

## Elements of integrated business management as a mechanism for profitability in the inns of the La Troncal sector

Elementos de la gestión integral empresarial como mecanismo de rentabilidad en las hosterías del sector la Troncal

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### ABSTRACT

The canton of La Troncal in the province of Cañar is identified as a natural tourist center, which is why identifying the elements of integrated business management as a mechanism of profitability in the inns is of vital importance to demonstrate the economic revival of the area, a literature review of the elements of business management was conducted, A survey was applied to representatives of inns in the tourism sector and after an analysis of the results of these surveys, the lack of application of different elements of integrated business management was evidenced, and it was recommended to the interested parties to review the organization of their company to apply these elements more efficiently, which will bring them an increase in profitability in the future.

**Keywords:** business management, profitability mechanisms, inns hotels

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## RESUMEN

El cantón La Troncal en la provincia del Cañar se identifica como un centro turístico natural, razón por la cual identificar los elementos de gestión integral empresarial como mecanismo de rentabilidad en las hosterías es de vital importancia para evidenciar la reactivación económica de la zona, se realizó una revisión bibliográfica de los elementos de gestión empresarial, se aplicó una encuesta a los representantes de hosterías del sector turístico y luego de un análisis de los resultados de dichas encuestas, se evidenció la falta de aplicación de diferentes elementos de la gestión integral empresarial, llegando a recomendar a los interesados revisar la organización de su empresa para aplicar dichos elementos de manera más eficiente lo que ha futuro les traerá un incremento en la rentabilidad.

**Palabras clave:** gestión empresarial, mecanismos de rentabilidad, hosterías

## INTRODUCTION

Canton La Troncal has everything necessary to position itself as a tourist destination, due to its geographical location that attracts everyone who visits it. In this way, tourists favor the economic reactivation of the canton, demanding quality lodging with services up to the standards of an external visitor. On the other hand, it should be taken into account the significant losses that these tourist lodges had, which contribute to the economy of the canton due to the COVID-19 pandemic, a fact that clearly had a great impact worldwide.

This indicates that not having an integrated system in place decreases the company's profitability. In this context, the implementation of the elements of integral business management in hotel enterprises becomes a necessary component for hotel companies to achieve excellence and increase their economic profitability. That is to say that when we talk about excellence we refer to the goal to be achieved as a company, recognizing the value of the service offered to the customer and that the customer is satisfied.

The general objective is to identify the elements of integral business management as a profitability mechanism in the inns of the La Troncal sector. The specific objectives were to analyze the theoretical references of different authors that cover the subject to be studied, to describe the elements of integral management that contribute to the profitability of the sector to be studied and to apply a data collection instrument that

allows observing how much the elements of business management are applied within the company.

The purpose of this research project is to investigate the elements of integrated business management that contribute to the profitability of the hotel sector in the canton of La Troncal, to prevent these companies from having difficulties when implementing a model of integrated management and that leads to the failure to achieve its objectives resulting in a fractioned and erroneous system. In this way, an in-depth study will be developed on each of the elements that make up the integral management, providing a better description of the same; so that managers or administrators of the respective hotels can implement them in a correct way. It should be noted that the group of companies being studied are part of one of the largest economies in the canton and in the country.

According to them, failures and mistakes among those responsible for the service or product are always detected by the customer and these affect the objectives that the company has, which is why they are forced to implement systems that manage quality in processes or products. However, many companies do not see this implementation as a necessary case (Carrera, Ligña, Morales; et al, 2017).

The aim of integrated management is to contribute elements to the objectives set in the company and to help business decisions in order to maximize the benefit of the company that applies it.

Integrated management is a way of managing a company based on unified processes and objectives. Different sectors serve a joint management, in favor of the same strategies. (SYDLE, 2022).

Similarly, Arevalo (2022) in his research on *Process Management and its impact on profitability* indicates that profitability tends to increase as process management improves, and in a complementary manner, efficiency, error reduction and compliance with quality specifications are improved.

