

Successful Case
Studies in the Canary
Islands' Tourism
Industry

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Edited by

Teresa Aguiar Quintana

and Rosa M. Batista Canino

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UNIVERSITY INSTITUTE OF TOURISM
AND SUSTAINABLE ECONOMIC DEVELOPMENT
OF THE UNIVERSITY OF LAS PALMAS
DE GRAN CANARIA

The economy and the society evolve hand in hand with the innovative business owner, who serves as the stimulus and direction for the development of human well-being, as the great economist Schumpeter argued in the first decades of the 20th century. Without the company, without the organization that provides the means for new ideas to arise and materialize as profitable businesses, the growth of economic well-being would not be possible. And this pillar of economic development can also be seen in the development of tourism in the Canary Islands and in Spain, as world leaders in this sector that have constantly innovated, matching the rate of increase in the flows of national and international tourists.

This book of successful tourism cases in the Canary Islands is intended to provide recognition, and well-deserved homage, for the function that these tourism companies and organizations in the Canaries have performed, as the main promoters of tourism development, and as important contributors to social and economic well-being. The companies produce innovative ideas, they organize the offering of quality services, they generate employment and profits, and they satisfy the needs of the clients or tourists. However, above all, these companies offer us an entrepreneurial culture, a culture of creative imagination to achieve quality and efficient tourism services, and a continuous example of overcoming difficulties and taking advantage of opportunities, stemming from the turbulences of economic changes.

The University must be at the service of society and, therefore, collect and investigate the knowledge it produces, that will be useful for improving the preparation of professionals; moreover, the University must promote companies' innovation and development through their graduates, imprinting a business culture that penetrates all sectors of society. In the *Institute on Tourism and Sustainable Economic Development (TiDES)*, we support business innovation and the promotion of companies, and we are

in debt to the tourism companies in the Canary Islands. To all of them and all of their workers, we dedicate our daily efforts to contribute quality knowledge and training that can help to overcome challenges and difficulties, and continue to position the tourism sector in the Canary Islands at the forefront of tourism in the world.

—Carmelo Javier León González

Director of the Institute on Tourism and Sustainable Economic Development (TiDES)

University of Las Palmas de Gran Canaria

CAJACANARIAS—ASHOTEL—
UNIVERSIDAD DE LA LAGUNA
TOURISM CHAIR

For more than half a century, the development of tourism has made the Canary Islands a destination of reference in the European context. The Islands adapted quite well to the needs of the sector during the first years of tourism expansion. The ability to develop *sun and beach* tourism in the winter and keep the installations open all year were advantages that produced a noteworthy increase in investments and a tourist influx.

This process is full of bright spots, although there are also some shadows. Although the tourism numbers for the Canary Islands have been spectacular, the truth is that the influence of this sector has not been sufficient to bring this Community out of its relative underdevelopment. The training of workers and business owners in the sector has not always been up to the challenges. In addition, local companies have not achieved the size and degree of internationalization that other destinations have reached. Moreover, experiences of success outside the lodging setting (transport, restaurants, tour operators, etc.) have been quite limited. However, there is a story, not sufficiently well known and valued, of many tourism companies that have achieved a high level of success.

The experiences of the cases selected in this book are sufficiently illustrative to reveal that there is an accumulation of tourism *know-how* in the form of intangibles that can serve as inspiration for facing the competitive challenges that arise. Behind each case are people or business practices from which to extract lessons for the future. The world is changing: new tourism products are created, tourists change their behaviours, and new destinations emerge that alter the position of each actor in the scenario. The alternative to tourism in the Canaries is tourism itself, but a tourism that provides greater added value, incorporates much more knowledge, and requires more highly qualified professionals. It is a more collaborative tourism where individual business experiences become increasingly transparent and are placed at the service of the destination and the society.

The mission of the *CajaCanarias—Ashotel—Universidad de La Laguna Tourism Chair* is to contribute by adding value and social utility to training, research, and the transference of knowledge about tourism. It is composed of professors and researchers in training who are committed to a tourism model that promotes economic and social development. Participating in the elaboration, publication and dissemination of this book is a great source of satisfaction for us.

