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**TEMA:**

**“DISEÑO DEL MODELO DE GESTIÓN POR PROCESOS EN EL SERVICIO  
TURÍSTICO DE LA ORGANIZACIÓN COMUNITARIA BOMBODROMO  
PALENQUE UBICADA EN LA PARROQUIA SALINAS”**

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***"DESIGN OF THE MODEL OF MANAGEMENT BY PROCESSES IN THE TOURISM SERVICE OF  
BOMBODROMO PALENQUE COMMUNITY ORGANIZATION LOCATED IN SALINAS PARISH"***

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## Abstract

*This project was made in the Bombodromo Palenque Community Organization located in Salinas parish in Imbabura.*

*In order to strengthen the tourist services of the organization, was developed the Model of Management by Processes to improve the level of satisfaction of tourists using the customer voice. In it were developed a set of strategies under the analysis of internal and external ambient of the organization, were ordered and documented the processes of tourist operations and was created the process of services design, all this using the strategic plan, the processes manual, the management indicators, and quality function deployment as tools to manage the quality of tourist services, to comply the four phases of the circle of continuous improvement of Edward Deming.*

*The Model of Management by Processes provides to the Community Organization, the strategic direction needed to measure and continuously improve the quality of tourist services, with emphasis in comply the customer requirements and exceed their expectations.*

## Keywords

Bombodromo, management, processes, services, satisfaction, customer.

## 1. Introduction

BOMBODROMO PALENQUE community organization is located in Salinas parish, 33 kilometers from Ibarra. It is in the 7 June street and Bishop Federico González Suárez. The tourism product, cultural and community offering Bombodromo Palenque community organization (OCBP) currently is focused on to meeting the demand of tourists visiting the Salinas parish through "La Ruta de la Libertad", which is owned by the Ferrocarriles del Ecuador public company (FEEP) and although its tourism operations are directly related, are independent from each other. The tourist service develops its tourist operations under the absence of tools that enable: management the quality of the service provided and meeting the level of satisfaction of tourists. (Martínez Sambrano, 2012) "To avoid

discrepancies between the quality perception of customers and providers of the service, proposes to act on 5 possible shortcomings of the quality".

- 1 Unknowing what expect the users.
2. Establish of wrong quality standards.
3. Deficiency to perform the service.
4. Discrepancy between what is promised and what it offers.
5. Difference between the expected service and the perceived

Referring only to the point one. Management by processes (GPP) is a tool to bring near the organizational structures to the needs of each moment (Zaratiegui, 1999, pp. 1-8), and primarily searches customer satisfaction.

Zaratiegui (1999), a fundamental principle of quality is the role of customers like absolute arbiters of the quality of the service offered. Sir William Thomson, Lord Kevin "it which is not defined, cannot be measured. What is not measured cannot be improved. What is not improved, it always degrades "are thoughts base to take the initiative of strengthen the tourist services of the BOMBODROMO PALENQUE Community Organization using a model of management by processes to improve the level of satisfaction of tourists through the voice of the customer.

## 2. Materials and Methods

The model of management by processes was developed under the main influence of the continuous improvement circle of E. Deming. Each of the phases of the Deming circle was developed using a management tool to achieve the continuous improvement in the tourism service of the PALENQUE BOMBODROMO community organization.

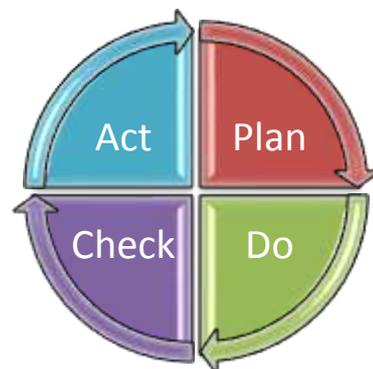


Figure 2.1. Continuous improvement circle

**Phase Plan**, here, is used the strategic direction to orient the organization's efforts through strategies generated under the analysis of internal and external environment.

In the internal environment it analyzed the following factors:

- Organizational
- Human Talent
- Economic
- Productive
- Technological
- Commercial

With the conclusions of the analysis of internal factors, it posed the strengths and weaknesses.

In the external environment it analyzed the Porter forces and the following factors:

Porter forces:

- Competitive pressures from new competitors.
- Competitive pressures associated maneuvers between competitors.
- Competitive pressures of the negotiation power of the provider.
- Competitive pressures from the customer negotiation power.
- Competitive pressures from vendors of substitutes products.

Factors:

- Economic
- Political – Legal
- Technological
- Natural o ecological
- Social cultural
- Demographic

With the conclusions of the analysis of external factors and Porter forces it posed opportunities and threats.

To facilitate the generation of strategies are prioritized strengths, weaknesses, opportunities and threats using the prioritization matrix Holmes. The prioritization matrix Holmes compare n alternatives (in this case the strengths, weaknesses, opportunities and threats) established in relation "row - column" together to establish numerically the level of importance of each and make your selections necessary for the ongoing study.

| #  | F1  | F2  | F3  | F4  | F5  | F6  | F7  | F8  | Σ   |
|----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| F1 | 0,5 | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 7,5 |
| F2 | 0   | 0,5 | 0   | 1   | 0   | 1   | 1   | 1   | 4,5 |
| F3 | 0   | 1   | 0,5 | 1   | 0   | 0   | 0   | 1   | 3,5 |
| F4 | 0   | 0   | 0   | 0,5 | 1   | 0   | 1   | 1   | 3,5 |
| F5 | 0   | 0   | 1   | 0   | 0,5 | 0   | 0   | 1   | 2,5 |
| F6 | 0   | 0   | 1   | 1   | 1   | 0,5 | 1   | 1   | 5,5 |
| F7 | 0   | 0   | 1   | 0   | 1   | 0   | 0,5 | 1   | 3,5 |
| F8 | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0,5 | 0,5 |