Tourism in Ecuador as a growing industry is increasingly present in the country's economy, and in many regions, employment, economic, social and cultural development. But the industry is affected by the poor quality of hotel service and inadequate infrastructure in these facilities, these are the main reasons for disclosure in this study.

In recent years, tourism activities have developed significantly in many cities across the country. Meanwhile, in today's highly competitive hotel environment, service quality is expected to be the key to increasing hotel occupancy and revenue. Especially because quality differentiates the product (or service) from other products or services and therefore creates expectations. Therefore, it is important to know what level of quality customers perceive in the hotel service, since the modern company strives "in addition to making the service profitable, for customer satisfaction" (Silva Ordoñez, et al., 2019).

In this sense, in terms of the perceived quality of hotel services, (Gallego, 2002) states that:

It refers to customer satisfaction upon arrival, during the stay, as well as upon departure, leaving with a positive attitude, feeling that everything he received is

what he expected to get before staying, and, in addition, that he has the confidence to return and be better served. (pg. 1)

Service quality is a concept that has been accepted by organizations in recent years, due to the need to compete with the expansion of different service offerings in the market. For tourists, the concept is global, that is, all the experiences gained during a visit lead to the definition of a service that necessarily responds to the quality question with which it is associated with the results perceived by tourists when they arrive at the hotel (Zambrano, et al., 2021).

The maintenance of control for the quality process of a good or service is the modern way to open up to competition with other hotel chains, taking into account that nowadays there is great competition and it is increasingly important to create a direct relationship with customers to achieve loyalty with the service. Clearly the territory where it is located will play an important role in the hotel infrastructure. Since from that an area is created with better quality to offer to the tourists.

The integral management system is that way of organizing the company to achieve its small and big objectives, since all the parts of the company are unified in a unified way. Integral management is understood as that set of standards and practices that include quality management, environmental care, prevention of occupational hazards, which when applied within the company achieve better productivity, profitability, healthy finances and an adequate environment for the development of the company (Ramos, et al., 2020).

They are those that allow decisions to be made to improve the company and enable it to adapt to changes in the market in an efficient manner.

**Planning model:** the one where companies with controlled environments, positioned organization and with great organization belonging to certain sectors are located. They are managed with short term objectives and make decisions in a hierarchical manner, usually they are always in high performance (Alvarez, 2017).

**Search model:** are those highly competitive companies and therefore in constant growth, companies like these seek to attract customers through dynamic actions, besides being flexible with the means, the worker is told what to do but it is left to his discretion how to develop it. It always remains clear on the objective to be achieved (Alvarez, 2017).

**Scientific model:** these are seen as alternative models of planning, focused on the search for knowledge and on the consensual decision making. Here, employees act with conviction, driven by an initiative and adhering to certain rules and parameters (Alvarez, 2017).

**Discovery model:** this model is flexible with means and ends, generally used with start-up companies, so it is possible to acquire new experiences and thoughts of other useful competencies to apply them to one's business. In certain cases it is applied in organizations seeking to recover from a bad patch (Alvarez, 2017).

For the management of a project, a work matrix must be applied with its own objectives already outlined in each of the areas in order to achieve them effectively.

Process management: create the final product in the most efficient way, however, it is not enough, the product or service must also be concerned with quality, safety or environmental specifications.

Some indicators of how to organize it:

- Operational and support personnel. - Coordinate the efforts of the workers, making them aware of a good ratio of time to carry out the activities.
- External collaborators. - Integrate other managers to establish work guidelines.
- Suppliers. - constant communication (how, when and where to receive the goods).

Quality management: "the choice of the construction process depends on the quality required by the client" (Direction and Management, 2020, n.p.).

Environmental management: it has to do with the environment in which the project will be developed:

"The work environment and the type of project will establish the environmental management constraints and restrictions on work processes. Depending on whether we are working in a special protection zone, vulnerable areas or developable areas, different measures will be adopted." (2020)

As a company you must think at all times in the primary source of income as it is in this case; the customer. Making the customer satisfied, allows the same to visit more services or buy more products, in addition to recommending others.

Implementing added value in hospitality services is one of the biggest challenges in the tourism competition since they are always in constant renovation and implementation of new services. Not to mention that the hotel competition is getting bigger and bigger as the population increases in the place where it is located.

