

**Measurement of marketing efficiency in the tourism sector of the municipality of Sucre****Medición de la eficiencia de marketing en el sector turístico del municipio de Sucre**

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**Abstract**

Tourism requires of big collective efforts to satisfy the growing needs of promotions and publicity, in order to accomplish and establishing volumes of tourist a lot more big than the actual once. Sucre, one of the most important cities of the country, has tourism resources of real importance, that is because in this territory and since the colonial age, has been developed resources of historical, biotitic, architectonic one cultural type of great value; this rich goose side to side with the paleontology rich, as one of the most important scientists discoveries of the latest times, without men honing others that definitely make Sucre a touristic destiny of first class. Is because all of this, that is convenient to fulfill a study to the tourism providers, and see if the level of contributor that they, make are enough to develop inefficient touristic marketing program today.

**Resumen**

El turismo requiere de grandes esfuerzos colectivos para satisfacer las crecientes necesidades de promoción y publicidad, a fin de lograr y establecer volúmenes de turistas mucho más grandes que los actuales. Sucre, una de las ciudades más importantes del país, cuenta con recursos turísticos de real importancia, esto es porque en este territorio y desde la época colonial, se han desarrollado recursos de tipo histórico, biotítico, arquitectónico y cultural de gran valla; Esta rica oca se une a la rica paleontología, como uno de los descubrimientos científicos más importantes de los últimos tiempos, sin hombres puliendo otros que sin duda hacen de Sucre un destino turístico de primer orden. Es por todo esto, que conviene realizar un estudio a los proveedores de turismo, y ver si el nivel de aportación que hacen es suficiente para desarrollar un programa de marketing turístico ineficiente en la actualidad.

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**Introduction**

Tourism is the most developed socio-economic activity in the world, this can be verified by the statistics of the World Tourism Organization (UNWTO), which shows unstoppable growth, since the entry of visitors and the expenses that are generated. For this reason, they quadrupled from 1950 to 2000 and will triple in two more decades (2020), a fact that will benefit tourist destinations on an international and global scale.

The tourism situation in Bolivia has a wide tourist offer, given its geographical, cultural and ethnic diversity. It has competitive advantages in terms of natural vocation, especially due to its different ecosystems, with a diversity of flora and fauna, snow-capped mountains, highlands, valleys, Amazonian plains, green plain savannas and subtropical rainforest. Natural beauty is also linked to water resources with important lakes and rivers, apart from salt flats, conditions that are perfectly suited to the booming international demand for eco-tourism and adventure tourism, which is why tourism showed growth 6.7% in relation to 2006, reaching 556 thousand visitors displaced throughout Bolivia. According to the latest statistical compendium prepared by the Vice Ministry of Tourism.

The city of Sucre, considered one of the most important tourist destinations on a regional and national scale due to its rich potential, receives barely 5.7% of the total number of foreign visitors that come to the country; minimal participation in their relationship with their cultural and natural heritage that has made possible the declaration of UNESCO as "Cultural Heritage of Humanity". This weakness must be overcome through policies, strategies and actions that allow the positioning of Sucre as a tourist destination at the national and international level.

**Methods and materials. Kind of investigation**

The research will be descriptive and exploratory.

**Descriptive**

The study will use the descriptive method since: It will help us to understand the development of Tourism Marketing Efficiency in the Municipality of Sucre.

**Exploratoria**

The research is exploratory because it allows: Proposing future adjustments to improve the performance of Marketing Efficiency in the municipality of Sucre.

**Research Methods**

Theoretical and empirical methods were used:

## – Theoretical methods

Analytical Method; This method will be applied distinguishing the factors that affect the performance of the Governor's Office, the Mayor's Office and the other tourism providers, in this way the relationships, the shortcomings in the implementation practice and especially the adjustments to it are evidenced.