**Table 2.1:** prioritization matrix Holmes (example)

The boxes that form the diagonal of the matrix are not evaluated because it compares the same factor between row and column, There they placed the value of 0,5. Moreover, other factors being compared twice, in relation: row - column and column - row, resulting in one inverse matrix, for example: when comparing the factor F1 (row) and F2 (column) has a value of 1 and comparing the factor F2 (row) and F1 (column) has a value of 0. Each box should have a value of one when the analysis between factors is most important, and inverse box (the box that analyzed the same factors) must have a value of zero. Once all factors was compared, is performed the sum in row of values for each one factor analyzed. The order of importance is result of the numerical value of each factor.

Once are prioritized the factors of internal environment, it is elaborated the matrix of evaluation of internal factors. This matrix permits to analyze whether strengths are sufficiently representative to realize the strategic plan or, if not, whether a previous improvement is needed.

| #            | Weight | Qualification | Weighing |
|--------------|--------|---------------|----------|
| S6           | -      | 4,00          | -        |
| S3           | -      | 3,00          | -        |
| S1           | -      | 4,00          | -        |
| S2           | -      | 3,00          | -        |
| #            | Weight | Qualification | Weighing |
| S6           | -      | 1,00          | -        |
| S3           | -      | 1,00          | -        |
| S1           | -      | 2,00          | -        |
| S8           | -      | 2,00          | -        |
| <b>Total</b> |        |               | -        |

**Table 2.2.** Assessment Matrix of internal factors

The matrix has four columns:

- First, the strengths and weaknesses are listed in two sections.
- Second, contains the weight criterion, is the importance of the factor for the performance of the organization regardless of whether strength or weakness. The weight must be equal to 0.5 to the strengths and 0.5 for the weaknesses, making a total of 1.
- Third, How to qualify:
  - 1 = major weaknesses
  - 2 = Less important weaknesses
  - 3 = Less important strengths
  - 4 = Important strengths
- Fourth, Weighting, is the result of multiplication between the weight and grade.

For analysis of the results it is considered if the total sum of "weights" column is greater than or equal to 2.5; then the organization can present its strategic plan. If the sum of the "weighting" column is less than 2.5; then the organization needs a previous improvement plan for the strategic plan.

Once are prioritized the factors of external environment, it is elaborated the evaluation matrix of external factors. This matrix permits analyze whether the organization works as an open system or otherwise as a closed system.

| #            | Weight | Qualification | Weighing |
|--------------|--------|---------------|----------|
| O2           | -      | 4,00          | -        |
| O4           | -      | 3,00          | -        |
| O8           | -      | 4,00          | -        |
| O6           | -      | 3,00          | -        |
| #            | Weight | Qualification | Weighing |
| T6           | -      | 1,00          | -        |
| T3           | -      | 1,00          | -        |
| T1           | -      | 2,00          | -        |
| T8           | -      | 2,00          | -        |
| <b>Total</b> |        |               | -        |

**Table 2.3.** Assessment Matrix of external factors

The matrix has four columns:

- First, This matrix permits analyze whether the organization works as an open system or otherwise as a closed system.
- Second, It contains the weight criterion, is the importance of the factor for the organization regardless of whether it is good or bad. The weight must be equal to 0.5 to the opportunities and 0.5 for the threats, making a total of 1.
- Third, How to qualify:

- 1 = If you cannot take advantage or circumvent the factor
- 2 = The factor can be seized or evaded with difficulty.
- 3 = The factor can be seized or evaded
- 4 = When you can take advantage or circumvent factor easily.
- Fourth, Weighting, is the result of multiplication between the weight and grade.

For analysis of the results it is considered if the total sum of "weights" column is greater than or equal to 2.5; then the organization operates as an open system and can present its strategic plan, Otherwise, if the total sum of "weight" column is less than 2.5; then the company does not operate as an open system, you need a plan of previous training.

With these previous steps the organization is ready to design the necessary strategies, the cross between the results of the analysis of internal and external environments was performed. From the cross between strengths, threats and opportunities, were obtained strategies FO and strategies FA. From the cross between weaknesses, threats and opportunities were built the strategies DO and strategies DA.

To design the strategies FA are taken into account the following criteria to formulation:

- [ + ] When strength reduces the threat.
- [ = ] When strength is indifferent to the threat.
- [ - ] When strength increases the threat.

|          |  | THREAT |    |    |    |
|----------|--|--------|----|----|----|
| STRENGHT |  | T6     | T3 | T1 | T8 |
| S1       |  |        |    |    |    |
| S6       |  |        |    |    |    |
| S2       |  |        |    |    |    |
| S3       |  |        |    |    |    |

**Table 2.4:** Strategizing FA

To design the strategies "FO" the following criteria for their formulation are taken into account:

- [ + ] When strength allows seize the opportunity.
- [ - ] When strength impedes seize the opportunity
- [ = ] When strength is indifferent to seize the opportunity.

|           |  | OPPORTUNITIES |    |    |    |
|-----------|--|---------------|----|----|----|
| STRENGTHS |  | O2            | O4 | O8 | O6 |
| S1        |  |               |    |    |    |
| S6        |  |               |    |    |    |

|    |  |  |  |  |
|----|--|--|--|--|
| S2 |  |  |  |  |
| S3 |  |  |  |  |

**Table 2.5:** Strategizing FO

To design the strategies "DO" the following criteria for their formulation are taken into account:

- [ + ] When weakness allow benefit from the opportunity.
- [ - ] When the weakness difficulties seize the opportunity.
- [ = ] When the relationship is indifference

| WEAKNESSES | OPORTUNIDADES |    |    |    |
|------------|---------------|----|----|----|
|            | O2            | O4 | O8 | O6 |
| W6         |               |    |    |    |
| W3         |               |    |    |    |
| W1         |               |    |    |    |
| W8         |               |    |    |    |

**Table 2.6:** Strategizing DO

To design the strategies "DA" the following criteria for their formulation are taken into account:

- [ + ] When weakness reduces the threat.
- [ - ] When weakness increases the threat.
- [ = ] When the relationship is indifference.

| WEAKNESSES | THREAT |    |    |    |
|------------|--------|----|----|----|
|            | T6     | T6 | T6 | T6 |
| W6         |        |    |    |    |
| W3         |        |    |    |    |
| W1         |        |    |    |    |
| W8         |        |    |    |    |

**Table 2.7:** Strategizing DA

All this using the following matrix, in the first column are localized the strengths and weaknesses respectively, and in the first row, opportunities and threats.

**Phase do;** here the basics of process management (GPP) were used.

“The GPP is not a model or a reference standard but a body of knowledge with principles and specific tools that allow to do reality the concept that quality is managed” (Perez Fernández de Velasco, 2013, pág. 44). The organization must keep evolving hand GPP system development, the vision of progress in the construction management model is based on three scenarios:

| (1) Sistematización de la gestión  | (2) Consolidación y mejora continua del sistema de gestión   | (3) Excelencia en la gestión   |
|--|--|--|
| <ul style="list-style-type: none"> <li>• Todo aquello que es repetitivo puede sistematizarse.</li> <li>• Un sistema normalizado aporta eficiencia (se hace lo que se debe) y eficacia (se busca un resultado global).</li> </ul> | <ul style="list-style-type: none"> <li>• Realizar seguimiento por medio de auditorías internas favorece el sostenimiento del sistema de gestión.</li> <li>• Permite dominar y mejorar día tras día los procesos clave de la organización.</li> </ul> | <ul style="list-style-type: none"> <li>• El dominio en la GPP debe extenderse a diferentes áreas como la de talento humano o seguridad y salud ocupacional.</li> </ul> |

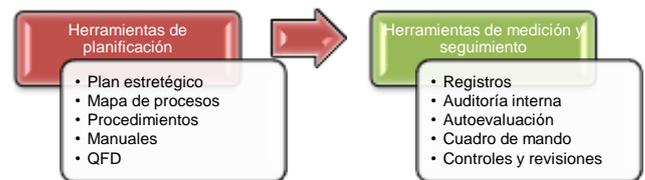
**Figure 2.2:** Advances in model process management building

Principles of Process Management (Perez Fernández de Velasco, 2013).



**Figure 2.3:** Principles of Process Management

The GPP uses tools for planning and measuring, they make it easy to meet corporate goals, increase resource efficiency and its design should suit the company and its characteristics (Perez Fernández de Velasco, 2013).



**Figure 2.4:** Tools Process Management

**Phase check;** the quality management is action based on the results of the measurement, hence the importance of measuring. The main management indicators are efficiency, effectiveness and productivity thus:

- **Productivity:** Productivity is the relationship between outputs (goods and services) and inputs (5 m).

$$\text{Productivity} = \text{Efficiency} * \text{Efficacy}$$

$$\text{Productivity} = \left( \frac{\text{met units}}{\text{units produced}} \right) \left( \frac{\text{units produced}}{\text{resources used}} \right)$$

$$\text{Productivity} = \frac{\text{met units}}{\text{resources used}} \quad (1)$$

- **Efficiency:** The efficiency is directly related with the process and resource savings in the transformation of inputs, while more efficient the transformation process, more productive the process and more value added.



Figure 2.5: Terms correlated with the efficiency

- **Efficacy:** The task of top management is to improve the ratio between inputs and outputs, purpose to improving requires set goals and measurable objectives, and compliance with these defines the efficiency in the organization.



Figure 2.6: Terms correlated with the efficacy

**Phase act;** to close the circle of continuous improvement is necessary to promote improvement actions in this case, will be born in to apply the quality Function Deployment (QFD). The quality function deployment is a tool to listen to the voice of the customer and move it to the operations to manufacture the product or service. The application of QFD is performed in a two-part process, (1) matrix one (known as The House of Quality) and two, that allow the product planning and design of the product, and (2) the part three four that allow planning and production process.

The House of Quality is a methodology that uses a set of matrices to transform the customer voice in technical requirements that help improve the characteristics of a product or service and thus meet customer needs.

**Matrix planning:** There are three fundamental and crucial pillars for the development of the planning matrix, these are: “**What**”, the “**How**” and “**How Much**”. The first refers to what the customer needs of the product or service to meet their needs; the second is about how to get to meet those customer needs from the adaptation of internal processes, components and production planning, as long as the process permits; the last item measures necessary features that will help to adapt the process to the product characteristics.