—Raúl Hernández Martín

Director of the CajaCanarias—Ashotel—Universidad de La Laguna
Tourism Chair

PRESENTATION OF THE MANUAL ON SUCCESSFUL CASES IN THE CANARY ISLANDS TOURISM SECTOR

The Manual on Successful Cases in the Canary Islands Tourism Sector was conceived with a dual purpose. On the one hand, it is designed to fill an important gap in tourism instruction, which lacks cases of its own to study and teach. On the other hand, it has a more informative purpose and the desire to make the population in general, and tourism professionals in particular, participants in the sector's progress on the Islands.

Until well into the 1980s, the teaching of tourism had hardly been developed, so a large part of its study and research methodology was linked to contributions from other related disciplines—*e.g.*, geography, economics, business organization, marketing, sociology, education, physics, architecture, law.. However, it seems appropriate that, from its own perspective the study of the tourism phenomenon would be approached by focusing on topics of interest viewed from the perspectives of the protagonists.

The tourist destination is set up as a complex system where the territory is part of the product due to the interwoven transactions that occur at its cost. Under its umbrella, businesses and institutions operate and, with better or worse luck, leave their stamp on it. Therefore, it is worthwhile to recognize a job well done and the achievements of those who have contributed to taking these destinations to previously unsuspected levels.

Tourism is essentially, then, a complex, multicultural and globalized sector, so that the study of cases using a qualitative, human and contextual focus provides an appropriate and enriching view for studying the reality of this sector. To this end, this manual is offered especially for researchers, teachers and students of tourism who are interested in having a better understanding of the Canary Islands destination, as we think they will find it a useful working tool on the sector's emergence on the Islands based on the offer.

Tourism companies are the true drivers of what the destination is, and in some cases, they are the destination itself. Transportation agencies, hotels, apartments, youth hostels, travel agencies, restaurants, theme parks, rural and sports areas, and endless activities and initiatives are developed in, by and for tourism, but they do not always receive the attention they deserve. This study is a tribute to the enormous effort made by professionals in a sector that has put the Canary Islands on the international scene in gold letters.

We cannot close this introduction without especially thanking those who have made it possible for the present study to become a reality. In this regard, it would not have occurred without the unselfish help of many, among whom we must especially highlight the collaborating team which shaped the manual: Sergio Moreno, María del Pino Medina and Lucía Melián.

In addition, the methodological approach that supports the present study and has allowed us to decide which cases to include in this document has been backed up by the expert knowledge of Canarian researchers with recognized backgrounds in the field, many of whom are included in these pages as authors of the cases selected, and we also owe them our appreciation.

We would like to thank Pablo Llinares, Director of the *Gran Canaria Tourism Board*; Fernando Fraile, President of the *Hotel Owners' Federation of Gran Canaria*; Ramón Suárez, Council member in charge of Tourism of the *Town Hall of San Bartolomé de Tirajana*; Pablo Barbero, Tourism Councilman of the Town Hall of *Las Palmas de Gran Canaria*; Raúl Hernández, Director of the *Cátedra Ashotel* in Tenerife—*Hotel and Extra-hotel Association of Tenerife, La Palma, La Gomera and El Hierro*; Héctor Fernández, Manager of the *Lanzarote Tourism Board*; Tom Schmuelders, President of the Extra-hotel Association of *Gran Canaria*; Candelaria Umpiérrez, Advisor of the *Cabildo de la Isla de Fuerteventura*; Roberto Aguilar, Manager of the *Innova Business Association of the Tourism Cluster of Gran Canaria*; Carlos Fernández, Director of the *Rural Tourism Association on the Island of la Palma*, for helping the project by supporting it during different stages and landmarks in its production process.

It would not be fair to end this presentation without recognizing that this book offers only a selection of successful cases in the Canaries. We are aware that many relevant cases have been left out, some of which were

named during the selection process but for various reasons are not reflected in these pages. Many others should also receive well-deserved recognition, and for this reason, we think a sequel would be in order.

