International Journal of E-Entrepreneurship and Innovation
Volume 7 • Issue 2 • July-December 2017

Value Chain of the Industry of Tourist Accomodation Case Golfo of Morrosquillo, Colombia

Hassir Lastre Sierra, Autonomous University of Baja California Sur, La Paz, Mexico

Placido Roberto Cruz Chavez, Autonomous University of Baja California Sur, La Paz, Mexico

Francisco J. Ferreiro Seoane, University of Santiago Compostela, Santiago, Spain

Beatriz Corchuelo Martínez-Azúa, University of Extremadura, Badajoz, Spain

ABSTRACT

Value chains propose an organizational internal analysis which divides business social objects and makes it possible to understand the role of each activity in the value creation. This article aims to analyze the value chain of tourism accommodation industry at Golfo of Morrosquillo. Through description and exploration, it was possible to deeply study the value chain of each establishment of the industry. As per the results, 61.29% of establishments do not have a business plan and 58.06% of them do not offer any tourist product from the process of design and development of products. Regarding the conclusions, even though the industry value chain has some variations regarding whole establishments, it is necessary to organize the stakeholders involved in the chain so that it can create value to tourists in terms of satisfaction and quality.

KEYWORDS

Colombia, Economic Activity, Golfo of Morrosquillo, Tourism, Value chain

DOI: 10.4018/IJEEI.2017070101

INTRODUCTION

Organizations focus their capabilities and resources on satisfying their customers' needs and through this approach it is possible to identify the activities and actions that generate added value to goods and services. However, in order to identify the set of activities that generate value it is necessary to execute an internal analysis that allows to recognize the activities susceptible of destroying and generating value.

The value chain represents a perfect tool for implementing an integral and internal analysis, taking into consideration the customers' interactions with the organization. The same industry establishments have a particular feature, their value chain. Usually, companies' value chain is similar due to the fact that they share the same market, the same providers and they use the same management tools.

In relation to tourism organizations, especially in the case of accommodation establishments, the value chain is a system framed in a provision of a service wherein the inputs are represented by tourists who demand the service. Accommodation and other related services are recognized as activities that generate value to the customer's experience.

This paper aims to characterize and analyse the tourist-accommodation-industry's value chain located in Gulf of Morrosquillo in the Department of Sucre, Colombia. This Gulf is located in the south of the Caribbean Sea, on the north coast of Colombia and it has 102 km of beaches, coral reefs and tropical vegetation. It should also be noted that the oil pipeline Caño Limón-Coveñas that created great difficulties due to the oil spill in 2014 ends in Morrosquillo. Both this particularity and the bad management of resources destined to mitigate the coastal erosion and the recovery of beaches can be accounting factors to explain why the tourism sector in the area does not excel.

In this context, the main objective of the paper is twofold: firstly, to determine if the characteristics of the tourism sector in the area have something to do with the fact that this does not take off, or on the contrary, it is due to exogenous factors; secondly, to provide information that clarifies strong and weak points so that the study contributes to the improvement of the productivity of the sector. To carry out the characterization and analysis of the establishments' value chain, Michael Porter's contribution on this topic has been taken into account. The methodology to carry out the objectives is through a case study based on a survey. Given the scarce literature about this topic and this region, it is considered that this is the main originality and contribution of the study.

The article is organized as follows: in the next section we contemplate the theoretical framework, through which we delve into the definition and characteristics of the value chain, emphasized in Porter's contribution; the third section explains the methodology and the design of the research; the population and the sample are described, the variables are identified, as well as the instruments and techniques for the information gathering on these variables. Next, the results obtained are shown. In the fifth section, the discussion based on the variables is analyzed; and finally, the main conclusions of the research are presented.

BACKGROUND

Understanding Value Chain

The term value chain was coined for the first time in the 80s when McKinsey & Company, through their "Business System", proposed a technique to study the value chain and the industry's costs-structure. The "Business System Analysis" is a tool that helps identifying which of the value chain stages generate more value and it helps determining accurately in which chain-stage value is destroyed or lost, in such a way that it is possible to determine opportunities to restructure it (Lütolf-Carroll, 2009).

Value chain can be defined by the set of interlinked activities that generate value on a given good or service. According to Porter (1998), a company cannot obtain competitive advantages if the organization is observed as a whole; the different activities developed by the company including design, production, marketing, delivery and support of its suppliers have to be identified. Thus, the concept "value chain" is introduced as the basic tool to examine all the activities carried out by the company, as well as examining their interaction. A company obtains a competitive advantage by performing these strategically important activities in a more economical way or better than its competitors.

According to Francés (2006), the value chain provides a model of general application that allows to represent, in a systematic way, the activities of any strategic business unit.

As a consequence, it is indispensable to consider the process from the moment of purchase of raw materials to the final disposition of the product. Nevertheless, the process does not end here. According to Morillo (2005) value chain post-sale services are also considered, meaning technical service, maintenance, guarantee and others. Kaplinsky (2000) considers that value chain indicates the activities involved in the production of goods or the provision of a service.