Customer service and follow-up after using the facilities should be part of a strategic plan of action within the company, thus attracting the customer. Create a striking message that encourages the customer to return to our establishments (Profima, 2018, s/p).

- Offering a high added value to the customer: the framework of a company's profitability must always focus on its main *raison d'être* and primary source of income: the customer.
- Establish a reasonable and accessible price: a product or service with a high price that does not consider the economic stability of its customers will generate low income. Therefore, before determining the price of a product or service, the following points should be taken into account:
  - It must cover the expenses and costs for the production of the product or the rendering of the service, and it must also generate profits.
  - Depending on the characteristics of the product and the customer's benefits, they should not be out of line with those determined in the market.

In order for a company, tourist establishment, restaurant, small business, to reach a balance with its customers, it is very important the competitive strategy that they use. Tangible objectives for the clients, which must be set based on certain criteria, which are the following:

- Cost: expenses incurred in administration, Rodrigo (2022), mentions that costs should be understood as the monetary value (what they cost) of inputs, raw materials, salaries, etc.
- Time: the time it takes to serve a customer.
- Breadth or range: that which is being offered, For a more stable positioning in the market it is important to be able to offer a variety of products in order to reach the public thus increasing our customer base (Castillo, 2019).
- Innovation: implement certain changes that promote an attraction for the place. It consists of bringing to the market new improved products or finding more effective ways and that this is accepted by the consumer to achieve the goal and conquer the market.
- Consistency: results from the actions taken, brand consistency is the ability of an organization to keep its actions and online communication aligned with the company's values and identity.

## MATERIALS AND METHODS

When we talk about scientific research methodology, we emphasize the development of a previous research, analysis of data that have been previously investigated or recently obtained. The design of this research is quantitative, non-experimental, cross-sectional, exploratory and descriptive. Descriptive analysis, as its name indicates, consists of describing key trends in existing data and observing situations that lead to new facts. This method is based on one or more research questions and does not have a hypothesis. Which was analyzed and classified a population on the way to a certain undertaking. For data collection, some texts previously analyzed by other authors were studied, as well as consultations in web magazines that have been cited during the work. The focus of this research is to describe the elements of integral business management to improve the community enterprises of the EPS (ECONOMIA POPULAR Y SOLIDARIA), Tourism Sector of the Canton La Troncal. The population chosen was all those who have inns in the canton. The study of the research methods used are the documentary technique through the inquiry of information, the bibliographic technique for the review of books, magazines, scientific articles. Consequently, the fieldwork technique will be the survey, which will be applied to the owners of the enterprises, which was applied online through the application of Microsoft Forms.

For the elaboration of the survey, questions were formulated, which were divided into two sections: the profile of the respondent (age, position within the company and years in the establishment) and knowledge of the variables of the research work.

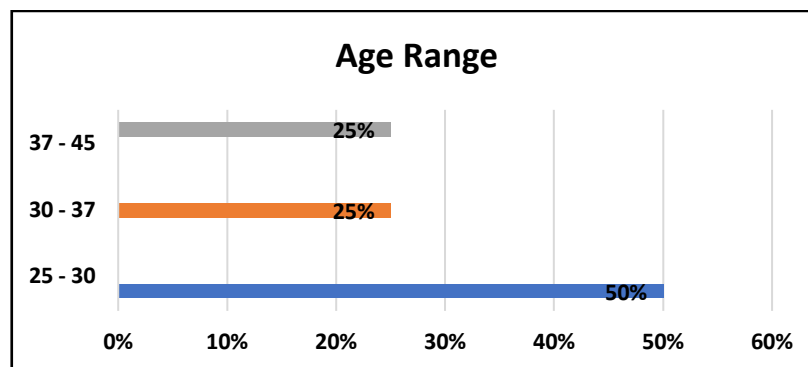
Thus, the Likert scale and the value determined for each of the responses contemplated in the design of the measurement instrument is: (5) Strongly agree, (4) Agree, (3) Neither agree nor disagree, (2) Disagree and (1) Strongly disagree.