- At this stage begins the QFD, the consumer demands (the what), this list is known as the voice of the customer.

|             |   |
|-------------|---|
| Qué's       | 1 |
| Sabor       | 5 |
| Variedad    | 1 |
| Limpieza    | 4 |
| Temperatura | 1 |
| Rápidez     | 2 |
| Cantidad    | 2 |
| Precio      | 3 |

Figure 2.7: Features that values the customer (what)

- The following is transforming the original "WHAT", from something abstract (as expressed by the customer) in a "HOW" that is tangible and measurable. Once clearly defined the "HOW", they are located in a perpendicular matrix the "WHAT'S" and "HOWS" to relate them to the level of relationship they have.

|             |        |             |           |             |               |                     |
|-------------|--------|-------------|-----------|-------------|---------------|---------------------|
| Qué's       | Cómo's | Importancia | Compra MP | Preparación | Entrenamiento | Inversión en Equipo |
| Sabor       | 1      | 5           | 3         | 3           | 9             | 1                   |
| Variedad    |        | 1           | 3         |             | 1             | 9                   |
| Limpieza    |        | 4           | 9         | 3           | 3             |                     |
| Temperatura |        | 1           |           |             |               | 3                   |
| Rápidez     |        | 2           |           | 3           | 3             | 9                   |
| Cantidad    |        | 2           |           | 1           | 9             |                     |
| Precio      |        | 3           | 3         | 1           | 1             | 3                   |

Figure 2.8: Deployment of product characteristics (HOW)

It suggests three levels of relationship defining, a weak relationship, a medium relationship and a strong relationship with the following symbols:

- 1 = weak relationship
- 3 = medium relationship
- 9 = strong relationship
- The next step is to add planning how much for each HOW and place them in the bottom of the matrix. The "HOW MUCH" is a objective measure of a requirement, it located in the "HOWS" measurable characteristics mandatory to continue the process. In addition a second filter data is performed for less subjective subsequent analysis.

Due to the large amount of information is prudent to debug the "HOW" an executable level. Similarly the "HOW" values are transferred to the following table to facilitate communication.

|                     |        |       |       |            |   |  |
|---------------------|--------|-------|-------|------------|---|--|
|                     | Cómo's |       |       |            |   |  |
| Qué's               |        |       |       |            |   |  |
| Sabor               | 5      | 9     | 9     | 3          | 1 |  |
| Variedad            | 1      | 9     | 0     | 1          | 3 |  |
| Limpieza            | 4      | 0     | 9     | 9          | 0 |  |
| Temperatura         | 1      | 0     | 0     | 3          | 9 |  |
| Rápidez             | 2      | 0     | 9     | 9          | 3 |  |
| Cantidad            | 2      | 0     | 1     | 3          | 0 |  |
| Precio              | 3      | 9     | 1     | 1          | 9 |  |
| Importancia Técnica | 81     | 104   | 82    | 50         |   |  |
|                     | \$Taco | Eval. | Eval. | \$ activos |   |  |
|                     | \$1-15 | 80%   | 80%   | \$20000    |   |  |

Indicador Especificación

Figure 2.9: Parameter deployment (How Much)

**Product Development:** Customer demands (THE WHATS) are attended in the product planning matrix through the HOW, that is, the design requirements, this "HOW" will move to the "deployment of parts" matrix as if they were new ones "WHAT" for the same procedure but this time analyzing from the point of view of the parties (QFD philosophy in the critical parts can be: ingredients, materials, processes) necessary to meet those design requirements.

**Planning Process:** It is to convey the voice of the customer through a cascade of matrices that begins with a list of suggestions, demands, needs and expectations of consumers about the product or service offered and usually ends in planning the production of the product or service, so that the process and its components are adapted to add features that the customer requires.

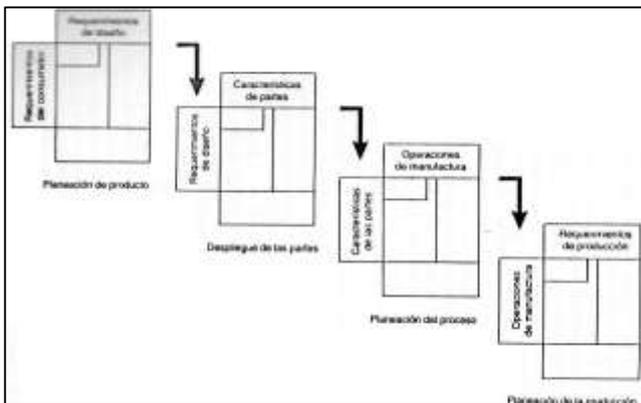


Figure 2.10: QFD matrices cascade

### 3. Results

The starting point is the design of the Process Management Model, it is based on the Deming circle as central to the efficient fulfillment of organizational objectives. The objectives will have the support of the General Assembly and Board of Community Organization.

Finally having as support process to the quality function deployment to: investigate the customer's requirements, comply and permanently increase their satisfaction.

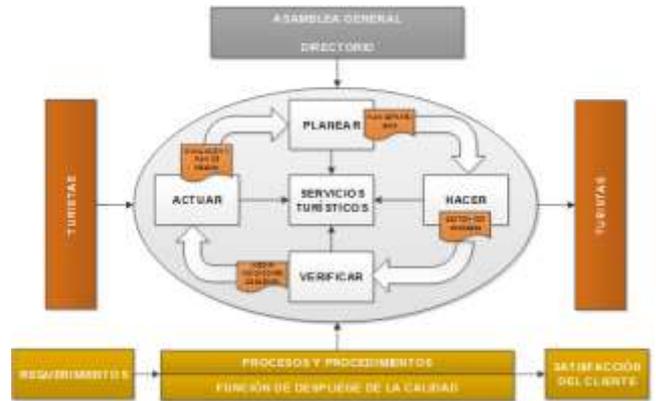


Figure 3.1: Model Process Management

#### (1) Planning phase:

Were designed the strategic management elements. The mission, vision, organizational goals, organizational values, quality policies and human talent.

