

ORIGINAL

Analysis of the hotel sector in district 1 of the city of Pasto

Análisis del sector hotelero de la comuna 1 de la ciudad de Pasto

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ABSTRACT

Introduction: this is based on management and competitiveness, with the aim of obtaining advantages that will improve the aforementioned sector. The problem encountered is due to the inadequate performance of the city's physical heritage, which is tending to disappear because the community does not value the architectural wealth found in the city. However, since March 2020, one of its main economic crises has arisen due to the Covid-19 pandemic; hotels, restaurants and attractions have had to close their doors. Therefore, this research proposes improvement strategies and how it would benefit from contingency plans based on the objectives set. The development of the activities in the research proposal is feasible because there is easy access to hotels for the collection and study of the necessary information, which will provide greater knowledge and more references to be able to address the issue correctly.

Method: the research design and methods used to collect information are described, as well as how this information will be analysed to develop activities to be carried out together with the strategies proposed in the objectives. The research attempts to account for an aspect of reality, explaining its significance within a reference theory, which accounts for facts or phenomena that occur under certain conditions, making known to a certain amount of the population that has been affected in the hotel sector through primary, secondary and tertiary sources.

Results: after collecting data from the establishments in the hotel sector to be investigated, the next step is to classify this data in order to tabulate it and learn more about the public that has been affected by the aforementioned problems and, with this information, provide solutions with the help of the objectives and strategies proposed in this research.

Conclusions: the hotel sector is highly undervalued and little appreciated by society, as we believe it to be an unimportant sector. However, this research has shown that sooner or later people will want to use its facilities and that, to a certain extent, it will become a necessity. It is necessary to collect specific and quantified data in order to arrive at a hypothesis with which to generate theories for solving a developing problem or even to prevent it in the future. The use of strategies can enable any organisation to continue to survive in the market despite existing and future problems, provided that it changes its traditional way of working, adapting in the best possible way to changes, drawing up contingency plans or carrying out assessments that enable it to stay one step ahead.

Recommendations: change traditional strategies or routine working methods with a view to improving them and thus achieving greater stability in the face of possible future threats to the organisation's ability to continue providing services or selling products, since over time society will change, both internally and externally, and customers will demand much more than before in terms of the acquisition of goods. Companies must therefore adapt to their needs in line with changes in the physical and digital world.

Keywords: analysis; biosecurity; comuna uno; lockdown; COVID-19; hospitality; pandemic; Pasto; protocols; services.

RESUMEN

Introducción: está basada en la línea de gestión y competitividad, con el fin de obtener ventajas que permitan

mejorar el sector mencionado. El problema encontrado se debe el inadecuado desempeño que muestra el patrimonio físico de la ciudad, con tendencia a desaparecer por parte de la comunidad no le da la importancia a la riqueza arquitectónica que se encuentra en la ciudad. Sin embargo, desde marzo del año 2020 surgió una de sus principales crisis económicas a causa de la pandemia del Covid-19; hoteles, restaurantes y centros de atracción, tuvieron que cerrar sus puertas. Por ende, esta investigación propone estrategias de mejoramiento y como se beneficiaría teniendo planes de contingencia en base a los objetivos planteados. El desarrollo de las actividades de la propuesta de investigación es viable ya que, existe la facilidad de acceso a los hoteles para la recolección de la información necesaria y el estudio de la misma, las cuales permiten el acceso a información la cual servirá de ayuda a tener un mayor conocimiento y mayores referentes o referencias para poder hacer una alusión al tema de una manera correcta.

Método: se describe la forma en como está construida la investigación y los métodos utilizados para la recolección de información, la forma en como esta se analizará para el desarrollo de actividades a ejecutar junto con las estrategias propuestas en los objetivos. La investigación intenta dar cuenta de un aspecto de la realidad, explicando su significatividad dentro de una teoría de referencia, que dan cuenta de hechos o fenómenos que se producen en determinadas condiciones, dejando conocer a una cierta cantidad de población que ha sido afectada en el sector hotelero mediante fuentes primarias, secundarias y terciarias.

Resultados: después de ya haber realizado la recolección de datos en los establecimientos del sector hotelero a investigar, lo siguiente es clasificar dichos datos para realizar la respectiva tabulación y conocer más al público que ha sido afectado por las problemáticas antes mencionadas y con ello dar solución con ayuda de los objetivos y estrategias propuestas en esta investigación.

Conclusiones: el sector hotelero está muy desvalorado y poco enaltecido por la sociedad, debido a que creemos que es un sector no importante, pero a través de esta investigación se observó que si es algo que tarde o temprano las personas desearan hacer uso de sus instalaciones y que en cierta medida se convierta una necesidad. Es necesario la recolección de datos concretos y cuantificados para llegar a una hipótesis con la cual se pueda generar teorías de solución para un problema en desarrollo o incluso para poder evitarlos a futuro. El uso de estrategias puede llevar a que una organización, sea cual sea, pueda seguir sobreviviendo en el mercado a pesar de las problemáticas que existan y que puedan presentarse, siempre y cuando cambie la forma tradicional de trabajo adaptándose de la mejor manera a los cambios, contrayendo planes de contingencia o realizando diagnósticos que le permitan estar un paso adelante.

Recomendaciones: cambiar estrategias tradicionales o la forma de trabajo que se lleva de rutina, por una de mejoramiento y así lograr una mayor estabilidad para posibles amenazas a futuro para continuar con la organización en el prestamos de servicios o venta de productos, ya que a medida del tiempo la sociedad ira cambiando, interna y externamente, y los clientes van a buscar mucho más que antes en cuanto a la adquisición de bienes, por ende es así como las empresas deberán adaptarse a las necesidades de estos junto con los cambios del mundo terrenal y digital.

Palabras clave: análisis; bioseguridad; comuna uno; confinamiento; covid-19; Hotelería; pandemia; Pasto, protocolos; servicios.

INTRODUCTION

Nariño has long been known for tourism, not only for its carnivals but also for having one of the world's wonders, the Sanctuary of Our Lady of Las Lajas. This has attracted many local and foreign visitors to visit the area.

This is where the research analyzes how hotels in Pasto provide the necessary services to ensure that visitors are well cared for and have a positive experience during their visit to the town and the region. However, given the circumstances of the COVID-19 pandemic, hotels have had to develop new strategies to survive in the market and implement a new productive business model, as the closure of borders has led to a considerable drop in productivity.