—Teresa Aguiar Quintana and M. Rosa Batista-Canino

THE STUDY OF CASES AS A RESEARCH AND TEACHING METHODOLOGY: ITS APPLICATION TO SUCCESS STORIES IN THE CANARIAN TOURISM SECTOR

Case studies have a long trajectory in teaching because, in one way or another, we always resort to using real situations as examples so that the students can better understand the theoretical concepts and see their practical applications. The origin of the case as a didactic tool dates back to 1914, with its main targets being law students at the *University of Harvard*. However, it was not until 1935 that it extended as a teaching methodology to other fields, such as business administration, political sciences, medicine, etc., and it currently has a noteworthy application in the field of social sciences,¹ in both research and teaching.

Specifically in the organizational area, Yin (1994) is the most cited author in case-based research, having become an almost obligatory reference for all those who use this methodology. According to this author, case studies are defined as empirical research that studies a contemporary phenomenon within its real context, where the lines between the phenomenon and the context are not clearly visible, and where different sources of evidence are used for their confection. In this regard, and although it is defined as more scientific than didactic, the study of cases is an in-depth analysis to investigate the context and processes involved in the phenomenon under study, and so it can be considered an intensive study of select examples. In addition, Asopa and Beye (2001), focusing more on the case as a teaching tool, define it as a learning method based on the students' active and cooperative participation and dialogue in a real situation.

Regardless of its use, whether for research or teaching, given the growing complexity of organizational phenomena, there is a need for studies with

¹ The literature on business organization reflects the influence and long presence of case studies in some of the most cited empirical studies in texts and manuals, such as those of Mayo (1946), Lawrence & Lorsch (1967), Mintzberg (1979) and Hamel & Prahalad (1995).

an exploratory and comprehensive nature based on qualitative characteristics, above all when the purpose is to understand and interpret the events overall, providing documents for analysis that facilitate learning about complex situations and realities.

The study of cases is considered appropriate, then, when we are interested in explaining the complex human and organizational situation that has occurred or is occurring in the organizations under study, or events that occurred in the past but whose participants can still report on them, especially highlighting the analysis of organizational change processes. Therefore, the social sciences and humanities seem to be appropriate knowledge areas for the application of case studies, both for research and for teaching, given that the object of analysis is a complex social phenomenon that involves many interrelated participants in a prolonged process over time.

However, bringing the business reality into classrooms is a difficult task, given the growing complexity of the organizations themselves, the management agendas, time limitations, etc. Thus, the study of cases becomes a useful tool that introduces an aspect of that reality into the classroom, so that the students can analyse, think, and draw conclusions about it, while developing competencies related to identifying problems, rating their relevance, interpreting situations, determining possible solutions, and performing critical analysis. The case study method makes it possible to develop these ideas, as it brings a specific reality to a group of people in training (Gómez Carrasco & Rodríguez Pérez, 2014). Therefore, the case can be considered a dynamic and exact description of an analytic or decision-making situation that a person faces at a certain moment in a real situation, allowing the students to play a leading role in the situation.

In this regard, this Manual presents didactic material based on real case studies of entrepreneurial success in the tourism sector in the Canary Islands. In each, detailed information is provided about the internal and external contexts and the solutions, alternatives and decisions made by a relevant company or collective in the sector, following a sequential order that fits the reality and allows readers to put themselves in the place of the people describing the case.

The starting point in this methodological process consists of determining the key topics in tourism company management. Therefore, the specialized academic committee in the sector that was consulted on putting together

the Manual proposed the followed axes: strategies of growth and integration of companies in the sector, betting on quality, marketing practices, human resources policies, the implementation of information and communication technologies, social and environmental responsibility, the implementation of new management and innovation practices in the sector, and examples of entrepreneurship in the tourism sector.

