



Global Advanced Research Journal of Management and Business Studies ISSN: 2315-5086 Vol. 6(4) pp. 095-103, June, 2017  
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*Full Length Research Paper*

## **Strategic penetration system in the market for the tourism business sector**

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Accepted 02 July, 2017

**Tourism is a strategic sector for national development, especially for factors related to the generation of direct, indirect, permanent and seasonal jobs; The distribution of income among a larger number of inhabitants; The opportunities for economic diversification and complementarity to traditional activities are not always the case, because the benefits of this activity are not always reflected in the populations considered as tourist, since their inhabitants have to face this situation with a lot of imagination in order to survive. Handicrafts, typical foods or representations of rites and / or traditional customs that attract the attention of the visitor. The present research project has a qualitative approach by means of this we can make use of the observation and the survey as collection techniques, to obtain a better explanation of strategic systems and its incidence in the market penetration of the travel agencies, also We can find a quantitative approach because it seeks to determine aspects through the population sample, numerical data, analysis, among others. In addition, it is a synthetic analytical research that allows us to start from the analysis of the facts and their particularities and systematize into conclusions that allow us to propose a solution to the problem. We also applied the historical - historical method from the point of view that the information that is collected related to the potential customers is of time back and logical because this information will allow to make a projection to establish solutions. As a methodology, empirical methods were used based on observation and survey guides in order to identify the information regarding the needs of the company regarding the projection of its clients and managers, this questionnaire was applied to 66 clients of the company. Tourist Company Ortega Travels. The World Tourism Organization- OMT. 1999, adds that a tourism initiative will be sustainable if it allows maintaining the natural and cultural values on which the balance of the community is based and which have remained in a situation of fluctuating equilibrium for long periods of time. As a result of the investigation, we can determine that external clients surveyed travel with a frequency of at least 1 time a year, usually with their family and choose the services by price, quality and type of plans, almost always travel for vacations or To visit their relatives and usually like to do it by plane and prefer to receive the information by mail or social networks**

**Keywords:** Strategic system, market penetration, marketing, Tourism

## INTRODUCTION

Ecuador's tourism activity is the third largest export product in the country's economy, it is an important income-generating alternative as well as one of the tools that contribute to poverty reduction and job creation, but despite being a potential, the tourist sector in our country lacks guidelines that mark dissociation in the tourist activities. (Chavez de la Peña, 2005)

Since the 70's in Ecuador has generated an opportunity for tourism development, since this time develops a formal infrastructure in which the tourist heritage is growing in all directions, tourism that is received in Ecuador mainly originates from the developed countries, which normally seek to get out of the everyday and look for scenarios in which they generate disasters for their daily lives.

All tourist companies offer different types of products. Those who succeed add an additional ingredient, good service. This is the only product that cannot be bought. Human behavior in a free society cannot be uniform; can only be guided in a process that requires constant supervision, attention and training. This is where the work of a good managerial leadership in a tourism company enters.

The tourism agencies sector is continuously developing through globalization; so they should be projected in the optimum satisfaction of the needs of consumers and the wishes of certain groups of consumers with the aim of achieving an adequate benefit, through facilitating the commercialization of tourist goods and services; is relevant point that makes reference (Beaufond, 2008).

The tourism agency Ortega Travels is created with the mission of providing a service to the community aimed at guaranteeing well-being to those who take their tourist packages, but within the problematic that is found there is no penetration strategies for the new market for which does not have a good profitability, which affects hard to the business since it does not generate the due profits and that together with an inefficient application of marketing originates a low level organizational administration that in some way harms the company.

Based on the aforementioned, the following question to be resolved in this research is posed: How can a Strategic Market penetration system for tourism agency Ortega Travels "improve its tourism supply whose purpose is to propose a strategic system of market penetration that allows improving the tourist offer of the tourist agencies Ortega Travels"?

In the research or in the publication "Strategies of market in leading firms of the food industry" of the author Cristina Taddei Bringas (2006) it is mentioned like purpose of the work to offer a recent of the main characteristics and some characteristics that define the competitive strategies followed by Leading global food processing firms, particularly those related to wheat grinding, meat processing and the wine industry.