## RESULTS

The data collected in the survey are presented below.

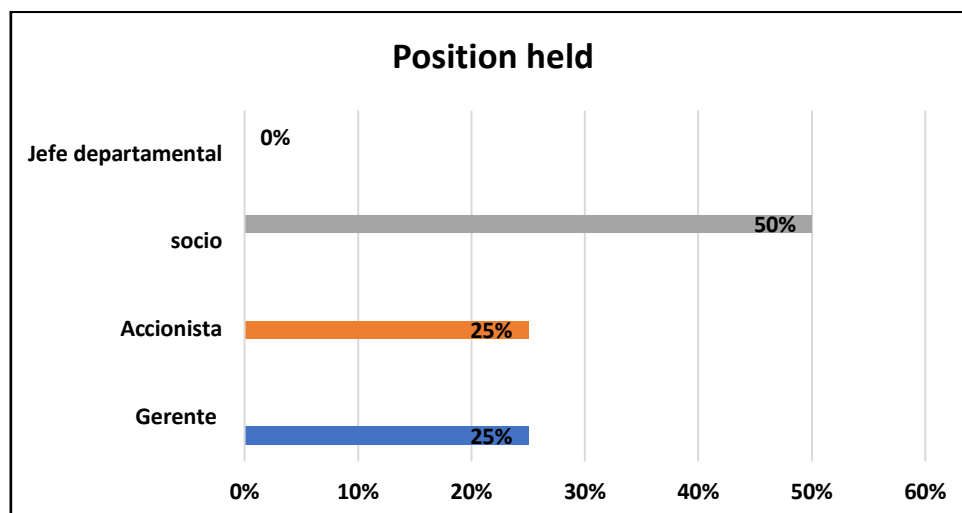
First section: respondent profile

**Figure 1. Age**



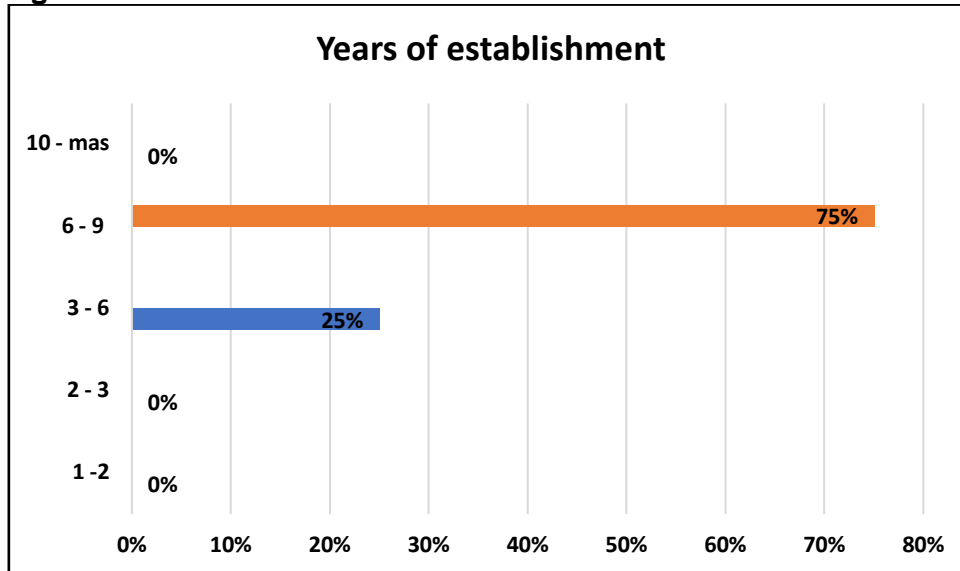
Source: Survey applied to company representatives.

**Figure 2. Position**



Source: Survey applied to company representatives.

