CHARACTERIZATION OF THE INNOVATION MANAGEMENT OF THE HOTEL PORTOVIEJO

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ABSTRACT

Purpose: The purpose of the research is aimed at characterizing the innovative behavior of a city hotel in Portoviejo based on the low level of technological innovation.

Theoretical Framework: Innovation transcends all organizations, the traditional interpretation of the concept related to patents and inventions has gone down in history. Today in the business world of high competitiveness and high uncertainty the maxim is: innovate or perish. What this work proposes is related to the management of innovation, but not in manufacturing, but in services, where the technological level also increases dramatically, and high qualifications and careful customer service are required. The applied model is based on the functions of Technology and Innovation Management (GTI), these are: technology inventory, technology enrichment, technology optimization, technological evaluation, and technology protection.

Method: The research is qualitative and quantitative with an exploratory and descriptive study with a non-experimental design and the Technology and Innovation management model is supported by the MINGI SOFTWARE, which is based on the functions of the GTI and presents tools that characterize and evaluate the process. In this study, the analysis of business perspectives, the determination of the business model (Traditional or innovative), and the innovative culture of the Hotel are determined as innovative tools.

Results and Conclusion: As a result, an innovative characterization of the accommodation, restoration and recreation processes is obtained; concluding that the hotel follows traditional management practices, its business perspective is aimed at sales and not the market and its innovative culture is low, hence to achieve a sustainable service process it must establish an action plan that allows the breaking of the gaps to reach a higher stage with good innovation management practices.

Implications of the Research: The main contribution is in the application of the GTI characterizing tools in Ecuador and the projection necessary to increase the innovative intensity in the hotel activity.

Originality/Value: The work presents originality, since the model has not been applied in South America and can contribute to good socio-environmental management practices in the hotel business.

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CARACTERIZACIÓN DE LA GESTIÓN DE LA INNOVACIÓN EN HOTEL PORTOVIEJO

RESUMO

Objetivo: O objetivo da pesquisa visa caracterizar o comportamento inovador de um hotel urbano de Portoviejo com base no suposto baixo nível de inovação tecnológica.

Referencial Teórico: A inovação transcende todas as organizações, a interpretação tradicional do conceito relacionado a patentes e invenções entrou para a história. Hoje, no mundo empresarial de alta competitividade e alta incerteza, a máxima é: inove ou pereça. O que este trabalho propõe está relacionado com a gestão da inovação, mas não na indústria, mas sim nos serviços, onde o nível tecnológico também aumenta dramaticamente, sendo necessárias elevadas qualificações e um atendimento cuidadoso ao cliente. O modelo aplicado baseia-se nas funções de Gestão de Tecnologia e Inovação (GTI), são elas: inventário tecnológico, enriquecimento tecnológico, otimização tecnológica, avaliação tecnológica e proteção tecnológica.

Método: A pesquisa é qualitativa e quantitativa com estudo exploratório e descritivo com desenho não experimental e o modelo de gestão de Tecnologia e Inovação é apoiado no SOFTWARE MINGI, que se baseia nas funções do GTI e apresenta ferramentas que caracterizam e avaliam o processo inovador. Neste estudo, a análise das perspetivas de negócio, a determinação do modelo de negócio (Tradicional ou inovador), e a cultura inovadora do Hotel são determinadas como ferramentas inovadoras.

Resultados e Conclusão: Obtém-se como resultado uma caracterização inovadora dos processos de alojamento, restauração e recreação; concluindo que o hotel segue práticas de gestão tradicionais, a sua perspetiva de negócio está voltada para as vendas e não para o mercado e a sua cultura inovadora é baixa, portanto para alcançar um estágio superior com boas práticas de gestão da inovação.

Implicações da Pesquisa: A principal contribuição está na aplicação das ferramentas de caracterização do GTI no Equador e na projeção necessária para aumentar a intensidade inovadora na atividade hoteleira.

Originalidade/Valor: O trabalho apresenta originalidade, pois o modelo não foi aplicado na América do Sul e pode contribuir para boas práticas de gestão socioambiental na hotelaria.