According to Porter (1998), the organizations are composed of a set of chains according to their economic activity. Therefore, it is necessary to understand the activities linked to schematization, manufacturing, distribution and product support. However, the existing chains in the organizations are grouped based on the integral view of the value chain. On the other hand, Francés (2011) expresses that the value chain establishes a generic mechanism for the systematic representation of the activities of the organization. In his opinion, the value chain is composed by all stages that generate value in the production processes taking into account the cost, the value and the profit margin.

In accordance with the above, all organizations conform a value chain for the industry as none of them are self-sufficient. Due to this fact, businesses are links forming part of the chain that goes from the extraction and transformation of raw materials to the resulting product, used by the final customer. Companies play a fundamental role in the economy as they provide inputs to local and specialized markets and also help with the transformation of raw materials (Shank & Govindarajan, 1995; Barry, 1993).

The objective of the chain is to add value to the goods or services as a result of several stages, which means that the activities at the different stages of the organization are taken into consideration, as well as the relationships established between the different organizations involved in the production of a specific good (Briones & Laborda, 2008; Dries, Reardon, & Swinnen, 2004). If an organization wants to keep its competitive position against its rivals, it has to understand the value chain from the perspective of the external environment. The processes of innovation play an important role, contributing to the economic progress of the sector or industry, always meeting the needs for innovation of the organization (Herrera, 2001 cited by Moreno, 2006).

The value chain entails the evaluation of the business taking into account the relationships with providers and customers. That is to say, examining the value chain helps to appreciate and visualize the organization's interaction with its providers, competitors and customers in such a way that the market segment can be established. It also helps determine which link of the chain it is possible to invest more in (Morillo, 2005; Jarazo, 1997). Moreover, according to Kaplinsky (2000), with the value chain analysis the initial activities are put into consideration, as well as the intermediate stages of production, transformation processes of raw materials, distribution activities and elimination of the goods after having been used by customers.

The value chain analysis allows to make decisions regarding what needs to be done or purchased at certain stages of the chain, so at certain moments, a disinvestment or a smaller participation in one of the chain's activities can be reached. This can represent a good strategy (Hasen & Mowen, 2007) and, for this reason, bigger organizations tend to choose which chain-link they must be located in without ignoring the activities they can carry out more efficiently. Therefore, the value chain analysis proposes a methodology to study thoroughly the production of goods or services. It is thus possible to understand the difficulties that can arise from one link of the chain and the amount of relationships, stakeholders and supporting services of the chain (Fundación CODESPA, 2010).

According to Bolwig et al., (2010) the value chain approach is based on the analysis of the structure, the agents and the dynamic of the chain, which includes checking the typologies and the location of the stakeholders of the chain. In the same way, the analysis proposes a rapprochement to the understanding of the organizational structure, the work division and the role of regulations of each value stage (Riisgaard et al., 2010).

The objectives of executing a value chain analysis are to deeply study the functioning of the productive process from the economic and technological point of view; to establish the possibilities of keeping or generating competitive advantages; to measure the impact of the changes presented in the environment and the influence of the national and international economic situation; and to determine the cooperative work schedule between the different stakeholders involved in the value chain (Coursaris, Hassanein, & Head., 2008; Jarosz, 2008).

In order to generate value, Lozano (2002) proposes an integral model that considers there must be an important synchronization between the processes and activities oriented to generate demand and those whose intention is to supply the demand.

The generation of demand consists of two elements: the means of interaction with the customer that allow to capture their demand (vendors, call centers, Internet and distributors); and the role that these means play in the process of interaction with the client.

These means of interaction must have certain properties such as accessibility (so that the client can access the information about the services), individuality (providing specific information) and reliability (all the information and promises made to the client at that moment must be valid, similarly the transparency of the transactions carried out). (Lozano, 2002).

On the other hand, the correct administration of the value chain is essential. This can be defined as the development and coordination of relationships in the chain to offer superior value to the final customers at a lower cost for all members of the chain (Lozano, 2002).

For this study, we will deal specifically with the tourism value chain that includes “all the goods and services that go into the supply of tourist products for travelers, as well as the services that help them plan and execute their trips” (Ventura-Dias, 2011). The tourism value chain is a global model proposed by the World Tourism Organization and is developed based on the characteristics of the tourist destination. The tourism value chain is complex considering the activities of both the source market (countries in which travelers reside) and the host destination (the one that receives visitors and tourists) (Ventura-Dias, 2011).

A fundamental aspect of the value chain is governance, which has been defined in this area as the set of inter-firm relationships and institutional mechanisms through which the coordination of activities in the chain is achieved by the nonmarket in which the actors use different means and strategies to influence the chain, directly and indirectly, by exercising a certain power over other actors according to the requirements of their productive and commercial strategies (Tejada, Santos, & Guzmán, 2011).

Due to the characteristics of tourism, the corresponding value chain has its own peculiarities and determines which factors promote its competitiveness (Tejada et al., 2011). The tourism value chain, in terms of governance, refers to the dynamics of the relations among the members of the chain by which the different parties have some capacity to influence the way that the set of members must operate (Frederick & Gereffi, 2009). Although it has been managed as a very global aspect, the value chain can be applied to more local companies and also be adapted to specific sectors such as the tourism industry.