#### Strategic mission

We are a community organization that promotes the identity rescue, use the intangible heritage of the Salinas parish in Imbabura to generate tourist services aimed at domestic and foreign tourists, who visit us mainly in the Freedom Train.

#### Strategic vision

Convert to the Salinas de Imbabura parish in a cultural tourist destination completed with a range of services that motivate domestic and foreign tourists to stay in the parish by excellence in quality until 2020.

#### Quality Politic

We are a community organization that promotes community tourism in the Salinas parish of Imbabura, we are committed to promoting cultural appreciation, the identity rescue and conservation of natural heritage and especially the cultural sector to develop quality tourism services through the efficient development administrative processes, the tourism operations and support processes to optimize our resources, building a culture of continuous improvement in order to identify the requirements of tourists and work to achieve them exceeding their expectations, generating a tourism experience that will maintain our customers satisfied . At the same time, build and maintain strategic relationships with public and private institutions that support the effective fulfillment of the

organization objectives to support the economic and productive sector development through tourism activities.

**Human Talent Politic**

Encourage among young people and others interested in the Salinas parish of Imbabura (inside or not of the tourist product of the Community Organization) skills training in job competence endorsed in the Training Tourism National Plan to develop administrative processes, tourism operations and support processes with technical knowledge to create a competitive advantage based on human talent in order to give tourists an experience full of warmth, kindness and respect to him and toward the social, cultural and environmental context of the Salinas parish of Imbabura.

**Strategic Objectives**

- Increase the level of satisfaction of tourists in tourism services Community Organization.
- Efficiently manage the resources managed by the Community Organization.
- Encourage in the town of Salinas, skills training in job competence endorsed in the Training Tourism National Plan.
- Promote sustainable community tourism in social, cultural and environmental way to boost the economic activities of the Salinas parish.

**Organizational values**

- Ethical and moral values
  - Responsibility
  - Respect
  - Honesty
- Competitive values
  - Quality
  - Continuous Improvement
  - Efficiency
  - Efficacy
- Personal values
  - Leadership
  - Teamwork
  - Communication
  - Integrity
- Values for customers
  - Kindness
  - Respect
  - Cordiality
  - Seriousness

**Strategizing:** From analysis of internal and external environment emerged the strengths, weaknesses,

opportunities and threats that prioritized to form the following FODA matrix.

| STRENGTHS   | WEAKNESSES   |
|---|--|
| There are trade agreements with the Public Company Railways of Ecuador.   | Lack of ongoing training plans for managers and operational staff.   |
| Has well defined the tourist product elements and their services are backed by the cultural richness of the Salinas parish of Imbabura.   | It lacks strategic plans, stands in a comfort zone because of the ability of tourist attraction Freedom Train.   |
| It has a organizational structure well-defined and legalized in the Secretary of Popular Economy and Solidarity.  | Community Organization lacks a marketing plan to disseminate information of interest to the customer.  |
| The members of the enterprises that are part of the tourism product have potential skills to exploit the tourism product, also they have received training to carry out their work according to their activities in the tourism product.  | Lack of tools to manage and measure the quality and measure the level of tourist satisfaction (GPP and QFD).   |
| OPPORTUNITIES   | THREATS  |
| The travels in the Liberty Train directly affects to the number of visitors to the Salinas parish. FERROCARRILES DEL ECUADOR Public Company announces the opening of the route Otavalo - Ibarra - Salinas. Will project increases in travel by the RUTA DE LA LIBERTAD and increases in visits to the Salinas parish of Imbabura. | The tools of competition in the service sector are precisely the quality and capacity of the service, however maneuvers between competitors dismiss this consideration, like Community Organization, with common services as a result. |
| The cultural heritage of the Salinas parish of Imbabura is an infinite resource that exploits the Community Organization, their cultural expressions attract thousands of tourists in carnival season.  | Competitive pressures from substitute products vendors, competitive pressures of the bargaining power of the customer, make the outlook favorable to the customer by the diversity of tourist attractions across the province.         |
| The Salinas cultural heritage is exploited by Community Organization and is part of the Freedom Trail, this set is part of the 7 most important attractive Imbabura.  | The competitive pressure of the supplier bargaining power is quite remarkable for part of the Public Company Railways Ecuador.   |
| The political factor - Legal presents a set of very interesting opportunities to exploit potential benefits, thanks to the policies and programs that support tourism.  | The competitive environment of global tourism promotes the use of information technology and communication (ICT) to make friendlier tourist experience or improve their tourism administration.  |

**Table 3.1:** FODA Matrix

Using strategizing matrix the following strategies arise.

#### **FO strategies**

- Through projects that contribute to the rescue and dissemination of cultural expressions of the Salinas parish of Imbabura, optimize and attract resources to the Community Organization:
  - Improve infrastructure, access to credit in financial institutions and state tax benefits that promotes the Tourism Law (Ministerio de Turismo, 2008).
  - Access the technological and organizational innovation, perceive the benefits of incentives and other measures of promotion, development and strengthening, referred to in the Code of Production (La Asamblea Nacional, 2010).
  - perceive the benefits of public procurement forms of economic integration, financing, education and training, intellectual property, media-payment, distribution, equity and delegation to the popular and solidarity economy (Dirección Nacional de Normas, 2014).
  - Manage support for Community Organization and the Salinas parish through projects to participate in programs of: development and strengthening of community-based tourism and cultural heritage for Ecuador tourism, nature tourism and comment, strengthening the tourism marketing of Ecuador, education and training in sustainable tourism and development fund sustainable tourism Ministry of Tourism (Rivera, y otros, 2007).
- Create participatory processes of identity rescue in the Salinas parish to promote and protect cultural expressions in the sector in order to keep the set of Freedom train and Salinas culture as one of the major tourist attractions in Imbabura.
- To maintain trade relations with FERROCARRILES DEL ECUADOR Public Company.