## – Empirical method

The empirical method will help us to measure and evaluate the data collected in the field work. The instruments used for the application of the empirical method are:

Bibliographic review; In a first phase, all the documentation available in the documentation centers of the city of Sucre (Libraries, Archives, Internet, among others) will be reviewed. In this way, information will be collected on theoretical concepts that will serve as input for the construction of the Theoretical Framework. Survey of managers and persons in charge of the main tourist providers of the Municipality of Sucre; for the collection of adequate information on the performance carried out in terms of the promotion and positioning of the image projected at a national and international level. Direct observation; This method is of great help since it will allow us to collect relevant and first-hand information by directly analyzing the characteristics of the tourist providers in relation to the promotion and positioning of the municipality.

## – Statistical method

Determine the current and projected tourist flow to a representative sample, surveys, charts and graphs will be carried out that objectively show the results of the investigation.

## Results

Analyzing the data obtained through the surveys, it can be deduced in principle that none of the tourist providers performs an EFFICIENT MARKETING MANAGEMENT; In other words, although the needs of visitors are taken into account, the marketing that is carried out is not entirely aimed at satisfying them, and this is not only due to a lack of interest; if not rather to the lack of support and coordination on the part of the authorities (Departmental Government and the Honorable Municipal Mayor's Office) and the tourist providers (Hotel Chamber, ABAVIT and Gastronomic Services).

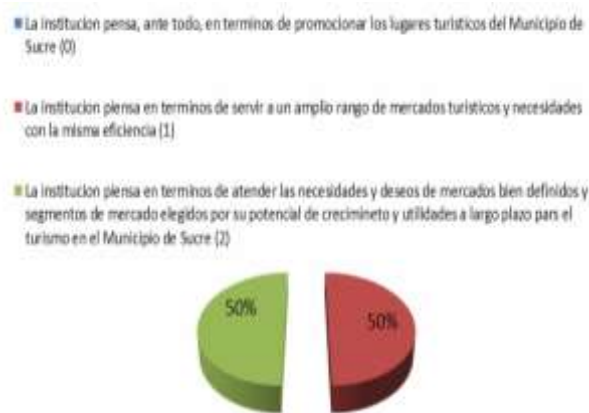
In this sense, tourism providers, not having the necessary support from the authorities, have chosen to put aside the projection of the Municipality of Sucre as a tourist destination; thus looking out for their own interests only. On the other hand, the Government of the Municipality of Chuquisaca and the Honorable Municipal Mayor's Office do not know the needs of the providers, which is why there is a total lack of communication with them, focusing only on sub-relevant aspects or at a very general level.

### Client philosophy:

This point is one of the most important since through it we will be able to measure the degree of importance given to clients by tourist providers. When referring to the philosophy of the client, we refer to everything related to the needs, desires and demands of those who visit our city.

Answers	Quantity	Percentage
The institution thinks, above all, in terms of promoting the tourist places of the Municipality of Sucre (0)	0	0%
The institution thinks in terms of serving a wide range of tourism markets and needs with the same efficiency (1)	2	50%
The institution thinks in terms of meeting the needs and desires of well-defined markets and market segments chosen for their growth potential and long-term profits for tourism in the Municipality of Sucre (2)	2	50%
<b>Total</b>	<b>4</b>	<b>100%</b>

**Table 1** The Institution recognizes the importance of structuring a tourism marketing strategy to satisfy the needs and desires of visitors



**Figure 1** Statistics of the situation of the institution

In this question it can be observed that 50% of the institutions, associations and chambers; thinks of serving a wide range of markets and needs with the same efficiency; that is to say, they watch over the demands of customers and at the same time seek to attract a greater influx of visitors.

And the remaining 50% think about serving the needs and desires of well-defined markets and market segments chosen for their growth potential and long-term profits; In other words, they choose a certain market segment based on the potential they project, and in this way go beyond satisfying their needs.