The tourism value chain is a very useful tool for tourism, since it helps define many productive activities and new products, as well as identifying potential suppliers and other economic areas (Tejada et al., 2011). To be updated is important in this sector. This refers to improvements that can be made, in order to identify key segments of tourism and the ways in which they can adjust to higher value activities (Christian, Fernández-Stark, Ahmed, & Gereffi, 2011). The update has to do with how factors that improve services are added. An example of this occurred in Romania where, for the improvement of the value chain, creativity and innovation have been considered in two completely different markets: balneotherapy and cultural products (Teodorescu et al., 2015).

The so-called "comprehensive tourism experience" should also be considered with the inclusion of all the products and services (i.e., transportation, lodging, catering, entertainment, etc.) that can not necessarily be offered by a single business. In this way, tourism has been called "connection business" through clusters, as it has happened in the case of Australia (OEDC, 2005). The arrival of the internet has changed the way to apply the value chain through new products such as search engines, virtual agents or low-cost companies (Tejada, Moreno, & Rodríguez, 2013).

It is important to point out that cultural services - in terms of events, concerts and electronic guides - serve to know local products and they have also been seen as an added value for touristic products. For this reason, it is said that cultural tourism can be an opportunity to develop the industry (Teodorescu, Stăncioiu, Răvar & Botoş, 2015).

In the case of the execution of events such as festivals, the value chain is an issue that it is only beginning to be addressed. For example: the format, the themes handled, the connection with other industries. and alternative value chains were used to examine three cultural festivals in Germany (Schüßler, Dobusch, & Wessel, 2014).

Porter's Contribution

For the purpose of this investigation, Porter's contribution to value chain has been taken into account, as his contribution fits the objectives of this research and the unit of study. Therefore, there will be a deepening into the topic based on the author's conception.

Porter (1998) considers the value as what customers are willing to pay for goods or services offered by the organization. Total incomes are the reference of value measurement which comes from the product's price and the number of units for sale. The total value derived from the value chain is made up of the group of activities with value and margin. The value activities are understood to be the different activities that the organization executes that entail the use of both physical and technological resources. These value activities are based on the development of a valuable product or service for the customers.

The value activities are divided in primary activities and support activities. Primary activities involve physical manufacturing of the product, distribution, sale to customers and post-sale service. Whereas support activities are supporting primary activities such as input provision, technology, human capital and different functions across the organization.

The primary activities of the value chain are grouped into five categories in terms of the competitors of the industry. For each category, a set of activities are deployed according to the sector and the organizational strategies.

- Internal logistics. It covers the activities related to the reception, storing and distribution of the product inputs, as well as the manipulation of materials and inventory control.

- Operations. It groups the activities related to the transformation of the raw material into the final product.
- External logistics. These are the activities associated with storing and product distribution among clients.
- Marketing & Sales. It takes into account the activities that provide consumers with a source for product purchasing. Publicity, sales force, price, promotions.
- Service. It covers the activities such as product's installation, repair and adjustment. It is associated with activities aimed to keep the product's value.

Support activities are classified in four categories and, as it happens with primary activities, there are several activities that generate value inside the industrial sector.

- Procurement, It refers to the purchasing activities of inputs needed along the organization's value chain. Although these are associated with primary activities, they have a presence in every valuable activity including the support activities.
- Technological Development. It groups the activities related to the process of optimization and product improvement. Here, the researches carried out, the design of the product and the equipment, and the service procedures are taken into account. Furthermore, the technological activities used to improve the product and its features support the whole value chain. However, some of these activities are related to the specific primary and support activities.
- Human Resources Management: It embraces hiring, training, personal development and compensation. These activities give assistance to both primary and support activities.
- Firm Infrastructure: It is composed by integral management activities, finances and accounting, quality planning and management. Owing to the nature of the activities forming this category, these ones usually support all the value chain.

In competitive terms, each primary and support activity is subdivided in three types of activities related hereunder.

- Direct activities, which are the activities directly involved in value-creation for customers.
- Indirect activities: these kinds of activities allow the continuity of direct activities.
- Quality assurance: through these activities the quality in the other activities is guaranteed.

Organizations generally include among their processes the development of direct and indirect value activities and quality assurance which are not only limited to primary activities but also help to further support activities.

METHODOLOGY

Research Design

The exploratory and descriptive research type have been taken into account to develop this study in which the following steps to the Value Chain analysis are suggested: description of the industry at a local level, structure of the chain, and local organization of the companies. Due to the fact that there were no previous studies related to the designated geographical area at the time that this research was being conducted, data collection was carried out by means of a survey and each of the items to be evaluated were collected in the questionnaire.

This research is focused on studying the establishments located in the coastal municipalities of Santiago de Tolú, Coveñas and San Onofre, which are part of the Gulf of Morrosquillo in the Department of Sucre, Colombia. The temporary time frame of this investigation embraces the period between July 2015 and July 2016, but the data collection took place during the first quarter of 2016.

Population and Sample

The characterization of the value chain demanded the study of each of the establishment belonging to the tourism accommodation industry. The sample framework is shown in Table 1. Details of the population and sample studied in this research will be detailed in Tables 2 and 3.