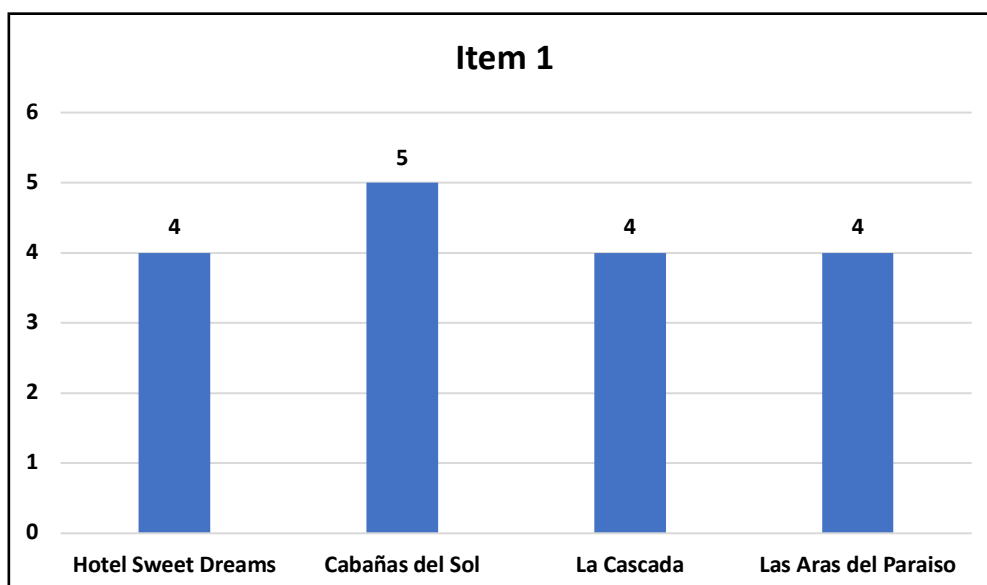
**Figure 3.** Years of establishment



Source: Survey applied to company representatives.

As a result, the majority responded that they have a partner position within the company. With an age of 25 to 30 years representing 50%. Following this we have that there are more percentage in the companies with more years in the market.

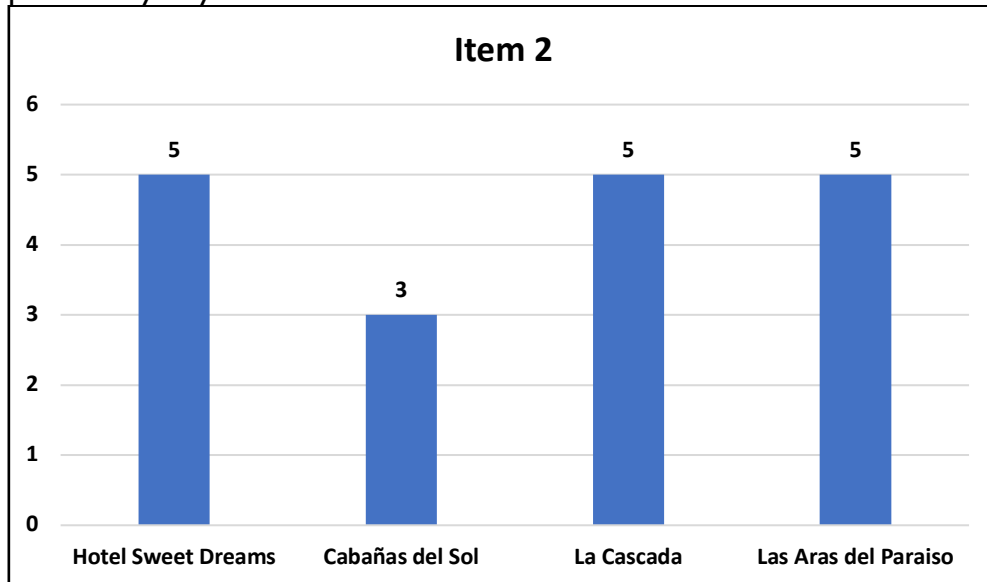
**Figure 4.** Considers that the mission and vision influence the fulfillment of its goals.



