Quantitative Analysis Of The Economic Activities Of Tourism Companies

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Abstract

Worldwide, tourism is considered a very valuable sector of the economy, and the countries that have been able to exploit it have obtained great growth and development from it. This sector covers various activities for the sale of goods and services that, according to (Cuellar & Pallares, 2019) "...range from transportation to and at destinations, accommodation, food and beverages, shopping, entertainment and recreation, services travel agencies, incoming and outbound tourism operators” (p.5). However, these activities need to be managed and controlled, in order to improve their quality and execution time, and for which it is necessary to be in constant innovation and deepening in terms of knowledge and development of new techniques. This research article integrates a quantitative analysis of the operations that are carried out within tourism agencies from an economic and organizational perspective.

Keywords: Customer, indicator, finance, internal processes

Introduction

In Colombia, this sector represents a key engine of the economy, for which it has been promoted by the national government and local administrations, through development policies that promote its activity in the communities. According to (Corbo & Biasone, 2018) local administrations are the ones who have to: "...assume the positive effects, as well as the conflicts and negative impacts that this entails and do not always have the tools and capacities to manage them appropriately without losing sight of their ultimate end” (p.37). Thanks to these, it is that the competitiveness in the city market and the requirement to adapt management models that contribute to the development of competitive advantages has been growing. On the other hand, according to (Cuellar & Pallares, 2019) they mention that:

In this city, a short distance away, you can find climatic diversity with attractive reliefs and natural landscapes that many cities would envy. The essential thing is to specify investment policies that are aimed at promoting and strengthening this line of the economy, to become the
epicenter from where the tourist plans or packages are directed to offer. (p.6).

From the above it can be concluded that the company Teams could be a good option to strengthen this sector of the Colombian economy. Likewise, it requires tools that allow it to be more competitive and be in constant innovation. Among these tools is a very important one, the so-called "Integrated Scorecard (The Balance ScoreCard )", which according to (Ziegler, 2020) is: "a management tool that helps managerial decision-making by providing periodic information on the level of fulfillment of the objectives previously established through indicators" (p.8). Therefore, this is a very valuable tool for companies in this type of sector of the economy, because it improves the management system, through the integration of indicators from different perspectives (financial, clients, internal processes, growth and learning). ), considering both financial and non-financial aspects of the company.

**Table 1. Description of company services**

<table>
<thead>
<tr>
<th>Service</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ecotourism</td>
<td>It is an ecological walk in which the client will be able to visit the main sightings of flora and fauna in the municipality of Cúcuta and its surrounding areas.</td>
</tr>
<tr>
<td>Gastronomic tourism</td>
<td>It is a tour in which those customers who love food will be given the experience of enjoying the gastronomy typical of the culture of the city.</td>
</tr>
<tr>
<td>Historical Tourism</td>
<td>It is a tour in which the client will explore the most significant routes and historical places in the town and its surrounding areas, knowing the history that surrounds each of these places.</td>
</tr>
<tr>
<td>agrotourism</td>
<td>It is a walk through the countryside that will make the client get involved with the processes of the countryside, its cultural events and its beautiful landscapes.</td>
</tr>
<tr>
<td>Religious Tourism</td>
<td>It is a walk in which the client will be able to visit and attend the main churches of the city.</td>
</tr>
<tr>
<td>Water and land sports or recreation activities</td>
<td>It is an excursion in which the client can practice different sports activities or water and land recreation, also, you can enjoy its different attractions.</td>
</tr>
<tr>
<td>Business, industrial or research visits</td>
<td>The client will be able to visit different industrial companies in the city, acquiring knowledge of their facilities, processes, products, etc.</td>
</tr>
</tbody>
</table>

According to (Quintero, 2020) segmenting a market is: "...identifying possible or potential clients with similar characteristics, tastes or needs, who through an offer of goods or services can supply said requests" (p.55). Therefore, it is very important to identify the target market of a new company, as is the case of the present company, Teams, in order to carry out appropriate actions that seek to obtain more clients or users. The clients or target market of this tourism company are presented in Figure 1.