The research's purpose is to analyze how hotels provide comfortable and pleasant service to people visiting the city. Specific objectives have been set to achieve this. This analysis focuses primarily on the tourism sector, given that the carnivals in Pasto are a source of culture and entertainment for locals and foreigners.

With the reopening of the border after the pandemic, the hotel sector is booming due to events taking place in the city, such as concerts, which are highlighted in this research, emphasizing the impact they can have and, along with this, generate publicity through the media to attract visitors to discover the facilities and enjoy the services of each hotel selected by them.

Will the analysis of the hotel sector in commune 1 of the city of Pasto allow for the proposal of improvement strategies and how it would benefit from having contingency plans?

Objective

To analyze the hotel sector in commune 1 of the city of Pasto, taking into account future scenarios in the year 2022.

METHOD

Positivist paradigm

According to Dobles, Zúñiga, and García (1998), the theory of science that supports positivism is characterized by the assertion that only actual knowledge is produced by science, particularly through its method. Consequently, positivism assumes that only empirical sciences are acceptable sources of expertise. Positivism assumes that reality is given and can be known absolutely by the knowing subject and that, therefore, the only thing to worry about is finding the appropriate and valid method to “discover” that reality.

According to Dobles, Zúñiga, and García (1998), positivism is characterized by the following postulates:

The subject discovers knowledge from reality through the senses, reason, and the instruments used. That given through the senses is taken as real, and the scientific method in the descriptive space is the only valid one, seeking to describe facts and samples expressed through laws, allowing the prediction of events.

Evaluative neutrality is proposed as a principle. The researcher takes a neutral position regarding the consequences of their research; truth is a correspondence between what human beings know and the reality they discover. Accessible reality is represented through experience. Positivism assumes the independent existence of reality concerning the human beings who know it.

Approach

Quantitative approach

Claudio Álvaro (2017) stated that this method is used by collecting data to test hypotheses based on numerical measurement and statistical analysis to establish patterns of behavior and test theories. The quantitative approach aims to intentionally “narrow down” information (measure the study variables accurately and have a “focus”). The quantitative approach consolidates beliefs (formulated logically in a theory or theoretical framework) and accurately establishes patterns of behavior in a population.

Method

Empirical analytical method

This proposal is determined by an empirical analytical method because it collects information from a specific sector, in this case, the hotel sector, to compare data and obtain concrete and verifiable statistical results. This method seeks to demonstrate the reality of facts that are verifiable, quantifiable, and measurable (Maite Nicuesa, 2022).

Type of research

Descriptive research

This involves characterizing a specific phenomenon or situation, indicating its distinctive or differentiating features. Descriptive research aims to understand the prevailing conditions, customs, and attitudes by accurately describing activities, objects, processes, and people.

Analytical research

This involves searching for the reasons behind the facts by establishing cause-and-effect relationships. In this sense, explanatory studies can determine causes and effects through hypothesis testing. Their results and conclusions constitute the deepest level of knowledge.

Explanatory research attempts to account for an aspect of reality, explaining its significance within a reference theory, which accounts for facts or phenomena that occur under certain conditions.

Research in the hotel sector is characterized as descriptive and analytical, as it seeks to propose solutions or strategies to situations that arise in the workplace of different companies. A well-known example is the pandemic, which has caused many problems in the hotel sector, with the closure of borders and a lack of tourism personnel. This research proposes solutions with different activities to be carried out in the medium term, based on an in-depth understanding of these situations with an accurate description of the problem and some hypothesis testing, which attempt to provide a version of reality through in-depth knowledge and, thereby, provide an analysis of the diagnosis made to correct any non-conformities in the sector.

Population and sample

Population

According to the 2019 statistical bulletin: Movement of the Pasto Chamber of Commerce public registry, “The accommodation and food services sector is made up of 473 establishments” (Pasto Chamber of Commerce, 2019). Cataloged as follows:

Table 1.
Hotels in the city of Pasto

Activity	Small	Micro	Total
Accommodation	3	470	473

Source: taken from the Pasto Chamber of Commerce (2019)

Note: between January and December 31, 2019, there were 473 hotels in the city of Pasto.

Sample

The sample was based on 95 property owners who were selected based on their recognition and popularity in the city or by the plaintiffs.

$$n = \frac{N \times Z^2 \times P \times Q}{e^2(N-1) + Z^2 \times P \times Q}$$

N = 473 Hoteles en la ciudad de Pasto.

$$n = \frac{473 \times (1,96)^2 \times 0,5 \times 0,5}{(0,09)^2(473) + (1,96)^2 \times 0,5 \times 0,5}$$

$$n = 9999,88 \rightarrow 9999$$

Information gathering techniques and instruments

Primary sources

The survey was used to collect qualitative and quantitative data for analysis, which was used to conclude and answer the questions. A questionnaire was administered online and in person, as far as possible, to hotel owners in District 1 of Pasto.

Secondary sources

- COTELCO.
- Thesis projects.
- Articles.

Tertiary sources

- Internet.

Instrument

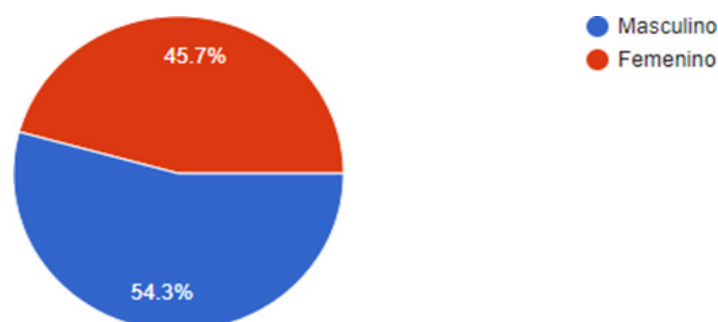
Surveys of hotel owners in commune 1 in the city of Pasto.

RESULTS

Diagnosis of the hotel sector in commune 1 of the city of Pasto.

Figure 1.