CARACTERIZACIÓN DE LA GESTIÓN DE LA INNOVACIÓN EN HOTEL DE PORTOVIEJO

RESUMEN

Propósito: El propósito de la investigación está dirigido a caracterizar el comportamiento innovador de un hotel urbano de Portoviejo basándose en el supuesto bajo nivel de innovación tecnológica.

Marco Teórico: La innovación trasciende a todas las organizaciones, la interpretación tradicional del concepto relacionado con las patentes y las invenciones ha pasado a la historia. Hoy en el mundo empresarial de alta competitividad y elevada incertidumbre se tiene como máxima: innovar o perecer. Lo que propone el presente trabajo está relacionado con la gestión de la innovación, pero no en manufactura, sino en los servicios, donde también el nivel tecnológico incrementa vertiginosamente, y se impone una alta calificación y esmerada atención al cliente. El modelo aplicado se fundamenta en las funciones de la Gestión de la Tecnología y la Innovación (GTI), estas son: inventario de la tecnología, enriquecimiento de la tecnología, optimización de la tecnología, evaluación de a tecnológica y protección de la tecnología.

Método: La investigación es cualcuantitativa con estudio exploratorio y descriptivo con diseño no experimental y se sustenta el modelo de gestión de la Tecnología y la Innovación con apoya del SOFTWARE MINGI que se sustenta en las funciones de la GTI y presenta herramientas caracterizadoras y evaluadoras del proceso innovador. En este estudio de aplican como herramientas innovadoras el análisis de las ópticas empresariales, la determinación del modelo empresarial (Tradicional o innovador) y se determina la cultura innovadora del Hotel.
Resultados y Conclusión: Como resultado se obtiene una caracterización innovadora de los procesos de alojamiento, restauración y recreación; concluyendo que el hotel sigue prácticas tradicionales gerenciales, su óptica empresarial está dirigida a las ventas y no al mercado y su cultura innovadora es baja, de ahí que para lograr un proceso de servicio sostenible debe establecer un plan de acción que permita el rompimiento de las brechas para alcanzar un estadio superior con buenas prácticas de gestión de la innovación.

Implicaciones de la Investigación: La principal contribución está en la aplicación de las herramientas caracterizadoras de la GTI en Ecuador y la proyección necesaria para incrementar la intensidad innovadora en la actividad hotelera.

Originalidad/Valor: El trabajo presenta originalidad, pues el modelo no ha sido aplicado en Sudamérica y puede contribuir a las buenas prácticas de gestión socioambiental en la actividad hotelera.

Palabras clave: Gestión de la Innovación, Herramientas Caracterizadoras, Hotel, Portoviejo.

1 INTRODUCTION

The article presents the conceptual basis that allows the study and analysis of the management of innovation, as well as its need and importance for the contemporary company that focuses on change management to achieve a high level of competitiveness; deepening the characterisation of organisations, in this particular case in the object of practical study it is a hotel in the city of Portoviejo, where characterising tools of the level of innovation management are applied, determining whether the hotel follows a traditional approach or open competitiveness in its mode of action, also identifying the business optics to which the hotel focuses and the innovative culture of said organisation is determined, all this with the support of the software Integral metre of the level of innovation management (MINGI), according to its business optics from a set of variables that allow To define the way an organisation operates based on the demands of the highly competitive and aggressive environments in which they are immersed and analyse some aspects of the traditional company and its evolution towards an innovative company that is necessarily required in today's globalised world with high uncertainties. Technological innovation in its most general meaning consists in the conversion of technological knowledge into new products, new services or processes for their introduction into the market, as well as technologically significant changes in products, services and processes according to Vargas et al. (2020) and Arosa et al. (2022).

