination as well as the food and beverages consumed at the all-inclusive hotel (Framaki, 2017). In practice, all-inclusive tourism can be seen as an economically good way to travel, but it depends on who you are referring to. For the consumer who pays a package price to cover his entire trip with activities, meals and services included, this can mean a financial gain (Framaki, 2017). But in order for destinations to be able to offer these prices, imported goods and services are required. Adiyia, et al., (2015) and Wielenga & Postma (2015) highlights the complications with hotels using imported goods as it is done to maximize their own financial gain. Another backside of the all-inclusive concept is that it rarely profits the local populations (Framaki, 2017). Previous research shows that all-inclusive tourism contributes to environmental degradation as the
all-inclusive hotels has a higher demand of water and electricity supplies in comparison with other hotels (Wielenga & Postma, 2015). In developing countries such consumptions can become harmful as there is limited access to water and electricity supplies. Despite this, the all-inclusive concept has been applied in developing countries, where efforts are being made to expand tourism activities to strengthen the country's economy (Farmaki, 2017). As a result, hotel facilities compete with each other by pushing prices down, which often results in low profits (Wielenga & Postma, 2015). According to Gössling (2000), negative effects of tourism can lead to sociocultural concerns where local residents create a negative view of tourism. Why tourists continue to buy these package tours is according to Farmaki (2017) largely due to the many benefits the all-inclusive holiday is expected to offer. With unlimited access to food, beverages and daily entertainment it is easy to stick to your budget while on holiday.

1.2 The case of the Dominican Republic
The Dominican Republic is an example of a country that has implemented the all-inclusive concept to develop their economy. As a small island in the Caribbean the Dominican Republic is an attractive destination with many natural assets of sea-sun-sand, perfect for all-inclusive tourism. In the 1960’s the Dominican government started to release long-term rentals to international investors at coastline properties. This made it possible for the Dominican Republic to build up all-inclusive hotels despite their lack of developed infrastructure and health care system (Oviedo, et al., 2019). Today the country is dependent on tourism and the government has made major investments in various tourist destinations in the country (World Economic Forum, 2015).
Table 1.1 Statistics of inbound tourism in the Dominican Republic 2014-2018 (UNWTO, 2019)

Figure 1.2 shows that tourism in the Dominican Republic is important and the number of visitors has increased substantially during the years 2014-2018. According to the Travel and Tourism Competitiveness Report 2015 of the World Economic Forum, the Dominican Republic is ranked as number 7 out of 141 countries in the Travel and Tourism Priority category. The category defines the engagement of governments in promoting tourism and facilitating the development of the sector. A large selection of top quality hotels in the Dominican Republic shows that investment in the all-inclusive industry has been successful (World Economic Forum, 2015).

### 1.2.1 Water consumption in the Dominican Republic

According to US Army Corps of Engineers (ACE, 2002) there is abundance of water in some parts of the country, while there is a lack of water in other areas. It is the government that are founding and running most of the water supply and sanitation services. Water and sanitation services have not met the standard demanded by the public, which has led to a
decline in water quality in the country.

![Water supply systems diagram](image)

**Figure 1.2** Water supply systems for urban and rural areas in the Dominican Republic (ACE, 2002)

As shown in the staple diagram (figure 1.2), 62% of the population in urban areas do have a *public water supply system* connected via water taps. The second largest category in urban areas, *rainfall catchment systems etc.*, is represented by 35% with the majority having their water supply within 200 meters. Some of the remaining 3% in urban areas, *no water supply service etc.*, may have to walk further than 200 meters to get access to the water. This is a big difference from the rural areas where this category is represented by 27%. However, about 48% do have access to a *rainfall catchment system etc.*, which are located less than 200 meter from the home of the user. The remaining 25% of the population in rural areas is connected to the *public water supply system*.

### 1.2.2 Energy consumption in the Dominican Republic

Dominican Republic is one of the countries in the Caribbean where the electricity consumption has increased rapidly. At present, imported fossil fuel is the primary electricity supply in the country. According to IRENA (2016) there are existing challenges in implementing renewable energy sources in the Dominican Republic that needs to be overcome.

The electricity usage in the Dominican Republic 2014 consisted 24% of the total energy consumption. The other 76% was the direct uses of energy for heat, cooking and
transportation. About 11.5% came from renewable energy such as bioenergy, wind onshore, hydropower and solar PV who only stood for 0.1% (IRENA, 2016).

1.3 Problem definition
During our three years of tourism studies we have stumbled upon the all-inclusive concept many times. The all-inclusive tourism is often presented as an example of an unsustainable way of traveling. At the same time we have seen how many developing countries, such as Dominican Republic, have come to develop their tourism using the all-inclusive concept. This has aroused our interest of why and how all-inclusive hotels continuously become successful. When choosing our research phenomenon, it became clear to us that we wanted to focus on all-inclusive hotels and sustainability. All-inclusive tourism means higher consumption and higher environmental impact (Wielenga & Postma, 2015). Given the high consumption patterns of all-inclusive hotels, it is important to investigate how the hotels work in managing water and electricity consumption and production. This can be explored through studying innovations which are implemented in the tourism sector with the aim to develop a sustainable overall experience at all-inclusive hotels (Wielenga & Postma, 2015).

The ongoing environmental problems of the Dominican Republic threatens the tourism assets of the country. Water pollution occurs in many areas of the country, partly because of a lack of sanitation drainage system (GFDD, 2019). On the other hand, climate change threatens local residents by causing extreme weather, including less rain and increasing contamination of local water resources.

Even if the Dominican Republic has achieved an increase in water access, the demand for fresh water is higher than the country can provide local residents and tourists with. By the year 2100, the freshwater availability is estimated to be 400 cubic meters per capita, an 85% of the current supply 2,200 cubic meters (GFDD, 2019). This will likely generate water conflicts in areas where tourists are guaranteed water access and local residents are not.

Furthermore, the Dominican Republic produce electricity for both residents and tourism which consists of 86% imported fossil fuel. This contributes to large economic costs and
environmental degradation (Ochs, et al. 2015). In energy-intensive facilities like all-inclusive hotels, the consumption of electricity is of high costs. Therefore, the all-inclusive sector must strive to achieve better electricity efficiency in order to reduce its environmental, economic and social impact. To be able to meet the future demand of electricity, alternative energy supplies that consist of renewable sources is needed (Petrevska, et al., 2016). To counteract such unsustainable future, the country needs to create a long-term electricity system (GFDD, 2019). To achieve their goal of becoming a high-income country by 2030, the government has developed six priority challenges. Related to our thesis, one of these are: Enhance the management of natural resources. In regards, to the aforementioned challenge, the government focuses on a long-term national development strategy where they include natural resource management (Worldbank, 2019).

Whether consumer behavior and environmental impacts are related, is something that has been researched over the past decade. However, there is still a lack of knowledge in how to facilitate sustainable consumption and production behavior. There is also a lack of tourism research in how to create sustainable water and electricity systems (Tukker, et al., 2010). A development towards a sustainable consumption and production is necessity to reduce the negative impact of the environment (UN, 2019). Furthermore, we understand that there is a new demand of tourism to develop equal opportunities of sustainable water and electricity management which benefits all.

1.4 Purpose and research aim
The Dominican Republic address many challenges regarding their lack of fresh water supply, usage of fossil fuels and a high number of unemployment (environmentalmigration, 2014). The key issues discussed in this thesis concern water and electricity supply as these are the most common usage in the all-inclusive tourism context. Sustainable Development Goals that guides our study are Goal 6: clean water and sanitation and Goal 7: affordable and clean electricity.

The purpose of this study is to understand the challenges that all-inclusive hotels face. First we identify the major challenges in water and electricity management for all-inclusive hotels, in order to show how all-inclusive hotels in the Dominican Republic manage water and electricity issues. Second, we want to identify the obstacles they face when trying to implement water and electricity sustainability solutions. In order to fully
investigate the phenomena of sustainable all-inclusive management, this paper has developed one main research question supported by two sub-questions:
1.5 Research Question

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<th>Question</th>
<th>Description</th>
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<tr>
<td>1.5 Research Question</td>
<td>What are the major challenges in water and electricity management for all-inclusive hotels?</td>
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Sub-Question 1

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<th>Question</th>
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<tr>
<td>Sub-Question 1</td>
<td>What strategies are implemented in all-inclusive hotels towards reduced water and electricity consumption in the Dominican Republic?</td>
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Sub-Question 2

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<th>Question</th>
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<tr>
<td>Sub-Question 2</td>
<td>In what way do local residents perceive their situation and the context of all-inclusive tourism?</td>
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1.6 Explanations

This study has been conducted within the areas of two popular tourist destinations in the Dominican Republic: Punta Cana and Puerto Plata. Specific information of which locations are included in this study is attached to the appendices at the end of the thesis (Appendice 8.0). It is important to clarify that the business perspective does not include only all-inclusive hotels but also Charity Lodge, a sustainability organization with associated lodge. The reason why Charity Lodge is included is because we want to understand how environmentally oriented businesses in tourism and hotels can work with different functions, mainly in water and electricity management.
1.6 Outline

The organization of this thesis is presented as following:

- **Introduction**
  - The introduction chapter is outlined to provide the reader knowledge of the research presented. Further on, the problem discussion will be presented followed by the purpose, research questions and explanations of the thesis.

- **Methodology**
  - The method chapter will describe and motivate why different methods have been chosen to answer the research questions. This part includes ethics and criticism of the study.

- **Empirical results**
  - In the empirical results, the collected data from in-depth interviews and participation observations will be presented. The perspectives of local residents and businesses will be outlined.

- **Theoretical framework**
  - The theoretical framework presents previous research in form of relevant theories and concepts. The content is based on categories from the empirical data.

- **Discussion and Analysis**
  - The discussion and analysis chapter links the empirical and theoretical material together. The aim of the analysis is to discuss and synthesize the conjunction of the findings and the literature.

- **Conclusions and recommendations**
  - The conclusions and recommendations chapter will summarize the main arguments of the thesis and answer the research questions. Furthermore, the chapter will recommend and purpose future research of the phenomenon.
2 METHODOLOGY

In this chapter we will describe the methodological tools used in this research. We will present and critically discuss our approach, choice of method, and different ways of measuring the quality of research and explain the information collection. The method chapter also provides a presentation of the interview themes in our research and a reflection on the conduct of interviews. The chapter concludes with the section about limitations of the methods and ethical reflections where we discuss the importance of the integrity of our respondents.

2.1 Scientific approach
When using a scientific approach one decides between induction and deduction to connect the data with the theory (Altinay, et al., 2016). Induction means that a researcher starts by gathering empirical data which further develops into different explanations and concepts defining of the phenomena in the study (Long, 2007). As this study adopted an inductive approach, we gathered material in the field and after completion we sought to develop a relevant theoretical framework to support our findings. The empirical findings will be organized into themes and categories, which are interpreted with distinct theory links (Smith, 2017). Long (2007) argues that the purpose of an inductive research approach is to learn about the relationship between concepts from the empirical data. Altinay et al., (2016) also confirms that the advantages of an inductive research approach is that it helps the researcher to connect the findings to different concepts. This is closely linked to our research question as the major challenges in water and electricity management can be studied through different perspectives. Our interest was therefore to see if there were differences in interpretations of sustainable water and electricity management between the perspectives of businesses and residents of local in the Dominican Republic. According to Hajnal (2016) the inductive approach is a reliable way of conducting data when studying different perspectives of a phenomenon.
2.2 Data collection

2.2.1 Operationalization of interview themes

We have been following themes during the interviews in order to get significant data for our thesis. According to Smith (2017) this technique is an effective way to get information relevant to the research question. The tables below provides information about the themes and motivates why it should fit into this paper.

**Operationalization summary of local resident themes**

<table>
<thead>
<tr>
<th>THEMES</th>
<th>REASONING</th>
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<tbody>
<tr>
<td><strong>Tourism in the Dominican Republic</strong></td>
<td>The theme of <em>tourism in the Dominican Republic</em> aimed to gain knowledge and understanding of the views of local residents about tourism in the country. The goal was to identify any possible obstacles that might harm the view of tourism in the local communities.</td>
</tr>
<tr>
<td><strong>Climate changes</strong></td>
<td>The theme of climate changes aimed to gain an understanding of the views from local communities about environmental changes. Here we tried to identify if the local residents felt affected by the environmental changes and if so, in what way it did affect them.</td>
</tr>
<tr>
<td><strong>Water supply</strong></td>
<td>The theme of water supply aimed to gain an understanding of how local residents supply themselves with water. Furthermore, the purpose was to identify if the local residents perceived water scarcity in the Dominican Republic, in relation to all-inclusive tourism.</td>
</tr>
<tr>
<td><strong>Electricity supply</strong></td>
<td>The theme of electricity supply aimed to gain an understanding of how local residents supply themselves with electricity. Furthermore, the purpose was to understand how local residents felt about electricity resources in the</td>
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Dominican Republic and in relation to all-inclusive tourism.

Table 2.1 Operationalization summary of local resident themes (Tägtström & Wikström, 2019)

The intention of the table above, operationalization summary of local resident themes, was to convey valuable information through customized themes. To answer our research questions, it was valuable for the thesis to collect data with opinions and thoughts from local residents. Hence, our analysis and conclusions becomes more nuanced and objective.

Operationalization summary of business themes

<table>
<thead>
<tr>
<th>THEMES</th>
<th>REASONING</th>
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<tbody>
<tr>
<td>General background</td>
<td>The theme of general background aimed to gain an understanding of how the organization is structured and its background. The purpose was to identify any patterns or differences in the management, depending on the background.</td>
</tr>
<tr>
<td>Water management</td>
<td>The theme of water management aimed to gain an understanding of how the business manage water supply. The purpose was to identify any deficiencies in their work with water management.</td>
</tr>
<tr>
<td>Electricity management</td>
<td>The theme of electricity management aimed to gain an understanding of how the business supplies electricity. The purpose was to identify any deficiencies in their work with electricity management.</td>
</tr>
<tr>
<td>Environmental operation</td>
<td>The theme of environmental operation aimed to gain an understanding of how the business work with environmental operation. The purpose was to identify the major challenges and the attitude</td>
</tr>
</tbody>
</table>
towards responsibility in environmental operation.

Table 2.2 Operationalization summary of business themes (Tägtström & Wikström, 2019)

In the same way as the local themes aim to get relevant data linked to our research questions, the operationalization summary of business themes aims to do the same. The difference between the two tables is that the themes in Table 2.1 generate information from a local resident perspective. These themes are limited to obtaining data that is solely linked to the individual in society, different from the perspective of business that is linked to the operationalization for companies. We have chosen to divide the topics into two different tables because we strived to obtain separate data from local residents and businesses in order to answer all of the research questions. When the data is collected and compiled from the two groups, any relationships, differences and conclusions are analyzed.