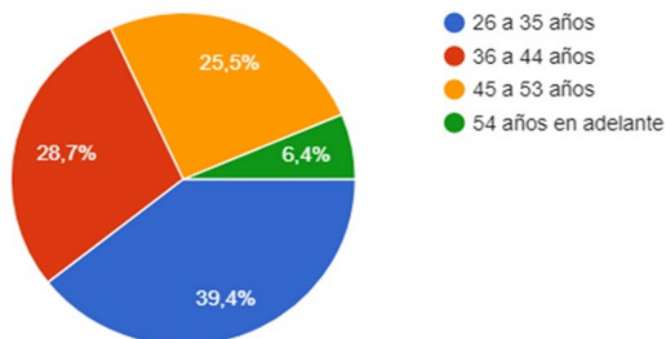
Gender



It is evident that, in the hotel sector, the administrative area is more dominated by male staff, but there is also a high percentage of women managing these establishments, which shows that there is a minimal difference in the working environment in this sector of approximately 10%.

Figure 2.

Age



The figure shows the age range of respondents at the time of the survey, with the highest percentage of respondents aged 26 to 35, followed by those aged 36 to 44, then those aged 45 to 53, and finally a very small percentage of respondents aged 54 and over.

Figure 3.

Place of birth

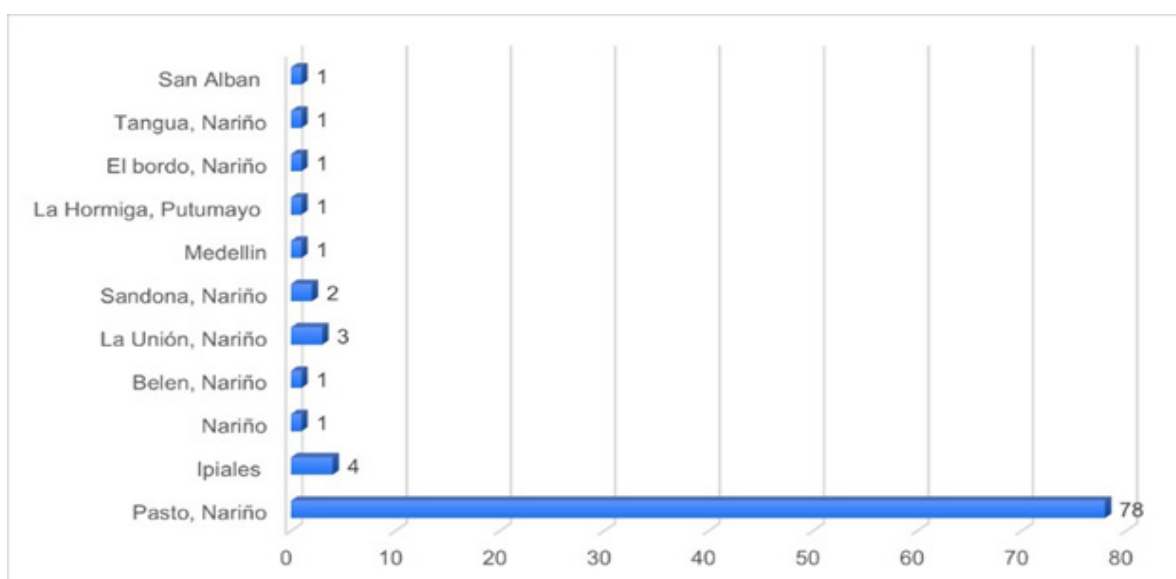
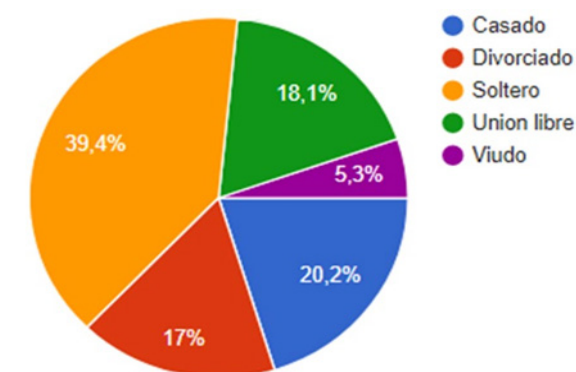


Figure 4.

Marital status

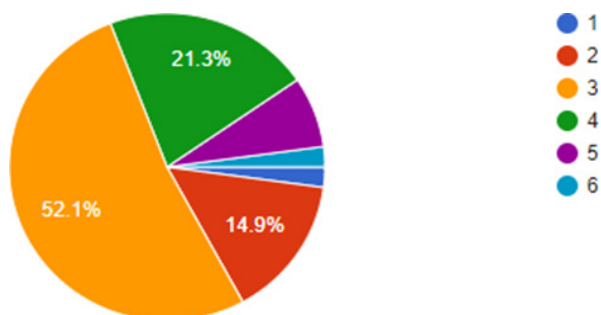


The results show that most of the people surveyed are from Pasto, another small portion are from Ipiales, and others are from La Unión. The remaining portion of the population is made up of a very small number of people from other areas surrounding the department of Nariño.

The results in this case clearly show that most of the population surveyed is not in a marital relationship, another part of it is married, and there is also a percentage of individuals in a common-law relationship, followed by a population that is divorced from their partner, and finally, people who have lost their partner due to death.

Figure 5.

Stratum



Most of the hotel managers surveyed belong to social class 3, followed by those in class 4 and then class 2. These are the highest-ranking classes, with classes 5, 6, and 1 ranking much lower than the others.

Figure 6.