Answers	Quantity	Percentage
No (0)	0	0%
Somehow (1)	2	50%
Largely (2)	2	50%
<b>Total</b>	<b>4</b>	<b>100%</b>

**Table 2** The institution prepares different offers and marketing plans for different segments of the tourism market



**Figure 2** Statistics of offers and marketing plans

In this question we can see that 50% of the institutions, associations and chambers in some way develop offers and marketing plans for different markets, and the remaining 50% develop these plans and offers to a large extent

Answers	Quantity	Percentage
No. The Institution focuses on selling its services and image and serving immediate customers (0)	2	50%
Somehow. The institution has a broad vision of its channels, although most of its efforts are focused on the sale and service of immediate customers (1)	2	50%
Yes. The Institution has a broad vision of the marketing system, and recognizes the threats and opportunities for the Municipality and that are generated from changes in any	0	0%
<b>Total</b>	4	100%

**Table 3** The Institution has a complete vision of the marketing system (suppliers, channels, competitors, clients, environment) when doing business planning



**Figure 3** Answers to a complete overview of the marketing system

This question refers to the vision of the marketing system (suppliers, channels, competitors, customers, environment) when doing business planning. And 50% percent of them indicate that they do not focus on selling their services and image and serving immediate customers; That is to say, they do not take their environment into account but, on the contrary, they let themselves be guided by their intuitions.

And the other 50% carry out a marketing system in some way; that is, it takes into account some aspects but in general they are not of much importance.

**Integrated Marketing Organization:**

Within the organization of integrated marketing we will analyze the integration, coordination of the organization as such of each institution. That is, the relationship that exists between the institutions, associations, chambers and control of their functions.

Answer	Quantity	Percentage
No. Sales and other marketing functions are not integrated at higher levels and there are unproductive conflicts (0)	0	0%
Somehow. There is formal integration and control of the main marketing functions, but not enough to have satisfactory levels of coordination and cooperation (1)	4	100%
Yes. Major marketing functions are effectively integrated (2)	0	0%
<b>Total</b>	4	100%

**Table 4** There is a high level of integration of the main functions of Turistic marketing



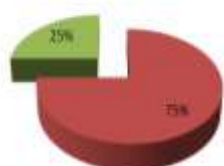
**Figure 4** Level of integration of the main tourism marketing functions

In this question, 100% of the surveyed institutions indicate that there is some way integration and formal control of the main marketing functions, but not enough to have satisfactory levels of coordination and cooperation.

Answer	Quantity	Percentage
No. There are complaints from the marketing management that it exceeds its demands on other departments and that it handles unreasonable costs (0)	0	0%
Somehow. Relations are friendly, although each institution acts, above all, to serve its own interests (1)	3	75%
Yes. The Institutions cooperate effectively and solve problems in favor of the Municipality (2)	1	25%
<b>Total</b>	4	100%

**Table 5** The Institution works in accordance with the Mayor's Office, Prefecture, Hotel Chamber, ABAVIT and the gastronomic Sector

- No. Hay quejas de la dirección de marketing se evade en sus demandas a otros departamentos y que maneja costos pocos razonables (0)
- De algun modo. La relaciones son amistosas, aunque cada institucion actua, sobre todo, para servir sus propios intereses (1)
- Si. Las instituciones cooperan de manera eficaz y resuelven los problemas a favor del Municipio (2)



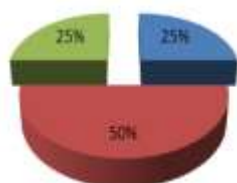
**Figure 5** The Institution works in accordance with the Mayor's Office, Prefecture, Hotel Chamber, ABAVIT and the gastronomic Sector

Question number 5 emphasizes the work in concordance between the different institutions, associations and chambers, where 75% coordinate in some way with the other tourism providers, that is to say that the relations are friendly, although each institution acts mainly to serve their own interests. And the remaining 25% if it coordinates with the other institutions and tourism providers effectively and they solve the problems in favor of the interest of the Municipality.