#### **FA Strategies**

- Promoting tourism product differentiation Community Organization through the technical training of the members of tourism.
- Seize the capacity of tourist attraction Freedom Train.
- Manage the cultural appeal of the Salinas parish of Imbabura as a tourism product to star the distribution and marketing of the tourism product.
- Promoting the use of Information Technology and Communication to improve the tourist experience.

#### **DO Strategies**

- focus the efforts Community and public (GAD Salinas, Imbabura Provincial GAD) in developing projects that reflect the urgent need to introduce technology: to the strategic direction of Community Organization, the training of tourism stakeholders, the quality of tourism operations, promotion and marketing the tourism product; together with social, cultural, environmental and economic benefits that promotes community tourism in the town of Salinas parish of Imbabura.

#### **DA Strategies**

- Hiring and managing the professional services of specialists to build an integral plan of tourism community development.

**(2) Do phase:** In this phase it designed the processes manual consisting mainly: objectives of manual, scope, strategic map, value chain, process map, inventory of processes, graphical representation.

#### **Objectives of manual**

- Framing the tourist operations of "Bombodromo Palenque" Community Organization within the scope of processes to ensure compliance of them and constantly improve the quality of tourism operations.
- Create a process to generate proposals for improving the tourism experience through the voice of the customer and build competitive advantage through compliance with the requirements of the tourist.

#### **Scope**

The manual covers only the "B" process "operations management" including food services, dance and guidance. In the process "B" is part of the value chain.

**Strategic Map**

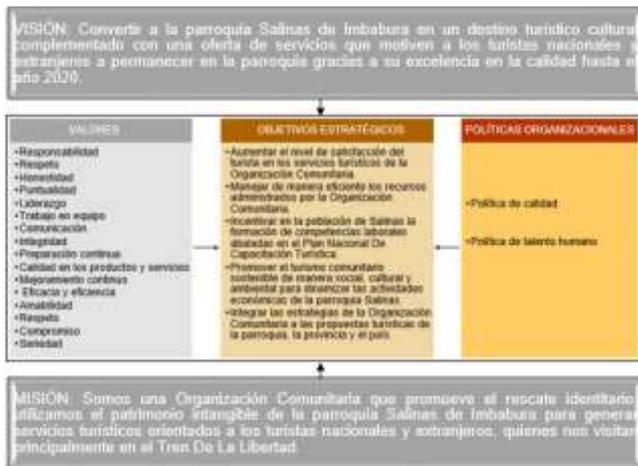


Figure 3.2: Strategic Map

**Value chain**

• B. GESTION DE OPERACIONES



Figure 3.3: Value chain

**Process Map**

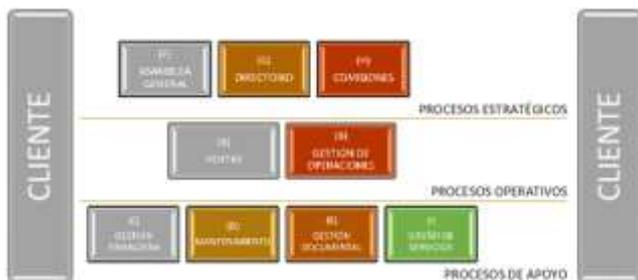


Figure 3.4: Process Map

**Process inventory**

**A Sales**

A.1 Information

A.1.1 Quotation

A.1.2 Reservation

**B Operation management**

B.1 Reception

B.1.1 Dance

B.1.2 Disembarkation

B.2 Guianza

B.2.1 Presentation of the process of making salt

B.2.2 Presentation of the cultural roots of people salinense

B.3 Sale of typical dishes

B.3.1 Care Reservations

B.3.2 Direct sale

B.4 Boarding

B.4.1 Boarding bus

B.4.2 Boarding train

**C Financial management**

C.1 Budget

C.1.1 Proforma budget

C.1.2 Budget Control

C.2 Accounting

**D Maintenance**

D.1 Planning

D.2 Acquisitions

D.3 Repair

**E Document management**

E.1 Document management

E.1.1 Monitoring and control

E.2 Archive

E.2.1 Receiving and sorting

E.2.2 Retention and disposal of documents

**F General Assembly**

F.1 projects

F.1.1 inter-institutional relations

F.1.2 institutional improvement

F.2 strategic Direction

**G Directory**

G.1 Investments

G.2 Monitoring and general control

**H Commissions**

H.1 Veeduría

**Graphic representation**

Macro processes



Figure 3.5: Macro processes

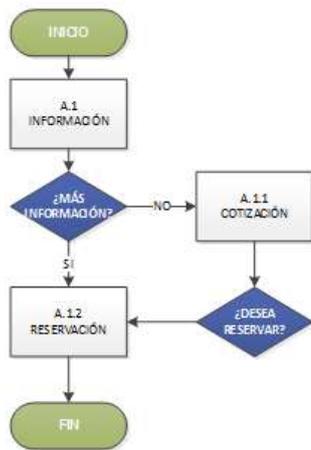


Figure 3.6: Sales process (A)