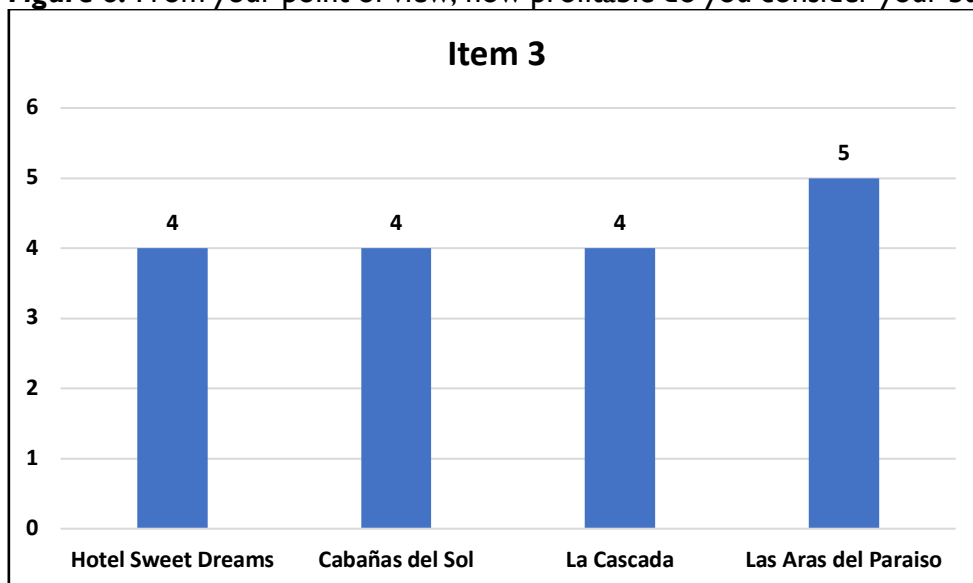
Source: Survey applied to company representatives.