Population

The universe population studied was comprised of 98 accommodation establishments. It was determined taking into account Sincelejo's Chamber of Commerce 2015 database and segmented under these criteria: establishments listed in the commercial register in 2015 and establishments located in the coastal municipalities of Santiago

Table 1. Sample framework

Research	Element	Sampling unit	Scope	Time
Value chain analysis	Establishments	Tourist accommodation industry	Gulf of Morrosquillo	July 2015 to July 2016

Source: Elaborated by the authors

Table 2. Tourist accommodation establishments distribution by municipalities

Municipalities	Tourist accommodation establishments
San Onofre	1
Santiago de Tolú	39
Coveñas	58
TOTAL	98

Source: Elaborated by the authors using Sincelejo's Chamber of Commerce database.

Table 3. Distribution by category of tourist accommodation establishments in each municipality

Study object	Elements			TOTAL
	Hotels	Cabins	Apartment-Hotel	
Coveñas	7	7	4	18
Santiago de Tolú	10	2	1	12
San Onofre	1	-	-	1
TOTAL	31			

Source: Elaborated by authors

de Tolú, Coveñas, San Onofre, belonging to the Gulf of Morrosquillo subregion in the Department of Sucre (Table 2).

Sample

The sample was calculated using the simple random sampling technique and *p-q* proportion values –0.93 and 0.07– . A pilot testing was carried out previously to the research development. Furthermore, it was taken into account a 95% of confidence level and a 7.5% of maximum error level.

Due to the fact that the research sampling unit was composed by establishments belonging to the accommodation industry, it was needed to define the proportion of these establishments in each municipality. In accordance with the above, the representative sample stratification is shown. Table 3 shows the distribution by category of tourist accommodation establishments in each municipality.

According to Table 3, the representative sampling of this study was distributed as follows: in Coveñas 7 hotels, 7 cabins and 4 apartment-hotel were studied; in Santiago de Tolú 10 hotels, 2 cabins and one apartment-hotel were studied and in San Onofre just one hotel was studied.

Variables

Table 4 shows the variables used to perform the study.

Data Collection and Analysis Tools

Data collection was carried out through a structured survey and then divided into nine sections for characterising each of the categories of the value chain.

The data collection tool was designed based on the need for information and theoretical supporting. It was validated, at first, by a set of experts related to tourism, management, strategy and competitiveness. Secondly, the instrument was validated again through the technique of Cronbach Alpha in order to determine the reliability of the tool based on the test made. Similarly, observation was used as a data collection tool. The collected data was then processed and presented in figures and Tables taking into account the statistical analysis.

RESULTS

In this section, the main results are presented taking into account the variables considered in Table 4.

Primary Activities

Internal Logistics

According to Table 5, the means provided to customers to make reservations are phone, email and websites by 55%. Only 3% of the establishments do not count with any of these booking resources. 68% of the information that customers get when they go to the establishments is related to tariffs, services and promotions whereas 3% of the establishments do not give any information related to the above mentioned. 93.55% of accommodation establishments control the quality of both inputs and product necessary to provide service, while 6.45% of them do it sometimes.

Table 4. Variables

Studied Variable	Aspects	Indicators
Value chain	Internal logistic	Information provided to customers; booking means; inputs quality control.
	Operations	
	External logistic	Alliances with transportation businesses.
	Marketing and sales	Number of market researches that have been made; advertising means used to promote services and products.
	Services	Means used to evaluate the satisfaction of customers.
	Firm infrastructure	Business plan; financing sources; managing departments.
	Human resource management	Employees' studies according to duties; continuous training; training strategies, necessary skills.
	Technology development	Number of products offered from the design and development of products; ICT's use; web content administrator; social media strategies.
	Procurement	Providers scope of action; inputs purchase.

Source: Elaborated by authors

Table 5. Means of making reservations

	Frequency	Percentage
Phone	11	35%
Email	1	3%
Web page	1	3%
All of the above	17	55%
None of the above	1	3%
Total	**31**	**100%**

Source: Survey geared towards the tourist accommodation industry

Operations

Table 6 shows the services offered by the majority of the accommodation establishments, wherein the air conditioning service is found in 8.85% of them; T.V., parking services and tourist information services in 7.67% of them, and spa services in 0.29% of the establishments.

External Logistics

Table 7 reveals that 67.75% of establishments do not have any transportation alliances or related services for tourists when their stay ends. However, the 32.26% of them do have transportation alliances or services related to departure's transportation.

Table 6. Offered services

	Frequency	Percentage
Wireless PoS	6	1.77%
Online payments	6	1.77%
Bellboy	7	2.06%
Laundry	17	5.01%
Closets	21	6.19%
Room service	18	5.31%
Telephone service	6	1.77%
T.V.	26	7.67%
Fridge/minibar	18	5.31%
Safe-deposit box	12	3.54%
Wi-Fi connection	22	6.49%
Air conditioning	30	8.85%
Restaurant	23	6.78%
Gym	3	0.88%
Spa	1	0.29%
Airport transportation	6	1.77%
Parking	26	7.67%
Tourist information	26	7.67%
Event rooms	15	4.42%
Business	3	0.88%
Swimming pool	13	3.83%
Bar	14	4.13%
Disco	4	1.18%
Cafeteria	9	2.65%
Tourist guide	7	2.06%
Total	**339**	**100.00%**

Source: Survey geared towards the tourist accommodation industry

Table 7. Alliances with transportation businesses for the customers

	Frequency	Percentage
Yes	10	32.26%
No	21	67.74%
Total	31	100.00%

Source: Survey geared towards the tourist accommodation industry

Marketing & Sales

With regard to Table 8, 28.57% of the establishments use web pages as a means of advertising to promote their goods and services, while just 4.49% of the establishments use sponsorship as an advertising strategy. On the other hand, making reference to the market research carried out by the establishments, 83.87% of them have not made any market research, however, 16.13% have performed one or two market researches in the past five years.