2.2.2 Grounded Theory

One way to implement an inductive approach is to use grounded theory which we have applied in this research. Smith (2017) describes grounded theory as a systematic method based on the researcher's data collection. The method examines relationships and the existence of different phenomenon. In this research we are trying to identify “What are the major challenges in water and electricity management for all-inclusive hotels?” from the business and residential perspectives. Consequently, the grounded theory method will be applied to comprehend the relationship between the phenomena of water and electricity management in all-inclusive hotels. The collected data was thematically coded and analyzed along the process of the research. This means that theoretical and subjective research in the field, builds new theories about the social constructed society. Therefore it is of importance that the research is extensive so that you may identify patterns or processes of the phenomena (Smith, 2017). The patterns that emerged during the study were specific to the all-inclusive phenomenon. The aim was to investigate the phenomena through social codes and contexts in order to gain a deeper understanding of reality through different theories. In the first stage of analysis of the collected data, we used open coding as a method. This means that we tried to identify themes in the material by excluding preconceived sentences (Smith, 2017). Not having preconceptions was
something we experienced as a challenge, as we read past research of the all-inclusive concept and its consumption of resources. Furthermore, Smith (2017) describes grounded theory as a more philosophical way of investigating a phenomenon. This means that people will have different experiences of how something is, as our society is socially constructed. The empirical findings from the sub-questions of this thesis, "What strategies are implemented in all-inclusive hotels towards reduced water and electricity consumption in the Dominican Republic?" and “In what way do local residents perceive their situation and the context of all-inclusive tourism?" are based on different feelings and perceptions. Therefore, this study can neither be falsified nor verified as it is based on real feelings and opinions about our experiences.

2.2.3 Intersubjectivity
In this research our ideas and perceptions have a big role in the outcome of our context. Because all people have different experiences about the reality, one of our weaknesses might be the intersubjectivity. That means that the members among a group of people can have different perceptions. This can lead to a confirmation error where we as researchers look for signs which confirms the own bias and the evidence which disproves our perception is ignored. Therefore, there is also a risk that we make unjustified conclusions if there is an absence of contrary evidence (Smith, 2017). In our thesis this might be an insufficient point as we have done previous studies in unsustainable tourism. To get a more distinctive thesis it is therefore important to actualize the level of research questions (Åsberg, 2000). Before coming to the Dominican Republic we gathered information about the tourism in the country. During this time we created our own feelings against the topic but have tried to keep an open mind and be as subjective as possible. Furthermore, the reality is defined by each person which makes this research design subjective. The outcome of this study could therefore be different if another researcher would analyze the same gathered data (Smith, 2017).

2.2.4 Interviews
This thesis uses in-depth interview methods as a data collection tool. The in-depth interviews were organized around four major themes: Tourism in the Dominican Republic, Water supply, Electricity supply and Climate changes. For the businesses perspective, questions about General background and Environmental operation included in addition the three themes. The use of interviews is a method in which the interviewer
in depth attempts to discover and interpret information from the respondent. These types of interviews are flexible and can adapt to different situations to explore emerging themes and concepts. The persons interviewed are called respondents. Respondents should in turn provide as much information about the research topic as possible (Webb, 1992). We have used an in-depth interview with open questions. Open ended questions ask respondents to answer with their own words instead of yes or no answers (Smith, 2007). Kumar, Aaker & Day (1999) argue for this method in combination with a specific list of topics that the interviewer has prepare. This partially open structure is effective as you want to get facts and information that would otherwise have been difficult to access.

In this thesis, each respondent is presented with a pseudonym in order to keep their integrity safe. All interviews have been recorded and transcribed, which has clear advantages. This technique helps to improve our memory and the semi-unconscious interpretations made during the interview can be controlled. The information collected can also be used several times and for other purposes than the original investigation was aimed to. This could be used for theoretical ideas or analytical strategies (Bryman, 2018). According to Åsberg (2000) it is important to understand the respondents in order to formulate appropriately which is something we have tried to adapt to during the interviews. Instead of making the interview always looking the same, the questions asked changed from one interview to another, which according to Smith (2017) is a product of the information obtained in previous interviews. This way of retrieving data is an idiographic method that means that our questions developed as the study progresses. The collected data did therefore become empirical categories fitted to original themes (Smith, 2017).

2.2.5 Observations
Observation is primarily a qualitative method where the observation is performed in the group's natural environment and the data collection method is informal. This is an approach discussed by Long (2007) and Smith (2017) as a way to experience the reality of an event. We used observation method at different all-inclusive hotels. The purpose was to experience the lifestyle at the various hotels and to gather information about their work considering water and electricity through the eye of a tourist. The observations where crucial for us to as it was the only way for us to experience how the all-inclusive hotels were working with sustainability in water and electricity management. In a
complete participant observation it is important to attend and observe repeatedly on different occasions to avoid generalization (Long, 2007). Therefore we have been observing for several days to be able to recognize the different procedures of water and electricity management. Due to the timeline of this event we had to limit the time spent at the different hotels. However, we came to the conclusion that a minimum of three days at each hotel would give us a broad understanding of what was observed. We choose to interview the hotels before we observed them, for the reason that it gave the hotels a chance to explain how they are working with sustainability, water and electricity before we reviewed them. We also choose to not tell the hotels that we further on would stay at the hotel and observe them to get a subjective experience as possible.

2.2.6 Journal

During the journey of our eight weeks in the Dominican Republic, we kept a journal of our reflections, experiences, interviews and ideas. In the journal we wrote both small details and described the day in greater detail, in order to supplement the lack of perceptions. As we are two authors of this thesis we conducted two separate journals to diverse our interpretations. With the data we gathered from the field, the knowledge we gained was based on the theory empiricism. This means that our perceptions was justified through our own experience and that this further on implemented the result of this study (Åsberg, 2000). According to Smith (2017), “meta-coding” is a technique where the researcher tries to find patterns or general themes in the journal. This technique is a method which we used to compare our different journals in order to find similar observations.

2.2.7 Secondary data

Smith (2017) describes secondary data as sources of data which is collected from someone else for their own purpose. In this thesis, we used sources from secondary data in order to amplify arguments and perspectives of the phenomenon. The data has mainly been retrieved from scientific articles and books, but also from public websites on the Internet that shows relevant statistics. We have been aware of that useful data from secondary sources, must also be applicable to the country of our field study (Long, 2007). Therefore our data shows for example statistics like inbound of tourism and direct and indirect water use in Dominican Republic. A negative aspect of using secondary sources
is that the researcher cannot modify the content. You need to accept the information which is given by questions, methods and definitions (Smith, 2017).

2.3 Assessing quality of interpretive research
This thesis is based on qualitative data that has been collected in the field. We want to highlight that the usage of our qualitative data does not intend to generalize certain findings, but rather to find the understandings of environmental issues linked to water and electricity supply. We have therefore handled these as guidelines for implications that can be made in the future all-inclusive business approach. In a qualitative data, the quality of research consists of four sub-criteria’s; transferability, credibility, confirmability and dependability (Guba & Lincoln, 1994). In the upcoming chapter we have discussed our study based on these sub-criterias. Therefore our research is a process of naturalistic inquiry that according to Smith (2017) means that the researcher seeks in-depth understanding of social phenomena within their natural setting. In addition to the four sub-criterias Smith (2017), argues for transparency when using qualitative data.

Qualitative data strengths the research by allowing to keep a good transparency. Transparency means that the research components must be visible for others (Smith, 2017). This is important because it allows the reader to evaluate the reliability of this research. According to Moravcsik (2014) there are three different dimensions of transparency that should be included in research:

- **Data transparency:** Giving the reader the correct information to the sources of which the statements have been based upon. Applied to this research, this has been done by citing the sources in the running text and in the reference list.

- **Analytic transparency:** Assures the reader that the analysis is done upon evidence from different sources and no assumptions will be done without scientific account for the conclusions. Applied to this research, this has been done by sampling a diversity of sources stating different arguments to enrich the knowledge and carefully demonstrate the weighting of the evidence of the analysis.

- **Production transparency:** The reader should get information about the process of choosing sources, arguments and evidence for our thesis. A
justification for the choice of method must also be included. Applied to this research, this has been explained in this method chapter.

By providing the reader a clear account of how the various steps in this study were carried out, readers can assess the strengths and weaknesses of this research, and further evaluate the progression. All steps in a study process should therefore be transparent and will be presented below (Altinay, et al., 2016).

2.3.1 Validity

Transferability

According to Bryman & Nilsson (2018), transferability is about how useful the result is in other environments and situations and can be compared to the generalizability of the quantitative method. Kumar (2014) argues that the external validity can be hard to measure in a qualitative research approach. Therefore, this study strives to overcome these difficulties and acknowledge the importance of transferability in the context of this research. The goal was to be as transparent as possible so that the reader understand the different steps of conducting our material. This was done in order to replicate the research.

Credibility

Credibility means how well the results represent a credible interpretation of the data collected. This means how well the focus is on the phenomenon being investigated and those who have contributed to the study should be able to recognize the content of the thesis. There should not be any exclusion of relevant data (Bengtsson, 2016). Bryman & Nilsson (2018) argues that an important part of the study being perceived as credible, is to report the results to the persons involved in the study. As follows, the participants have the opportunity to approve the result obtained by the researcher or make suggestions for corrections. For this reason we have offered our respondents to read our final revised research paper. However, certain circumstances such as language barriers have made it difficult for all respondents to access our material. Nevertheless, this proportion has shown appreciation and highlighted the importance of this study. Hence, they still wanted to participate in this thesis.
2.3.2 Reliability

Confirmability
The concept of confirmability means that two different researchers can follow an identical strategy, and then get the same result (Kumar, 2014). To ensure confirmability, the researcher has to report all aspects of the research process, such as problem formulation and selection (Bryman, 2011). In this study, it can be difficult to achieve a strong confirmability. Our interviews have developed differently and our observations are based on personal references, which means that another researcher could have made other observations than we did.

Dependability
The concept of dependability means that some data can change over time and affect if the results can be obtainable a second time. Therefore, it is important that the researcher does re-coding of the collected data (Bengtsson, 2016). This have been done by coding the interviews more than once, in order to achieve a higher dependability. Nevertheless, we believe that due to lack of research in the subject, it is difficult to know how dependable our conclusions are.

2.3.3 Sampling
In a qualitative research the purpose of sampling is to gain a deeper understanding of the studied phenomenon and to gain essential knowledge through the insights provided by the respondents (Kumar, 2014). According to Long (2007) sampling is often a major problem in a research because the participating respondents affects the research outcome. Therefore it is of importance to select the right participants who will provide an honest and truthful picture of the subject studied. The respondents in the study consist of 12 citizens from different communities in the Puerto Plata area representing the local resident perspective, as well as six all-inclusive hotels and a sustainability organization representing the business perspective. In this thesis the selection of respondents has been done in both quota sampling and purposive sampling. Altinay & Paraskevas (2008) describes purposive sampling as a way to select participants of a study because of their knowledge. In our case this has been applied when sampling interviews from businesses outside of the all-inclusive industry. The interview with the founder of the sustainability organization Charity Lodge is an example of how we selected a research participant because of his knowledge of work within sustainability in the Dominican Republic. When interviewing people from the local communities and hotels we used quota sampling. This
means that you choose the respondents according to certain criterias.
The criterias for our respondents in the local community were as follows:

→ Must be a citizen of the Dominican Republic
→ Must be living in the Dominican Republic
→ Must be over 18 years old

The criterias for the respondents in different hotels and sustainable projects were as follows:

→ Working at the place
→ Have knowledge about how they work
→ Must be over 18 years old

When conducting our interviews in the local community we got help from our local contact person to schedule a part of our interviews. According to Altinay & Paraskevas (2008) our strategy of sampling can therefore also be seen as snowball sampling. It refers to a sampling gained from referrals of someone else. This technique of sampling is criticized as it can be biased. It means that the persons selected might be presenting only one side of what is studied. In this study this can be seen as one of our weaknesses as we cannot guarantee that the participants from the local communities are not biased. Furthermore, the size of sampling has been limited by the time frame set for this research. Long (2007) argues that the size of sampling is not affected in quota sampling. Therefore, we think that with the strategies taken in sample selecting the size is complex for the purpose of this study.

2.4 Research ethics
Research ethics is critical to consider when gathering empirical material. As this research deals with people of different religions and cultures than us, ethics is not only about protecting the participants of our study. It is also about our responsibility towards society and those who might be affected by the result of the research (Holme & Solvang, 1997). Even though ethics is often considered as important as law, what sets them apart is that even if something can be legal it does not have to be ethical (Smith, 2007). Therefore, we have been guided in this project by the European code for the integrity of research and the research ethical rules has been taken into account; the consent requirement, the information requirement, the confidentiality requirements and the use requirement. It
means to inform the participants of what the thesis is about and what it intend to research (Allea, 2018). Therefore we have been handing out a copy given by SIDA where the purpose of a minor field study is explained. The copy has been offered in both Spanish and English to ensure that the participating respondents understand the concerned matter. In addition to this we have explained the conditions of the study and how the answers will be used in the thesis. It has also been important for us to keep all our respondents secure and their answers confidential. Therefore we have decided to give all respondents a pseudonym. The only respondent that does not have a pseudonym is Charity Lodge who does not want to be anonymous. Furthermore, the respondents should be voluntary and it is of importance to let them know that they have the right to deny their participation at any time (Smith, 2017). The approval of the respondents participation has be done verbally in the opening of the conversation. During our interviews we have also been using a dictaphone to be able to go back and listen to the given information. Therefore we have always asked our participants of permission and explained the purpose of recording the interview. The recordings have been deleted after usage to avoid leakage of sensitive information.

2.5 Limitation of study
2.5.1 The use of interpreter

In the rural areas of the Dominican Republic, the English language skills have been lacking. For this reason, we have taken advantage of the use of an interpreter to get valuable data for our thesis. According to (Larkin, et al. 2007) there are some benefits of using an interpreter. The benefits recognized by us has been that we got time to think through what to say and got help to express what we could not express ourselves. There has also been a more legal certainty with an interpreter as the conversation became much clearer. Temple & Young (2004) describes that it is easier to reach consensus because the interpreter has an indirect coordination and bridging role. The interpreter can also be seen as a cultural asset that can convey codes that would otherwise not be understood (Smith, 2017). Therefore, our contact person also recommended us to use a translator for ethical reasons. However, there are also some drawbacks that we kept in mind. The interpreter cannot translate everything as it is said and the communication takes longer time. Therefore, it is easy that some parts from the interviews are lost and for this reason we had a dialogue with our translator of how we hoped to perceive what was said (Larkin, et
al. 2007). It was of importance for us to not let our respondents say too much before being translated to minimize the risk of our interpreter making rationalizations. Temple & Young (2004) argues that this can lower the interpreter's competence and thus the quality of the translation. Another problem we had in mind was that our interpreter may also ally with one of the parties represented. Because he already had an established relationship with Charity Lodge that helped us find the participating respondents, this was a possibility. However, to be able to supply our thesis with as much in-depth information as possible, we thought that the benefits of using an interpreter was of higher importance. Temple, & Young (2004) also describes how researchers are neutral in epistemology and therefore the translation is reliable, as the result should be the same as long as the researcher is objective. As stated above we have used epistemology in our research and for that reason we will handle the interviews conducted with our interpreter as valid.