To develop tourism activity requires local development and external investments, the first definition requires a great support of the governments of the different localities, in Dimas de los Reyes (2022) proposes that in this support to local entities will be established the areas

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of opportunity that must be implemented by the government so that public policies that take into account soft loans, laws favourable to the tourist community and other government benefits have the expected effect, on the other hand Asrul et al. (2023) and their research specify that several countries, both developed and developing, have a similar model to overcome this gap, namely, financing (funds) for villages. The approach discussed is the development of facilities and infrastructure of the studied village with a self-management system.

Therefore, scientific research is not sufficient for technological innovation to take place, but rather for the results of scientific research to reach the market. This conceptual basis is the scientific support of this work based on the management of knowledge as an umbrella concept that covers a range of essential terms to treat all work processes and properly manage the innovative process as a key factor in times of high competitiveness, creating a solid argument for any study, analysis and application of innovative tools, which when applied in this study result in the innovative characterisation of the processes of accommodation, restoration and recreation in the hotel under study.

This characterisation shows that the entity studied follows traditional managerial practices, predominating a Taylor approach of how to lead to the organisation, predominating the explicit knowledge about the tacit knowledge, focused on an excessive control over the management by competencies and emphasising more in the specialised work than in the multifunctional work, the business optics is directed to the sales and not to the market, that is to say focused on the logic of the producer with push system (push) and not on the logic of the client (pull), and its innovative culture is low, since there is little capacity for change in the organisation and little stimulation of the workers to develop improvements.

The managerial actions are focused on the routine of the daily work above the strategic projections, hence to achieve a sustainable service process must establish an action plan that allows the breaking of the gaps to reach a higher stage of innovation management as proposed by the innovative model supported by the Integral Level Metre of Innovation Management (MINGI).

2 THEORETICAL FRAMEWORK

In today's companies, innovation is of great importance, when it comes to needs and satisfaction, the innovative approach must be considered. This constitutes improvement, knowledge of existing technology and especially market research, as focused on Vallbona and
Mascarilla (2021). The basis for innovation is the economically and socially useful use of knowledge and technologies.

When you turn ideas and knowledge into products, processes, or services, then you have innovation. Turn knowledge and ideas into wealth. Therefore, innovation is not to add more technological sophistication to the products, but that they are better adapted to the needs of the market as emphasised in Arosa et al. (2022). Innovation not only covers the technological component, but also the commercial and organisational, so it has in mind the following areas:

- introduction of a new product;
- introduction of a new production method;
- opening up a new market;
- discovery of new supplies of raw materials or products;
- reorganisation of an industry.

Other definitions of innovation are presented in the reference literature, but to get a broad idea of the concept of innovation, criteria from various sources are presented, from a synthetic form to a broader description. In this case Nelson (1974) defines innovation as a change that requires a considerable degree of imagination and constitutes a relatively deep break with the established way of doing things; more broadly in Oslo Manual (OECD, 2005) innovation is defined as “the conception and implementation of significant changes in the product, process, marketing or organisation of the company with the purpose of improving results.

To conclude this content, Suárez et al. (2015) proposes that innovation is the break in time and space of a process, product or service, which is presented with a new incremental or radical quality and is accepted by the client. Its impact can be economic, social or environmental.

Innovative changes are made through the application of new information technologies as addressed by Zambrano and Zambrano (2023) and Gilbert et al. (2023), on the other hand, innovation is an intensive process in knowledge of technology, market and internal organisation of technical, economic and human resources. In this sense, the Oslo Manual states that Schumpeter's theory (1978) has greatly influenced the theories of innovation. This author asserted that economic development is driven by innovation through a dynamic process, in which new technologies replace old ones (“creative destruction”). “Radical” innovations, he says, create important changes, while “incremental” innovations are continuously advancing the process of change.
The main types of innovation as summarised in the Oslo Manual (OECD, 2005) can be seen in Figure 1:

**Figure 1**

*Types of innovation*

![Diagram of Types of Innovation](image)

Note. Palace, et al. (2017)