Service

Table 9 evinces that the most common means used by the clients to evaluate the service received are those attending their complaints or claims, with a percentage of 32.26%; while mobile apps such as Booking or TripAdvisor are used to evaluate the service received by just 9.68%.

Supporting Activities

Firm's Infrastructure

As for Table 10, 61.29% of the accommodation establishments do not have a business plan, while 38.71% of them have one. Banks and family savings are the main financing resources for the accommodation establishments by 32.36% respectively and 6.45% of the establishments are financed by private sources. On the other hand, 29.41%

Table 8. Advertising media used

	Frequency	Percentage
Publicity	15	21.43%
Sale promotions	4	5.71%
Public relations	5	7.14%
Web pages	20	28.57%
Social networks	11	15.71%
Sponsorship	3	4.29%
Exhibitions and fairs	7	10.00%
Other	5	7.14%
Total:	70	100.00%

Source: Survey geared towards the tourist accommodation industry

Table 9. Means to evaluate the service the customer has received

	Frequency	Percentage
Satisfaction survey	0	0.00%
Suggestion box	9	29.03%
Complaint and claim	10	32.26%
Mobile apps	3	9.68%
Other	3	9.68%
None	6	19.35%
Total:	31	100.00%

Source: Survey about the tourist accommodation industry

Table 10. Counts on a business plan

	Frequency	Percentage
Yes	12	38.71%
No	19	61.29%
Total:	31	100.00%

Source: Survey geared towards the tourist accommodation industry

of the establishments have a General Management Area which is perceived as a responsibility that rests with the manager in charge of the establishment. Moreover, there is a financial department in 1.47% of the establishments.

Human Resources' Management

Table 11 reveals that 83.87% of the employees have studies related to their performed duties, while 3.23% of managers affirmed not to know whether the relationships between their employees' studies and duties are adequate or not. On the other hand, 12.90% the of managers who say that employees' training is inadequate for their duties agree 100% on the fact that it is a consequence of the lack of training. Also 100% of managers agree on the importance of the employees' continual training.

The employees training strategy mostly used by establishments consists on providing information related to working duties by 51.61% and 9.68% of establishments

Table 11. Employees' studies related to the performed tasks

	Frequency	Percentage
Yes	26	83.87%
No	4	12.90%
Does not know	1	3.23%
Total:	31	100.00%

Source: Survey geared towards the tourist accommodation industry

assume the training costs. On the other hand, 24.24% of the employers believe that it is necessary for employees to receive training related to their managerial skills. Moreover, 10.23% of them consider it to be absolutely necessary. 38.89% of the managers consider unnecessary for employees to have financial skills, whereas 6.06% of them say it is needed.

33.33% of the managers claimed that it is totally unnecessary for employees to have any marketing knowledge, but 12.12% of them said it actually is. Also, 26.14% considered that it is totally necessary for employees to be knowledgeable about customer services and 3.45% of managers declared to be neutral in relation to this training area. The knowledge related to quality management, according to managers, is totally necessary by 21.59%, while 6.90% affirmed to be neutral. Finally, 21.21% of the managers considered necessary for employees to have some knowledge about sustainability.- However, 11.11% claimed it is totally unnecessary. Table 12 shows training strategies.

Technological Development

Table 13 shows that 58.06% of these accommodation establishments do not offer any touristic product as a result of the product-design-and-development process while 16.13% offers one or two touristic products, such as a tour to San Bernardo Archipelago and Caimanera Swamp. 54.84% of the establishments use Technologies of Information and Communication against 45.16% of them which do not use it.

It can be observed in table 14, and also in relation with the figure of web managers, that 61.29% of the establishments have a web page, whereas 38.71% of them do not have one. Strateg**y** formulation**s** through virtual means are implemented by 61.29% of the establishments while 38.71% of them do not use it.

Procurement

In Table 15 it is shown, and according to managers, that 38.7% their providers come from a national area and 32.3% are local providers. These providers supply establishments with inputs, food and hygiene supplies.

Table 12. Training strategies

	Frequency	Percentage
Establishment assumes training costs	3	9.68%
Employee can do training activities in working hours	4	12.90%
Provides information to employee about duties	16	51.61%
Other	8	25.81%
Total:	31	100.00%

Source: Survey geared towards the tourist accommodation industry

Table 13. Tourist products offered based on product design and development

	Frequency	Percentage
1 to 2	5	16.13%
3 to 5	8	25.81%
None	18	58.06%
Total:	31	100.00%

Source: Survey geared towards the tourist accommodation industry

Table 14. Availability of web manager

	Frequency	Percentage
Yes	19	61.29%
No	12	38.71%
Total:	31	100.00%

Source: Survey geared towards the tourist accommodation industry

Table 15. Providers' scope of activity

	Frequency	Percentage
Local	10	*32.3%*
Regional	12	38.7%
National	9	29.0%
International	0	0.0%
Total:	31	100.0%

Source: Survey geared towards the tourist accommodation industry.