Based on the topics proposed, the next step was to define the unit of analysis, thus constituting the case under study. To do so, it was necessary to determine which companies—and, in some cases, social phenomena, related to the sector—would be the study object and why, which individuals would be considered decision-makers, participants and involved in the sector, and the time frame of the case to analyse, aspects that determined both the selection of the cases and the design of the protocols for collecting the data. In this phase, it was necessary to make contact with different experts in order to set up a panel of representatives of the hotel sector, the extra-hotel sector, and other key subsectors, as well as the representatives of the public administrations of the Islands with competencies in the sector. These key informants had to propose up to three tourism companies that, in their opinion, stood out in each of the previously determined factors. In this regard, the work done followed the recommendations established by the experts in case methodology, by trying to focus the study of cases on a specific activity sector.² Once the cases had been selected, the researchers had to collect secondary information from the different entities, drawing on their own experience as collaborators of tourism firms and carrying out a general survey by consulting corporate webs, annual directories from the sector, series of data, etc.

Once the case studies had been pre-selected, it was necessary to contact the firms chosen by telephone to obtain their agreement to participate in the process, asking people directly related to the founders or, if this was not possible, the management teams of the organizations involved. Next, questionnaires, interviews, reviews of documentation and visits to companies were the research methods the investigators used, in combination and to a greater or lesser degree, in order to construct the

² Pettigrew (1990) recommends that if the study is to be focused on a specific sector, the selection of the cases must also be based on the opinions of key actors in the sector about them, as in this way the researcher can obtain an empirically formed vision of the problems, forecasts and experiences of the sector and the organizations that operate within it.

narrative about the case under study. After data collection, steps were taken that were oriented towards the writing and revision of the preliminary reports, establishing the same guidelines for all the cases in terms of structure and wording, in order to allow their use as elements of analysis and discussion in the classrooms. The cases were approved by the key informants, who verified the reliability of the information and the events described, focusing on the truthfulness and seriousness of the treatment of the information about the entity.

In this way, and as a result of this process, this Manual shows cases of Canarian tourism companies with different degrees of success that can be categorized, based on the key factors, as cases of success in innovation, entrepreneurship, human resources, marketing, service quality, growth and longevity or succession of family businesses, among others.

This Manual of cases allows, on the one hand, the interested students to play an active role in the teaching-learning process, developing their own criteria and learning to evaluate situations, identify problems and make decisions. On the other hand, the study of cases, used as a group and a collaborative work tool, will also help the student to cope in situations involving the discussion and defence of a particular view of the facts described in each case and to make consensual decisions, basic aspects in the organizations where they will develop their professional activity, but quite difficult to teach in a lecture class. In fact, we share the view held by Sánchez Moreno (2008), who reveals the importance of encouraging collaboration among the students in the classroom and of creating an atmosphere of group work that can lead to intellectual exchanges and foster students' social skills, aspects that discussion facilitates.

Finally, it will also help the teacher to know more about the nearby business reality and, even, follow-up on the cases addressed in order to remain up-to-date on the development of the companies analysed in the classroom. In summary, the study of cases provides undeniable advantages, not only at an academic level, but also at a personal level for future professionals.

—Silvia Sosa Cabrera
University of Las Palmas de Gran Canaria

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CASE 1

THE *ANFI GROUP*: TOURISM EXCELLENCE BASED ON INNOVATION

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Icons: Innovation, Diversification, Social and Environmental Responsibility, Commercialization

1. Introduction

The *Anfi* Group is one of the leading European companies in the development, construction and management of tourist centres, and offers holiday membership lodging and luxury properties with high-quality standards. Founded in Gran Canaria in 1988 by Norwegian businessman Bjørn Lyng, today it is a joint venture of *Anfi International BV* and the *Santana Cazorla Group*, with a shared participation of 50% each.