Level of education

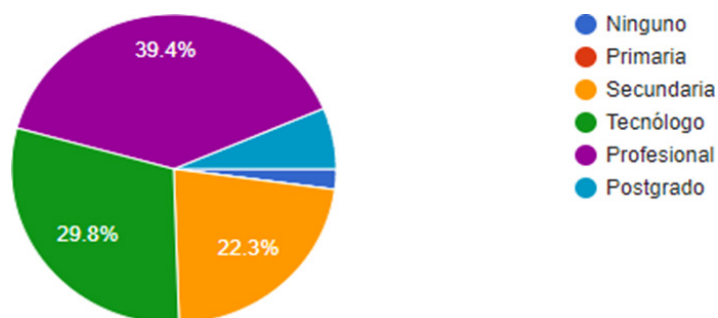
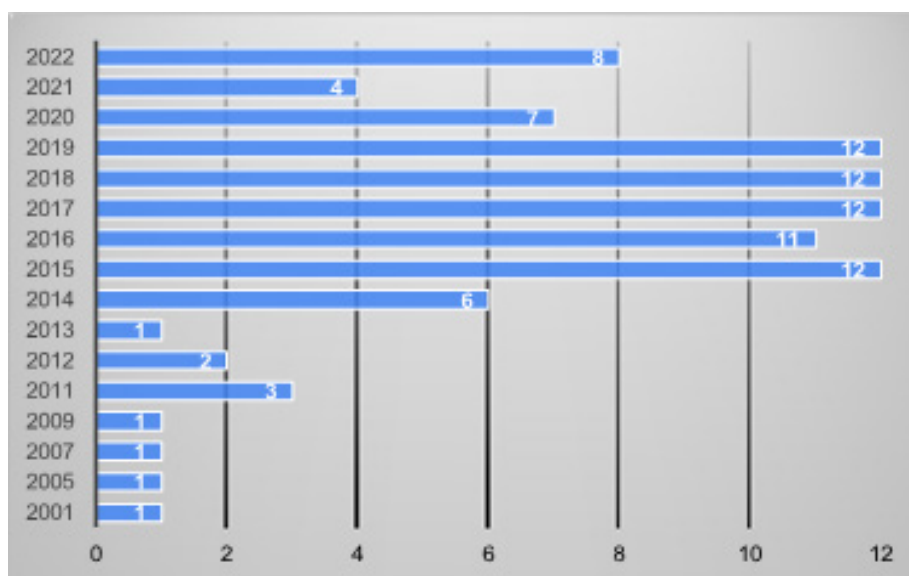


Figure 7.

Year of opening

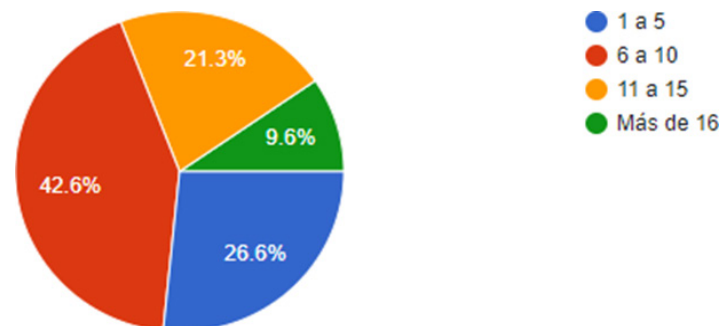


Most of the population has professional qualifications in some field, another part has technical qualifications, and another part has only secondary education. The rest of those surveyed have postgraduate qualifications, and a small proportion have no qualifications at all.

The results show that 10,6% of respondents opened their hotels between 2000 and 2013. Between 2014 and 2019, there was a 62,7% increase in hotel openings, making these the years with the highest opening rates. Between 2020 and 2022, 26,7% of the hotels surveyed in this municipality opened.

Figure 8.

Direct Jobs



It was found that most of the hotels surveyed have between 6 and 10 direct employees, which they say is sufficient to carry out their daily activities. Although there are other tasks, they do not require full-time staff and can be performed by a third party on an infrequent basis.

Competitive factors in the hotel sector

Figure 9.

Factors that the company has

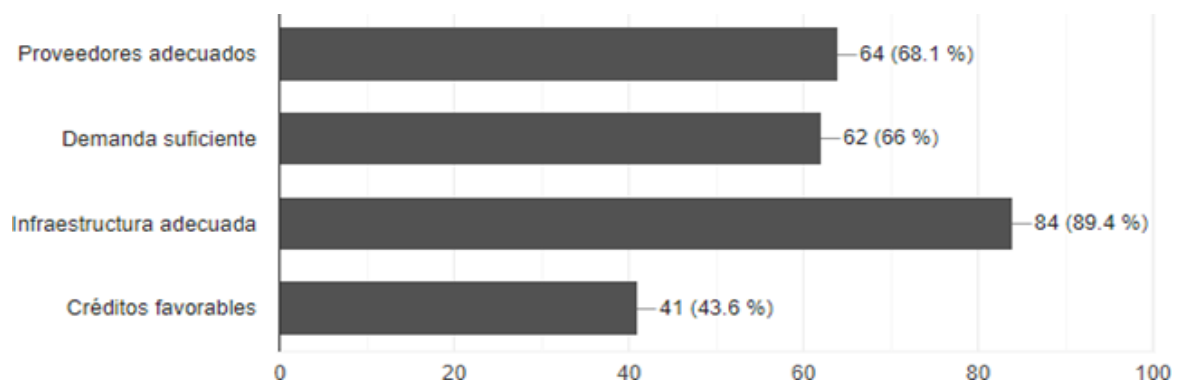
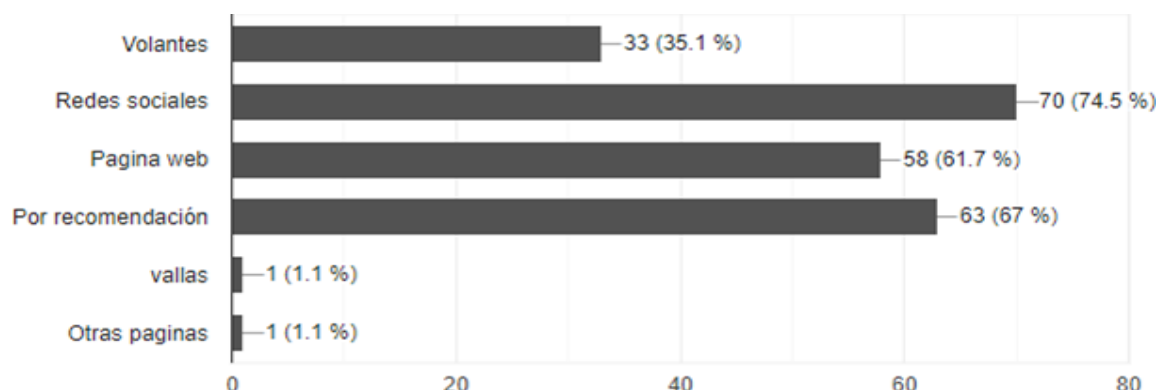


Figure 10.