- product innovation. As the name suggests, when a new or renewed product is introduced to the market, this includes services such as hotels, catering and recreation;
- process innovation. Process innovations also include new or significantly improved techniques, equipment and software used in ancillary support activities such as procurement, accounting or maintenance. The introduction of a new, or significantly improved, information and communication technology (ICT) is a process innovation if it is aimed at improving the efficiency and/or quality of a core support activity;
- innovation in marketing. The changes in promotion involve the modification in the communication using new supports, replacement of the logo, loyalty systems and the personalisation of the relationship with the client. Pricing refers to demand-driven or options-based price variation schemes;
- innovation in organisation. Changes in company practices and procedures, changes in the workplace, in external relations as application of strategic decisions with the purpose of improving results by improving productivity or reducing internal transaction costs for customers and suppliers. Upgrading knowledge management also enters this type of innovation, as does the introduction of operations management, supply management and quality management systems.

The model applied in this work is based on the functions of the Management of Innovation and Technology (GTI) developed by Hidalgo et al. (2002) which are identified with the inventory of technology; enrichment of technology; optimisation of technology; and finally, the evaluation of the technological and protection of technology with the necessary adjustment.
to what is legislated by the Court of Justice of the Andean Community, the registry offices and the national judges that address these elements from a doctrine that is not consistent with Community jurisprudence itself, which has generated serious inconsistencies of legal order given the intellectual property registry raised by Duque (2023).

The city of Portoviejo is not an enclave of large industries. Its business fabric manifests itself with many small and medium-sized service companies, mainly catering and hotel services. At the beginning of 2020, it was named by UNESCO as a world heritage of gastronomy and recently the Ministry of Tourism in Ecuador (MINTUR) awarded the certification of Pueblo Mágico to the parish of Picoazá. This reference leads us to reflect, if indeed the staff of the cooking, catering and hotel processes respond to the requirements of tourism that is required in times of competitiveness as they manifest (López et al., 2022 and Carballo et al., 2023), in addition, to check if the city of Portoviejo will contract these high denominations with the commitment that it represents in the cultural and social.

In general, hospitality is one of the most active aspects of our country in terms of job creation, significantly increasing job offers during the summer months in the tourist areas of the country. This uneven demand for services leads companies to hire temporary workers who often have little professional training in the hospitality sector and none in the area of occupational risk prevention.

3 METHODOLOGY

Conceptualisation and representation of the Evaluation and Improvement Model of Innovation and Technology Management (IIT) for hotel entities. At present, technology has advanced considerably in terms of efficiency, although often at the expense of social and environmental values; thus the impacts of any innovation process, in addition to satisfying or not the expectations of economic order, which normally promote them, produce effects on the human and natural environment.

It is worth reflecting on the sustainable development of the human being in balance with the numerous advances and innovations that man himself constantly generates, subject largely to intelligent technological decisions, so that those scientific-technical advances that produce undesirable collateral results should not be adopted. It is therefore clear that the development of technologies and innovation processes are of extreme importance and require preferential attention. To do this and with the intention of supporting decision-making and management of innovation and technology (IIT), the theoretical model described in this research is conceived.
The starting point for its development is the need to have a model or tool that can assess the current situation of hotel entities and promote improvement programmes for innovation and technology management (IIT), based on the study of the functions of technology management and innovation. The objectives of the proposed model are presented below:

1. provide a novel tool for the assessment of innovation and technology management (IIT) in hotel entities;
2. establish an optimal Innovation and Technology Management (IIT) standard;
3. evaluate the current state of Innovation and Technology Management (IIT) in the hotel entity subject to the research, through the creation of characterising and evaluating tools of the level of innovation management;
4. provide a programme of improvements to achieve optimal status in Innovation and Technology Management (IIT).

For the development of the work, the tools that characterise the level of management of innovation and technology in the hotel are applied. These are:

- compare the behaviour of the technical-organisational variables of the organisation under study (traditional management model or an innovative model);
- determine the business optics of the hotel according to the level of competitiveness and the relationship between supply and demand;
- apply an instrument to determine the innovative culture of the hotel.