It is noted that leading firms maintain aggressive behaviors ranging from deals, mergers, acquisitions, to global advertising campaigns and various strategies that define their position in the market and explain why leaders still remain. The review of these aspects complemented with the application of multivariate analysis techniques allows us to understand what it represents for some of the plants operating in the northwest region of Mexico, to maintain, either directly or indirectly, links with these leading firms. (Taddei Bringas, 2006)

In the Scientific Information System Redalyc, is the research carried out by Ramirez Paris, Xiomara; Sepúlveda, Álvaro (2009), related to "Design of market penetration strategies to position the North of Santander-Táchira", The area comprised by the Norte de Santander Department and the Táchira State, has countless attractions Thermal, cultural diversity and untapped tourist icons) for tourism development, a fact that has been discovered through the different working groups by sub regions, where each of them has expressed the need to increase actions to make this sector a emporium of economic, social and cultural development. The infrastructure of hotels, gastronomy, handicrafts, travel agencies and tourism operators, airports, universities, chambers of commerce, secretariats and tourism corporations, formal and informal education institutes, the existence of nationally recognized sites of cultural interest the area in the main cities of each of the sub regions, allows the empowerment and development of each and every one of the activities that must be developed for the fulfillment of this productive commitment. (Ramirez & Sepulveda, 2009)

It is evident that there is no work on the strategic system of market penetration for the tourism agencies sector; this subject will be evidenced in this project with the respective research to improve the tourist offer.

"Strategic systems are those that change the objectives, products services or relationship with the environment of the organizations in the role of support of the information systems that support the existences, the existence of products and the existence of business procedures" (UCLA, 2011)

He mentions Hitt (2006) in his book that management is "a process of structuring and using resources oriented toward the achievement of goals, to carry out tasks in an organizational environment", when referring to the term administration and what this implies is necessary see it as a process, hence the administrative process is the continuous and interrelated flow of planning, organization, direction and control activities, developed to achieve a common goal.

A process is the set of steps or steps necessary to carry out an activity or achieve a goal. Administrative process is the set of successive phases or stages

through which the administration is done, which are interrelated and form an integral process. (Illera, Rodrigo, 2008)

According to Fayol the administrative process is conceived in 5 stages: Provide Organize, Manage, Coordinate and Control. Within the line proposed by Fayol, the classical and neoclassical authors adopt the Administrative Process as the nucleus of their theory; with its Four Elements: Planning, Organizing, Directing and Controlling. (González, 2010)

In the case of this research it is necessary to refer to and sustain about tourism and tourism administration and service as well as tourism marketing. The term "tourism" is originally related to the action of "traveling for pleasure"; the World Tourism Organization (OMT) conceptualizes it as all the activities performed by a person or group of people during their travels and stay in the different places those they do for leisure, business, and study, among others. Tourism is a practice normally used in people's free time in order to seek recreation and distraction spaces. Tourism is considered as a multi sector and at the same time complex activity that contributes to the generation of benefits in the different sectors and levels of society, because it allows the mobilization of agents and social groups in a systematic, orderly and above all planned manner. (Lickorish & Jenkins, 2000)

Within tourism the Tourism Administration according to Bigne (2000) is justified by the need to regulate the market by establishing requirements and parameters of establishment and organization in travel agencies and the like; With the purpose of promoting the tourist sector of the canton, city, province and / or country. (Chiavenato, 1999)

Tourism administration is the way to manage the natural and / or artificial resources of different places in a country and make them known through various means, providing economic well-being to those involved. The tourism administration has a great importance in the productive sector of the countries since it is in the use of the resources and their conservation with the application of strategies and good practices that incentive the development of the tourism and of this way to favor the economic activity of the Countries. (Steohen, 2004)

For this reason it is necessary to conceptualize tourism marketing as that strategy for the sale of tourist sites, employs methods and strategies to advertise not only the place and its attractions but hotels and similar in that branch. One of the allies of tourist marketing constitutes the new communication technologies and the different means of communication. (Ferrell & Hartline, 2006)

The tourist service comprises the set of techniques related to the transfer and sale of tourist goods from the producer to the consumer. It is a policy of tourism entities in relation to supply and demand, preparation of tourism product for sale, distribution of same, commerce and

optimum satisfaction of needs of a particular segment of consumers.