**Figure 1. Target market**
families. This segment is made up of all that family nucleus, such as a couple with their children, nephews, parents, siblings, etc., who intend to enjoy or rest together with their relatives in representative places in the city. This segment is considered one of the most valuable that defines the market of the present company.

young . This public, in general, is made up of friends who seek to carry out a variety of physical activities and have fun. The age range in which this segment could be found is between 18 and 40 years.

companies . This group is made up of all those public or private companies that need to carry out business or business activities in the city of Cúcuta, and require guidance or advice in relation to the logistics of accommodation, transportation and leisure activities.

athletes . Group in which there are those people who like sports or extreme activities, either in aquatic and/or terrestrial areas of the city.

Institutions. In a similar way to that of companies, this segment is made up of institutions, but of an educational or academic type, ranging from elementary school to university, and which need accompaniment or guidance in the logistics related to industrial visits or business.

capacity . To carry out its main activities and survive in its market, the Teams company will present certain competitive advantages, because it will have the following capabilities that will allow it to attract and secure clients and defend itself against the competitive forces of other companies in the same sector.

Service quality . The company will stand out because it will provide a service with highly trained and experienced personnel, since the personnel selection, training and promotion procedures will be extremely rigorous and tend to improve continuously, so that its competitive advantage will be maintained or increases over time.

The differentiation. Another of the competitive advantages in which the company will stand out will be the differentiation of its services, since in addition to the walks, excursions or tourist passes or industrial and educational activities, it will offer other packages of differentiating services such as: artistic and cultural activities, that will add greater value to its services, so that it will contribute to the artists of the municipality of Cúcuta, as well as allow it to position itself
as a good option in terms of tourism in the city.

**Investigation Development**

**Financial perspective.** This perspective associates long-term financial objectives with the sequence of actions already established by the company, in order to obtain the respective economic consequences. According to (Kaplan & Norton, 2002) they mention that: "the financial objectives serve as a focus for the objectives and indicators in all the other perspectives of the Scorecard" (p.59). Therefore, each proposed measure will have to generate relationships between the different perspectives linked as cause-effect.

**Growth strategy and income diversification.** It is proposed to increase the income of the Teams company, by offering greater added value and studying the tastes and preferences of the target market, as well as the competition. Likewise, increasing the variety of services and the market segment.

**High-impact offers and promotions for the target market.** The personnel in charge of offering the tourist packages must have experience in marketing, so that the company can have good sales, which translates into higher profits. Likewise, a good profile of the client belonging to the company must be prepared, where their tastes and preferences are described, in order to later offer them the most appropriate tourist packages with some offer or promotion of these. On the other hand, it must also be investigated which are the most successful means of communication to offer the services and, thus, be able to reach the target market.

**New variety of services.** In order for the company to increase its income, it must attract a greater number of clients, for which a good executive travel service for companies or institutions must be established, since they often have to send their staff abroad or the country, so they need logistic services that facilitate reservations, flights and hotels.

**New customers or market segments.** With the development of the new executive travel service that has been previously proposed, a new market niche could be accessed, which should be studied in order to expand the services offered by the company, as well as to retain them, causing a greater revenue growth in the company, as well as expanding the client portfolio, which also implies revenue growth. The associated indicators are the percentage of sales from new customers or new market niches.

**Increase in productive capacity.** By investing in state-of-the-art technology and qualified personnel, productivity would be increased, although it is necessary to examine productivity trends at the value chain level in order to identify areas that require improvement. In order to increase productivity, it is necessary for the processes to generate better quality services with the same amount of personnel and technology, or also maintaining the same level of service and reducing the use of technology and personnel.

**Reduction of Unit Costs.** A continuous improvement approach must be adopted, in which all those activities carried out throughout the value chain that are not adding value to the client are constantly sought, identified and eliminated or reduced to the maximum, since they are activities that do not contribute anything, but they do consume company costs. So that the
profits of the company are maximized.

**Asset Utilization Strategy**. Seek the optimal development of the use of the company's assets to achieve greater liquidity and profitability on the investment strategy.

**Preparation of cash flow**. To show the cash movement of the company, both incoming and outgoing, such as the income obtained for a service provided, the money invested and used by the company to carry out its operations, as well as the expenses necessary for the execution of its tasks., this instrument must be carried out, which consists of making a list in which the cash inflows and outflows are calculated in advance for a certain period.