Answer	Quantity	Percentage
The system is poor (0)	1	25%
The system exists in a formal way but lacks organization (1)	2	50%
The system is well structured and operates with the principles of the work team (2)	1	25%
<b>Total</b>	<b>4</b>	<b>100%</b>

**Table 6** How well organized is the image development process of the Municipality of Sucre

- El sistema es deficiente (0)
- El sistema existe de manera formal pero carece de organización (1)
- El sistema esta bien estructurado y opera con los principios del equipo de trabajo (2)



**Figure 6** The image development process of the Municipality of Sucre is organized

This question is oriented to the degree of organization in which the image development process of the Municipality of Sucre is found.

25% indicate that the organization of this system is deficient, another 50% indicate that the system exists in a formal way but lacks organization as such, finally the remaining 25% has a well-structured organizational system, operating in accordance with the principles of the work team.

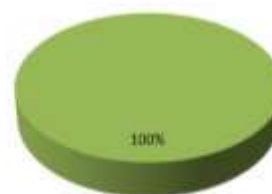
**Adequate marketing information:**

When referring to adequate marketing information, we emphasize market studies, purchase of services with extensive prestige, and the efficiency of marketing costs and expenses, it establishes a control mechanism to be able to develop and carry out necessary corrections and adaptations.

Answer	Cantidad	Porcentaje
Several years ago (0)	0	0%
A few years ago (1)	0	0%
Recently (2)	4	100%
<b>Total</b>	<b>4</b>	<b>100%</b>

**Table 7** When were the latest market research studies conducted on tourists, the influences of purchasing services, channels and competitors

- Hace varios años (0)
- Hace unos cuantos años (1)
- Recientemente (2)



**Figure 7** The influences of purchasing services, channels and competitors

Regarding this question, we can note that 100% recently carried out market research studies, influence of the purchase of service and an analysis on competitors.

Answers	Quantity	Percentage
Not at all (0)	0	0%
Somehow (1)	2	50%
Very good (2)	2	50%
<b>Total</b>	<b>4</b>	<b>100%</b>

**Table 8** How well does the Institution know the potential of tourist visits and the profitability of different market segments such as national and / or foreign visitors

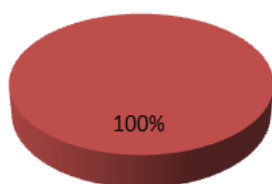
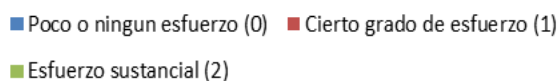


**Figure 8** How well does the Institution know the potential of tourist visits and the profitability of different market segments such as national and / or foreign visitors

We can see that 50% of the Institutions, Associations and Chambers know in some way the potential and profitability of the market segments of national and / or foreign visitors; for their part, the remaining 50% point out that they know very well everything stated above.

Answers	Quantity	Percentage
Little or no effort (0)	0	0%
Some degree of effort (1)	4	100%
Substantial effort (2)	0	0%
<b>Total</b>	<b>4</b>	<b>100%</b>

**Table 9** How much effort is invested in measuring and improving the cost efficiency of different marketing expenses



**Figure 9** How much effort is invested in measuring and improving the cost efficiency of different marketing expenses

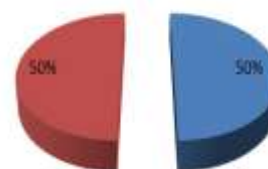
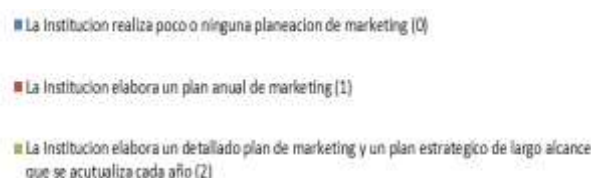
It can be seen that 100% are determined to measure and improve the efficiency of marketing costs and expenses, that is, they make a substantial effort.

**Strategic orientation:**

When we speak of strategic orientation, we emphasize changes in the environment, that is, opportunities, weaknesses, strengths and threats; It is essential to identify these causes because in this way we can see how the environment influences the strategies and the development of the marketing plan.