The tourist service is directly ordered to satisfy the tourist current, which includes people with tourist purposes who move from one place to another, constituting a continuous flow with special characteristics for the performance of activities outside the routine, in order to satisfy the tourist demand in any hotel or non-hotel sector. (Armstrong & Kotler, 2010)

Then there is the need to identify the Marketing Process, this is developed in 5 stages, the first four is where companies work to identify and understand the needs of customers that allow them to gain value and build strong relationships with them, in the last stage companies reap what worked. (Kotler, Tourism Marketing, 2011)

Tourism is a development factor for countries, and its essential characteristics are not only of a social and economic nature, but also of a cultural nature, making it possible to acquire new knowledge and experiences for domestic and foreign tourists. Today, tourism is not just about fun; is a frequent cause of displacement of people with the desire to increase their knowledge about the origins, customs and culture of other countries. A strategic market penetration system is aimed at promoting and selling the country's tourism offer and in its planning, implementation and development are involved public and private entities, each of them with clear responsibilities and well-established attributions. Such a plan should harmonize the efforts of those involved to achieve the common goal of increasing tourism.

## MARCO TEORICO

### Administración Turística

Dentro de turismo la Administración Turística según Bigne (2000) se justifica por la necesidad de regular el mercado estableciendo requisitos y parámetros de establecimiento y organización en las agencias de viajes y similares; con el fin de potenciar el sector turístico del cantón, ciudad, provincia y/o país. (Chiavenato, 1999)

La administración turística constituye la forma de gestionar los recursos naturales y/o artificiales de los diferentes lugares de un país y darlos a conocer a través de diversos medios, proporcionando bienestar económico a los involucrados.

La administración turística tiene una gran importancia en el sector productivo de los países ya que radica en el aprovechamiento de los recursos y su conservación con la aplicación de estrategias y buenas prácticas que incentiven el desarrollo del turismo y de esta manera favorecer la actividad económica de los países. (Steohen, 2004)

## Marketing

Para Alvarez (2011) facilitan la realización de intercambios a través de actividades que se encaminan a responder a las necesidades y requerimientos de los consumidores lo que contribuye alcanzar los objetivos de la empresa.

El marketing es un proceso en el cual se debe tener la capacidad de anticiparse a las necesidades de los consumidores de tal manera que pueda satisfacer sus requerimientos en cuanto al producto o servicio que se ofrezca, de ahí que se puede considerar que el marketing es un arte pero no de vender sino de saber que vender y qué producir, el arte de poder identificar las necesidades de los clientes que responda a las características personales de los consumidores. (Arellano Cueva, 2000)

Según Philip Kotler (1998), padre del marketing moderno “el marketing es un proceso social y administrativo por medio del cual los individuos y los grupos obtienen lo que necesitan y desean a través del intercambio de productos o valores con otros” (Kotler, Fundamentos de Mercadotecnia, 1998)

De ahí que se deduce que el marketing es un pilar fundamental dentro de todas las áreas que se dedican a oferta de productos y servicios, permite la generación de nuevas oportunidades, para el caso turístico el marketing representa una herramienta estratégica elemental para la sensibilización y convencimiento a los principales usuarios, visitantes o viajeros adquirir algunos de los paquetes que se ofertan.

## Marketing Turístico

Por esta razón es necesario conceptualizar el marketing turístico como aquella estrategia para la venta de sitios turístico, emplea métodos y estrategias para publicitar no solo el lugar y sus atractivos sino hoteles y similares en esa rama. Uno de los aliados del marketing turístico constituye las nuevas tecnologías de comunicación y los diferentes medios de comunicación. (Ferrell & Hartline, 2006)

## Características de Marketing

Villalobos, S (2014), head of digital marketing de LG, quien resalta las 5 características para desarrollar una estrategia de marketing, las menciona de la siguiente manera:

1.- *Diálogo*. Los consumidores esperan entablar una conversación con las marcas, es fundamental que las empresas respondan cuando un cliente le contacta por los medios digitales.