DISCUSSION

Primary Activities

Inbound Logistics

Activities related to the internal logistics of the establishments of the accommodation industry. It makes reference to the facilitation of adequate means to make the acquisition-process of goods or services more efficient. When tourists go to an establishment, they usually receive information regarding tariffs, services and possible deals on offer. However, this information is limited to the establishment's location, and that is why, in some cases, tourists must physically go to there to receive the information. Notwithstanding the above, to avoid this, some of them have different alternatives so tourists can be informed about the facilities and the services offered in advance. This is accompanied by technological developments such as a platform to provide a good service.

Operations

According to Porter (1998), operations are the set of activities related to the transformation of raw materials. However, in the case of the accommodation establishments in the Gulf of Morrosquillo, the operations are associated to the services offered to improve the tourist experience.

Among the least offered services are spa, gym, online payments, data phones and business room facilities. Some of these services are focused on tourists with high-purchasing power. According to Lastre (2016), the above reveals that differentiated tourism is not commonly practiced in the area and the services offered by the establishments are mostly a pattern among all the tour operators in the industry.

External Logistics

External logistic refers to the transportation means used to move the product to the final customers, that is to say, the distribution. However, outbound logistics for accommodation establishments refer to the alliances with transportation businesses in a way that it is possible to guarantee with confidence reliable transportation to their customers.

Around 68% of the establishments do not have any alliance with other companies. It is desirable to coordinate activities and to interrelate with other industries and sectors with the purpose of providing tourists with a range of possibilities of convenient transportation facilities to generate security, reliability and satisfaction.

Marketing & Sales

The promotion of products and services offered by a company is an adequate strategy for organizations looking at positioning themselves within the market and reaching out their target customers. Among the most popular advertising media used by the establishments of accommodation in the Gulf of Morrosquillo are web pages, social networks and traditional advertising. However, market research which could provide profiles, trends, tourist preferences and other information relevant to the industry, is not carried out by 84% of the establishments. This makes it impossible for the establishments to offer goods and services according to the reality of the market and the tourists' taste.

Service

This concept makes reference to the evaluation made by the tourist regarding the service received which is evaluated through different means, allowing entrepreneurs to know the customers' perception about their services. Usually, these establishments tend to make use of their "service of complaints and claims" verbally, on a one-on-one basis, which is why solutions can be circumstantial and vary according to each tourist.

Suggestion boxes are also used, but these are usually found in larger hotels where the administration is focused on the total satisfaction of the customers. Even though these means allow to know the satisfaction level of the customers, it is interesting how some small establishments use the Information and Communication Technology to evaluate the service offered. Mobile apps play an important role as these are focused on sharing the user's experience. However, the backwardness of the establishments in Gulf of Morrosquillo is obvious; and this possibility is not spread out to tourists yet.

Currently, experiences and opinions of other tourists are the key in choosing hotel and touristic destinations. Thus, it is useful for the tourist service providers to have this kind of tools at the customer's disposal.

Supporting Activities

Firm Infrastructure

Through firm infrastructure, it is possible to know the integral management of accommodation businesses in Gulf of Morrosquillo. A large part of them do not plan activities, do not know the process of managing their business, and entrepreneurs do not know how to formulate plans and projects to help their own sustainability. This weakness is related to the lack of management skills. It must be taken into account that establishments are family run businesses and old age managers refuse to delegate the establishment's management or gain or update the needed skills.

According to the internal organization of the establishments, these departments are not understood as isolated areas nor to be physically separated. These functions are conceived to be responsibility of the manager, who usually administers great part of the functional areas, except those related with hygiene and maintenance, which are carried out by different personnel.

Human Resources' Management

The Human Resources management refers to the personnel carrying out the operative activities for the establishments. From the managers point of view, employee's studies are adequate to perform their activities or duties. This is due to the fact that those activities do not require any special knowledge to be developed, thus, employee's studies level is not a condition to establish their working relationship.

It is important for managers that their employees are continually trained to acquire new skills. Accordingly, managers have provided spaces to promote and sponsor training. However, in some cases and once employees have finished their training, they usually look for better working alternatives, thus, establishments defer the promotion of training within their human capital

Technological Development

The Information and Communication Technology has promoted a series of tools and options so that organizations can develop products and services to add value to the user's experience. Nevertheless, nearly 58% of the accommodation establishments in Gulf of Morrosquillo have not designed or even developed one product or service. The above is related with the lack of market researches oriented to knowing market trends and tourist preferences.

Great part of the establishments use some technological tools such as supports or platforms for at least one activity of the business. Technology management includes content management through social networks or web pages which entail social media strategies to advertise the establishment or the promotions and services it offers.