2.5.1 The study cannot be generalized
One limitation in this study is that the conclusions cannot be generalized. The reason for this is that the study is done on a small number of businesses and local residents, which cannot be considered to represent the whole population of all-inclusive hotels and communities. This also means that similar studies will not necessarily have the same results. We also find that the information in this thesis is limited. This is because we only interviewed one person from each hotel. Above all, we find that in the larger all-inclusive hotels, it is rare for an employee to have knowledge of all the areas that we intended to investigate. Therefore, we cannot ensure that we have received information that reflects the entire issues in all contexts. This could have been avoided by interviewing several people at each all-inclusive hotel and more local residents from other regions in the country. As this study was conducted during a field study in the Dominican Republic, the result cannot be linked to all-inclusive hotels or communities in other countries.
3 EMPIRICAL RESULTS

This chapter will present the empirical data from in-depth interviews and participant observations conducted during the field study in the Dominican Republic. Data from local residents will be presented under the heading “Local Resident Perspective”, then data from different all-inclusive hotels and the sustainability organization Charity Lodge will be presented under the heading “Business Perspective”. The material is derived from previously mentioned interview themes that are related to the main research question of the thesis; **What are the major challenges in water and electricity management for all-inclusive hotels?**

3.1 Local Resident Perspective

3.1.1 Tourism in the Dominican Republic
In this section, the empirical data is linked to the view of tourism from a local resident perspective. By examining how local people are affected and thinks about tourism in the country, it generates a broader understanding of how all-inclusive tourism can continue to develop in a more sustainable way for both the tourism sector and local residents.

**Opportunities and benefits of tourism as perceived by residents**
Tourism development in the Dominican Republic has been changing over the last 12 years. According to Andrés, who is one of the respondents, those changes started first when the sugar factories closed down. The government invested substantially in tourism and that is why many local residents today can work within the tourism sector. Andrés himself is one of the people who are dependent of the tourism sector and its prosperity. Since two years back, Andrés has worked as a translator and has helped many tourists to communicate in Spanish. Due to the development of tourism, Andrés has also witnessed the development of the country’s infrastructure. When he was younger, there were more houses built with wood, but today there are big supermarkets and proper roads (2019-10-28).

During our research at the different non-touristic and touristic places in the Dominican Republic, we were always greeted with a smile and well taken care of. We experienced
that we as tourists were warmly welcomed wherever we went, which reinforced the feeling that the locals appreciated the tourism in the country. Our guide Mateo explained to us that tourism means a lot for the country and that people always will care more about us as tourists than themselves as locals (2019-11-14). Angelina, who is a young girl from the small community Polanco, also told us that tourism is very important for her and the Dominican Republic. Even if she does not work with tourism most people who work in the hotels are locals. Many families benefits from the industry and people can make money though working with animation, reception, and maintenance (2019-10-27). This was something that was confirmed while visiting several all-inclusive hotels as we noticed that a high number of employees are locals (Observed). Another respondent named Francisco, who lives in the community Las Canas, also stated that the tourism in the Dominican Republic is good for the country. He has a lot of dreams for Las Canas who is located next to the coastline and he wishes that the community gets as touristic as Cabarete, which is a popular destination for tourists. Francisco wants the government to build hotels there to bring work opportunities for the locals because he thinks it would help their economy to increase (2019-10-28). 22-years old Juan who also lives in Las Canas in the Puerto Plata region is another example of a young guy that does not have a job. He told us that he used to work as a constructor, but his dream is to work full-time with animation at all-inclusive hotels. Sometimes Juan has the opportunity to occasionally work in different animation teams but has never been able to get a full-time job. However, lately it has become hard for him to get any job at a hotel and he has noticed a difference in the demand of new staff. Juan believes that it has to do with the decreasing amount of tourist traveling to the Punta Cana region instead of Puerto Plata these days (2019-10-28). While we visited Las Canas we further understood that the business opportunities there were limited as there were nearly anything established in the community. We also recognized that many of the people living there did not have a job and that the community had potential for tourism investments as it was located close to the beach (Observed).

In Cano Dulce which is another community a few minutes away from Las Canas, we met our respondent Miguel. He lives in a house on top of a hill, with a couple of minutes walk to the closest neighbor. Miguel does not have a stable job but he sometimes does projects for maintenance. He explained for us that he did not finish school and therefore he does not really have any dreams about his future. He believes it will be hard for him to get any
better job. He was not the only one who was thinking like this, as our respondent Andrés confirmed that there are not a lot of job opportunities in the Dominican Republic for people without education. Miguel however, has found his ways to make some extra money with the little working hours he gets. He told us that he usually takes longer time to finish a job, for the reason that he can make a higher profit (2019-10-26).

The contrasts between tourism regions in the country
Miguel emphasized that he was a bit concerned about that the government works in their own favors in the Dominican Republic. He felt that there are few investments done for local residents and they therefore got left out from the society (2019-10-26). This was also reported by both Angelina (2019-10-27) and Andrés (2019-10-28) which further argued that the communities in the Puerto Plata region are not prioritized by the government. Instead the government is only interested in developing the tourism in Punta Cana, because it is closer to the capital of Dominican Republic. Andrés added that the government has raised the price of plane tickets to Puerto Plata and therefore direct tourists to choose Punta Cana instead (2019-10-28). In general many people talked about Punta Cana being a whole new world in comparison from the rest of the country (Observed). Namely, there is a big difference between the two tourism areas Puerto Plata and Punta Cana in terms of development. The established infrastructure and the modern buildings is a proof that government has invested a lot of money in Punta Cana (Observed). However, the tourism in the Dominican Republic has also been affected by the media and the bad reputations of the deaths of tourists in the Dominican Republic. Media has written that some tourists have died in their hotel rooms under mysterious circumstances. We have been told that there are shared opinions about how this has happened and therefore we do not comment that context. However, it is confirmed that these rumors have affected tourism in the country. Angelina is one of them who claimed that this has changed the tourism and the opportunities to work. On the Puerto Plata side of the island they can see a big change in comparison of 10 years ago. Angelina explained for us that many tourists thinks that the Dominican Republic is an unsafe destination and that it makes her sad. She said that everywhere in the world people die and what the media says about the Dominican Republic is unfair as it has caused less incoming tourists (2019-10-27). However, our respondent José who lives in Cano Dulce enlightened that he is very thankful for the tourism that contributes to the development of infrastructure and
José is chairman of his neighborhood and explained that without the tourism he and his community would not be able to get a water tank built. The organization behind the sustainable project of the water tank is Charity Lodge which is founded by John (2019-10-27). John grew up in California and came down to the Dominican Republic 12 years ago. The risks and vulnerabilities experienced in a number of different areas caught his interest and a year later he ended up creating his sustainable learning program Charity Lodge. Today John’s organization supplies hundreds of people with water by building water tanks in poor communities (2019-10-28).

3.1.2 Climate changes

In this section, the empirical data is linked to the view of climate change from a local resident perspective. By examining how local people are affected and thinks about the climate change, it generates a broader understanding of how urgent they think it is to implement sustainable solutions in water and electricity supply.

The local residents attitude towards the climate change

As we travelled around the Dominican Republic we witnessed people living in small rural communities. According to Miguel, the heat and lack of rain is something many people sees as a large issue (2019-10-26). For Carlos who works as a bee farmer, the environmental changes are crucial for his job. Due to the climate change he has noticed a big difference in the produced amount of honey in comparison from when he grew up. During that time they had better circumstances in the ecosystem and the climate was more stable. Nowadays Carlos experience less rain in the region which is apparent for the community of bee farmers as the bees creates less honey (2019-10-26). Andrés also expressed his feelings about the environmental changes. He told us that humans are destroying the environment and we all get affected of the choices we make. According to him, in 20 years from now, the environmental challenges will be very tough. There are many people that does not follow the news and are less updated when it comes to environmental analysis. Andrés felt that there are people outside of the Dominican Republic who knows what is happening in the climate but are ignoring it. People that could do more and help the ones that are of less power. But he has faith, because during the last two years people in the Dominican Republic have become more informed about the environmental changes. He believes that people can make a difference and make
better choices in the future if they get aware of the situation (2019-10-28). However, some people do not feel as affected about the climate change as other does. José (2019-10-26) and Miguel (2019-10-26) were two of the people who are not so concerned about climate change. Both of them mentioned God when we asked them about the climate change. They both believe that God has control of everything and it is in his will whether the sun is shining or if it is raining today. Miguel told us that the new time is coming, meaning that even if we experience climate change he is sure that everything will be good (2019-10-26). Lately his community has developed with a water tank, and maybe that is why they continuously have the attitude that things will be fine. They have accepted what God gave them and their faith in him is strong enough to keep them going.

3.1.3 Water Supply in local communities

This point correspond with SDG goal 6 - *Clean water and sanitation*. By examining the water supply from a local resident perspective we can identify how the water access differs from the businesses.

**Different systems of water supply**

In the local communities we were introduced to the different ways of how the residents supply themselves with water. Andrés talked about different systems such as water well, water tank or non-potable water directly from the tap. There are people that cannot afford buying water continuously because in some communities it is really hard and expensive to get water (2019-10-28). In Cano Dulce the water supply has become a big issue due to the lack of rain which also has caused that their river is gone. Our respondent Carlos who lives in Cano Dulce explained for us that the well does not fill up and in order to get water, people needs to walk far to get to the neighborhood community. However, Carlos thought of himself as lucky because he owns a car and can easily drive to fill up his truck with water. Carlos has his own bee farm and with the money he makes he is able to buy water that lasts a couple of days before he needs to drive back to get more (2019-10-26). Miguel, on the other hand, is less fortune. If he wants to take a shower or cook food he needs to carry buckets of water from his mother's house a couple of minutes away. Pablo, who also lives in Cano Dulce revealed to us that he has to walk to the other community to fill up buckets from a tub, something he described as very tiring. But lucky enough
Carlos, Pablo and Miguel's neighborhood will get more access to water soon. In Cano Dulce where they live, Charity Lodge has started to build a water tank.

Pablo emphasized how much the water tank means to him and his community. He thought it is the best project that has ever been done in that area and explained it soon will provide everyone in the neighborhood with water, even the ones who lives on the other side of the road. It is Pablo's first time experiencing having tap water in his own house and he is very excited and happy about it (2019-10-26).

Unfair distribution of water access

The community of Las Canas, not far away from Cano Dulce where Carlos lives is dependent on the community well. However, because they are living closer to the ocean they have not been as affected by the lack of rain and the well can still provide the community with water. Las Canas is built along a trafficed street. Our respondent Rosa lives on the very end of the street. Rosa is a kind old woman who lives together with her family in a small house. They are an example of a family in the community that got help from Charity Lodge to build a toilet. She showed us around and explained for us that she is very lucky to received help to build the toilet because her family would never have
been able to afford one themselves. She said there are also other reasons to be happy and thankful because her house is located right outside the community well (2019-10-26).

Juan and Francisco’s families that are a part of the Las Canas community are some of the people that live further away from the well. Therefore, they have to carry their water to their house every day. Sometimes they have to repeat the procedure up four times a day. Francisco is one of many people in the community that wishes to have a water tank in the future. He thought that it is unfair that the communities around the area have water tanks because it saves them a lot of time and energy to not have to carry the water (2019-10-28).

The communities that gets help to build the water tanks by Charity Lodge are the ones that are in most need. To be able to prioritize right, Charity Lodge gets help from the chairman of the different neighborhoods. José who is the Chairman of the neighborhood Polanco lives in one of the poorest communities we have ever visited. In his community they do not have proper electricity or roads and until now, they have not had a working water system. José told us about how he together with the students from Charity Lodge built the tank with their own hands by using chicken wire and plastic bottles. For him and his community the water tank means more than they could ever explain. Before they had the water tank they had to buy all the water, both drinking water and the water for washing and cleaning. He had to fill up his water buckets twice a week and bought it from water trucks or in the stores (2019-10-27).
Andrés who lives in Imbért which is a more developed community also witness the lack of water supply in his community. Before he has been able to get water in his tap which goes directly from the water tank. But since there was no rain in the Dominican Republic for almost a month, Andrés experienced some difficulties. The water tap is connected to a pump that pulls up the water and fills up retains. Therefore the system is dependent on the amount of rain. Lately, Andrés family has only been able to get water in the tap around three times a week. The remaining days of the week they have to pay 100 pesos (18 SEK) to fill up some extra buckets. However, he told us that when he has access to water everyone in his community has it too, but it varies if they get their access in their tap or not. Because of this, they are trying to save water and avoids wasting too much. Even if they have water they refill the water around every second week. When someone is wasteful with the water it affects everyone because they share the same tank. Therefore Andrés likes to help his neighbors and refill for those who do not have their own connection to the tank (2019-10-28).

3.1.4 Electricity Supply in local communities
This section relates to SDG goal 7 - *Ensure access to affordable, reliable, sustainable and modern electricity for all.* By investigating the systems of electricity supply in local communities, we gain knowledge about the major challenges and differences in comparison with the business perspective. It contributes to a more nuanced understanding in how to achieve strategies in more sustainable water and electricity production in the Dominican Republic.

**Electricity access in rural areas**
In the Dominican Republic the electricity has been limited for many years especially in the rural areas. During the interviews with some of the respondents we got to see how their houses looks like from the inside. Our observations showed that all households have gas stoves and do not have lights lit unnecessarily (Observed). Andrés told us that 15 years ago they did not have electricity in the rural areas at all. Today however, the government have made more investments and the access is starting to increase. But there are still some people that do not have any access to electricity which is concerning Andrés (2019-10-28). Miguel witnessed this as he is one of the people that do not have any access to electricity yet. Miguel told us that in order for him to get electricity in his house, the
company needs to install new wires. The installation is something he has to pay himself. Where he lives the government does not have an interest in investing their money. They are more interested in developing the tourist areas and therefore the access to electricity becomes a question about money (2019-10-28). Many people in the rural areas of Dominican Republic have limited assets and are not able to afford the installation of electricity poles. José also confirmed that this is the reason why people in Polanco do not have access to electricity because they have not been able to install electricity post lamps (2019-10-27).