2.- *Dispositivos*. No se debe enviar el mismo mensaje a todos los usuarios, cada uno debe ser atendido en diferente lenguaje.

3.- *Diseño*. La presentación de las marcas debe ser espectacular para enamorar a los clientes.

4.- *Do it yourself*. Hay que promover que las personas puedan realizar acciones de compra sin la presencia de las marcas.

5.- *Datos*. Es la información básica que llevará a que una estrategia de marketing sea exitosa. (Kotler & Armstrong, Marketing versión para Latinoamérica. 2007)

## Proceso del Marketing

Surge entonces la necesidad de identificar el Proceso del Marketing, este se desarrolla en 5 etapas, las cuatro primeras es en donde las empresas trabajan para para identificar y comprender las necesidades de los clientes que permita otórgales valor y construir relaciones fuertes con ellos, en la última fase las empresas cosechan lo trabajado. (Kotler, Marketing Turístico. 2011).

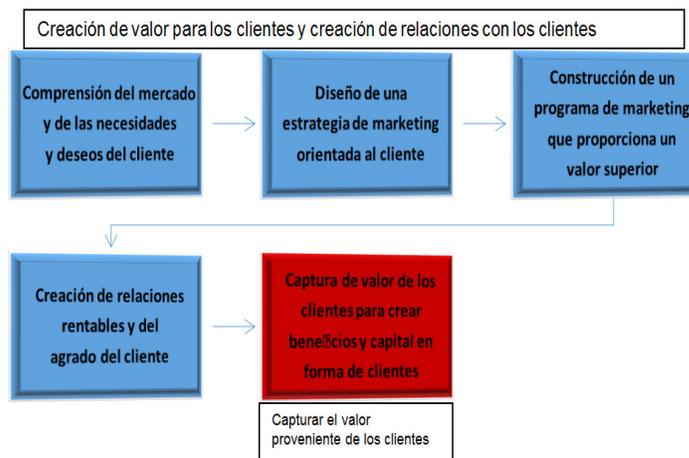


Ilustración 1. Proceso de Marketing  
Fuente: (Kotler, 2011)

## Estrategias de Marketing Turístico

Menciona Blanco (2009) son acciones que permiten la supervivencia y posicionamiento de la empresa ante la competencia, lo que contribuye al crecimiento de la misma, bajo el enfoque de la economía de escala y la curva de experiencia, se plantean las siguientes estrategias:

a. Estrategias de crecimiento intensivo: como su nombre lo dice orientado al crecimiento empresarial, es utilizada cuando falta existen oportunidades de productos a disposición y permiten cubrir el mercado demandante.

b. Estrategias de penetración de mercados: se encamina hacia el incremento de las ventas orientada hacia su mercado potencial. Los mecanismos que garantizan esta estrategia son:

- Absorber clientes de la competencia, incrementando su participación en el mercado;
- Fortalecimiento de la demanda selectiva;
- Sostenimiento de su estatus en el mercado;
- Búsqueda de nuevos mercado;
- Atención de aquellos mercados desabastecidos con la finalidad de mejorar y reestructurar el canal de distribución.

Segun (Sanchez, A. 2010), la demanda selectiva o primaria se logra a través de:

Incremento de la tasa de penetración: a través de nuevos productos o servicios se debe incrementar el consumo y los clientes potenciales:

Incremento de la tasa de ocupación: a través de estrategias de publicidad y promoción se debe incrementar clientes no consumidores del producto:

Incremento de la tasa de exclusividad: Para incrementar y posicionarse en el mercado y conseguir nuevos clientes de la competencia se logra a través de: calidad en el producto y servicio; reposicionando marca; fortalecer la red de distribución; disminución de precios; lealtad de marca: promociones.

*Estrategias de Desarrollo para los Mercados.*- La identificación de nuevos mercados potenciales para la inserción de productos de la empresa e incrementar sus ventas, los mecanismos más recomendados son:

- Ingreso a nuevos mercados según zonas geográficas
- Surgimiento de nuevos segmentos objetivos
- Generar nuevos canales de distribución.