Answers	Quantity	Percentage
The Institution does little or no marketing planning (0)	2	50%
The Institution prepares an annual marketing plan (1)	2	50%
The Institution prepares a detailed marketing plan and a long-range strategic plan that is updated every year (2)	0	0%
<b>Total</b>	<b>4</b>	<b>100%</b>

**Table 10** What is the level of formal marketing planning

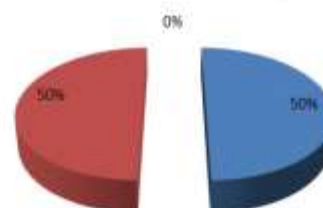
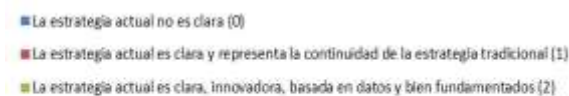


**Figure 10** What is the level of formal marketing planning

The evaluated Institutions inform us that 50% elaborate an annual marketing plan and the other remaining notes that they do not have knowledge of marketing planning, they produce uncertainty since 50% do not carry out a marketing plan.

Answers	Quantity	Percentage
Current strategy is unclear (0)	2	50%
The current strategy is clear and represents the continuity of the traditional strategy (1)	2	50%
The current strategy is clear, innovative, data-driven and well-founded (2)	0	0%
<b>Total</b>	<b>4</b>	<b>100%</b>

**Table 11** How clear is the current marketing strategy



**Figure 11** How clear is the current marketing strategy

Evaluating the current marketing strategy is quite important since in this way it will be possible to see how clearly it is formulated, it can be seen that 50% do not have a marketing strategy and the remaining 50% represents a clear but traditional strategy.

Answers	Quantity	Percentage
The Institution spends little time and effort when thinking about contingencies (0)	2	50%
The Institution thinks about contingencies, but formal planning around them is scarce (1)	1	25%
The Institution formally identifies the most important contingencies and develops plans accordingly (2)	1	25%
Total	4	100%

**Table 12** The Institution thinks about contingencies and prepares a planning in this regard



**Figure 12** The Institution thinks about contingencies and prepares a planning in this regard

We can observe that a half that represents 50% spends very little time thinking about contingencies, another 25% of Institutions think about what may or may not happen, but planning is scarce and the remaining 25% formally identify contingencies and develop plans accordingly. This gives us to understand that a large part of the Institutions do not know about planning except in thinking about what could happen in the environment.

### Operating efficiency:

When evaluating operational efficiency, we will analyze the communication and execution of the different marketing strategies, as well as the effectiveness of resources and the ability to react to certain events.

Answers	Quantity	Percentage
Poor handle (0)	2	50%
Regular (1)	2	50%
Very good (2)	0	0%
Total	4	100%

**Table 13** How the marketing strategy is communicated and executed



**Figure 13** How the marketing strategy is communicated and executed

This graph shows us that 50% of those surveyed indicate that the marketing strategy is poorly communicated and executed; and the remaining 50% do it on a regular basis.

Answers	Quantity	Percentage
No. Marketing resources are adequate for the work required (0)	1	25%
Somehow. Marketing resources are adequate, but they are not used optimally (1)	1	25%
Yes. Marketing resources are adequate and used efficiently (2)	2	50%
Total	4	100%

**Table 14** The Institution does an efficient job with its marketing resources



**Figure 14** The Institution does an efficient job with its marketing resources

It can be seen in this question that 25% do not do an effective job with their marketing resources; the other 25% somehow use their adequate marketing resources, but they are not used optimally; finally 50% of the respondents if they use their marketing resources effectively.