The *Anfi* Group has achieved the consolidation of this innovative business model through its extensive hospitality offer and high-quality real estate properties, which it offers to the public through two large luxury complexes: the *Anfi del Mar* and *Anfi Tauro Golf & Luxury Resorts*. These two tourist complexes combine five clubs and a group of villas of high *standing*, with a total of 5,000 beds, which allow the Group to reach an annual sales volume of approximately 100 million euros. It is possible to reach this amount thanks to the good work of its 775 employees, who attend to the 33,000 member families, making them feel like they are “in

their second home". This fact is accredited by the numerous international prizes received after 25 years of good management.¹

To continue in this direction, the *Anfi* Group focuses its present and future efforts on the development and implementation of a management system based on innovation, the accompanying diversification, touristic sustainability, an orientation towards human capital and its many clients, while firmly advancing towards achieving a double objective: generating employment and wealth for the islands.

2. A brief history of the company and the configuration of its property structure

As described and experienced by the *Anfi* Group, the history of the company began with the vision of one man. Nearing retirement, the Norwegian businessman, Bjørn Lyng (Image 1), wanted to spend his most treasured time, his free time, in a beautiful, calm and sunny environment near the sea. Raised in a rural setting, Bjørn Lyng showed his business talent from a young age, based on his great curiosity, tenacity and inventiveness. This restlessness led him to successfully develop many businesses, which also contributed to the prosperity and well-being of the communities in which he developed them.

While on holiday in Gran Canaria, his incessant personal curiosity led Lyng to focus on a mountain with incredible views of the Atlantic Ocean in the southern part of the island. At that moment, he had the idea of creating a luxurious holiday complex.

Thus, in 1987, Bjørn Lyng began to dismantle the mountain he admired so much and build breakwaters that would allow him to create the *Anfi del Mar* holiday paradise. This vacation complex was set up little by little with the consecutive construction of four clubs of extraordinary value due to their paradisiacal installations and their location by the sea: the *Anfi Beach Club*, *Club Puerto Anfi*, *Club Monte Anfi* and *Club Gran Anfi*. Thus, the

¹ All the Clubs that make up the *Anfi del Mar* have won annually, since its origins, an *RCI Gold Crown Award*, which is the most important award for holiday membership complexes, based on the evaluation of the satisfaction of the members, as well as the Certificate of Excellence of *Trip Advisor*. The *Anfi Group* received the prestigious International "Property Awards" in 2008 for the best property in Europe and Africa.

complex became the first one used for holiday memberships² in Gran Canaria, and one of the most prestigious in Europe. For this reason, important companies that wanted to enter the tourism sector, including the *TUI* group, developed a great interest in forming part of the management of this great project that would be completely ready in the 1990s.

Image 1. Bjørn Lyng in his office in the *Anfi del Mar*



Source: *Anfi Group* (2014)

At that time, *TUI* was one of the largest passenger transport companies in Europe. This fact attracted the attention of the *Preussag AG* group,³ which acquired 30% of *TUI*, as well as other companies in the sector, in order to define and orient itself towards the tourism industry. Parallel to this event, *TUI* continued to grow and include important tour operators like *Thomson* and airlines such as *Britannia*. It was then that the *Preussag AG* Group sold its companies linked to the industrial sector and completely fused with *TUI*, familiarly adopting the name of the *TUI Group* for all the brands related to passenger transport. In the mid-1980s, this Group decided to invest in the emerging holiday membership tourism market, and began to

² Holiday membership, also known as “*time-sharing*”, or “*taking turns*”, consists of buying the right to occupy and use an apartment for a specific time period each year (normally in terms of weeks) for 50 years, or instead, giving the client the possibility of staying in an apartment for two weeks per year, but in a different location in each case (Cortés-Jiménez, Pratt, Bregoli & Cooper, 2012).