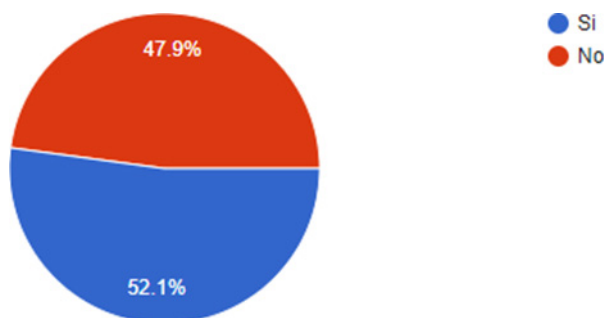
Hotel advertisement



The figure shows that the different organizations have, to a greater extent, adequate infrastructure for customers who purchase the service, as well as adequate suppliers, which makes the location convenient for meeting user needs, as reflected in sufficient demand. However, not all of them have the competitive advantage of favorable credit terms. Most hotels have opted to advertise through social media, which is the most popular channel today. The world is now a digital place. Websites are not far behind, with some managing to generate more publicity through recommendations from users who have already used the hotel's services. Very few, on the other hand, continue to use flyers or other pages to promote themselves.

Figure 11.

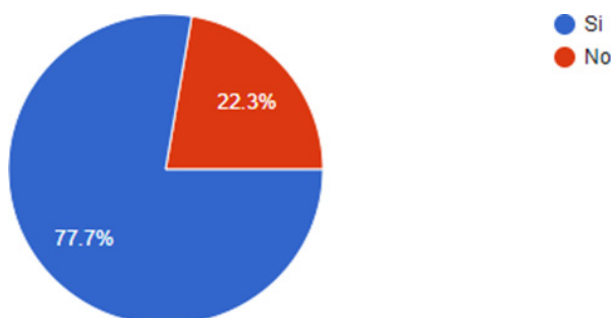
Technical advice and assistance



The number of managers who have acquired consulting and technical assistance to improve their strategies and thereby grow their organizations is higher, but as can be seen in the graph, the results do not show much difference.

Figure 12.

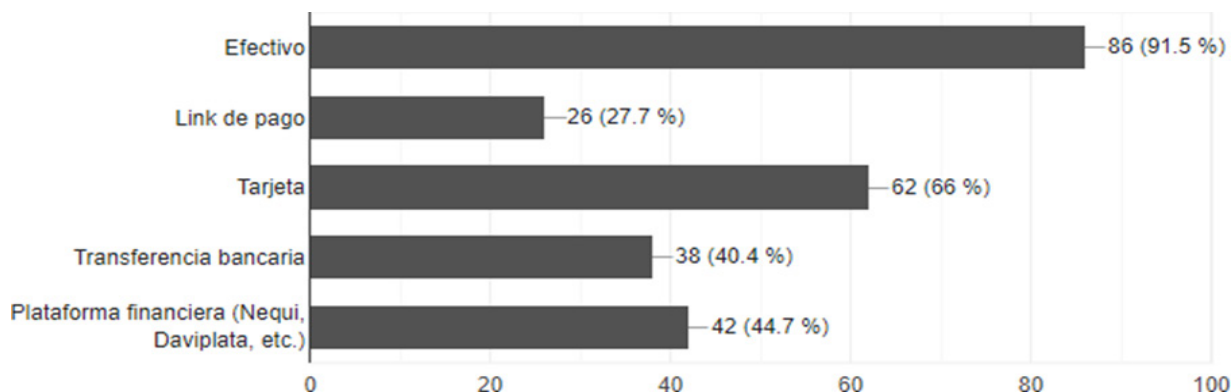
Use of digital marketing



The figure shows that many organizations are already aware of digital marketing, which is currently the driving force behind the world. As can be seen, very few organizations are unaware of this or do not make much use of it or attach much importance to it.

Figure 13.

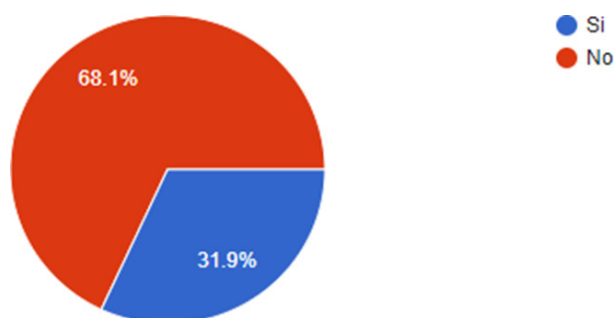
Payment methods during the COVID-19 pandemic



The figure shows that organizations have resorted to traditional means of payment, namely cash, while some others have increasingly turned to card payments and, to a lesser extent, financial platforms, transfers, and payment links.

Figure 14.

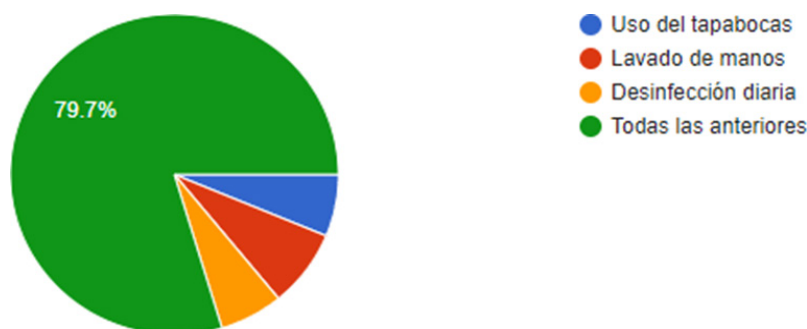
Guests with coronavirus symptoms



It is concluded that despite the pandemic, some hotels decided to continue operating, obviously complying with the requirements imposed by the government. However, most of the hotel sector decided to suspend normal operations, as they claimed that continuing as usual would require more extensive intervention by administrators. Radical decisions had to be made, including imminent staff cuts. Once operations resumed, they were forced to cut back on maintenance products.

Figure 15.