Answers	Quantity	Percentage
No. Sales and market information is out of date and management reactions are slow (0)	1	25%
Somehow the Institution receives information on the sale of the tourist service and the updated market, but its reaction time varies (1)	3	75%
Yes. The Institution has systems that allow it to obtain updated information, and its reactions are quick (2)	0	0%
Total	4	100,0%

**Table 15** The Institution is able to react quickly and efficiently to last minute events



**Figure 15** The Institution is able to react quickly and efficiently to last minute events

This question reflects that 25% of the institutions are not capable of reacting to last minute events and that the sales and market information is not up-to-date; Finally, 75% of the institutions indicate that they have a system that allows them to obtain updated information and that their reactions are quick and effective.

Levels	Quantity	Percentage
None	0	0,0%
Deficient	1	25,0%
Regular	1	25,0%
Good	2	50,0%
Very good	0	0,0%
Higher	0	0,0%
<b>Total</b>	<b>4</b>	<b>100,0%</b>

**Table 16** Marketing Efficiency Assessment: Marketing Efficiency Level Scale



**Figure 16** Marketing Efficiency Level Scale

The results of the surveys show that the level of marketing efficiency carried out by the different tourism providers in the Municipality of Sucre presents a GOOD level.

Despite the result obtained by this method and as a contrast, it was possible to verify by means of the direct observation method that:

There is no marketing plan, with well-defined strategies, there is no coordination between tourism providers (Government, Mayor's Office, Hotel Chamber and AVABIT) and possible contingencies are not taken into account (blockades, stoppages, etc.).

### SWOT analysis of tourism in the Municipality of Sucre

Based on the analysis of documents carried out by public institutions, interviews with relevant actors and the state of the situation in which tourism is in the municipality of Sucre, the following SWOT analysis (Strengths, Opportunities, Weaknesses and Threats) is reached, disaggregated based on the following thematic axes.

Weaknesses	Strengths
<p>Little coordination between private and public companies for the joint promotion of the municipality.</p> <p>Lack of an adequate promotion program for Sucre as a tourist destination.</p> <p>It does not have an image that determines the wealth of the city of Sucre and with which it is presented to the market as a new destination.</p> <p>Insufficient commercial platforms through the internet and new technologies</p>	<p>Declaration by UNESCO of Sucre as "Cultural Heritage of Humanity".</p> <p>Important historical, architectural, paleontological, artistic and cultural tourist resources.</p> <p>Existence of committed and visionary tour operators.</p> <p>Positive degree of satisfaction with tourism products, with some recommendations.</p>
Threats	Opportunities
<p>Non-existent local brand image.</p> <p>Insecurity and social problems discourage current and potential demand.</p> <p>Tourist destinations with better organization and planning.</p> <p>The change of authorities is risky for the continuity of plans and commitments.</p>	<p>Use of new technologies allows cost reduction in promotion.</p> <p>Accessible and competitive costs.</p> <p>Greater attention for cultural tourism.</p> <p>Historical potential to attract tourists.</p> <p>Increase in personalized and specialized marketing by interest groups.</p> <p>Existence of new marketing techniques.</p>

**Table 17**



## Conclusions

The tourist activity that takes place in Sucre and the cultural value that this city has, takes a back seat since tourist attractions and the culture itself are not being properly used in the promotion and dissemination activity as such by the relevant authorities, institutions and organizations related to tourism; The same ones that have economic, social, tourist and cultural development in their hands.

When this aspect can be the one that starts the recognition of our city at a national and international level.

The municipality of Sucre does not have a defined brand image, with which it presents and synthesizes the wealth it possesses to identify itself as a tourist destination to the world.

And despite the fact that the flow of tourists has increased in recent years, the difference in influx that exists in relation to other departments is considerable, although many of these do not have the tourist potential of Sucre.

After having carried out the research, the data reflected that the tourism providers (Government, Mayor's Office, ABAVIT and the Hotel Chamber) individually develop actions to Promote the Municipality, giving rise to a considerable distance between them, finally a level of positioning negative in the tourism market compared to other destinations, in addition to the lack of a brand image of the Municipality.

Therefore, the first aspect is the definition of a brand image and the coordination of work and activities between the aforementioned suppliers, in addition to seeking agreements and strategic alliances.

## Acknowledgments

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