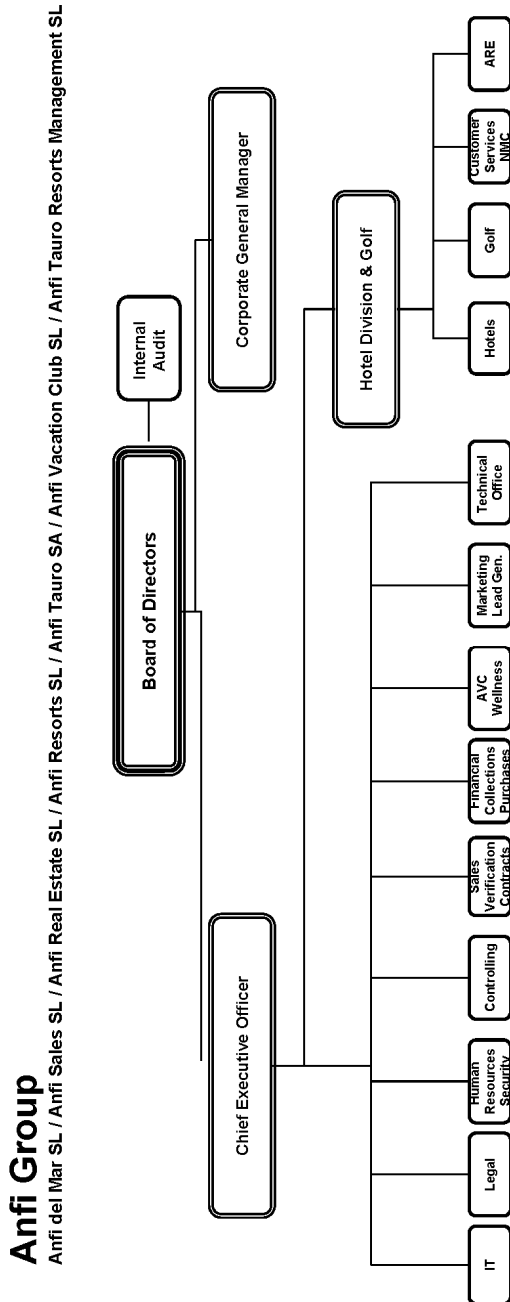
³ In 1989, the company *Preussag*, which carried out its work in various economic sectors, including iron production, was fused with the state company *Salzgitter AG*, whose activity focused on mining, naval construction and the production of construction materials. From this fusion, the *Preussag AG* Group emerged to become one of the twelve largest companies in Germany.

look for a well-situated place that would meet the profile and quality expected, based on its business philosophy, and where the client set and operative concept would be solid. The *TUI* Group found all of this in the *Anfi del Mar* tourist complex, and the negotiations began at the end of 1999.

Approximately one year later, an agreement was reached between the parties, and the *TUI* Group acquired the majority of the company's social capital for 65 million Euros. The original agreement did not include the shopping centre located in the complex, which was transferred later for another 22.5 million Euros; or the future Tauro project, which included the construction of various hotels, luxury villas, a sports port and a golf course, for which there was only an agreement about a collaboration between the two companies for the sale of the *bungalows*. Finally, in the year 2000, the *TUI* Group began to run the company and immediately placed its own managers in the highest management positions. They also made important changes in the administration and management of the hotel complex.

However, the new governing structure of the company began to create problems between the two owners by producing, among other aspects, a slowdown in the entity's decision-making process. After three years, both parties agreed that the *TUI* Group would sell its participation of 51%, which would be acquired by a local company, with the *Santana Cazorla Group* taking over this percentage in the society. The negotiations with this Group were finalized at the end of 2004, leading to an important agreement, according to which Mr Lyng and the *Santana Cazorla Group* entered to take control of the *Anfi* Group in the society, without a majority of any of the parties. The current organigram of the company appears in Figure 2.

Figure 2. Organigram of the *Anfi* Group (next page)
Source: *Anfi* Group (2014)



3. *Anfi Group*: a new business model

During the 1980s, The Canary Islands experienced spectacular growth as a tourist destination. As a result, the lodging offered by the Islands increased exponentially, adding approximately 240,000 tourist beds in this decade. It is precisely in this period that the *Anfi del Mar* holiday complex begins to plan the business model that will orient it towards tourism for the general public. However, the appearance of an important worldwide economic crisis at the beginning of the 1990s brings with it a decline in international tourism and, thus, excess lodging on the south part of the Island. This unexpected situation would mark an important milestone in the development of the new business model for the *Anfi Group*, which redirected its business towards the construction and sale of luxury tourist installations, for which, in the opinion of Mr Lyng, there would always be a demand.