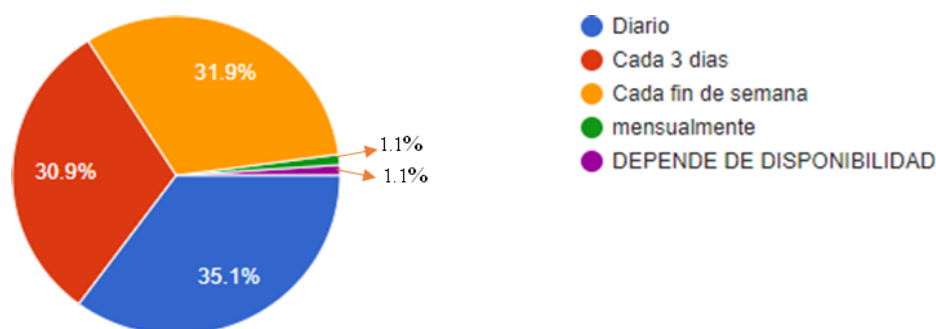
Biosafety protocols used in the hotel



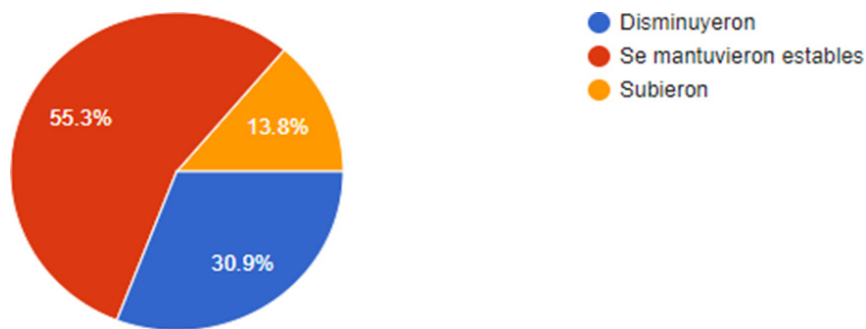
During the pandemic, it became clear that protocols had to be implemented, and despite being established as mandatory, some entities only resorted to minimum requirements. In this case, the majority claim they had all the required protocols. At the same time, a small fraction admitted that they only resorted to using face masks because there was a tiny market that could not be devalued, so they chose to overlook these breaches.

Figure 16.

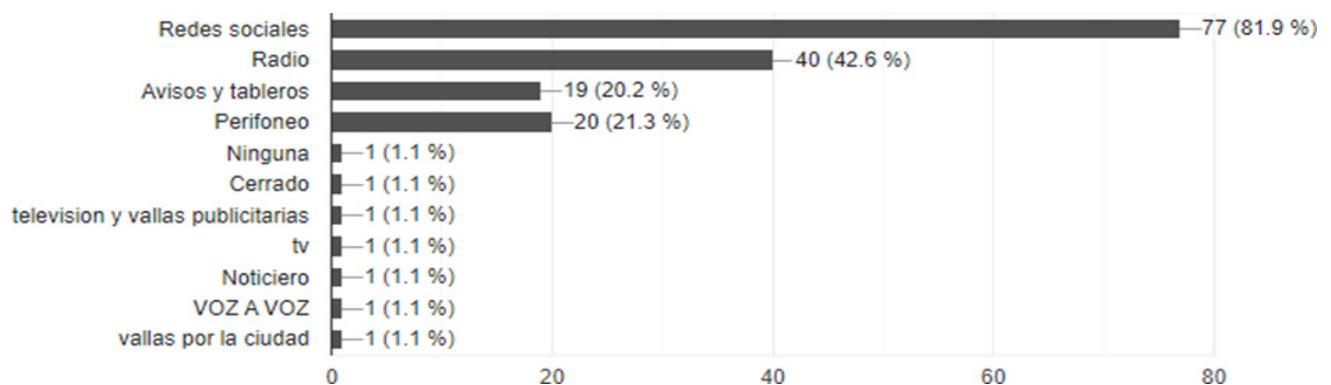
Advertising strategies



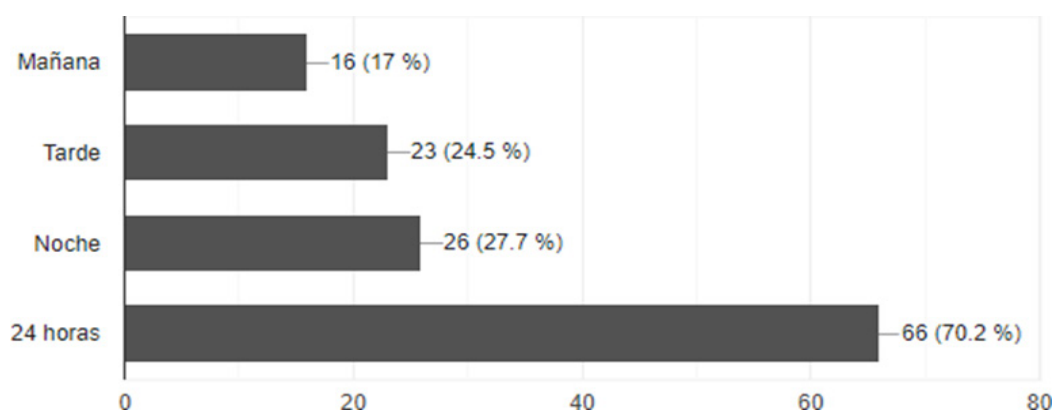
It can be observed that most organizations carry out advertising strategies on a daily basis, with a smaller percentage doing so every three days and another smaller percentage every weekend. There were also very small percentages that show that organizations carry out strategies on a monthly basis and others depending on their availability.

Figure 17.*Price of services during lockdown*

According to the figure, despite the significant reduction in revenue in the hotel sector during lockdown, more than half of those surveyed decided to keep their prices stable, while slightly less than half reduced them and the remainder decided to raise their prices.