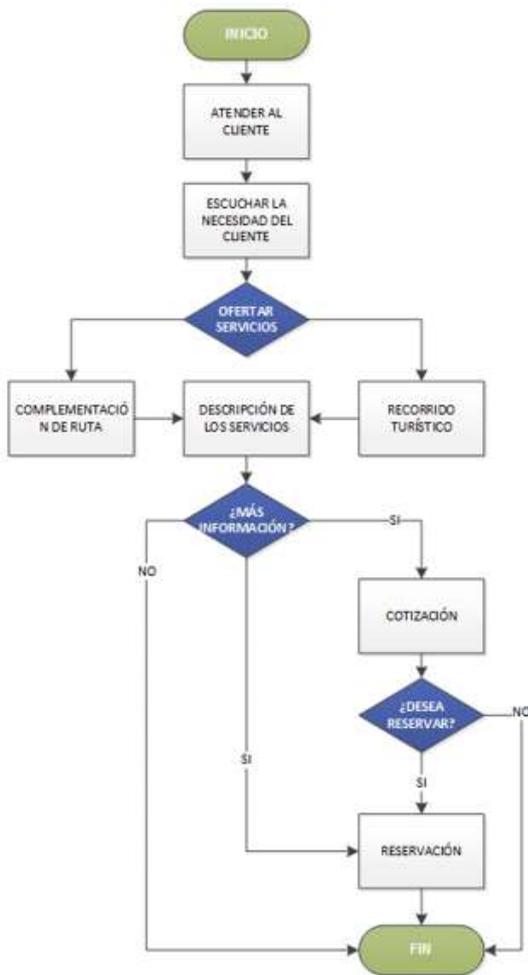


Figure 3.7: Diagram of information processing (A.1)

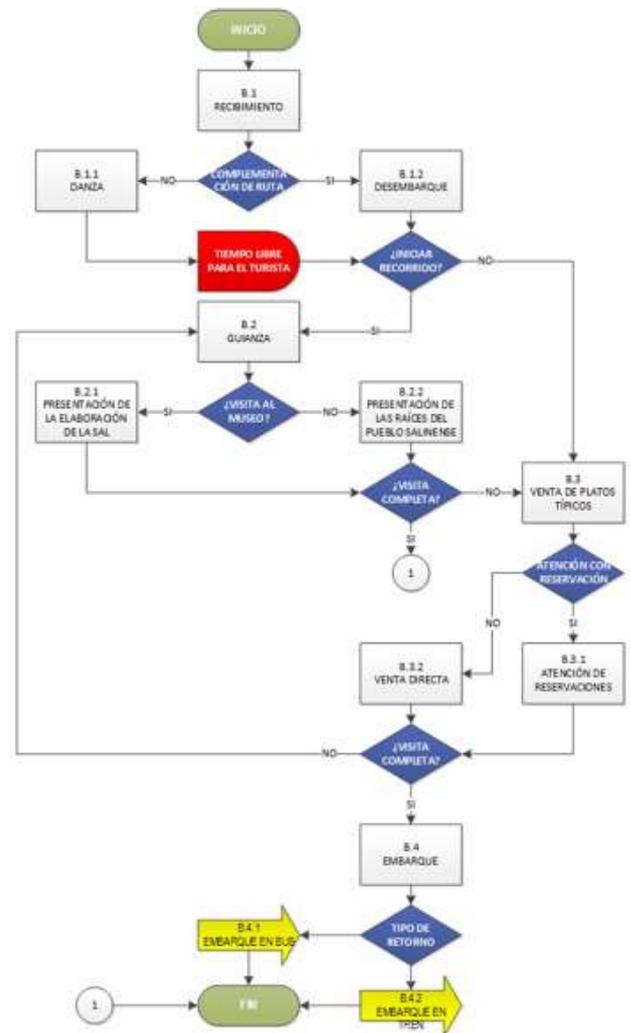
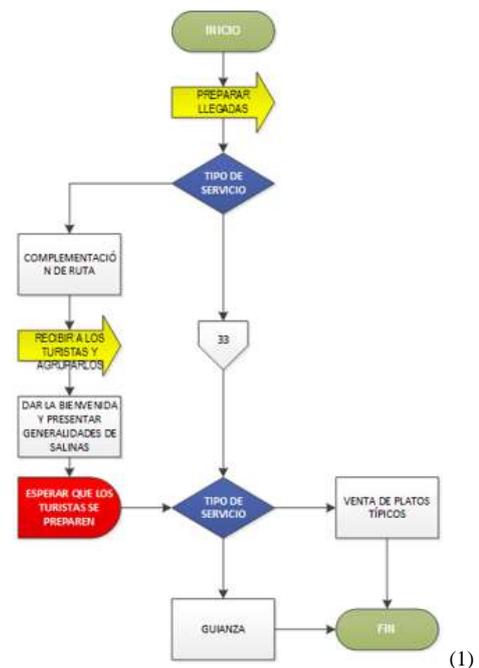
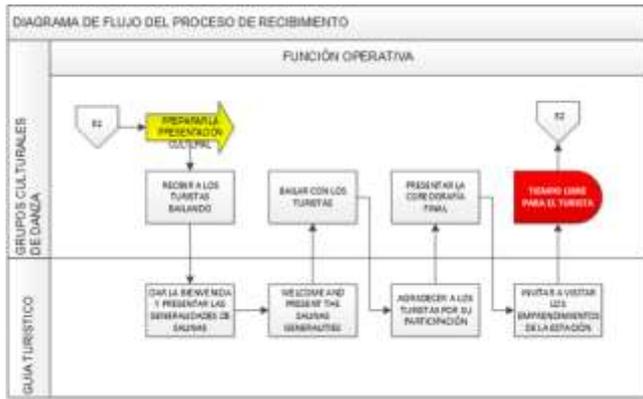