Procurement

The recurrent area of activity of the providers for the accommodation establishments in Gulf of Morrosquillo is mostly national, including local providers too. In this respect, many establishments have problems with the procurement of inputs and products needed for the performance of their activities.

This situation is caused by the lack of strategies focused on generating integration with providers with the aim to guarantee an efficient supply to ensure the quality and the continuous flow of inputs.

CONCLUSION

Below we focus on highlighting the most significant results of the study, so a general overview of the case analysed is presented.

This work has revealed that the value chain of the accommodation industry in Gulf of Morrosquillo has homogeneous features in all the activities that conforms it. Given the fact that, as these establishments share the same industry and touristic destination, the differences are only disclosed at the moment of identifying the additional and related services provided. 82.87% of them offer the same services.

Regarding internal logistics, 42% of the establishments do not have a website through which reservations can be made. Moreover, in 3% of the cases they have neither email nor even telephone, so the user should directly approach the reception to make a reservation. This data demonstrates the need for greater investment in ICTs for the upward development of the sector. In this line, we take the data on operations noting that only 6.49% offer Wi-Fi, or 1.77% online payments. Once again, the need for investment in ICTs becomes clear when we observe that only 9.68% of the establishments use mobile applications to evaluate the services received by customers.

When we value operations, the uniformity of the sector when providing services becomes clear, as well as the type of services provided, which points towards an average tourist sector; taking into account that services such as spa (0.29%), gym (0.88%), disco (1.18%) or porters (2.06%) are offered to a lesser extent than other more basic services such as parking (7.67%), tourist information (7.67%), TV (7.67%) or air conditioning (8.85%).

With regard to external logistics, it should be noted that 83.87% of the establishments have not carried out any market research. On the other hand, 61.29% of the establishments in the sector do not have a business plan. These two factors show deficiencies in planning, which are directly linked to a lower efficiency in the management of resources.

These facts indicate that the tourism sector in the Morrosquillo area is capable of improving several aspects, as well as growing, because some means of interacting with the client are not exploited enough to capture their demand and produce value, such as the internet, mobile applications, web pages or online payment. On the other hand, in line with what Lozano (2002) advocates, they lack qualities such as accessibility, individuality and transparency; that can be more easily implemented through greater investment in ICT's.

On the other hand, by not maximizing the potential of these ICTs, the so-called "comprehensive tourism experience" is exploited to a lesser extent, Tejada et al. (2013), which would make the tourist sector of Morrosquillo more attractive to future users-customers.

The value chain is not articulated with other companies, industries or sectors related to tourism. Individualism is still seen - instead of business cooperation - as a strategy of shared growth. If this thought is changed, it could generate a favorable situation for tourists, so that the range of services they receive would be expanded. The industry would benefit from a more consistent growth together with other sectors supporting touristic activities.

REFERENCES

Alcaldía de Coveñas. (2012). *Plan de Desarrollo Coveñas 2012-2015*. Coveñas.

Alcaldía de San Onofre. (2012). *Plan de Desarrollo San Onofre 2012-2015*. San Onofre.

Alcaldía de Santiago de Tolú. (2012). *Plan de Desarrollo de Santiago de Tolú*. Santiago de Tolú.

Barry, N. (1993). *La pequeña empresa como gran negocio: manual de orientación*. Caracas: Maracay.

Bolwig, S., Ponte, S., Du Toit, A., Riisgaard, L., & Halberg, N. (2010). Integrating poverty and environmental Concerns into Value-Chain Analysis: A Conceptual Framework. *Development Policy Review*, *28*(2), 173–194. doi:10.1111/j.1467-7679.2010.00480.x

Briones Peñalver, A. J., & Laborda Peñalver, F. (2008). *Valoración de la Cooperación Inter-empresarial en las Microempresas del Municipio de Murcia, proyectos Micro y e-Micro (2002-2007)*. España: Cuadernos de Gestión.

Coursaris, C., Hassanein, K., & Head, M. (2008). Mobile technology and the value chain: Participants, activities and value creation. *Int. Journal of Business Science and Applied Management*, 14-30.

Dries, L., Reardon, T., & Swinnen, J. F. (2004). The Rapid Rise of Supermarkets in Central and Eastern Europe: Implications for the Agrifood Sector and Rural Development. *Development Policy Review*, *22*(5), 525–556. doi:10.1111/j.1467-7679.2004.00264.x

Fondo de promoción turística, Gobernación de Sucre. (2011). *Plan Estratégico de Desarrollo Turístico de Sucre*. Sincelejo.

Francés, A. (2011). *Estrategía para la empresa en América Latina*. España: Ediciones IESA.

Fundación, CODESPA, (2010). *Cadenas de valor. Creando vínculos comerciales para la erradicación de la pobreza*. Madrid: CODESPA.

Gaceta Departamental de Sucre. (2012). *Plan Departamental de Desarrollo de Sucre 2012-2015*. Sincelejo: Gaceta Departamental de Sucre.

Hasen, D. R., & Mowen, M. M. (2007). *Administración de costos: contabilidad y control*. Thomson.

Jarazo, A. (1997). La aplicación de los costos al análisis de la cadena del valor. In *V Congreso Internacional de Costos, Productividad y Rentabilidad*, Acapulco.