(Russell, Lane & Whitehill, 2005)

*Estrategias de Desarrollo por los Productos:* A través de la innovación en sus productos captar nuevos mercados potenciales e incrementar sus ventas, existen los siguientes mecanismos para el desarrollo de nuevos productos:

- Expansión de nuevos productos;
- Generación de nuevas líneas de productos, mejorando su competitividad;
- Mejorar la presentación y característica de los productos actuales;
- Generar niveles de calidad por segmentos;
- Innovación en productos;
- Racionalización de los productos;
- Generación de nuevas líneas compradas a su competencia. (Taylor, 1997)

### **Sistema Estratégico de penetración en el mercado**

#### *Sistema Estratégico*

Según Pucar (2011), son los sistemas que hacen que los productos sean atractivos al cliente soportándose en los objetivos y planificación estratégica de la empresa, basándose en su realidad.

Los sistemas estratégicos son de suma importancia para que un producto se vea atractivos, de este

sistema se trata de que producto tenga éxito.

Según el sitio UCLA (2011) son importantes para la organización y para poder aumentar los ingresos generados por la misma, así como también el ingreso a nuevos mercados a través de técnicas de penetración y diferenciación de servicios y productos con respecto a los de los competidores.

Es de suma importancia el implementar sistemas estratégicos dentro de una empresa u organización ya que de esta manera permite introducir métodos y técnicas para la captación de clientes y a su vez la fidelización del mismo. (Taylor, 1997)

#### *Penetración en el Mercado*

Según Cuesta (2016) consiste en incrementar ventas con sus clientes y atraer nuevos de la competencia, a través del mejoramiento de la distribución comercial.

Es un método en el cual la empresa oferta un producto que va destinado a un grupo específico de compradores cumpliendo las necesidades, esto puede atraer a futuros clientes potenciales.

### **METHODOLOGY**

The methods used were theoretical and empirical, within the first we have: The researcher aligns with the critical propositional paradigm where the human being develops his capacities and potentialities in function of productive work for a more just and equitable society. That every proposal is aimed at solving social problems, in which humanism is a fundamental piece of all individual and collective action, always seeking the common good and participatory development. (Mantilla & Tibanta 2004).

The present research project has a qualitative approach by means of this we can make use of the observation and the survey as collection techniques, to obtain a better explanation of strategic systems and its incidence in the market penetration of the travel agencies, also we can find a quantitative approach because it seeks to determine aspects through the population sample, numerical data, analysis, among others.

In addition, it is a synthetic analytical research that allows us to start from the analysis of the facts and their particularities and systematize into conclusions that allow us to propose a solution to the problem. We also applied the historical - historical method from the point of view that the information that is collected related to the potential customers is of time back and logical because this information will allow to make a projection to establish solutions.

In the empirical methods observation guides and the survey were used in order to identify the information regarding the needs of the company in terms of the projection of its clients and managers, this questionnaire was applied to 66 clients of the tourist Company Ortega Travel.

**RESULTS**

The surveys were applied to external clients with the following findings in relation to the general information of these, the expectations of travel of the clients and the needs of tourist supply:

**General information of external customers**

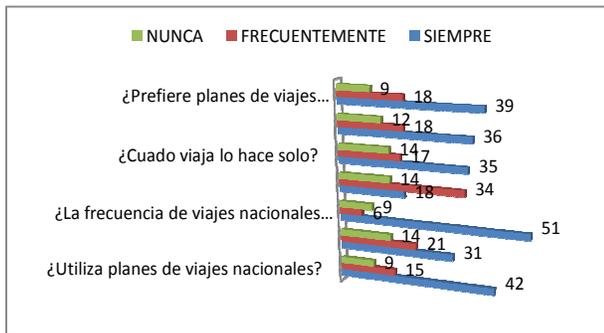
**Table 1.** Age

AGE	N°	%
<20	0	0%
21-30	20	30%
31-40	25	38%
41-50	16	24%
>50	5	8%
<b>TOTAL</b>	<b>66</b>	<b>100%</b>

Source: Survey to external clients  
Prepared by: Research Group

The age that prevails in this study is 31 to 40 years, followed by 41 to 50 years, this is because according to the need for which they travel is more for business, studies and walking, and this predisposition to travel is usually in the economically active persons.