**Electricity contracts and shut downs**

For the ones that does have access to electricity, the system is similar to the contracts we have in Sweden (Observed). Andrés explained to us that you have to be at least 18 years old to sign an electricity contract. If you are not a Dominican they also require that you have a passport. Furthermore, you need to sign many papers and ensure the electricity company that you will pay the bill in time (2019-10-28). The electricity bill varies during every month and is based on the amount you spent. In Carlos house they have full access to electricity and they use it for everything they do (2019-10-26). Silvia and Alex also confirmed that electricity is crucial for them (2019-10-27). They need electricity to do laundry, to turn on the fan, watch TV and charge their phones. Silvia's family tries to limit their use just so they can save money for when they really need it because sometimes the bill can be high (2019-10-27). Carlos explained that he is happy to be able to keep his electricity bill down and he is always able to afford to pay his bills (2019-10-26). Andrés explained that one way to keep the electricity bill down is by having your house built by bottles. The bottle houses are ventilated and keeps less heat inside (2019-10-28). Furthermore, a problem we noticed during our time in the Dominican Republic was the electricity shut down. It happened a few times that the restaurant we ate in became pitch dark and when we looked around we noticed that it was not the only place which shut down (Observed). Carlos told us that sometimes the electricity gets cut off due to construction or if someone hits the electricity pole with their car. But it usually only takes a couple of hours to get it back and for him it seems like the most normal thing in the world (2019-10-26).
3.2 Business Perspective

3.2.1 General Background

Under the heading general background, the reader will get a better understanding of how the six all-inclusive hotels and the sustainability organization Charity Lodge are working with tourism management. Some information about how big the accommodations are and the attitude towards the guests and the all-inclusive concept will be provided. The aim is to get a scene of general information about the places in order to understand the following sections.

Different tourism management

Tourists are attracted to the beauty of the Dominican Republic which fosters development of tourism infrastructure and makes stakeholders build their business around the tourism sector. In order to understand how the operations of the producer organizations are constructed we need to understand how their view on tourism management varies in the country. All-inclusive tourism in general is something that has bothered the Charity Lodge founder John for a couple of reasons. He thinks that the tourists do not care about the employees and that their only interest is to eat and drink themselves to oblivion. Furthermore, John said that they make their initial investment and hire people as cheap as they can to keep the wages down so they can bring a lot of profit back out of the country (2019-10-28).

“For me all-inclusive is the lowest form of tourism and is terrible abusive. So much food that goes to waste. I do not think they carry their responsibilities. The locals have such faith of God that they do not think of how much the all-inclusive tourist are negatively impacting them. If I was the president of the Dominican Republic I would close them all down” - John 2019-10-28

For this reason John has taken actions against the all-inclusive tourism and formed a project learning school with a lodge that attracts tourism but at the same time benefits the local communities. Charity Lodge is therefore not an all-inclusive hotel but tourists who are involved in their sustainability projects can live in the lodge. For him his highest
interest is unlike many all-inclusive hotels, not to satisfy guests but to teach the tourists how they can make a difference. In the lodge where they host their guests they have built small cottages that have shared rooms. He wants to bring people together and create great memories for them (2019-10-28).

Elena on the other hand, who is the guest relation manager at the all-inclusive hotel Luxury Life in Puerto Plata, explained that the way they manage their hotel has to do with the demand of the tourists. Many of them are looking for a place where they can get everything and therefore they need to provide it. The all-inclusive tourism is something that is successful in the country and these hotels are expected to offer a higher standard. Therefore, all guests at Luxury Life are all-inclusive. Furthermore, the complex has 585 rooms to offer and two bigger swimming pool areas to attract guests. Elena explained that the hotel and the experience there is very unique because of the people working there that loves what they are doing. The Dominicans are proud people and they like to smile and talk to others and that is something Elena does not think that the guest would experience in other countries (2019-11-25). Three other hotels that works a lot with guest satisfaction is the all-inclusive hotels Casa Océano (2019-10-31), Family Paradise (2019-11-22) and the Caribbean Dream (2019-12-06). This is something we noticed while staying at the hotels as we as guests seemed to be the highest priority at all times (Observed). In general the hotels are very different as Caribbean dream is a large complex with 798 rooms and large facilities like tennis courts, stores and a big selection of restaurants on their property. Casa Océano however, is a smaller hotel with 672 rooms that has managed to make the hotel very personal. To attract new guests Casa Océano has been renovating and expanding the hotel during 2017 and 2019. Of the 672 rooms, 345 of them are newly renovated. One of the newest expansions in the hotel is the VIP area where guests can get even more out of their all-inclusive vacations. In this part of the hotel higher standard of drinks and food are provided. To get access to the VIP area the Family Paradise who is a Victorian styled all-inclusive hotel also has a VIP area at their resort. They offer 425 rooms and 94 suites and facilities like casino, gift shop, kids club, beauty salon, volleyball and tennis courts. In Casa Océano, Family Paradise and Caribbean Dream most of the employees are locals and the number of employees varies during the low and high season. At the Caribbean Dream they have 600 employees during high season while Hotel Casa Océano and Family Paradise have 300-350 at most. During low season Hotel Casa Océano and Family Paradise lower the amount of employees by
almost half while Caribbean Dream try to keep a bit more employees to be able to offer the same standard all year around. Surfside resort is the smallest all-inclusive hotel we visited with 24 rooms. Surfside resort is located in the community Las Canas and is the only all-inclusive hotel in the region. Rafael who is the Hotel manager of Surfside Resort told us that they have 6 employees all year around and hire more staff seasonally (2019-10-29).

3.2.2 Water management from a business perspective
To consume water with awareness is something that is important for hotels in terms of sustainability. Therefore, this section relates to the SDG goal 6 - *Clean water and sanitation*. By investigating the water consumptions at all-inclusive hotels and how they work with sustainability management, we gain knowledge about their major challenges and how to achieve strategies for green production.

**Strategies to reduce water consumption**
During our observations and interviews at the all-inclusive hotels and the non-all-inclusive lodges, we saw several differences in how they dealt with water. A common denominator among all stakeholders in the business perspective was that none of these had clean drinking water from the tap (Observed). In the Luxury Life Hotel and Hotel Flamingo they have tried to save the water usage in different areas. For example in Luxury Life they have installed special shower heads in all rooms where the water pressure is limited. The purpose is to save and reduce the amount of water provided to the guests (2019-11-25).

“*If your customers are not happy your business will go down, so we have to keep a good balance. Not everyone is interested in sustainability but our world is miserable because we experience lack of water supply and rain. We need to care and do something about how our planet feel*” - Elena 2019-11-25
At Hotel Flamingo the water management had come a bit further and is done under the criteria’s of Travelife which they are certified by. Along with the recommendations of Travelife, Hotel Flamingo controls their water taps by using aerators and flow restrictors. With this they can lower their water usage and make sure to consume maximum six liter per minute in bathrooms and 10 liter per minute in all work areas (2019-12-20). According to Carmen who is service manager at Hotel Flamingo, one important part to save water is within the housekeeping and therefore they have adapted certain policies regarding their routines. For example they have introduced a towel reuse program and a system to only change the bed linen every three days. She explained that cleaning means that a lot of water is needed, which is one of the reasons why they do not clean the rooms every day. However, at the Hotel Casa Océano, Family Paradise and Caribbean Dream they had not adapted any strategies regarding their water usage (2019-11-29). Because these hotels are large complex and has three to four swimming pools that requires a lot of water. The hotel had several water tanks to provide water (Observed). Hotel Casa Océanos tanks are big enough to provide the hotel with water to the swimming pools and rooms without running out of water and they can therefore always guarantee the service to their guests (2019-10-31).

**Water conservation for swimming pools**

Water management is an important question for all-inclusive hotels whether they work with sustainability or not. Most hotels demand a large amount of water, something that according to Diego who works at Hotel Casa Océano, is impossible to come around (2019-10-31). According to him the tourist has certain criteria on their holiday and therefore it is important that the hotel can live up to the expectations. For that reason most all-inclusive hotels provide two or sometimes three swimming pool areas to their guests.

At the Charity Lodge they have developed a system that brings water to the swimming pools. Since the lodge is located next to the beach, the water runs from an underground lake and fills up two shallow wells that brings the ocean water to the lodge. They do not use it as drinking water but it goes to the swimming pools and showers (2019-10-28). The Surfside Resort which is a small all-inclusive hotel have also adapted this system. By bringing water from the ocean to the swimming pool they can save both money and freshwater (2019-10-29). Furthermore, Hotel Flamingo is an all-inclusive hotel who tries to encourage their guests to be more sustainable. At the swimming pool area they had put
up signs that informs the guests how reusage of swimming pool towels can help the environment (Observed).

3.2.3 Electricity management from a business perspective
To consume electricity with awareness is something that is important for hotels in terms of sustainability. Therefore, this section is based on SDG goal 7 - *Ensure access to affordable, reliable, sustainable and modern electricity for all.* By investigating the electricity consumption and production patterns at all-inclusive hotels, we gain knowledge about their major challenges and how to achieve strategies for green production.

**Electricity usage**
The electricity management in the all-inclusive hotels is something that varies at the different destinations. In the Puerto Plata province electricity shutdowns are a common problem and therefore hotels in this region are forced to have large battery driven generators. However, in the province of Punta Cana the electricity management has been more developed and the hotels rarely experience electricity shut downs (Observed). However, regardless of where the all-inclusive hotel is situated the usage of electricity is crucial for the hotels in all aspects. While we observed the different complexes, we noticed the many different places where the electricity was needed, which some people might not think about at first sight. At several of the hotels we visited we noticed that many outdoor lights were on even during daytime (Observed). Besides all the lights that guides the guests around the areas, the electricity was used for air conditioners as well. The electricity was also used for cooking and store the large amounts of food that were consumed everyday (Observed).

**Electricity conservation strategies**
In order to save electricity only a few hotels had adapted strategies to lower their electricity amongst the ones represented in this thesis. The only all-inclusive hotel that mentioned they are trying to improve their electricity usage was Luxury Life Hotel. In the hotel they are currently installing a system that will help them to shut off all electricity in the rooms that are not occupied. With this, they will be able to save a lot of electricity and lower their costs so they can improve in other areas (2019-11-25). However, in some of the all-inclusive hotels we stayed at we noticed that there was some examples of
electricity conservation strategies even if they were not mentioned to us. At Casa Océano, Family Paradise and Caribbean Dream all rooms were managed by electricity saving keycards which is designed to only allow guests to use electricity when they are in the room. Hotel Flamingo on the other side did not have any system like this even if they were part of Travelife who ensures sustainable and electricity saving solutions (Observed).

In the smaller non all-inclusive hotel Charity Lodge, the concept of saving electricity was more embraced. John at the Charity Lodge also explained for us how they have been working with using as little electricity as possible and that the strategies have been adapted since they built the lodge. The electricity mainly comes from a generator which runs on batteries. The generator is on for two hours a day which gives the lodge enough electricity to last the whole day. Today all rooms has a fan and that is enough to keep the temperature comfortable. With this they have been able to not install any air conditioner as it is not needed. Furthermore, they have also put up signs to remind guests on the importance of shutting off the lights which shows us that Charity Lodge is working with a green marketing strategy (2019-10-28).

**Renewable alternatives**

Of all the interviews and observations we made, none of the places told us that they used renewable energy sources. Rafael at Surfside Resort told us that they uses gas as their energy source (2019-10-29), which was also the energy source used by the remaining all-inclusive hotels. To be able to save even more energy, John at Charity Lodge has thought about installing renewable sources such as solar panels. However, because of the high price to buy enough solar panels to cover the lodge, it became a financial question. Either he could buy solar panels for 150,000 USD or he could put 150,000 USD into the community projects. For that reason John decided that it would not be worth investing in solar panels as it would take about 50 years before it financially would pay off. He believes that the money can do more out in the poor communities than to provide clean energy to the lodge (2019-10-28). In the Charity Lodge they have also been able to avoid installing air condition because their cottages are built with holes to bring in air. However, because they have so many students coming they have to have fans installed in the rooms which consumes less electricity than air conditioning.
3.2.4 Environmental operation in all-inclusive hotels
By examining how the different businesses are responding to environmental changes, it generates a broader understanding of how all-inclusive tourism can continue to develop a more sustainable water and electricity management with long-term strategies.

Certifications and sustainability awareness among consumers
At the all-inclusive hotel Luxury Life in Puerto Plata the management was working hard to become as sustainable as possible. Elena told us that they have been working with these strategies for many years (2019-11-25). This statement was confirmed on a wall next to the reception which was full of awards given for both service and sustainability aspects (Observed). Since two years back they are certificated with the Rainforest alliance and are alone with this certification in the province. The Rainforest Alliance is a company who works for a better future for both the human and the nature. With sustainability in mind they provide certified hotels for green vacations along with many other certifications that improves the environmental standards.

<table>
<thead>
<tr>
<th>Making a difference:</th>
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<tbody>
<tr>
<td><strong>Certification Score</strong></td>
</tr>
<tr>
<td>Environmental management: 92 %</td>
</tr>
<tr>
<td>Sociocultural management: 97 %</td>
</tr>
<tr>
<td>Business management: 98 %</td>
</tr>
<tr>
<td><strong>Overall performance</strong>: 96 %</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Supporting community</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Employees: 450</td>
</tr>
<tr>
<td>Percentage of local employees: 99</td>
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Figure 3.1 Luxury Life Certification Score (Rainforest Alliance, 2019)
Figure 3.1 shows that Luxury Life has scored 92% in environmental management and 96% in overall performance. They have also 99% local employees which is an indication on that the hotel has come far in their sustainability awareness (Rainforest Alliance, 2019). Their work towards sustainability is something that they like to inform guests about too. For example they had put up signs in all bars that explained why they did not serve any drinks with straws to make their guests more conscious (Observed). In case of any special circumstances they kept some extra straws in the back of the bars. At the end of the day they thought that the service to the guests is what has to come first (2019-11-25). Another hotel that has managed to get a sustainability certification was Hotel Flamingo. Through the Travel Life certification they had reached the highest level of the sustainability program which is called Travel Life GOLD. The certification ensure the guests that the hotel has a sustainability management, who works with minimizing their environmental footprint (2019-12-20). However, when we observed Hotel Flamingo we as guests did not get informed about any of their sustainability routines and there were no signs of how we as guests could contribute to the environment, or that the hotel had a reuse towel program.

While we observed and interviewed other all-inclusive hotels, such as Caribbean Dream, we noticed that other hotels used this green marketing strategy too. In Caribbean Dream they had a sign laying on the bed that asked the guests to save water and electricity by keeping the towels as long as possible (Observed). In the interview at Casa Océano, Diego also mentioned that they use signs to show guests how they can help them to conserve natural resources (2019-10-31).