Jarosz, L. (2008). The city in the country: Growing alternative food networks in Metropolitan areas. *Journal of Rural Studies*, *24*(3), 231–244. doi:10.1016/j.jrurstud.2007.10.002

Kaplinsky, R. (2000). *Spreading the gain from globalization: What can be learned from value chain analysis?* Institute of Development Studies.

Lastre, H. E. (2016). *Análisis estratégico y competitivo de la industria de alojamiento turístico. Caso: Golfo de Morrosquillo*. Sincelejo: Departamento de Sucre.

Lütolf-Carroll, C. (2009). *From innovation to cash flow*. New Jersey: John Wiley & Sons. doi:10.1002/9781118273166

Moreno, W. (2006). *Cadena de valor: Una aproximación conceptual y metodológica para su estudio*. IDIES.

Morillo, M. (2005). Análisis de la cadena de valor industrial y de la cadena de valor agregado para las pequeñas y medianas industrias. *Actualidad Contable FACES*, 53-70.

Porter, M. E. (1998). *Competitive advantage: Creating and sustaining superior performance*. New York: The Free Press. doi:10.1007/978-1-349-14865-3

Riisgaard, L., Bolwig, S., Ponte, S., Du Toit, A., Halberg, N., & Matose, F. (2010). Integrating Poverty and Environmental Concerns into Value-Chain Analysis: A Strategic Framework and Practical Guide. *Development Policy Review*, *28*(2), 195–216. doi:10.1111/j.1467-7679.2010.00481.x

Shank, J. K., & Govindarajan, V. (1995). Gerencia estratégica de costos: la nueva herramienta para desarrollar una ventaja competitiva. Colombia: Norma.

Tejada, P., Moreno, P., & Rodríguez, M. J. (2013). Contribución de las PYMES Turísticas Al Desarrollo. *Revista de Economía Mundial*, *35*, 103–119.

Tejada, P., Santos, F. J., & Guzmán, J. (2011). Applicability of global value chains analysis to tourism: Issues of governance and upgrading. *Service Industries Journal*, *31*(10), 1627–1643. doi:10.1080/02642069.2010.485642

Teodorescu, N., Stăncioiu, A., Răvar, A. S., & Botoș, A. (2015). Creativity and innovation -- Sources of competitive advantage in the value chain of tourism enterprises. *Theoretical & Applied Economics*, *22*(1), 35–48.

Ventura-Dias, V. (2011). El turismo, su cadena productiva, y el desarrollo incluyente en América Latina: los casos de Brasil y México. *Serie Comercio y Crecimiento Inclusivo*, *138*.

Hassir Lastre Sierra is a master's student in Strategic Management, Autonomous University of Baja California Sur, Mexico. Business Administrator at University of Sucre, Colombia. He was a Researcher on the project called "Jóvenes Investigadores Innovadores Mariscal Sucre 2015-2016" in Colombia supported by COLCIENCIAS. He was speaker in many conferences and academic events around the world and his research topics are about administration, strategy, competitiveness and tourism. He is a leader, self-taught, proactive, committed and responsible. With skills for working in group and undertake great and new challenges. Believer of continuous improvement is part of professional and personal growth.

Placido Roberto Cruz Chávez, is a professor-researcher of the Academic Department of Economics of the Autonomous University of Baja California Sur; Mexico; he stands out in project development; he has research focused on financial management, sector competitiveness and business development. He has PhD studies in Strategic Planning and Technology Management from the Popular Autonomous University of Puebla. Author of publications in books of recognized prestige and published in articles of international scientific popularization. He is a lecturer at an international level on topics related to business and tourism and directed more than 30 undergraduate and graduate theses. He has experience in business consulting.

Francisco J. Ferreiro Seoane is a professor of the Department of Applied Economics of the Faculty of Law of the University of Santiago de Compostela (USC). He has experience in management, both in the private company and public management, in the Quorum Económico, consultant for economic studies and local development and he also was General Director of Economic Promotion of A Coruña City Counsil (Spain), Head of the Bic Galicia area -IGAPE-Xunta de Galicia (regional government in Spain) and director of multinationals such as: Losan Group, Tafisa, Tecam, Unión Fenosa and Banco Pastor. His line of research focuses mainly on the field of public administrations, public policies and entrepreneurship. Author of numerous articles, books, book chapters, main researcher of several projects and regular speaker in national and international congresses.

Beatriz Corchuelo Martínez-Azúa is a Professor at the Department of Economics of the University of Extremadura (Spain). She has a background in applied economics, with a PhD in Economics and a Master in Economic Analysis (Spanish Institute of Fiscal Studies, Madrid). She teaches Microeconomics and Macroeconomics in the area of Foundations of Economic Analysis at the Faculty of Economic Sciences. Her main research lines focus on the study of economics of innovation and evaluation of R&D public policies where she has several researches with national and international papers published in scientific journals. She has also published several teaching books and scientific book chapters and has participated in several national and international conferences. She has been the leader of a Spanish regional competitive project and has participated as collaborator in other Spanish competitive projects as well. She has been a visiting professor in different universities of Italy, France, Portugal, Bolivia and Colombia.