However, the economic circumstances experienced in this period, along with the passing of the Coastal Law in 1988,⁴ made it necessary to slow down the *Anfi del Mar* project until almost stopping it completely. This unforeseen situation produced important financing problems for the Group, so that the decision was made to invest in luxury holiday membership (time-sharing) to solve them. Moreover, deciding on holiday membership meant moving towards a business model that was developing significantly in the world, and that represented an important part of the tourism industry.⁵

To achieve this objective, the management oriented the commercialization of its luxury apartments towards tourists from the north and centre of Europe, where this type of holiday enjoyment was solidly established, and where the effects of the economic crisis had hardly been felt. This decision made it possible to build new apartments as the rights to the use of the previous ones were rapidly sold, which guaranteed the continued cash

⁴ Law 22/1988, of 28 July, on Coasts, modified now by Law 2/2013, of 29 May, had the main objectives of defending the physical balance and progress of the Spanish coastline, the protection and conservation of its natural and cultural values and potential, and the rational use of its resources, guaranteeing its open use and enjoyment by everyone. For this reason, the law established, among others, the prohibition on building less than 100 metres from the coast, considering the buildings located within this limit to be constructions on non-urban land.

⁵ Cortés-Jiménez, Pratt, Bregoli & Cooper (2012).

flow of the project and made it possible to finalize the construction of the hotels that made up the *Anfi del Mar* complex.

Currently, the *Anfi Group* directly competes with two other time-share lodging units in Gran Canaria, although there are other establishments managed under this same system dispersed throughout the Islands. The total number of these establishments makes up 50% of all the time-share complexes in Spain, which have their maximum presence in the Canary Islands.⁶ These tourist complexes on the Islands receive 1.8 million tourists per year, more than 100,000 in the case of the *Anfi Group*, producing an annual consumption of approximately 680 million Euros.⁷

The relevance of time-share holiday membership for the Canary Islands is just a reflection of the dimension of this industry at a global level. Thus, the approximately 20 million owners that exist all over the world, with about 11 million weeks generate a sales income of over 10,000 million Euros per year. These owners enjoy this holiday formula in more than 5,400 tourist centres with holiday memberships in 90 countries. Specifically in Europe, there are 1,312 holiday membership establishments and about one and a half million owners who generate nearly 4,000 million Euros in tourism expenditure annually.⁸

In its effort to occupy an important place in the holiday membership market, the *Anfi Group* presents an extensive accommodation offering to its 33,000 member families through its two large tourist complexes: the *Anfi del Mar* and *Anfi Tauro Golf & Luxury Resorts* (see Figure 3).