![Picture 3.3 Conserving natural resources sign at Casa Océano](image-url)
However, when we checked in at the hotel to observe Casa Océano, there was no sign of how to conserve water as we previously had been showed. This could have been a onetime happening and maybe it was only our room that was missing the sign. In addition to this, we were told upon arrival that the swimming pool towels can be changed daily or even several times a day if we prefer. So again, instead of asking us to conserve our natural resources and save water by not changing our pool towels, we were encouraged to do the opposite (Observed).

**Recycling and plastics handling**

In all-inclusive hotels one way of minimizing the plastic use is by replacing plastic straws with paper or bamboo straws. As mentioned, Luxury Life, no longer serve drinks with straws. Elena explained that the reduction of plastic in the hotel is noticed when the staff cleans the beach. Many guests bring their drinks to the beach, which had previously been a contributing problem to the pollution in the water. Nowadays, it is not much straws and plastic glasses that go into the sea and Elena said that several of the neighboring hotels have introduced this measure (2019-11-25). In fact, several of the hotels we visited confirmed that minimizing plastic use is important. Valentina from Caribbean Dream described that the use of paper straws is something that has newly been introduced at all bars and restaurants in their hotel (2019-12-06).

At Hotel Casa Océano, the work towards sustainability has not come as far (Observed). When we asked our respondent Diego about sustainability and if they work with it he replied that they are working with sustainability in the way they can manage. They are trying to minimize the amount of straws they give out to guests and the glasses they use in the bars are hard plastic mugs that can be used again (2019-10-31). However, when we observed Casa Océano we noticed a few things that were not presented by Diego. Besides that the bartenders gave out straws in every single drink, there were also some people that received non-recyclable plastic cups when they ordered water. Although, in the VIP area the straws was made of bamboo and the drinks were served in glass cups which is a more environmentally friendly option than plastics (Observed). Valentina said that Caribbean Dream tries to recycle its garbage to the extent that it is possible, as they are aware that it saves on both electricity and carbon dioxide emissions. She explained that it is difficult to check if everything is really recycled because the all-inclusive hotels consume such large amounts of resources (2019-12-06). Furthermore, in Family
Paradise, Hotel Flamingo and Surfside Resort we noticed that the sustainability management was lacking. For example the cups that were used in the bars was made of plastic and was not reusable (Observed).

**The integration of corporate social responsibility in the management**

The Luxury Life is a great example of how to integrate corporate social responsibility (CSR) with business. Their vision is to focus on facilitating both the local residents and tourists meanwhile being as ecological as possible. Therefore, they clean beaches every week together with their staff. Elena told us that it is important for their hotel to integrate the strategy of CRS in their management and to use it as a brand amplifier to attract guests. Further on, she explained that it will benefit their business in form of competitive advantage, but also because it favors both social and ecological aspects (2019-11-25). Charity Lodge contributes to a good well-being of the local residents in the region, rather than only favoring the tourism industry. They are an example of how to give local communities a chance to take advantage of tourism's benefits in terms of work and education opportunities as they employ local residents. In the all-inclusive hotels the integration of the local communities were less developed. However, in Casa Océano, Caribbean Dream and Hotel Flamingo they invited local stakeholders from outside the hotels to exhibit and sell their goods and services (Observed). However, they did not corporate in any sustainability movements. Luxury Life on the other hand had come a bit further. Elena told us that because they are part of a bigger hotel chain with more than 48 hotels they have certain standards and criteria to live up to. A lot of the criteria’s have to do with environmental goals and because of that they have an environmental manager at the hotel to make sure that they are in line with the requested standard. Their policy is to give local producers a chance to participate in their business and use corporate social responsibility (CSR) strategies to minimize the impact on the ecosystem (2019-11-25).

John from Charity Lodge also confirmed the importance of integration of tourism. He told us that the most important part about bringing international students to their sustainable project, is to teach them about awareness and what you can do with limited resources. Therefore, they spend about one or two years to perform diagnostics on poor communities to analyze their needs and develop a relationship with them. Thereafter, they write a contact with the community in order to help them with what they need most. It can be anything from building a community water tank to building a new house for a
community member. They finish the projects with help from their students and teaches them how to work with limited assets. Today John is proud to say that all the money they make out of the incoming students, goes back to the communities in different ways (2019-10-28).

**Internal management for environmental benchmarking**

In order to keep the sustainability management updated in water and electricity policies, Elena at Luxury Life told us about the importance of training staff. She explained to us that it is crucial to provide the staff with the knowledge needed for them, in order to become as sustainable as possible (2019-11-25). Carmen at Hotel Flamingo also emphasized that investing money in educating their staff is what make their environmental management successful (2019-12-20). One of the most important departments to train in sustainability is according to Elena and Luxury Life, the maintenance team. They are the ones that needs to report and fix the things that are not as they should be (2019-11-25).

“*There are not enough enterprises that are working towards improvement because they do not have any vision. You need to see more than your eyes are sighted. We need to improve every day because we do not know what the next day will bring. Keeping balance is important because maybe tomorrow or in one month you might not have the sources you had today*” - Elena 2019-11-25

Alfonso in Family Paradise is an example of someone that has not received any training from his company before he started. He works at the towel center at the hotel since a couple of months ago. When he started his job he did not get any information about the company’s goals or the hotel chain that Family Paradise belongs to. Their view in the importance of training staff did not seem to be prioritized. When we asked Alfonso if the hotel had any sustainability management he did not have an answer. He believed that this information is not given to any of the staff because the management do not want the employees to have too much information (2019-11-22). The Caribbean Dream is also an example of an all-inclusive hotel where the management of sustainability did not seem to be set (Observed). When we asked the guest relation manager Valentina, what the hotel is doing in terms of sustainability, she immediately started to talk about hospitality
instead. She explained to us that the guest satisfaction is the highest priority in the hotel and that her staff always needs to be prepared to help the guests (2019-12-06). However, one of the respondents who seemed to be worried about the environmental changes was John.

“I can see differences from some years ago. It is bigger contrasts between the summer and the winter. It is cooler during winter time and very hot during the summer. This year it was less rain which affects the agriculture in a bad way”. - John 2019-10-28

With this statement, it becomes clear that John is one of those people who is actually familiar with what happens to the climate. He also explained how they work with sustainability more detailed than many other hotels.
4 THEORETICAL FRAMEWORK

In this chapter, the empirical data has been coded into four different theoretical categories. In each category, previous research in form of secondary data from articles, internet sources and literature have been complied.

Each category is made from coded themes in the empirical data. The first theme is 1) A tourism dependent destination, which aims to provide a background in how destinations that are dependent on tourism are affected by the climate change. In the Dominican Republic, the all-inclusive industry is established and an important part of tourism in the country. However, research argues that all-inclusive is not sustainable, which leads to category number two 2) Water management. This is something that is especially important for the all-inclusive industry, where it has become higher pressure on them as producers, but also to create as sustainable consumption as possible for guests. With this in mind, it leads us to category three 3) Electricity management. This category presents previous research in electricity consumption in hotels, renewable energy sources and strategies to save electricity. Category four is the last one presented 4) External and strategic sustainability approaches. This category describes different strategies that all-inclusive hotels can implement in their management to achieve changing consumption habits of their hotel guests. The category also presents previous research in how the hotels can benefit from external stakeholders such as other countries, institutions and organizations.

4.1 A tourism dependent destination

4.1.1 The effects of climate change

One major aspect which affects the global patterns of tourism may be the climate change. Brau (2008) argues that nowadays, the holiday destinations need to have some environmental considerations regarding the decision making in order to keep the tourists attracted to the place.

Tropical areas as the Dominican Republic are dependent in favorable climate that may be a crucial factor for the choice of destination (Adiyia. et al, 2015). Climate change can
have a huge impact on the economy of the country in a way that it can decrease or increase the tourism. In the Caribbean island, the gross domestic product (GDP) has an average of 25.5% generated from tourism and an average of 2.37 million people who gets employed. This is 22.2% of the total employment in the Caribbean islands (Uyarra, et al., 2005). One of the most tourism dependent areas in the world is therefore the Caribbean region. These region is so dependent on tourism that a lot of companies and organizations would no longer exist without it (Uyarra, et al., 2005). As the climate changes, the conditions for hotel survival change. For this reason, it is important that companies understand how to adapt their business and management to the climate's impact on the destination.

4.1.2 Tourism benefits in the local communities
Most of the hotels in Dominican Republic are located in the area of Punta Cana and Puerto Plata, where the country have their two biggest international airports. The hotels offered in Punta Cana and Puerto Plata are mainly all-inclusive hotels (Oviedo, et al., 2019). The all-inclusive concept allows tour operators to control customer satisfaction by eliminating the risks of travel. Consuming only at the all-inclusive facility can feel safe for a traveler. Therefore, in developing countries where security and cleanliness are lacking, all-inclusive tourism can thus be a good alternative (Farmaki, 2017). Adiyia et al., (2015) argues that from the local residents perspective, this feature in the value chain creates great power imbalances. This concept can sometimes be called to create a tourist bubble. Which means that the value chain is vertically designed where tourists are led into social and space-limited rooms at the destination as at an all-inclusive facility. Each tourist seeks to obtain a larger share of the value in the all-inclusive hotels, which impedes local development (Adiyia. et al, 2015). Ambrosie (2015) argues that multinational enterprises (MNEs) has taken over the Dominican Republic as their properties makes massive financial profits which has caused the death of many local businesses. Furthermore, Oviedo, et al., (2019) confirms that 95% of the hotel beds in the Dominican Republic are foreign owned. Of those, 80% are owned by hotel chains (Oviedo et al., 2019). At the same time, there is a lot of research on local residents' attitudes to tourism. In order to achieve sustainable tourism with the support of local people, it is necessary for the residents to benefit from the greater economic benefits of tourism (Boley, 2018). Another environmental sustainability challenge raised by Adiyia et al., (2015) is about “the luxury of limited choices”. If refers to a country such as Dominican Republic has limited
economic capital to develop tourism and must instead attract tourists with their natural assets. These countries often have assets in the form of beautiful scenery, a warm climate and nice beaches. They have the luxury of developing their tourism based on their natural resources (Oviedo, et al., 2019). For these economies, tourism management is part of their national welfare and survival. Thus, they get away with not thinking about its effect on the local community. The countries are more or less forced to deal with tourism development. Getting these countries to produce more sustainable tourism is therefore difficult. Adiyia et al., (2015) argues that as long as the all-inclusive hotels continues to have great success, these countries will get away with not implementing any stricter management in sustainability.

4.2 Water management
4.2.1 Managing water consumptions at hotels
The main water use raised by tourism comes from accommodation enterprises (Styles, et al., 2015). Previous studies shows that hotels consume much more water per overnight stay than campsites (Deyà & Tirado, 2011). However, there has been a lack of statistics for tourism-related water use for many years as there are limited regional or national data (Gössling et al., 2012). Many of the statistics concerning water consumption at hotels is calculated by the amount of “guest night sold” which according to Deyà & Tirado (2011) is critical. Instead they highlight the relationship between water consumption and occupancy rate as a key explanatory variable of increased water usage. This is because the water consumption varies on the amount of guests per room, where more guests who use the facilities leads to higher consumptions (Deyà & Tirado, 2011).

According to Gössling et al., (2012) the water consumption is significant affected by the implemented management. Many hotel managers have realized the benefits of improving the environmental performance of their facilities by implementing internal environmental management. The tourism demand of water access makes sustainable management crucial for the long term success (Casaban, 2018). This can mean reduced operating costs and even greater competitive advantages as demand for environmentally friendly hotels has increased (Petrevska et al., 2016). According to Styles, et al., (2015) tourist use more water when on vacation due to the following three reasons; (1) hygienic maintenance in accommodation (daily cleaning and laundry), (2) leisure activities
(requiring water intensive maintenance of green areas and swimming pools), (3) a ‘pleasure approach’ to food.

However, by adopting better technology and maintenance strategies, Tseng, et al., (2016) argues that there will be changes in the water consumption pattern. Longoni (2014) emphasizes that more organizations needs to use sustainable strategies, also called *Corporate Social Responsibility* (CSR), which are long-term. The aim of CSR is to develop and replace the company's resources effectively, such as changing water management. The key concept lies in the fact that the businesses must satisfy all stakeholders, such as guests, employees, suppliers and the local community. This is supported by Hirst (2015) that states that it is of great importance for companies to invest in creating awareness to its staff about sustainable water strategies. Previous research shows that a leaking tap can increase the water usage at a hotel by 5% on average (Styles et al., 2015). To be able to decrease water consumptions is therefore important to raise awareness internally so that problems can be dissolved quicker (Hirst, 2015).

4.2.2 Three perspectives of water use in the tourism sector

The availability of freshwater in tourism is now a days under higher pressure, which has created a higher attention towards the management of reduction in water consumption. By introducing sustainable strategies, businesses can influence the consuming of the guests and differentiate from others (Serra-Cantallops et al. 2017). According to Gössling (2015) there are three different perspectives of water use which should be recognized when adapting a sustainable management;

*Perspective I*

To measure water use in;

1. Direct way of local water that is consumed by tourists.
2. Indirect way as water that tourists use for infrastructure, consumption goods, fuel or for other services.
The table above (Table 4.3) illustrates the direct and indirect water use in tourism. From the table we can see that most of the estimated average L/guest night in water use is indirect and comes from the food (6000L/guest night). Subsequently, fossil fuels for transport (130L/guest night) takes indirectly water use. Of direct water use, the accommodation (350L/guest night) accounts for most of the water consumption. The table also indicates that the estimated average L/guest night of electricity use at the hotel is quite high (Gössling, 2015).

**Perspective II**

Implications of water use in a sustainable way and how to reduce the water scarcity. The challenge of distributing scarce resources among local residents, economic sectors and the tourism sector. The contribution of water use transfers between different continents and countries, as an outcome from global tourism flows.

**Perspective III**

The management of water usage and what actions need to be done in order to reduce the demand of water.
4.3 Electricity management

4.3.1 Electricity consumption in hotels

For hotels to achieve sustainable electricity solutions, the use of renewable energy resources needs to increase (Petrevska et al., 2016). This reasoning is something that Farrou et al. (2012) agrees with, who means that the implementing of renewable energy sources would result in hotels with low electricity consumption. As a result, the carbon footprint will also be reduced (Farrou et al., 2012). Electricity is a significant cost factor and, for this reason, hotels need to devise long-term strategies that can reduce electricity consumption or develop alternative electricity sources. According to Petrevska et al. (2016) the strategies can also mean raising the awareness of the guests regarding electricity deflection. There is a certain responsibility of hotel owners and managers to design environmental protection campaigns and to make changes in their professional ethics. About one-third of the world's electricity consumption comes from buildings, which is also a contributing cause of carbon dioxide emissions. Hot water, heating and cooling of the spaces are estimated to be about 50% of the buildings' electricity consumption. The final electricity consumption in developing countries shows that more than 40% is represented by the residential sector. The buildings that consume the most electricity in the tertiary sector are hotels that have many visitors who use their facilities (Farrou et al., 2012).