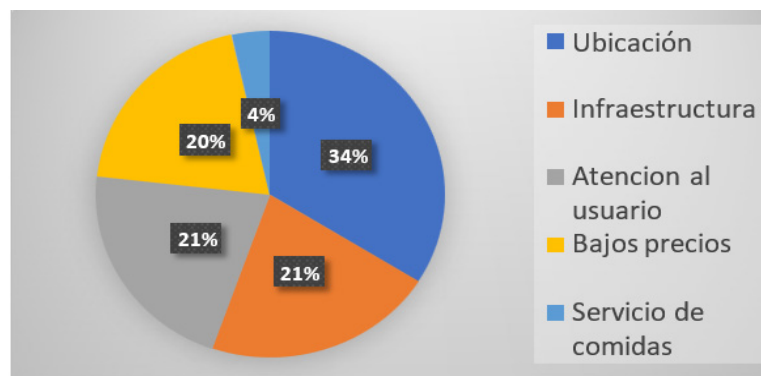
Figure 18.*Advertising strategies during lockdown*

The survey shows that 81,9% of the organizations surveyed use or have used social media to manage their advertising, while to a lesser extent others have used radio, advertisements, and loudspeakers, and very few have used other media, which are shown in the figure.

Figure 19.*Days of service during lockdown*

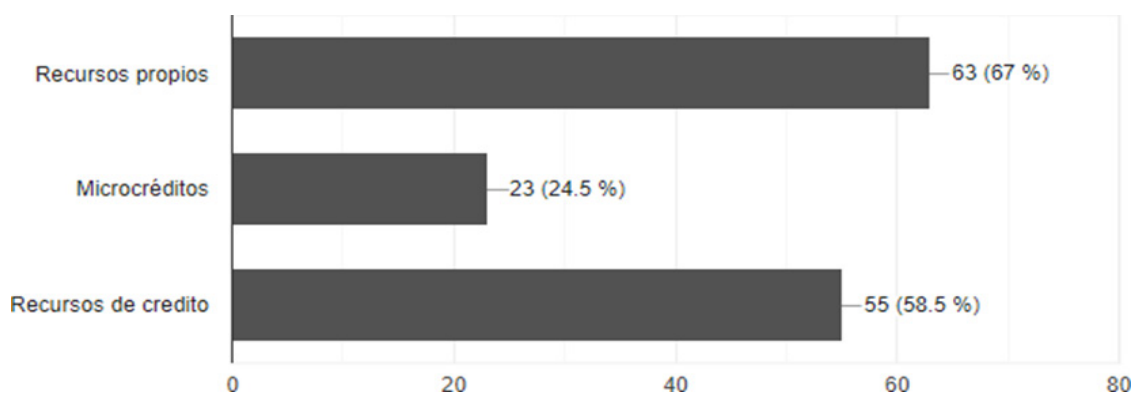
Despite the lockdown and all the rules imposed on individuals and many establishments, most hotels continued to operate 24 hours a day, as shown in the graph, while others worked different shifts.

Figure 20.
Competitive advantages



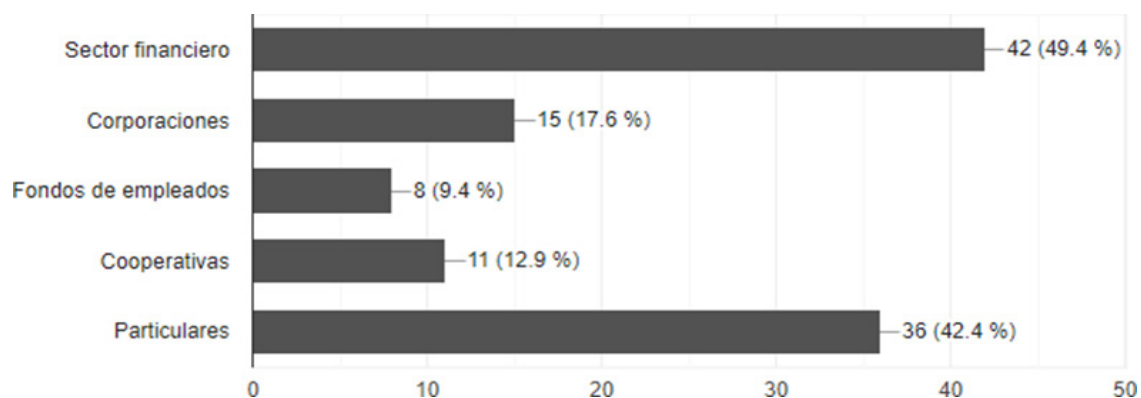
Organizations have certain competitive advantages, which are listed above. It can be concluded that many of them have an advantage in terms of location, while other advantages include infrastructure and customer service, low prices, and, in a few cases, a meal service.

Figure 21.
Resources that sustain the company



It is noted that the resources used to start the organization were mostly provided by the owners of the establishment themselves; however, they obtained resources from credit sources and a low percentage from microcredits taken out by the owners.

Figure 22.
Credit resources

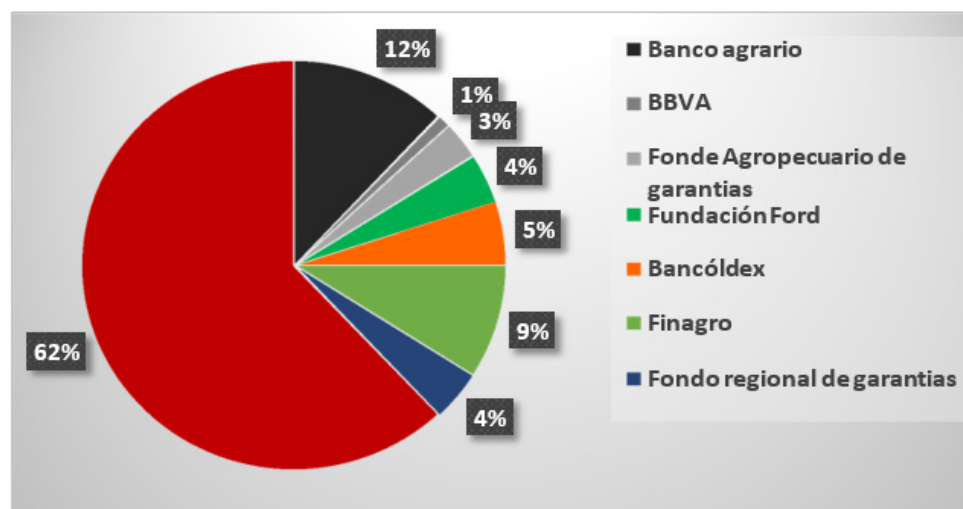


Based on the information obtained, it is stated that the fraction that resorted to acquiring credit did so through the financial sector via local banks. However, these entities did not provide them with the entire budget required, which

is why they opted to resort to loans from private individuals, clarifying that these included family members and close friends.