**Figure 5.** According to your point of view, implementing new services increases the profitability of your business.

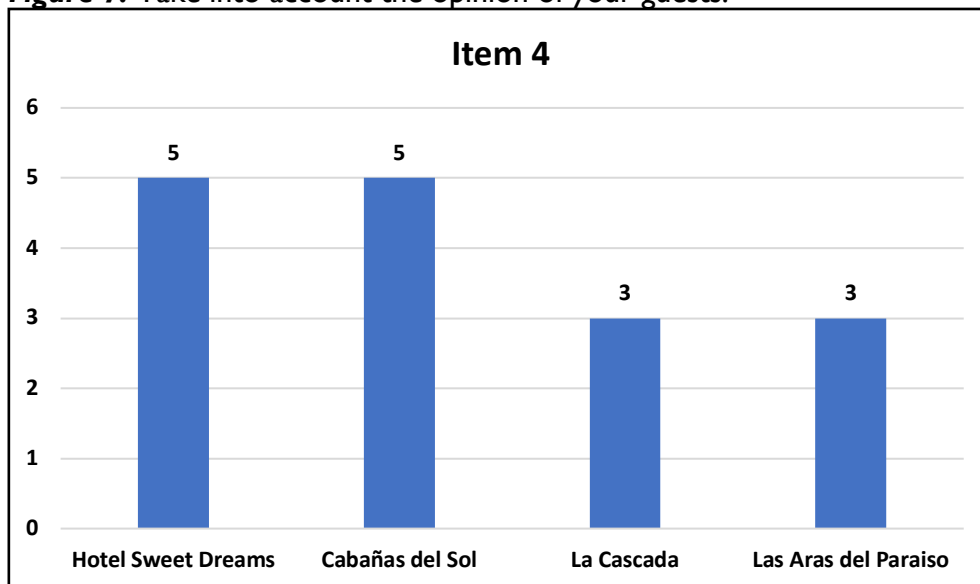


**Figure 6.** From your point of view, how profitable do you consider your business to be?



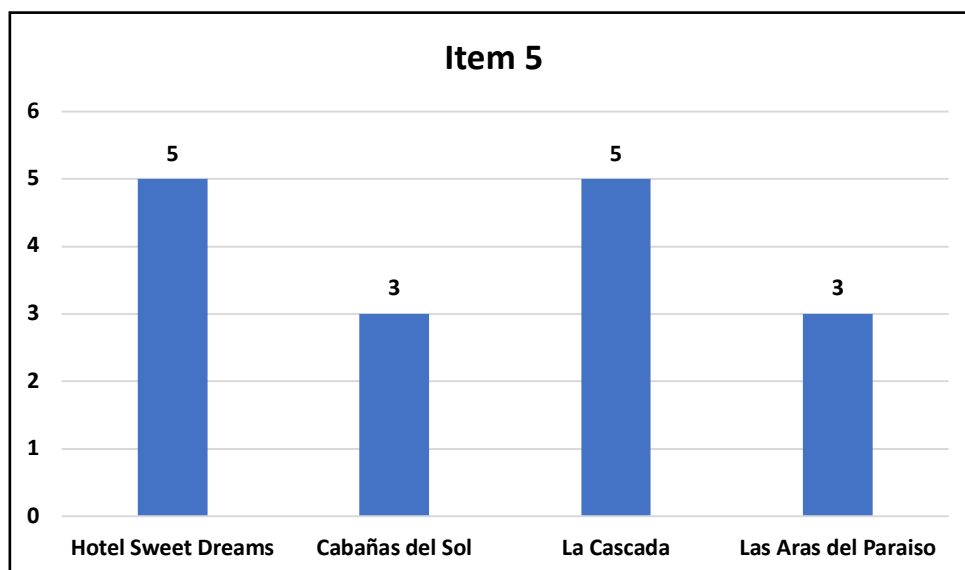
Source: Survey applied to company representatives.

**Figure 7.** Take into account the opinion of your guests.



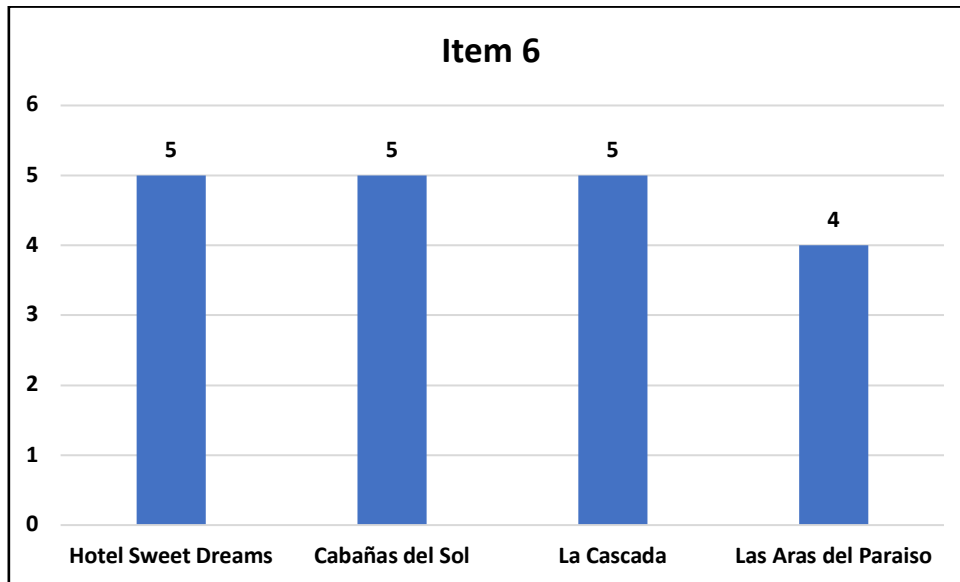
Source: Survey applied to company representatives.