Casaban (2018) argues that electricity management are one main operation of hotels and the focus on sustainability with these in mind will generate in more efficiency. A pilot project named Nearly Zero Energy Hotels (neZEH) in Europe has been created to improve the electricity activity and achieve higher economic, social and environmental performance (UNWTO, 2016). Previous research has shown that buildings in Europe emit 36% of the greenhouse gases and consume 40% of the total energy, which creates great opportunities for improvement. With this in mind neZEH started to engage large scale renovations of existing hotels. Amongst the participating was seven countries and 16 hotels (neZEH, 2016). Kolping Hotel in Brasov Romania was one of the hotels that participated in the pilot project and obtained very good results. By making adjustments like replacing all light bulbs to LED technology and changing their water boiler to a condensing boiler, they managed to reduce their costs by 40%. Furthermore, the heat
consumption was reduced by 35% and the CO2 emissions to 63.15% (Codruta, 2018). Overall, the pilot project was successful and building nearly zero energy hotels was confirmed to be feasible. Today the neZEH toolkit is used as an instrument for hotel owners to identify and improve their potential electricity savings to reach a nearly-zero level (neZEH, 2016). However, such reorganizations of electricity management can be very expensive and hard for larger hotel complexes to adapt. The countries that produce all-inclusive tourism are for the most part developing countries. These seek to build the country’s welfare and therefore the concepts of managing and creating sustainable hotels is not handled as a priority as this can be a costly process (Marsiglio, 2015).

Furthermore, Codruta (2018) argues that the movement towards a low carbon growth requires holistic resource management approach for hotels. That means that even if electricity management is an important element of sustainability, all other areas as water consumption and waste management needs to be involved in future calculations. At the same time, training staff and educating guests is important because behavioral changes are crucial to the outcome.

### 4.3.2 Renewable energy sources

In order to be able to find effective and long-term strategies in electricity management, it is necessary to know which sources can be used. Several renewable energy sources that can be implemented by hotels are presented below:

<table>
<thead>
<tr>
<th>RENEWABLE ENERGY</th>
<th>OPERATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Solar Energy</strong></td>
<td>Solars can be used to generate both heat and electricity by harnessing the energy of the sunbeams. Since a solar power plant has no operating cost to take into account, the energy price is determined by the cost of capital (Krstinic &amp; Rudan, 2013).</td>
</tr>
<tr>
<td><strong>Wind Energy</strong></td>
<td>When it is windy, the blades in the wind turbine begin to rotate. The power of the rotation is transferred to a generator which converts the motion energy into electricity. The electricity is then sent to a transformer where it is converted to the correct voltage and passed on to the electricity grid (Jung-Young, &amp; Ke, 2017).</td>
</tr>
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</table>
Countries that are coastal and heavily affected by the tide can use the energy available in the sea. The technology of a tidal power plant utilizes tidal movements in the ocean to extract energy (Neill, et al. 2016).

The water flows through the power plant's propellers, so-called turbines, which start to spin. The turbine drives a generator that converts the energy in the water into electricity. The amount of electricity that hydropower can produce depends on rainfall (Pereira-Cardenal, et al. 2014).

Biomass is an organic material and can therefore consist of many different things. Examples of biomass may be waste from agriculture and forestry, vegetable waste from the food industry and vegetable waste from paper production and pulp. What is produced from biomass is bioenergy, biogas and biofuels (Rosillo, et al. 2000).

<table>
<thead>
<tr>
<th>Tidal Energy</th>
<th>Hydroelectricity</th>
<th>Biomass Energy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Countries that are coastal and heavily affected by the tide can use the energy available in the sea. The technology of a tidal power plant utilizes tidal movements in the ocean to extract energy (Neill, et al. 2016).</td>
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<td>Biomass is an organic material and can therefore consist of many different things. Examples of biomass may be waste from agriculture and forestry, vegetable waste from the food industry and vegetable waste from paper production and pulp. What is produced from biomass is bioenergy, biogas and biofuels (Rosillo, et al. 2000).</td>
</tr>
</tbody>
</table>

Table 4.4 Renewable energy sources (Tägtström & Wikström, 2019).

Ertürk (2018) argues that the solar energy which a good resource for the global warming, will be cheaper in the future. This is something the International Energy Agency (2019) also brings up as they predict that the solar energy will be 50% cheaper in the upcoming 20 years. The prediction also shows that the renewable solution of solar energy will provide 16% of the electricity in the world by the year 2050 (IEA, 2019). However, Ertürk (2018) argues that hydroelectric power does produce more electricity than solar and wind do together. Therefore he believes that solar energy should not replace hydrocarbons in areas where that energy source is the primary operation. Ertürk (2018) further emphasizes that the solar energy will differentiate the power sources at the market. This will facilitate countries to achieve sustainable strategies and national goals. The International Renewable Energy Agency (2016) highlights the benefits in using solar energy in the Dominican Republic. Due to economic limitations, the investments in solar energy has not been widely attempted today but IRENA (2016) underlines that it will be more competitive in middle-and high income households. They have a larger desire in using solars to heat hot water and might therefore see the investments as more affordable. Furthermore, they do not believe that low-income households can afford solar investments without financial support therefore other electricity sources might be more efficient (IRENA, 2016).
However, limitations regarding other energy sources such as wind power has recently been highlighted in the news. The findings shows that grouped turbines slows down the speed which limits the energy production. Therefore, a denser region of wind energy will be more ineffective that turbines that have been spread out (Ertürk, 2018). Holtsmark (2012) claims that it is possible to significantly increase the harvest, which may form the basis for more renewable energy. But wood is not a carbon-neutral energy source and therefore one cannot ignore the carbon dioxide emissions that occur when burning wood. Wood produces as much carbon dioxide per unit of energy as carbon (IRENA, 2016). Previous assumptions of wood as a carbon neutral energy source are based on the fact that trees that are cut and used as an electricity source that is grown up again and capture the same amount of CO2 that arose during combustion (Holtsmark, 2012). It takes a long time for a forest to grow up, which need to be taken into consideration. This inertia and forest dynamics shows that increased harvesting of forests to produce bioenergy that can replace oil and gas, will increase the concentration of carbon dioxide in the atmosphere. Holtsmark (2012) presents calculations that have shown that although biomass replaces fossil sources, it does not necessarily reduce the supply of carbon dioxide to the atmosphere for the foreseeable future.

A study by the Ocean Energy Research Association (2019) conducted an economic estimate of whether it pays to invest early or late in tidal energy development. By comparing these two strategies, it became clear that the early strategy was favorable to the economy at a regional level and generates international and domestic industrial opportunities. However, this strategy requires more from taxpayers. Investing in tidal energy would involve state support and increased electricity prices. Adopting an early strategy would mean a higher cost for both the state and the population than adopting a late strategy. However, the benefits had been found in better GDP and more job opportunities. In addition, the supply chain companies in the local region would have better opportunities, as well as companies dealing with marine technology. The expertise, services and products that would be developed would benefit the tidal energy industry both domestically and internationally. With these arguments, the benefits of an early strategy are greater than the financial expenses it also entails. (Macdougall, 2015).

4.3.3 Strategies to save electricity
As seen in figure 4.4, the solutions on saving electricity treat issues that are direct connected to the environment. According to Kasim et. al., (2014) there is a need of knowledge and technology to reach the highest level of innovative recycling. The consumptions of electricity reduce the amount of toxic released into the air which affects all species on earth (Wilde-Ramsing, & Brown, 2017). The first box in the figure shows that minimizing waste and pollution is an important step. For the all-inclusive industry this means that there is a need to maintain the electricity usage and recycle light bulbs. It is also important to improve the electricity resource efficiency which is shown in the figure. This can be done by using sustainable energy alternatives like LED lights. By changing light bulbs to LED lights the electricity consumption is reduced by 80% which lead to less greenhouse gas (GHG) emissions (Fairbair, 2016). All of the above also helps all-inclusive hotels to minimize their ecosystem impact which can otherwise harm the biodiversity (European Union Business & Biodiversity Platform, 2010). Promoting renewable energy and implementing environment management systems (EMS) at all-inclusive hotels will also minimize their natural resource depletion as renewable alternatives helps the hotel to reduce their dependence on fossil fuels. To be able to maintain and monitor a sustainable electricity usage Hsiao, et al. (2014) argues that EMS is crucial for the hotel industry. Moreover, recent studies shows that traveling to green hotels has become a trend and a way for tourist to balance their consumption with environmental protection (Hsiao et al., 2014).

4.4 External and strategic sustainability approaches
4.4.1 Green marketing strategy
The first strategy linked to our study is green marketing strategy. A typical green
marketing strategy is that businesses usually have organic food at the hotel, use their marketing channels to convey their messages about the certifications and activities the organization does. Hotels can also make use of green attributes in the hotel rooms that can be anything from information sheets to invisible measures (Chan, 2014). Hirst (2015) states that people are not explicitly aware of their unsustainable consumption. In order to change the consumption of the guests, they must be aware of simple information or just a thought that causes people to reflect on their consumption. Comments, marketing from social media and certifications affect the customer's choice of hotels by about 87 percent, which is an important figure that hotel businesses needs to take into account in order to stay at the forefront (Hirst, 2015). The function of green marketing strategies works as an attraction for potential guests, which provides incentives to work more in sustainability (Yu et al. 2017). According to Berezan et. al., (2014), consumers may also want to pay more for a hotel that shows commitment and makes social benefits applicable to environmental issues. The strategies are based on the fact that the hotels explain the benefits of their changes and motivate the guests to participate and make them feel appreciated. To some extent this is contradicted in a study done by BLM media where one third of the participating tourists said they were unwilling to pay 20€ more to reduce their environmental footprint. Amongst those, many were also unwilling to cut down on their traveling to protect the environment (Steene, 2013). However, this research was done in 2007 and the result can thus be regarded as invalid as some respondents might have another perception now. A more updated study shows that more and more tourists are willing to pay extra to stay in environmentally friendly hotels (Petrevska. et al., 2016). Another research survey done by tourism concern shows that among the participating tourist, more than 50% of the respondents understands that all-inclusive holidays has a negative development for the host destinations. Over 40% answer that they are likely to stay in an all-inclusive hotel again (Ulrich, 2015). With these statistics, it becomes clear that the all-inclusive hotel needs to invest in developing an established green marketing strategy that will benefit producers, consumers and the environment.

**4.4.2 The need of certification**

Chen (2015) states that individuals’ understanding of the seriousness of the environmental issue and the urgent need for solutions are increasing. This awareness means that consumers today has demands on companies and their work towards sustainability. One
way of looking at how the business works with SCP-strategies is the use of certifications. The purpose of the certifications is to show how the businesses are environmentally aware and that they have the knowledge required. Yu, et al., (2017) highlights that companies use their certifications as a strategic marketing tool to attract potential guests. The purpose is to make the businesses competitive and not essentially to contribute to a better world. According to Wang and Hazen (2016), it is necessary for companies to use quality certifications to create trust between consumers and manufacturers. Along these lines, consumers will have a more positive attitude to the quality and durability of the manufacturer (Wang & Hazen, 2016). Chan (2014) also claims that certification is used to implement sustainability thinking in the business, but also to attract new guests. There are previous studies that show that a green image of a hotel can change potential guests’ behavioral intentions and purchasing processes (Chan, 2014). Grafström et al., (2008) argues that there are two different approaches to responsibility within a company. The first approach is a reactive strategy in which companies responds to negative external pressures to avoid bad reputation or discontent from stakeholders. Therefore they do not actively work with responsibility. This approach is not positive for corporate reputation in the sense that the action is not sustainable in the long run. The second approach is a proactive strategy which means that a company prioritize important issues and places high demands on both themselves and stakeholders (Grafström et al, 2008).

4.4.3 Financial support from other countries

Often, it is the economy of the country that prevents developing countries from working more with economic sustainability. Therefore, the solution could be to give these countries a chance to work with sustainability through assistance and financial support from other countries and institutions (Boley, 2018). Casaban (2018) and Adiyia et al., (2015) also confirms the importance of public support when creating a favorable regulatory framework that support the sustainability management. Furthermore, Adiyia, et al., (2015) argues that hotels in developing countries must therefore reform their strategies and that the international stakeholders should give incentives for this to be possible. Implementation of sustainable solutions requires state support which therefore can increase the investments in tourism (Farmaki, 2017).
5 DISCUSSION AND ANALYSIS

In this chapter, we will analyze the collected empirical data from our interviews and observations by discussing it based on economic, ecological and social aspects. We will link the empirical result of the various interviews together with the theoretical findings we presented in chapter four. Therefore, the analysis will be based on the empirical material of this thesis with support from the theoretical framework and our reflections.

5.1 Economic Aspects

5.1.1 To phase out all-inclusive hotels is not an option

Managing tourism in a sustainable way seems to be a kind of balancing act. As both Farmaki (2017) and Uyarra, et al. (2005) emphasize this poses major challenges. The demand of all-inclusive tourism has continued to increase since the start of 1960s and recent studies shows that 40% of tourists traveling to all-inclusive hotels would consider returning even if such form of tourism is recognized as unsustainable. At the same time, it can be considered that 40% is a relatively small number in proportion. But with 40% returning travelers and more new travelers, the demand for this type of tourism is still high and the water and electricity consumption will continue to be high. Wielenga & Postma (2015) argues, it is more expensive to "save" the environmental problems that all-inclusive tourism has created than to try to prevent the occurrence. However, this would create a couple of problems. As previously understood, tourism is an important source of income for local residents in Dominican Republic which contributes to an increased standard of living. For this reason, it would have been a major setback for the country to wind down all-inclusive hotels.

5.1.2 Environmental friendly solutions needs to be economic sustainable

In order to achieve clean water and sanitation along with affordable and clean electricity by 2030 it requires sustainable solutions that are cost-effective and environmentally friendly. Previous research also shows that it is necessary for tourism companies to take environmental, social and economic effects into account when planning for the future. However, the world is run by money and this often prevents tourism companies from being more sustainable. An identified effect of this is that many all-inclusive hotels in Dominican Republic does not prioritize water and electricity
management. It is therefore questionable to what extent all-inclusive tourism can achieve sustainable consumption and production in or water and electricity consumption because these solutions are very costly. For this reason, it can be difficult to motivate companies to change if it can result in a large financial loss. At the same time, our results shows that sustainability is something that must be addressed by all all-inclusive hotels if they are going to be able to reduce water and electricity consumption. For that reason, there is a need to find economic sustainable solutions within water and electricity management.