**Box cycles**. The days of credit that they have with the suppliers and those granted to the clients will be efficiently managed, with the objective of knowing the debts or collections of the monthly payments, since the money owed to third parties can be an excellent option to work with a cost minimum. Therefore, it is important to have measures that manage the working capital of the company.

**Risk management**. To take care of risk, this company will review the different models that exist to address risk, so that it can identify the most accurate methodologies that are adapted to the type of company. The possible causes of risks in the following three objectives are presented below.

**Table 2. Financial perspective indicators**

<table>
<thead>
<tr>
<th>Indicator name</th>
<th>Calculation</th>
<th>Periodicity</th>
<th>Responsible</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth by services given by the company</td>
<td>(current period sales – previous period sales / current period sales) * 100</td>
<td>Biannual</td>
<td>Sales Manager</td>
<td>measure the percentage of growth of income for a period comparing it with other.</td>
</tr>
<tr>
<td>Financial solvency</td>
<td>( \frac{\text{Ingresos corrientes}}{\text{Gastos corrientes}} \times 100 )</td>
<td>Monthly</td>
<td>financial management</td>
<td>Measure the percentage of execution budgetary</td>
</tr>
<tr>
<td>Increase of new products or services</td>
<td>(Income from sales of new services / Total sales income) * 100</td>
<td>Quarterly</td>
<td>Company manager</td>
<td>Measures the behavior of new services by comparing them with the total in the period.</td>
</tr>
<tr>
<td>Reduce expenses</td>
<td>(Company expenses / total company income) * 100</td>
<td>Quarterly</td>
<td>Financial manager - administrative</td>
<td>measure the percentage of expenses with total income of the business</td>
</tr>
</tbody>
</table>
Customer perspective. This perspective focuses on what we must do to achieve financial objectives and how we measure our delivery of value to the client, therefore, it is in constant search of the factors that allow generating value for the client. In this sense (Kaplan & Norton, 2002) mention that “in the customer's perspective of the Balanced Scorecard, companies identify the customer and market segments in which they have chosen to compete. These segments represent the sources that will provide the revenue component of the company's financial objectives” (p.76). For this reason, the development of strategic objectives from this perspective is fundamental for the identification of added value that will be delivered to each of the segments. It should be noted that the indicators that are proposed must show whether the services are consistent with the value required by the client.

Market share. Amplify market participation, through a process of generating value for potential customers. It is proposed to carry out a value generation process, in which, through preference surveys of potential customers, inquire about whether there is a particular company that offers the same service as Teams SAS or whether the company that currently is offering the service has managed to meet their expectations, this in order to take note of what the client considers adds value to their service, and to be able to apply it in the service provided by the company, improving internal processes in order to meet those kinds of requirements.

Promote contracts with companies or institutions. It is proposed to make alliances with this type of groups, in order for them to offer the services provided by the Teams company as incentives in their work groups so that those workers who have performed the best in their work and, in the case of institutions, those students with better test scores can enjoy our services as a reward, which will establish new relationships with this type of market.

Raffles and contests. It is proposed to create a wide variety of incentives for the short and long
term, such as prizes, coupons, promotional events and discounts, which customers can earn by their luck or effort, encouraging them to take the service. This type of strategy also includes advertising with which it will be disclosed to the public. It should be added that this strategy would be very useful in seasons where the number of customers using the service is low, although in high season it would not be a bad option.

**Gifts and discounts to customers**. To retain the most loyal customers, it is proposed to estimate discounts and gifts with company logos, so a database should also be created with information on their preferences, tastes, and values, in order to offer them service packages adapted to your requirements; All this will make them feel appreciated and loved by the company, which in turn will make them tell their friends and family about the services offered by the company, thus improving their corporate image.

**Customer satisfaction and happiness**. Maximize the performance of the company to be able to satisfy customers through the design of surveys.

**Customer profitability**. Attract and retain star clients of the company, through the ABC cost system.

**ABC cost system**. In order to classify the profitable clients of the company, the use of this tool is proposed, which is based on the fact that 20% of the company's clients generate 80% of the company's income, while the remaining 80% of customers only generate 20% of the remaining income. Therefore, the objective with this strategy is to be able to attract or retain an important class of client, with the aim that their demands can be perfectly satisfied and in a priority manner, which will lead to an increase in the profitability of the company.