**Customer Travel Expectations**



**Figure 1.** Travel Expectations  
Source: Survey to external clients  
Prepared by: Research Group

Within the expectations that the external clients have about travel and the agency are: The frequency with which national trips are carried out is more than one year 51 clients; The clients surveyed always make more national trips in a ratio of 42 people; 39 people prefer international travel; The information received from the travel agency fulfilled its expectations to 36 people; Most travel alone; And 18 people make international trips more than once a year.

**Table 2.** Influential Factors

INFLUENTIAL FACTOR	N°	%
Price	32	40%
Quality	16	20%
Brand	1	1%
Serv. Personalized	14	17%
Serv. Post-sale	6	7%
Type of plans	12	15%
<b>TOTAL</b>	<b>81</b>	<b>100%</b>

Source: Survey to external clients  
Prepared by: Research Group

The characteristic that marks the trend in the selection of customers to choose a trip is focused on the price, followed by quality and personalized service, this is due to the extent of competition that has and therefore there is a variety of tourism proposal and quality in terms of the tourist offer offered in each package, and should not neglect the personalized service as it is giving the importance that deserves the customer.

**Table 3.** Travel reasons

TRIP REASONS	N°	%
Leisure, recreation and leisure	38	44%
Visits to family and friends	25	29%
Education	7	8%
Health	0	0%
Religion	3	3%
Purchases	8	9%
Business	6	7%
Meetings	0	0%
Events	0	0%
<b>TOTAL</b>	<b>87</b>	<b>100%</b>

Source: Survey to external clients  
Prepared by: Research Group

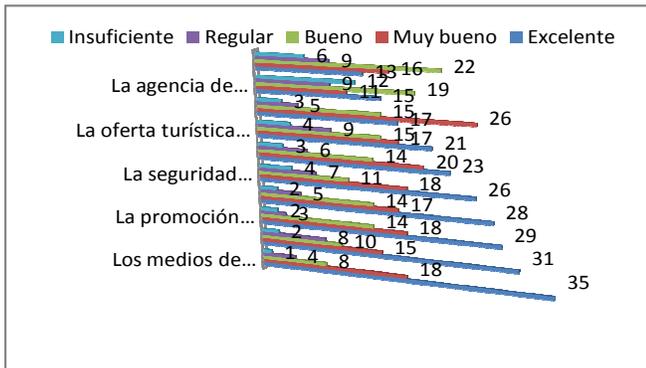
The disposition that customers have to travel is mainly for vacations and leisure but another trend of the clients is visits to family and friends followed by shopping, education and business.

**Table 4.** System need

ITEM	N°	%
Always	29	44%
Frequently	25	38%
Never	12	18%
<b>TOTAL</b>	<b>66</b>	<b>100%</b>

Source: Survey to external clients  
Prepared by: Research Group

The majority of internal customers say that the company should have a market penetration management system that guarantees the fulfillment of the clients' needs and provides the appropriate services in order to provide the necessary quality and guarantees for the development of the chosen tourist trip.



**Graph 3.** Assessment of tourist supply  
Source: Survey to external clients  
Prepared by: Research Group

Within the tourism offer made by the travel agency, the customers are rated as excellent in its majority: the transport service 35 people; The service of the agency 31 people; Tourism promotion 29 people; The food service 28 people the security 26 people the attractions and the tourist offer 23 and 21 people respectively.

They value as good the hotel service 26 people and tourist attractions 20 people. As good quality travel plans 22 people; Promotions 19 people, and as regular and insufficient promotions, plans offered 21 and 15 people respectively

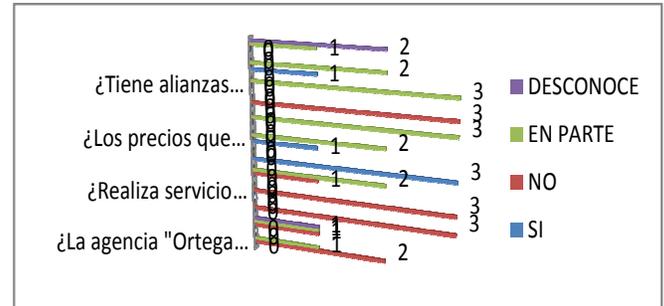
**Table 5.** System requirement

ITEM	N°	%
Always	21	32%
Frequently	18	27%
Never	27	41%
<b>TOTAL</b>	<b>66</b>	<b>100%</b>

Source: Survey to external clients  
Prepared by: Research Group

The majority of internal customers say that the company never offers an adequate tourist offer, followed by always and lastly, that it often determines that the tourist offer of the packages offered by the company, in relation to gender, age, customer needs, as well as ensuring that the services they offer are of quality and good price, this will allow them to improve their competitiveness.