These three instruments are an integral part of the model for determining the level of management of innovation and technology in hotel entities presented in Figure 2 below.
Figure 2

*Model for determining the level of innovation management in the hotel industry*

The model is supported in the SOFTWARE registered as intellectual property, it constitutes a computerised aid for the application of the tools characterising the level of Innovation Management, identified as: analysis of business optics, determination of the business model (traditional innovative) and the determination of the innovative culture of the hotel organisation, which is represented in Figure 3 and Figure 4 respectively.
Figure 3

*Software homepage titled Comprehensive Innovation Management Level Metre (MINGI)*

Note. Suárez, R. et al. (2015)

Figure 4

*Enterprise Optics Chart*

Note. Suárez, R. et al. (2015)

It must be defined whether the business optics are push with producer logic or traction with customer logic. The business models referenced in the reference literature are compared in Table 1.
### Table 1

*Comparison of traditional business model and innovative model*

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Traditional practice</th>
<th>New model</th>
</tr>
</thead>
<tbody>
<tr>
<td>Structures organisational</td>
<td>Hierarchical By departments. Rigid</td>
<td>Horizontal. Adaptive</td>
</tr>
<tr>
<td>Products</td>
<td>Standardised worldwide. Longevos</td>
<td>Adapted to each market. Volatiles</td>
</tr>
<tr>
<td>Technical change Incremental</td>
<td>Very rare. It is practised essentially to overcome recurrent failures in the fluidity of the process or adaptation to the local environment</td>
<td>Generated by the deliberate search for improvement and continuous adaptation. It is adopted based on the results it is able to produce</td>
</tr>
<tr>
<td>Radical</td>
<td>Obtained through the acquisition of new processes or systems</td>
<td>Obtained through the formation of partnerships with Other companies</td>
</tr>
<tr>
<td>Source of validation of technical change</td>
<td>Technology Supplying Organisation</td>
<td>Partners, suppliers and customers</td>
</tr>
<tr>
<td>Technologies</td>
<td>Mature. Dedicated</td>
<td>Changers. Specific</td>
</tr>
<tr>
<td>Knowledge Explicit</td>
<td>Proven and patented. Standardised and documented throughout the production process</td>
<td>Not necessarily patented. Difficult to standardise and document in full as a result of constant change</td>
</tr>
<tr>
<td>Tacit</td>
<td>Its value is not recognised and, consequently, it is not incorporated into the “technological acquis of the company”</td>
<td>Its value is recognised, made explicit and disseminated to the entire population of the company to enhance its impact.</td>
</tr>
<tr>
<td>Human Capital</td>
<td>Trained to perform defined and delimited tasks</td>
<td>Multifunctional and equipped with basic skills to observe, learn, communicate, among others</td>
</tr>
<tr>
<td>Legal framework for the transfer</td>
<td>Contract defined as a trade transaction. Little room for innovative attitude without altering the structure of responsibilities and commitments.</td>
<td>The transfer takes place within a broader agreement. Space for the two-way movement of experiences and knowledge</td>
</tr>
<tr>
<td>Nature of the transfer</td>
<td>Process associated with the installation of equipment and the acquisition of operational Know How</td>
<td>Process associated with business transformation (strategic change)</td>
</tr>
</tbody>
</table>


It must be determined whether the characteristics or variables predominate in the hotel with a traditional approach or with an innovative approach of open competitiveness, it must be analysed all the variables that are shown, determine their behaviour and detect how the fundamental variables of the model for technological development are manifested as described...
in Table 2. Within these variables must be specified the incremental and radical technical change, the explicit and tacit knowledge, the sources of validation of the technical change and the nature of the technology transfer, could also be considered the behaviour of the markets to see if they are homogeneous or heterogeneous.

**Table 2**

*Measuring innovative culture*

<table>
<thead>
<tr>
<th>MY COMPANY OR DEPARTMENT</th>
<th>YES</th>
<th>SOMETIMES</th>
<th>NEVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Here failure is tolerated, even considered good</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ideas run freely, without this or another area or person grabbing them</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We are willing to try many times, even if we are not very successful</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We invest a lot of time and money in renovation of all kinds</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We like to change</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We are lovers of diversity</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our product/service is the ultimate and we are determined to follow</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We do not try to reinvent the wheel, good ideas are taken on and tested</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We are always working with others, even with outsiders, on new projects, big and small</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We believe that any one of us can be a great winner</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note. Adapted from Peter, T. (1998)

This instrument for measuring innovative culture should be quantified as set out in Table 3 below.