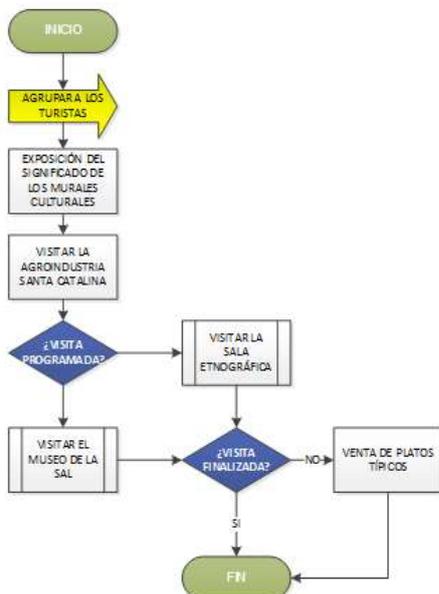
Figure 3.8: Operations management process



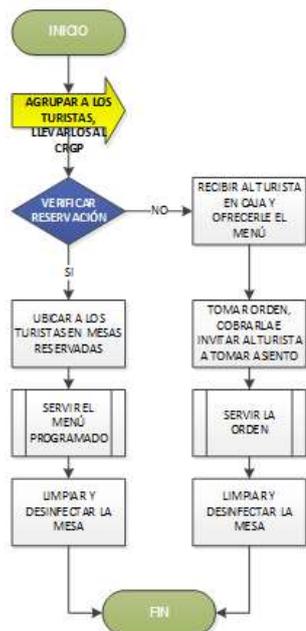
(1)



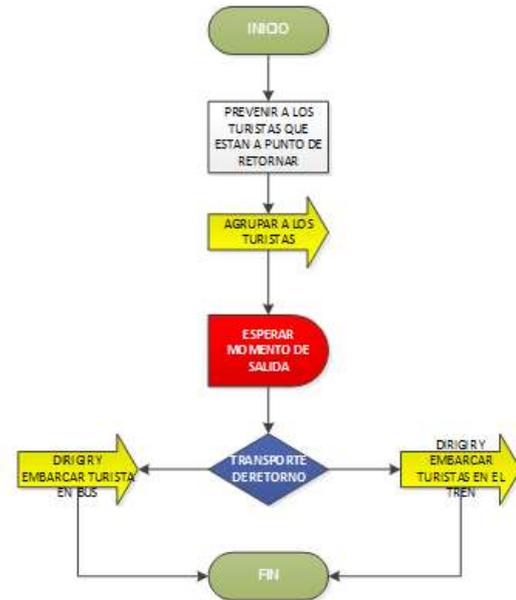
(2) **Figure 3.9:** Diagram hosting thread



**Figure 3.10:** Diagram thread guidance



**Figure 3.11:** Diagram thread selling dishes



**Figure 3.12:** Diagram boarding thread

**(3) Check phase:**

At this stage basically management indicators for the organization planned.

| ESTRATÉGIA   | TIPO DE INDICADOR | FORMULA   |
|--|-------------------|---|
| Harnessing the influence of Railways Ecuador                   | Entry             | $(\# \text{ de Tourists from FEPP} / \# \text{ total tourists}) * 100$<br><b>Frequency:</b> Daily   |
| Starring the distribution and marketing of the tourism product | Entry             | $(1 - \text{Total of tourists from the Freedom Train})$<br><b>Frequency:</b> Daily  |
| Harnessing the influence of Railways Ecuador                   | Entry             | $(\text{People targeted by group} / \text{Effective Capacity}) * 100$<br>Where:<br><b>Effective capacity:</b> Number of people expected to lead a group guidance<br><b>Frequency:</b> Daily |
| Harnessing the influence of Railways Ecuador                   | Efficiency        | $(\text{Number of people served} / \text{effective capacity}) * 100$<br>Where:<br><b>Effective capacity:</b> Number of people expected to attend in one day<br><b>Frequency:</b> Daily      |
| Meet unmet customer needs                                      | Quality           | $(\# \text{ of respondents satisfied} / \# \text{ total respondents}) * 100$<br><b>Frequency:</b> Daily   |
| Meet unmet customer needs                                      | Quality           | $\# \text{ unmet needs detected week}$  |
| Train staff of the organization in tourism                     | Efficacy          | $(\# \text{ collaborators of the organization trained} / \# \text{ total staff organization})$<br><b>Frequency:</b> Annual  |
| Train staff of the organization in tourism                     | Efficacy          | $\# \text{ tourism training hours on average between partners}$<br><b>Frequency:</b> Annual   |

**Table 3.2:** Planning management indicators

(4) **Act phase:** At this stage the service design process was established by the function of the quality deployment (QFD).

## 4. Conclusions

- In the model of process management (GPP) was designed the process of services design to attack the general weakness of tourists company, "not knowing what customers expect" using the Quality Function Deployment (QFD).
- The strategic plan designed offers Bombodromo Palenque Community Organization (OCBP) framed a range of possibilities to improve the quality of services and add value to the customer without neglecting the cultural and community approach.
- State programs offered by the Ministry of Tourism provide great opportunities for institutional growth, technical training, infrastructure improvement, but the steps taken so far by the OCBP seize show little interest in the absence of strategic direction with which now have.
- The manual processes made it possible to organize activities to efficiently plan the allocation of resources and control the performance of the organization with the proposed management indicators.

## Gratefulness

By the training imparted more beyond academics, economist OVIEDO, (W), and the engineers PINEDA, (JC), PINARGOTE, (B).

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