**Figure 8.** You have conducted a market survey.

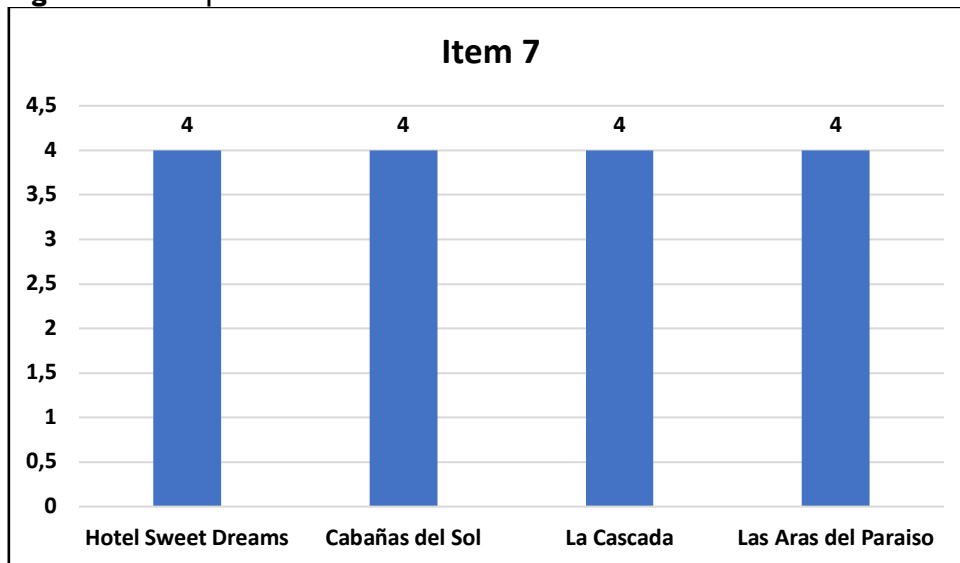


Source: Survey applied to company representatives.

**Figure 9.** It has prices that are accessible to the general public.

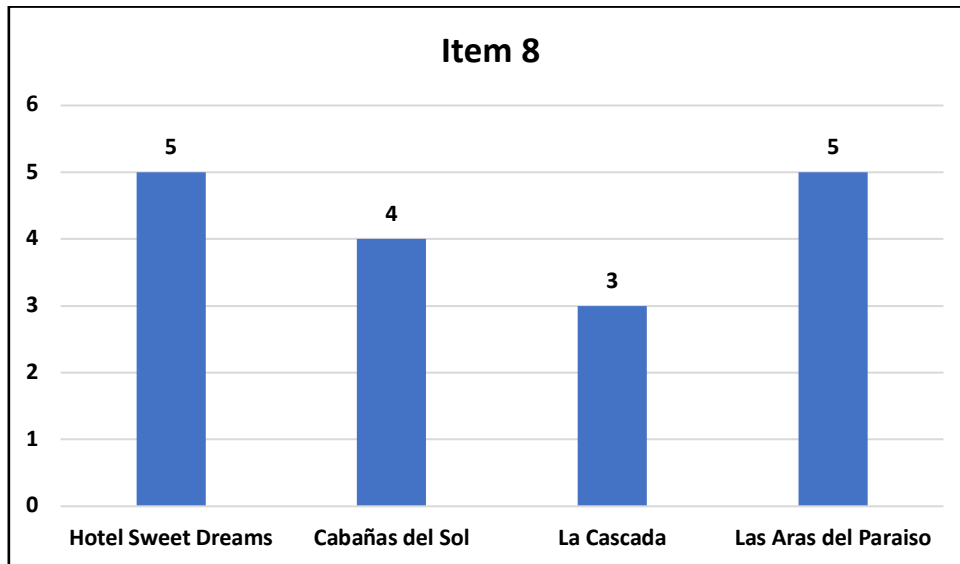


**Figure 10.** Keeps track of food.



Source: Survey applied to company representatives.

**Figure 11.** Conducts meetings with its employees.



Source: Survey applied to company representatives.

The elements of integrated management allow us to optimize available resources, improve organization, reduce costs and consequently improve business performance. Holding meetings at least once a month with the workers of the establishment should be a priority within a company, which in this survey only two respondents do. According to the results, these companies accept that they have an accessible price for all public. However, only two of these companies have conducted a market study.

## CONCLUSIONS

The objectives of the research were achieved, in relation to the general objective was achieved by knowing the implementation in integrated management in business with respect to economic development, knowing that the elements of integrated management help us to set new goals, decision making, greater involvement of staff, optimization of resources and processes, best practices, orientation to total quality, increased productivity and modernization in the structure of the company).

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