Figure 23.

Credit application entities



Many of the population did not use any entity to apply for credit, but a certain percentage did use these means, such as the Agricultural Bank and Finagro. The rest of the population used certain entities but at a very low rate.

Improvement strategies for the hotel sector

- Focus on safety and health: hotels should continue to ensure the safety and health of guests and staff.
- Offers and promotions: hotels could offer attractive offers and promotions to entice guests back. These may include discounted stay packages and food and beverage packages, among others.
- Focus on local tourism: as travel restrictions may remain in place in some locations, hotels could focus on local tourism. This could include promoting local activities and events and offering special rates for local residents.
- Use of technology: hotels could use more technology to improve the guest experience. This may include using mobile apps to book rooms and services, utilizing artificial intelligence to personalize the guest experience, and using contactless payment systems.
- Improving the work experience: hotels could improve the work experience of their staff, which could lead to greater staff satisfaction and better customer service. This may include investing in technology and training for staff, as well as improving working conditions and salaries.

Table 2.

Improvement strategies

No. E	Strategy	Activity	Responsible	Indicator	Time	Cost
E1	Use of technologies	Offer online reservations, increase hotel sales and enhance the customer experience.	Receptionist	Number of new customers	Software development and design team (3 to 6 months)	Software: \$3 500 000 Design: \$1 500 000
		Automation system, reduces costs and improves the efficiency of tasks such as check-in and check-out.	Receptionist	Time compared to performing the task.		
		Offer online services, Request immediate services provided by the hotel.	Assistant	Satisfied customers.		
		Implement security systems, protect customers.	Administrator	Number of incidents.		

		Personalized experience	Administrator	Warm welcome		
E2	Improved work experience	Carry out activities at regular intervals, other than work, on public holidays that promote team integration. Invest in necessary electrical or similar technologies for the proper management of the organization and its service. Bonuses for employees who help recognize the location. Resources required for the implementation of activities.	Human Resources and Contracted Companies. Administrator Human Resources. Administrator	Number of activities to be carried out / 1 every two months Number of technological changes per year bonus delivery number / 3per month Number of days for change of allocation / every 2 years	Monthly (1 week for execution) Monthly (1 week for execution) Monthly (1 week for execution) Monthly (1 week for execution)	Recreational activities: \$35 000 (per contributor) Technologies: \$1 000 000 – \$5 000 000 Bonuses: \$200 000 Allowance: \$100 000 (Per employee)
E3	Focus on safety and health	Have a large inventory of blankets, pillows, towels, and other items in good hygienic condition. Provide excellent cleaning services to companies that provide such services, in order to control viruses and bacteria that can cause serious illnesses. Opt for disposable personal items or those that can only be used once. Cover surfaces that come into frequent contact with plastic or glass for easy cleaning. Clean surfaces with a damp cloth and disinfectant.	Administrator Cleaning service employee Administrator Concierge	Number of items per room/ 6 items of each Number of rotations per floor/ 2 or 3 times Number of disposable accessories/ 5 per room Number of days for plastic replacement/ 3 days per week	Quarterly (1 or 2 weeks for proper execution) bimonthly (1 week for proper execution) daily (10 minutes per room) bimonthly (1 week for proper execution)	Inventory: \$280 000 (per room) Cleaning service: \$20 000 (per room) Disposable items: \$5 000-\$15 000
E4	Focus on local tourism	Digital marketing, with the help of social media and/ or digital platforms Agreements with which services can be expanded, such as restaurants, tour guides, and transportation providers. Trained staff with extensive knowledge to achieve a positive attitude when serving customers.	Advertising area Administrator Administrator	Hotel visits, quotes, and reconnaissance of the hotel Satisfied customers, customer frequency. With good references provided by customers.	Weekly Monthly (1 week for execution) Quarterly (1 or 2 weeks for proper execution)	Digital marketing: \$20 000 (per 1 000 visitors to the site) Trained personnel: \$5 000 000 -\$10 000 000
E5	Offers and promotions	Give bonuses to those who return to the hotel more than 5 times in the month. Discounts on the price of premium rooms every so often.	Head of Marketing Head of Marketing	Customer satisfaction and repeat business Customer loyalty	Monthly (1 week for execution) Monthly (1 week for execution)	Customer bonus: \$130 000 (room rate)

Special service in senior rooms, when the service is required for more than two nights.	Head of Marketing	Customer preference	Monthly (1 week for execution)
Incentives for random customers, every certain number of visits.	Head of Marketing	C u s t o m e r enthusiasm for the feeling of winning	Monthly (1 week for execution)

CONCLUSIONS

It is well known that the pandemic was a tragic blow to all types of economies worldwide, leading many companies to close their doors to customers and others to find new ways to stay in business. The purpose of this research is to help the hotel sector survive in the market in the face of future threats based on the use of appropriate and efficient strategies based on those used by a small part of the sector, which resulted in its survival in the market and the adoption of a state of continuous improvement so that their organizations can survive in the face of such threats.

As observed in the results of the surveys conducted with managers and administrators of the different hotels visited in commune 1, many of them were able to meet the objective of remaining in the market despite the significant economic crisis brought about by the COVID-19 pandemic, using marketing strategies, changing their everyday work habits, using technology, and even using debt to their advantage, since the government provided support in the form of interest-free loans and deferred tax payments. This reduced their economic concerns and allowed them to comply with the new health guidelines.

RECOMMENDATIONS

The hotel sector should look for situations that can be leveraged to attract visitors from different parts of the department who come to the city of Pasto in search of tourism or recreational activities such as sports, dancing, performances, etc. All of these scenarios will help attract more customers and build recognition for their services while also identifying areas for improvement to build customer loyalty in the future.

Always have a contingency plan to help offset the loss of income in another economic or product crisis. By taking this precautionary measure, the hotel sector could continue to operate and not have to close its doors, as happened during the COVID-19 pandemic. Maintaining a wide range of inventory is a good way to comply with this strategy, and it can also lend itself to providing a good service experience.

Be aware of users' needs and/or requirements, ensuring they have a pleasant and satisfying experience. Maintaining quality standards will earn you the recognition you deserve from customers and the region.

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CONFLICT OF INTEREST

The authors declare that there is no conflict of interest.

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