5.1.3 Higher prices for sustainable solutions
The question is whether it is possible to create all-inclusive tourism that invites local players to collaborate at the same low prices. If this were possible, this solution would probably have been implemented a long time ago. We therefore assume that this means that you as a consumer must pay higher prices to travel to hotels with all-inclusive where local stakeholders are part of the production chain and who at the same time have sustainable management of water and electricity. Whether tourists are willing to pay higher prices to achieve sustainable solutions cannot be generalized, and the extent to which prices can be pushed upwards without reducing occupancy to critical figures. At the same time, our empirical findings shows that the all-inclusive hotels that have developed a VIP area with higher quality food and drinks have been well-visited. This could thus be an indication that an increased price of all-inclusive could attract tourists if they offer better and local products.

5.1.4 Cross-border cooperation
As Greta Thunberg (2019) argues, it is rich countries that can afford the luxury and travel that uses the few resources that remain on earth. But it is also the rich countries that have the power over tourism production and the power to change the management. To continue to produce all-inclusive tourism as a more integrated type of tourism, previous research shows that financial support from other countries has been successful. Providing incentives for developing countries to reshape strategies regarding water and electricity usage could therefore be a good strategy. Producers of tourism, especially those with a large international market, should therefore pave the way for sustainable consumption and production. The solution may be to expand our international
agreements that force countries to take more responsibility for all-inclusive tourism. This means that more countries must become better at cross-border cooperation, for a common zero tolerance towards unsustainable solutions in water and electricity management. Stakeholders such as international travel companies that cooperate with the various all-inclusive hotels, can set requirements such as environmental certifications. This is shown to be an effective solution as our results shows that Hotel Flamingo and Luxury Life that are certified hotels were the ones who worked most with green strategies.

5.2 Ecological Aspects

5.2.1 Strategies for reducing water consumption in hotels

In chapter 4.2.2 water consumption is discussed as it can be divided into direct and indirect waste. The direct consumption of water at a hotel is mainly represented by filling up swimming pools and showers. As identified, Charity Lodge and Surfside Resort are the only respondents that have developed a system that brings ocean water from an underground lake to the swimming pools and showers. This way of managing water is a great example of how to implement effective and smart strategies of water conservation. This is something that can be adapted by other all-inclusive hotels in order to reduce their water consumptions. In Dominican Republic where the most popular all-inclusive resorts are placed along the coast it could be possible to adapt this system. However, it is important to remember that coastal hotels are a prerequisite for this system to work. As stated the empirical result, all hotels in this study are located along the coast, which strengthens the argument.

Another example that can make hotels more sustainable, but may affect the guest's experience, is the shower experience. Based on the theoretical framework, this can be linked to Perspective I. According to Gössling (2015), it means local water consumed by tourists in a direct way for hygiene reasons, unlike an indirect way such as water consumption for infrastructure. There are hotel chains that introduce various measures to reduce the total water pressure in the shower nozzle. Out of all the interviews we had with all-inclusive hotels, only one hotel is said to have implemented this system, which is the Luxury Life Hotel. Elena who works at the hotel told us that the purpose is to save and reduce the amount of water provided to the guest. Table 4.3 Direct and indirect water use in tourism shows that it is the accommodation sector that takes most of the
direct water supply in tourism, which also highlights the need to develop and implement technical solutions in the hotel rooms such as reduced water pressure in the shower nozzle. Another way that all-inclusive hotels can adapt to water saving is by installing flushing toilets. Simple technological features such as low flush toilets, sinks and showers are examples of measures that are in line with the environmental aspect. However, such measures can be argued to jeopardize the shower experience as a low-pressure shower can lower the overall guest satisfaction.

5.2.2 Contrasts between local residents and tourists in water access
As stated from Gössling (2015), the supply of fresh water in tourism is under higher pressure, which has created a higher attention towards the management in the reduction of water consumption. In our empirical results, we can interpret contrasts in the access to water between the business perspective and the local resident perspective. Our result shows that residents of Dominican Republic has less access to water and electricity than the all-inclusive producers. Some of the local residents of Dominican Republic has never experienced having tap water at home while all-inclusive hotels have full access to water in several facilities. This shows that there is a big difference between communities in terms of water access depending whether they are tourists or not. With this we can understand there is a need of develop and implement strategies of water conservation at the all-inclusive hotels in order to meet the SDG number six Clean water and sanitation of United Nation Development Program.

5.2.3 Strategies for reducing electricity consumption in hotels
How much electricity is consumed and whether it is renewable has a major impact on the environment. By analyzing our empirical results we can understand that the conditions for reducing electricity use differ between the hotels, both in their structure and business ideas, as well as in the physical conditions for reducing electricity use. Previous studies shows that an important measure is to map and visualize the energy flows in the buildings and gardens. Measures such as controlled lighting, ventilation and heat is shown to play a major role in the electricity and energy effectiveness in the hotels. Our observations showed that several hotels have implemented a system where the electricity in the room is connected to the key card, which means that no electricity is on when the guest is not there. To our surprise, Hotel Flamingo which is certified
from Travel Life is the only hotel that does not have this system in the hotel room. This causes us to question whether all environmentally certified hotels really comply with the restrictions imposed on the certification. We therefore consider it important that higher institutions in environmental work continuously monitor their certified hotels.

Today's technology and development in renewable electricity sources has increased dramatically, which together with the global environmental changes are putting pressure on nations and companies for innovative electricity supply. The energy thinking in rooms and restaurants at all-inclusive hotels is largely about recovering heat and adapting heat and ventilation to the current need in each individual space. Charity Lodge is an example of how to implement more sustainable solutions in the rooms that replaces the energy culprit, the air conditioner. Instead, the Charity Lodge uses fans that are a more environmentally friendly alternative. Another aspect that is important is to make the staff aware of what the electricity costs and how to save energy with little effort like turning off lights. We also want to argue that the all-inclusive sector can learn from Charity Lodge that build houses out of plastic bottles. This way of building houses relieves the heat and makes the houses cooler, which reduces the electricity consumption as they do not need to rely on the use of fans. This technology is applicable in countries with warm climates, such as the Dominican Republic. However, we understand that large hotel complexes require materials other than plastics bottles, but we would argue that some parts of the houses can be built by using this technology. The all-inclusive sector can learn from the techniques used by locals where they have adapted solutions that are rarely costly but very effective. To find sustainable electricity strategies is therefore both about habits, and about technical solutions and needs adjustments.

5.2.4 The development of renewable energy sources
Petrevska. et al (2016) and Farrou et al. (2012) argues that hotels needs to achieve sustainable electricity solutions in terms of renewable energy resources. Based on our empirical data, we can indicate that unemployment in the country is relatively high. One of the benefits of creating more renewable electricity sources in the country would be that it would generate more job opportunities for the population in the country. As the theoretical findings shows, there are various alternatives to renewable sources.
Hydroelectricity is one of the alternatives which may be argued to be a good alternative for Dominican Republic as it is run in the water. However, the system is dependent on the seasonal waterfall which is an occurring problem as shown in our empirical results. Therefore other renewable sources such as biomass energy may be a better option. Biomass energy is made out of waste food and as previous understood there are a lot of food waste in the all-inclusive hotels. This shows that there is potential in implementing such system which would help hotels reuse their food waste.

Furthermore, our empirical findings shows that the implementation of solar panels is not very widespread in the Dominican Republic, which is mainly for economic reasons. Given that the Dominican Republic is a developing country with financial constraints, it is reasonable that other solutions that are more cost-effective need to be implemented. At the same time, the resources that are already in the country need to be taken into account. John from Charity Lodge, who is highly involved in sustainable solutions to the housing he offers, says that the idea of using solar panels has hit him, but that it would take 50 years to pay for that cost. Therefore, he would rather invest in other sustainable projects. As mentioned, many of the hotels visited had their outdoor lights on during daytime. A way to improve and reduce electricity could therefore be by changing all old outdoor lamps to solar lamps that charge themselves during daytime and light up during night. Ertürk (2018) argues that the solar energy will be cheaper in the future. International Energy Agency (2019) also predict that the solar energy will be 50% cheaper in the upcoming 20 years. Therefore, solar panels however, may be a future solution that will break through, while other renewable sources such as wind turbines and tidal water can be more utilized in today's energy supply as it is suitable for the climate of Dominican Republic.

5.2.5 How international suppliers contributes to higher water and energy use

Previous research argues that local residents are not allowed to take advantage of the money tourists spend. One way of remedying this is by having locally employed staff and using domestic ingredients. In fact, by analysing our empirical findings, it is proved numerous interviews of all-inclusive hotels claim that they use locally produced food. However, there are theoretical arguments that shows that it is hard for all-inclusive hotels to survive financially without using low-budget food alternatives. Therefore, it
can be assumed that the hotels are using foreign produced food to meet the demand and push prices down. By importing food it increases the country's indirect water consumption as the goods have to be transported, which also requires fuel and a good infrastructure. On the other side, it may be hard for all-inclusive hotels to not import any food at all. The limitation of local businesses that produces food would force all-inclusive hotels to become self-sufficient which would require a large amount of land for cultivation. However, more domestic harvesting would lead to greater water consumption as it would be needed to irrigate the crops due to reduced rainfall in the country as indicated from the empirical findings.

By analyzing Figure 4.4 *Compilation of Normative Indicators for SEP in Developing Countries*, this can become a problem as expanding agriculture areas would make it hard for hotels to protect and preserve the biodiversity. Therefore, we believe that all-inclusive hotels needs to find their own solutions on how to reduce their emissions. One way to reduce the imports of food can be to inform guests about food waste which can result in guests throwing away less food. With reduced food waste, hotels do not have to import food to the same extent which gives opportunity to using a higher percentage of local food in all-inclusive hotels. Locally produced food means that energy-intensive transport is used to a small extent. By identifying the sustainability requirements and what is needed by everyone in the production chain, it helps all-inclusive hotels and their guests make conscious choices.

### 5.2.6 Training of staff in sustainability management

For large chains, the individual worker is usually easier to replace and there are constant savings or expansion requirements. This can be a disadvantage from the aspect that Hirst (2015) argues, as the author believes that it is important that staff are trained in sustainability strategies. Equipment and technology are more energy efficient and effective, but everyday behavior, knowledge about how the work is organized is at least as important to reduce consumption in electricity and water use. This indicates that it would be problematic if hotels experienced high numbers in employee turnover as hotels would constantly need to educate and train new employees. This creates a negative cycle which means that the knowledge of the management is not sufficiently established within the corporate culture. Our result also shows that some hotel managers
does not want to give out information about sustainability management to employees. This can be a sign of shortcomings in management where there are no established goals or targets. It is therefore possible to argue that the chance of achieving sustainable water and electricity management is limited as our result shows that hotels that do not integrate their vision with employees are less successful in water and electricity management.

5.3 Social Aspects

5.3.1 Effects of the tourist bubble at all-inclusive hotels
Our empirical findings shows that tourism has slowed down in the Puerto Plata region. At the same time, many local residents have a desire for tourism to grow stronger there again. One reason for the decline could be the role of the media in conveying a global negative image of the country. This indicates that in order for tourists to dare to travel to unexplored destinations with poverty and crime, it is necessary that travel companies ensure security. However, when the media writes about tourists who died for whatever reason, such events hurt and affect the destination.

Since Dominican Republic is most famous for tourism, the reputation is therefore mostly based on the word of mouth of visitors. It has been further argued that all-inclusive hotels delimit tourists from the local community by putting them inside a tourist bubble where they promote guests to stay inside for security reasons. This can create an image of the security in Dominican Republic that is not entirely true. When all-inclusive hotels themselves makes tourists unsure of the security outside of the resort, this can become enhanced when tourists are found dead even if it might have been a natural death. At the same time, our empirical result shows that you as a tourist is perceived as very welcomed, which reinforces the image that the people of the country want tourism to continue to exist. This shows that when developing countries such as the Dominican Republic begin to promote themselves as a tourist destination, the security of the country is important. However, in order for all-inclusive guest to feel safe outside of the resorts, integration of the local society is needed.

5.3.2 To integrate local residents into the tourism
Active management of the interaction between businesses and power relations is something considered important for tourism as well as water and electricity
management. Educating local residents about the tourism that is carried out in their local community and getting them directly involved in decision-making processes is discussed as crucial. As discussed earlier, 95% of the hotel beds in the Dominican Republic are foreign owned, which contributes to an uneven balance of power. This profile shows that MNEs have taken over the Dominican Republic and left many local companies outside the value chain. We can therefore understand that several small businesses have not had the opportunity to benefit from incoming tourism in the country. This also indicates that local residents have less power to affect the water and electricity management. Nevertheless, most of the hotels we visited hires local employers, which means that international workforce is smaller than the majority of the literature claims. As previously mentioned, tourism and all-inclusive hotels gained momentum in the Dominican Republic when long-term rentals were released to international investors. If they had not leased their assets to stakeholders from other countries, they might have been able to invest more in creating a more small-scale tourism. This could be positive for tourism in the country as it had favored a local development where self-determination is at the center. Such tourism would thus have to work more with the assets of the country and not have to burden the country's water and electricity consumption as hard as all-inclusive tourism. There is much to argue that small-scale tourism could have been a path to sustainability in the Dominican Republic. At the same time, our empirical findings shows that domestic communities are vulnerable and the lack of expertise and experience could have made the situation and chances of attracting tourism difficult without the support of international tour operators. This can be an indication that Dominican Republic would not have become as successful tourism destination as they are today, by only investing in small-scale tourism.

Another argument highlighted in previous research is that developers in tourism should offer jobs and education opportunities for local residents. The problem of all-inclusive hotels in the Dominican Republic lies partly in the fact that exchanges take place in restricted regions that are often near the coast, which impedes the growth of tourism jobs among the local population in smaller villages located inland. As more and more hotels are transformed into all-inclusive, the demand for local restaurants disappears. The same applies to locally owned hotels or activities on offer.
This can be connected to our theoretical findings which states that it is important to review the value chain in order to increase the positive effects of tourism on a local and regional scale. We can therefore understand that it is about regulating the value chain so that local stakeholders have the opportunity to participate in the change of power.