**Quality of service**. It is proposed to provide a quality service, above providing a service with low prices, using a willing and prepared staff and focusing on the market segment that seeks this type of service, be it the type of service you choose, such as walks, excursions or tourist passes or industrial, educational, artistic or cultural activities, all will be done with excellent quality and charging just for this.

**After sales relationship**. In order to know the customer's perspective on the shopping experience, it is proposed to establish post-sales relationships, through professional, respectful and formal employees, in charge of asking each customer who has purchased the service about what they did not like about the company and about the service received. by employees when they made the purchase or payment for the service, in order to offer them a faster and better experience in the future before competitors do.

### Table 3. Customer Perspective Indicators

<table>
<thead>
<tr>
<th>Indicator name</th>
<th>Calculation</th>
<th>Periodicity</th>
<th>Responsible</th>
<th>Interpretation</th>
</tr>
</thead>
</table>

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http://www.webology.org
| Increase the company's market portfolio | (current market segment - prior period market segment) *100 | Biannual | Sales Manager | It measures the performance of new markets by comparing them to the total market of the previous period. |
| Increase the company's customer base | (Current client portfolio – Client portfolio from the previous period / Client portfolio from the previous period) *100 | Biannual | Sales Manager | Measures the performance of new customers by comparing them to the total customers of the previous period. |
| Reduce loss of business customers | (Lost customers/Active customers) *100 | Quarterly | Sales Manager | Measures the percentage of inactive customers. |
| Measure the profitability of the company's client portfolio | (Unit revenue per customer/total revenue) *100 | Quarterly | Sales Manager | Measures a customer's performance by comparing it to total revenue for a period |

**Perspective of the internal process.** From the strategic planning for the coordination of processes based on the business model conceived by the scorecard methodology, it is stipulated that the critical processes for the company are innovation management, market differentiation, service quality and the prospect of internationalization. In addition, taking into account the ambitious corporate objectives, they seek to provide an attentive, fast and efficient service, where the experience is unique, pleasant and avant-garde, promoting the use of tools, techniques and technological equipment that allow the consolidation of quality information, within the framework of maintaining a qualified work team with a service attitude.

As shown in figure 2, from left to right under a value chain approach based on innovation, operation and after-sales service; Initially, innovation must be managed from the perspective of design methodologies such as desing thinking, where the review of first-hand information with techniques such as the focus group, interviews, information gathering by word of mouth, among others, allow us to know the market trends in terms of the expectations of the different segments, focusing on the incorporation of complementary services within the tourist packages (new routes, alliances with restaurants, leisure activities, among others). Next, the quality of the service is the business philosophy par excellence, clarifying in terms of meeting expectations (customers like to be treated well, attended to in a timely manner and that the result is efficient in terms of their needs), because in ultimas Teams seeks to satisfy the prospect of adventure, rest, recreation and culture through complementary activities of great impact. All of the above must be supported by technologies such as CRM programs, and ABC cost methodologies, for the traceability of the development of competitive services, optimizing the operation and positioning in the regional tourism market.

**Operational process.** The operation should always seek customer satisfaction and business
profitability. Figure 4 summarizes the key processes, however, the main strategies are:

To attract customers, the marketing of tourist packages (consolidated from innovation) will be carried out through digital marketing plans, online advertising, blogs, social networks, and influencers. According to the conversion, campaigns focused on the segment will be directed on web pages, where the services are displayed intuitively, the client will be able to receive a call in real time from a specialized tourism advisor who is very clear about the client's information and their needs.

**After-sales service.** The premise of this aspect is to build customer loyalty by evoking the unique, pleasant experience and new places to discover previously lived. In figure 5, the critical processes are shown.

The first strategy is oriented to know through star rating and comments, as well as the observations made to the support staff, all this information will be uploaded to the CRM system to provide feedback on the innovation processes and thus strengthen the loyalty line. The second strategy is focused on loyalty, delivering online newsletters, new offers, discounts, incentives, generating community through clubs and Premium subscriptions.