Domestic customers who are 3 are surveyed according to the needs of the strategic market penetration system as a second research variable and to identify the need to implement a strategic system in this company.



**Graph 4.** Strategic system requirements  
Source: Survey to external clients  
Prepared by: Research Group

Within the weaknesses that the internal clients consider exist in the agency related to the strategic system of market penetration have: it does not have an organizational structure; Does not perform after-sales service; My market studies; Nor does it have strategic alliances; In relation to other elements that are realized in part they have the updated information of the clients, competitive prices and the investment in marketing; While the existence of a system of market penetration is unknown and as strength is counted the location of the agency.

**DISCUSSION OF RESULTS**

The tourism sector is one of the most dynamic in our country, not only because of the increase in the mobility of people within Ecuador and its various tourist attractions, which has as a point of destination and origin of international travel or its relevance as a source of income and job creation, but because in recent years has witnessed very important changes such as: the increasing incursion of low-cost airlines; The use of packages of offerings (plane, hotel, ground transportation and even meals) and of course the internet incursion as support in travel, not only to buy tickets or reservations of various kinds, but also to search for destinations information The role of travel agencies.

In the research carried out by the company FACTUM (2012) on the evaluation of the main national and international travel habits of the population of Mexico City, including motives, type of transportation used, media, advertising / Promotions of travel and lodging, you must:

Half of airline travelers have used low-cost airlines, although they have been few times (mostly 1 or 2 times)

and with low frequency (every 6 months); In our case study there is a coincidence that the majority traveled both outside and inside the country between 1 and 2 times and do so using the airplane as a means of transport.

Those who have used them qualify their services quite well (although there are clear areas for improvement) and in a third of the time they have been increasing their frequency of use. In contrast, the half that has not used them has as main restraints the lack of confidence / perception of old airplanes (26.1%); Lack of destinations (17.4%); Unpunctuality (13%) and outflows (8.7%); In this investigation the service received by the travel agency is also rated satisfactory, stating that they would use these services again and that they normally choose the packages by price and destination.

67.5% of the time the motive of the national trip is to vacation, 19.3% visit family or friends and 20.5% for work. In the international ones there were more multiple responses: 75.3% for vacations, 31.5% for family visits and 23.3% for work; In the case of research client's travel mainly for vacations and second option to visit their relatives so it is important to introduce market penetration strategies geared to vacation.

Therefore, the tourism product consists of the design of packages that integrate the natural resources and the cultural manifestations of each of the zones, integrating elements of legal, commercial, financial, technical assistance, and local capacities for an adequate operation.

Finally, although the service expectations are well met, in more than half of the occasions there are details or areas of improvement that must be met.

## CONCLUSIONS

Market penetration within the tourism sector is one of the main activities that contributes to enhancing and strengthening the economic growth of the country and, therefore, of society.

In the research performed it can be determined that the external clients surveyed travel with a frequency of at least 1 time a year, usually do with their family and choose the services by price, quality and the type of plans, almost always travel for vacations or to visit their relatives and usually like to do it by plane and prefer to receive the information by mail or social networks.

Regarding the level of satisfaction, the clients surveyed value the services received by the company as excellent and very good, and 100% of the respondents stated that they would use the plans offered by this company.

In terms of segmentation, most of the clients are public and private employees, followed by teachers and engineers who would like to travel abroad for more than a week with plans that cost between \$ 700 and \$ 1000.

The penetration plan must be geared towards responding to the needs of the clients as it is preferable to have international plans of at least one week and of value that are between 500 and 1000 dollars.

Clients surveyed have traveled at least once a year, and usually have done so with their family.

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