**5.3.3 Marketing strategies to affect the guest behavior**

Green marketing strategy means that the hotel works strategically with the issues of sustainability on the basis of social aspects. This marketing strategy is taking advantage of the customer relationships and mediates the importance of saving water and electricity. Hotel Flamingo is one of our respondents which has implemented this strategy. The hotel has put up signs that informs the guests of how reusage of swimming pool towels can help the environment. Another respondent who also showed this strategy were Charity Lodge. The sustainability organization has put up signs to remind guests on the importance of shutting off the lights. This is an effective way of creating awareness in saving resources among guests. The green marketing strategy is a strategy which can be implemented by hotels with the aim of achieve more sustainable consumption patterns within water and electricity. Grafström, et al., (2008) argues that a proactive strategy means that hotels prioritize important issues and places higher demands. With that argument, we can understand that Hotel Flamingo and Charity Lodge are working with a green marketing strategy in a proactively way.
In this concluding chapter, we want to answer the research questions we worked with during our research. We will therefore begin by reminding the reader of the purpose of our thesis followed by concluding remarks about each research question. Arguments that reinforce these conclusions are also raised. Finally, proposals for future research are presented.

6.1 Answering the research questions
The purpose of the study was to review the all-inclusive concept and its challenges in water and electricity management. Furthermore, the aim was to highlight more sustainable strategies for producers and consumers in order to meet the global goals of 2030 in water and electricity management. Can the all-inclusive hotels build more sustainable facilities that satisfy needs for tourists and promote the wellbeing of local communities? In what way could all-inclusive hotels work to promote environmental accountability with water and electricity management? Our hope is that answers to questions like these will be clarified in this paper.

6.1.1 What are the major challenges in water and electricity management for all-inclusive hotels?

- The hotel operations does not work with common goals in water savings

By applying our empirical findings within the three perspectives of water use presented by Gössling (2015), we can see that the sustainability work in direct and indirect water consumption differs between the hotels. This is a challenge in water strategies development in the country, for the reason that Kusi-Sarpong et al. (2016) argue - *that common goals in skills development and green work between suppliers and buyers have certain advantages.* He means that integrated strategies open up common discussions about the environment and learning. With this conclusion we want to argue that different working methods in water savings at the hotels are a disadvantage, as common goals open doors for a new innovative thinking.

- The hotel operations work with electricity savings only in small scales
Our results show that only a few hotels have adapted strategies to lower their electricity among the ones represented in this thesis. This highlights the demand of a common action plan for a green tourism development within electricity management. The only all-inclusive hotel that talked about their electricity strategies was the Luxury Life Hotel (2019-11-25), however, three other business respondents had implemented electricity saving keycards which was not mentioned during the interviews (Observed). The implemented measures that save electricity need to be made clear to the hotel guests, in order to draw attention to reduced consumption. We would like to argue that the biggest challenge among our participating all-inclusive hotels, is that more hotels need to start working with electricity reduction on a larger scale, in order to create pressure for more actors in the industry.

- **Solutions in renewable sources are expensive**

Petrevska.et al., (2016) argues that the use of renewable electricity resources in hotels needs to increase. Unfortunately, it is possible to see a strong link between economy and the environment which limits the development of renewable solutions in hotels. Since all all-inclusive hotels are profit-making companies, an environmental measure must be economically justifiable, in a way that results in financial gains or savings. According to Worldbank (2019), a goal for Dominican Republic is to become a high-income country by 2030 by *Enhance the management of natural resources*. With this objective combined with financial constraints, we believe that it magnifies the challenge of implementing environmentally friendly water and electricity systems at all-inclusive hotels.

- **There is a lack of knowledge by hotel staff**

As argued by Hirst (2015), the key to becoming a successful hotel in sustainability is to create awareness to its staff. The service managers Carmen (2019-12-20) and Elena (2019-11-25) emphasized that investing money in educating staff and leading them towards the hotels goals and visions are crucial. While observing several all-inclusive hotels we have noticed that in general many employees lack knowledge and training in sustainability management (Observed). Valentina (2019-12-06) who is the service manager at Caribbean Dream, is an example of how lack of knowledge impact the result of sustainability, as she did not know anything about sustainability management. According to Kasim et. al., (2014) there is a need of knowledge and technology to reach the highest level of innovative recycling. We therefore argue that without educating staff
about sustainability it is impossible to lower the water and electricity usage on a daily level.

- **To save water and energy without affecting the guest satisfaction**

Our study shows that improvement of everyday routines in the hotels occurred, but never for the expense of their service, which means to offer the guests a total experience at the all-inclusive hotel. Valentina who works at the Caribbean Dream did explain that the guest satisfaction is the highest priority in the hotel (2019-12-06). Not affecting the guest satisfaction becomes a challenge as there is a need to implement measures such as reduced water pressure in the showers. At the same time, it is important to emphasize the relevance of corporate social responsibility, in order to satisfy guests (Longoni, 2014). However, there is also some doubt in which extent it is possible to invest in technological solutions without having to affect guests by raised prices. This means that even the consumer may have to make sacrifices in order to achieve sustainability within all-inclusive hotels.

- **Too many international suppliers**

As Moallemi et al., (2019) argues, there is a need for bottom-up action from society. The empirical results shows that in order to accommodate the all-inclusive tourism, it is necessary to include the local society in the production chain. Framaki (2017) and Wielenga & Postma (2015) explains that the consequence of all-inclusive is the amount of imported food that indirectly waste water and increases the emissions every day. We therefore argue that a dependency of international suppliers is one of the major challenges for all-inclusive hotels. By enforcing the bottom-up action from society by increasing the collaboration with local producers, the unemployment in the country will decrease. Which in turn, will lower the water consumption as the transportations will be shorter.

### 6.1.2 What strategies are implemented in all-inclusive hotels towards reduced water and electricity consumption in the Dominican Republic?

The answer to this question is that the strategies in all-inclusive hotels varies as companies work very differently with the environment in focus. Therefore, this answer will be divided into one common conclusion and two recommendations that have emerged as useful strategies during this study.
• Conclusion: Organizational values determine strategies

What we can see from our interviews and observations is that the awareness of climate change differs. José (2019-10-26) and Miguel (2019-10-26) are some of the people who due to their strong belief in God, are not concerned about the climate changes. However, the respondents from the all-inclusive hotels did not express their belief in God in relation to the climate change (Observed). Previous research shows that hotels needs to work profoundly with sustainability management regardless of the personal beliefs, in order to convey a common goal of reduced water and electricity consumption within the business. Therefore, the study shows that personal values needs to be set aside in the sustainability strategies of all-inclusive hotels.

• Recommendation: Proactively strategy rather than reactively strategy

A sustainability perspective in the tourism industry should be characterized by acting on a preventive basis rather than extinguishing already existing fires (Wielenga & Postma, 2015). In Luxury Life (2019-11-25) and Hotel Flamingo (2019-12-20) they are working with quality systems in form of sustainability certifications, which shows that they want to become better at managing water and electricity. Certifications is about being able to communicate the environmental work to customers in a productive way. We argue that hotels which actively work proactively with environmental measures, see it as part of the business strategy and see the opportunities instead of the obstacles.

• Recommendation: Green marketing strategy

This study shows that the hotels can reduce water and electricity consumption in collaboration with the guests. The reduction can be achieved by implementing green marketing strategies such as putting up signs in the hotel rooms. One of the business respondents who used the green marketing strategy by putting up reminding signs was the sustainability organization Charity lodge (2019-10-28). Furthermore, all-inclusive hotels can benefit from working systematically with environmental issues (Chan, 2014). This can also generate an economic advantage for the hotels as they can save money in reducing its consumption (Hirst, 2015).

6.1.3 In what way do local residents perceive their situation and the context of all-inclusive tourism?
● **There are less investments for local residents from the government**

According to World Economic Forum (2015), Dominican Republic is a country where the government has made major investments in the tourism. This has been made despite the lack of a developed infrastructure and health care system in the country (Oviedo, et al., 2019). This affects the local residents, which is something that is confirmed by Miguel who emphasizes that he is a bit concerned about that the government work in their own favors (2019-10-26). He expresses that there are few investments done for local residents and they therefore get left out from the society.

Because the government is investing in tourism, it affects the local population in such a way that some people do not have a functioning water or electricity system in their community. The findings in our empirical data shows that local residents have less access to water and electricity than all-inclusive hotels. One hypothesis may then be that the government's money is instead invested in the expansion of tourism.

● **More job opportunities in the country**

As Ambrosie (2015) argues, multinational enterprises (MNEs) has taken over the Dominican Republic in form of all-inclusive hotels, which has caused the death of many local businesses. On the other hand, the build-up of all-inclusive tourism has created many jobs within the large hotel complexes. Oviedo, et al., (2019) argues that it is of importance to include local community empowerment within tourism. Angelina is one of the respondents who tells us that many families’ benefits from the industry and people can make money through working with animation, reception, and maintenance (2019-10-27). With this conclusion, the majority of local residents wants to highlight that they are positive towards the all-inclusive tourism as it can be used to create job opportunities.

● **Tourism development is not equally distributed across the country**

There is a big difference between the two tourism areas Puerto Plata and Punta Cana in terms of development (Observed). Andrés explains that the government has raised the price of plane tickets to Puerto Plata so that they can direct tourists to choose Punta Cana instead (2019-10-28). This was also confirmed by both Angelina (2019-10-27) and Andrés (2019-10-28), which further argued that the communities in the Puerto Plata region are not prioritized by the government. This creates gaps in tourism development across the country, which in turn limits producers in the all-inclusive sector in the Puerto
Plata area, but favors the hotels in Punta Cana. For this reason, the production and consumption patterns are modified, which affects the local population with different prices in stores and job opportunities.

With that said, can we still call it all-inclusive when a majority of the sector excludes sustainability strategies in the management? Is it more of a not-inclusive when water and electricity is wasted by tourists on the expense of local residents? The answers of these questions are the major challenges and may be a research issue for future studies.

6.2 Future research

After this completed study, a number of references to new studies of the travel industry can be found. This thesis is supposed to be an outset for further studies of sustainable tourism development in the Dominican Republic, with a focus on the scarce resources of water and electricity in all-inclusive hotels. It is suggested that further case studies should be carried out by the international tour operators’ commitment to sustainable tourism within the all-inclusive concept. By starting from the same context but applying a different research method with quantitative data, new conclusions can certainly be drawn. As the all-inclusive tourism is well established in the Dominican Republic we believe that our minor field study will be useful for the future work towards sustainable production and consumption. We hope that it will arouse the interest of the hotel owners, staff and citizens to understand and take action against achieving more sustainable all-inclusive tourism.
7 REFERENCES


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8. APPENDICES
Appendix A – Summary table of interviews

Local residents interviews

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Title</th>
<th>Community</th>
<th>Date</th>
<th>Type of interview</th>
<th>Duration of interview</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rosa</td>
<td>Unemployed</td>
<td>Las Canas</td>
<td>26/10/2019</td>
<td>Face-to-face</td>
<td>20:51 min</td>
</tr>
<tr>
<td>Carlos</td>
<td>Bee farmer</td>
<td>Cano Dulce</td>
<td>26/10/2019</td>
<td>Face-to-face</td>
<td>1:10:11 h</td>
</tr>
<tr>
<td>Miguel</td>
<td>Part time constructor</td>
<td>Cano Dulce</td>
<td>26/10/2019</td>
<td>Face-to-face</td>
<td>32:07 min</td>
</tr>
<tr>
<td>Pablo</td>
<td>Unemployed</td>
<td>Cano Dulce</td>
<td>26/10/2019</td>
<td>Face-to-face</td>
<td>15:42 min</td>
</tr>
<tr>
<td>José</td>
<td>Chairman of the neighborhood</td>
<td>Polanco</td>
<td>27/10/2019</td>
<td>Face-to-face</td>
<td>1:00:33 h</td>
</tr>
<tr>
<td>Silvia</td>
<td>Unemployed</td>
<td>Polanco</td>
<td>27/10/2019</td>
<td>Face-to-face</td>
<td>10:06 min</td>
</tr>
<tr>
<td>Angelina</td>
<td>Unemployed</td>
<td>Polanco</td>
<td>27/10/2019</td>
<td>Face-to-face</td>
<td>8:36 min</td>
</tr>
<tr>
<td>Alex</td>
<td>Constructor</td>
<td>Polanco</td>
<td>27/10/2019</td>
<td>Face-to-face</td>
<td>7:45 min</td>
</tr>
<tr>
<td>Andrés</td>
<td>Translator</td>
<td>Imbert</td>
<td>28/10/2019</td>
<td>Face-to-face</td>
<td>48:54 min</td>
</tr>
<tr>
<td>Juan</td>
<td>Unemployed</td>
<td>Las Canas</td>
<td>28/10/2019</td>
<td>Face-to-face</td>
<td>16:51 min</td>
</tr>
<tr>
<td>Francisco</td>
<td>Part time animation at hotels</td>
<td>Las Canas</td>
<td>28/10/2019</td>
<td>Face-to-face</td>
<td>12:04 min</td>
</tr>
<tr>
<td>Mateo</td>
<td>Animation team</td>
<td>Sosúa</td>
<td>14/11/2019</td>
<td>Face-to-face</td>
<td>41:06 min</td>
</tr>
<tr>
<td><strong>Respondent</strong></td>
<td><strong>Title</strong></td>
<td><strong>Stakeholders</strong></td>
<td><strong>Region</strong></td>
<td><strong>Date</strong></td>
<td><strong>Type of interview</strong></td>
</tr>
<tr>
<td>----------------</td>
<td>----------------------------</td>
<td>------------------------</td>
<td>------------</td>
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<td>-----------------------</td>
</tr>
<tr>
<td>John</td>
<td>Founder of Charity Lodge</td>
<td>Charity Lodge **</td>
<td>Las Canas</td>
<td>28/10/2019</td>
<td>Face-to-face</td>
</tr>
<tr>
<td>Rafael</td>
<td>Hotel manager</td>
<td>Surfside Resort</td>
<td>Puerto Plata</td>
<td>29/10/2019</td>
<td>Face-to-face</td>
</tr>
<tr>
<td>Diego</td>
<td>Guest manager</td>
<td>Hotel Casa Océano</td>
<td>Sosúa</td>
<td>31/10/2019</td>
<td>Face-to-face</td>
</tr>
<tr>
<td>Alfonso</td>
<td>Animation team</td>
<td>Family Paradise</td>
<td>Puerto Plata</td>
<td>22/11/2019</td>
<td>Face-to-face</td>
</tr>
<tr>
<td>Elena</td>
<td>Guest relation manager</td>
<td>Luxury Life Hotel</td>
<td>Puerto Plata</td>
<td>25/11/2019</td>
<td>Face-to-face</td>
</tr>
<tr>
<td>Valentina</td>
<td>Service Manager</td>
<td>Caribbean Dream</td>
<td>Punta Cana</td>
<td>6/12/2019</td>
<td>Face-to-face</td>
</tr>
<tr>
<td>Carmen</td>
<td>Service Manager</td>
<td>Hotel Flamingo</td>
<td>Punta Cana</td>
<td>20/12/2019</td>
<td>Face-to-face</td>
</tr>
</tbody>
</table>

**; non all-inclusive hotel