**Table 4. Internal Process Indicators**

<table>
<thead>
<tr>
<th>Indicator Name</th>
<th>Calculation</th>
<th>frequency</th>
<th>Responsible</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Return of investment</td>
<td>benefits obtained from innovation/resources dedicated to new ideas.</td>
<td>Quarterly</td>
<td>company manager</td>
<td>Knowing which investments are worthwhile and how to optimize those that are already working so that they perform even better.</td>
</tr>
<tr>
<td>Initial response time</td>
<td>Amount of time spent waiting to attend to the incident in minutes.</td>
<td>Biweekly</td>
<td>Logistics Manager</td>
<td>The time between the incident being reported and the first response from the service desk</td>
</tr>
<tr>
<td>Dropout rate of complementary activities</td>
<td>Clients who abandoned a specific complementary activity</td>
<td>Monthly</td>
<td>Logistics Manager</td>
<td>Identify how many customers have abandoned the service right at this stage.</td>
</tr>
</tbody>
</table>
Today, the employees or better called collaborators, are the most important source for the growth of a company, for tourism companies it is more like their vital resource, since thanks to the collaborators the company manages to build loyalty and generate recurrence in the purchase of tourist services. That is why it is necessary to generate a strategic plan to strengthen employees on issues such as the future of work, technical skills and soft skills. As the previous image shows, having a good result, you must have employee satisfaction, thus there will be employee retention and consequently employee productivity, but, in order to achieve this, it is necessary to reinforce personal skills, this mediated with a good technological infrastructure that facilitates learning and work, and lastly, a pleasant work environment so that you feel very happy with your duties.

**Results**

For tourism companies it is very important to have a group of collaborators satisfied with their work, therefore, carrying out a plan to maintain an organizational climate according to the needs of the collaborator is very important, therefore the measurement tools According to different variables that affect morale, motivation, happiness and productivity, an important space is made to measure these levels of satisfaction.

As of today, human talent is the fundamental pillar for the acquisition of recurring clients of the companies, this more specifically in tourist service companies where the product is a service in which the participation of the company's collaborators is involved, for Therefore, if you have collaborators who are very satisfied with what they do as work or work, they will have motivation and a love for what they do, therefore it will be reflected in better customer service, by having good customer service. customer, this tends to be satisfied, a satisfied customer becomes loyal, a loyal customer is a recurring customer and the main promoter or advertiser of the company's image

**conclusions**

The ultimate goal of this work was to apply the balanced scorecard for the Teams company proposal. Once the literature related to the subject of study was reviewed, we proceeded to
design the strategic objectives in each of the perspectives that were considered opportune and appropriate for this new company.

With the application of the balanced scorecard, it is sought that the company is capable of carrying out its administration effectively, and that it allows it, in addition to having control of the company, to establish and develop competitive advantages, by directing action plans aimed at achieving the different strategic objectives that were raised in each of the strategic themes.

Indicators were formulated in each of the perspectives that will allow measuring and evaluating the different strategic guidelines of Teams, and which are correlated with each other and subject to financial success. In addition, they will indicate whether budget management is being effective and efficient, which will help ensure that the use of resources is the most convenient for the company.

The prioritization of critical processes allows prioritizing internal management strategies, resulting in a systematic structure that allows traceability of the value chain based on consumer needs. The processes of Innovation, Operation and After-sales Service were structured, from the perspective of the internal perspective and the lines of management of innovation, Quality in service, differential factor, information systems, recognition and loyalty were projected.

It is recommended that the controls be carried out periodically, in order to be able to quickly identify the actions that could not be achieved, in order to propose precise and adequate measures that make compliance possible.

It is recommended that more management indicators be added in the future that cover aspects of great importance in the growth and sustainability of the company.

It is recommended that good risk management be designed, where the different types of risks of each strategic objective are more clearly defined, as well as their corresponding actions that allow the elimination of any contingency that lurks on the horizon. Likewise, that the risks of corruption in the future be taken into account.

It is recommended that each of the strategies be implemented in the Teams company, as well as that a constant monitoring of it be done to nurture it more and more, and to be able to develop more reliable strategic plans.

It is recommended to hold frequent meetings in which the central topic is to report on the strategic issues and their respective objectives.

References