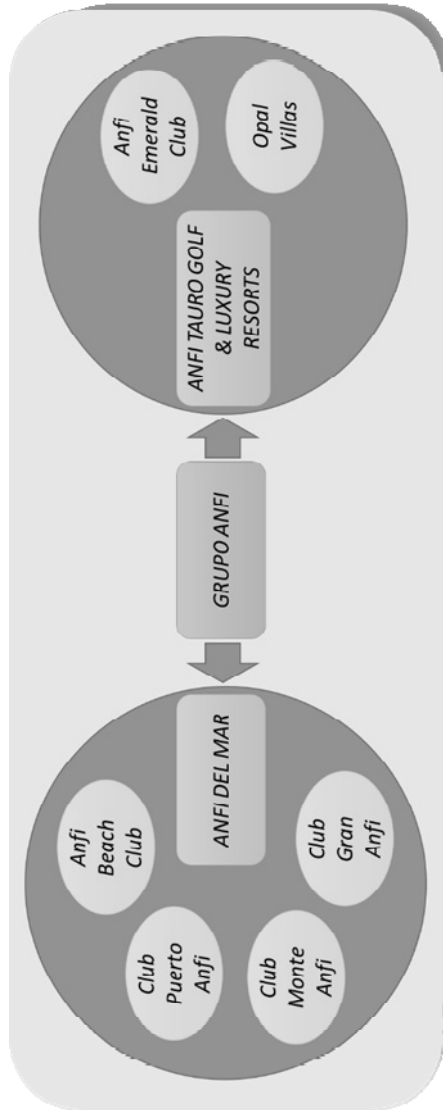
Thus, *Anfi del Mar* is composed of four independent hotels with a holiday membership time-share regimen, which were called clubs, with their own owners and management, and through which a total of 869 luxury apartments were offered (see Image 2). The first club is the *Anfi Beach Club*, which opened in 1993 and has 282 apartments. Later, in 1996, 165 apartments began to function in the *Club Puerto Anfi*. This complex was built with views of a heart-shaped island and a port with a capacity for 80 moorings. The third club built was the *Club Monte Anfi*, which opened its doors to members in 1998 with 237 apartments. Finally, and completing the development of *Anfi del Mar*, in 2003 the *Club Gran Anfi* was inaugurated with 185 luxury apartments.

⁶ Internal Report *Anfi Group* (2014).

⁷ *Resort Development Organization* in the Summary of Press Releases *Anfi Group* (2014).

⁸ *Resort Development Organization* (2012).

Figure 3. Lodging offer of the *Anfi* Group



Source: Elaborated by the authors

Image 2. *Anfi del Mar*

Source: *Anfi Group* (2014)

The luxury apartments sold in *Anfi del Mar* make it possible to meet the different needs of its members, through one-bedroom accommodation for 4 people, two bedrooms for 6 people or *penthouses*⁹ for 8 people, with high quality standards¹⁰ and sizes ranging from 81 to 360 square metres. Complementing this offer, *Anfi del Mar* has numerous additional services, such as a private dock with 80 moorings and a water sports centre, sports installations, eight swimming pool areas, a shopping centre with 20 shops, exclusive boutiques and supermarket, bars, restaurants and cafes, as well as a mini-golf complex. The maintenance of the installations where these services are offered is carried out thanks to an annual fee charged to cover the operating costs and maintain the high level of luxury provided.

⁹ A *penthouse* is a large apartment with luxurious characteristics that has a big terrace and is located on the top floor of a building.

¹⁰ All of the apartments offered in the *Anfi del Mar* have designer furnishings, marble floors, luxury bathrooms, completely equipped kitchens, including dishwashers and microwaves, washing machine and dryer, satellite TV and stereo system, balcony and terrace.

The set of installations and the services they provide, along with the conscientious treatment by the workers, allow the *Anfi del Mar* to achieve a high degree of satisfaction and recognition among its clients.¹¹

In addition, the *Anfi Tauro Golf & Luxury Resort* complex represents the future of the *Anfi Group*. When its construction is finished, it will offer approximately 7,500 beds in holiday membership complexes, unsubsidized properties and condominium hotels,¹² as well as two golf courses, a white-sand beach, a sports port with 500 moorings and an important set of leisure services and installations (Image 3).

Image 3. *Anfi Tauro Golf & Luxury Resort*



Source: *Anfi Group* (2014)

Currently, this tourist complex is offered through the *Anfi Emerald Club* and *Opal Villas*. On the one hand, the *Anfi Emerald Club* is the first holiday membership club in the complex. Inaugurated in 2007, it has 119

¹¹ A client satisfaction study carried out in 2013 with clients of the *Anfi del Mar* (questionnaires given out: 28,695; questionnaires received: 17,217; response ratio: 60%), indicates that the clients of this complex are highly satisfied with its installations, service and personnel, awarding it an overall score of 4.5 out of 5.

¹² Luxury hotels that allow the members to be owners of holiday residences with all the services, and when they are not using them, members can delegate the rental and management of the condominium unit to the sales and marketing area of the *Anfi Group*, like any other room in the hotel.