**Table 3**

*Tabulation for the determination of the innovative culture*

<table>
<thead>
<tr>
<th>Responses</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Sometimes</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Never</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

Innovative category by response score

- ≥ 90 supreme innovator
- 60-90 strives hard for it
- 50-60 is trying
- < 50 far from being an innovative organisation

Note. Adapted from Peter, T. (1998)

According to the score obtained, the magnitude of the hotel's innovative culture is decided. Knowing an organisation's culture is vital to strategic programmes.
4 RESULTS AND DISCUSSION

By applying the characterising tools represented by business optics, the comparison of the variables as a traditional model and model of open competitiveness and the determination of the innovative culture obtain the following results:

4.1 THE ORIENTATION OF THE HOTEL IS FOCUSED ON SALES

This business optics that follows the hotel is push (push), not market (pull). It only emphasises promotion, without conducting market studies or demand forecasting. This is the last phase of the producer's logic and there are many competitors, so management capacity is needed to sell and market, developing distribution channels, promotional campaigns and aesthetic improvements of the product. In this phase the maxim “go to the door of the house” or “take the product or service to the customer” is followed. As you can see, “the management of innovation is no longer focused on achieving more production, service and variety, but focuses on seeking changes in the distribution and sale process, in addition, the hotel does not have a strong promotion strategy today. Finally, this organisation is satisfied with the links it has with important institutions in the territory that frequently request accommodation for technical – professional staff, among other requests for service.

4.2 COMPARISON OF TRADITIONAL BUSINESS MODEL AND INNOVATIVE MODEL

The hotel follows traditional management practices that do not allow it to sustain itself in the markets of high competitiveness and uncertainty to which it is subjected, manifesting in some fundamental variables for technological development an undesirable behaviour, among them are: incremental technical change is very rare; it is practised essentially to overcome recurrent failures in the fluidity of the process or adaptation to the local environment; radical technical change obtained through the acquisition of new equipment; explicit knowledge is tested, patented, standardised and documented throughout the service process; tacit knowledge in the hotel is not recognised its value and, consequently, it is not incorporated into the “technological acquis of the company”; finally, the obtaining of the technology is directed towards the indispensable adaptation to the environment of already mature technologies and limited to technical aspects (production processes) costs).
The source of validation of the technical change is in charge of the supplying organisation of the technology and not by partners, suppliers and customers connected to a logistics chain. The nature of technology transfer is given as a process of installing equipment and acquiring operational Know How, and not as a strategic process.

Applying the innovative culture instrument gives a value of and 44 points, so according to Peter (1998) the results achieved by the hotel are very far from declaring itself an innovative organisation, which does not allow it to adapt to the constant changes imposed by the business environment.

As can be seen from the results of the present research, the hotel of Portoviejo studied as a representative accommodation organisation of the city, from the application of the characterising tools of the management of innovation and technology defined in the MINGI model, coinciding with some variables of the model of Terán et al (2019), it is clearly shown that the hotel is poorly focused on innovation manifesting itself with a business optic of pushing focused on sales and not on an optic aimed at the market or society, this logic of the producer does not admit the suggestion of customers, preventing their management ability to sell and market.

On the other hand, when comparing the traditional business model and the innovative model of open competitiveness, it is observed that the hotel follows traditional management practices that do not allow it to sustain itself in the markets of high competitiveness and uncertainty to which it is subjected, manifesting in some fundamental variables for technological development an undesirable behaviour, since most of the comparative variables or items follow a traditional trend of a non-innovative type.

Finally, applying the innovative culture instrument yields a value of 44 points, indicating that the hotel is far from being an innovative organisation, coinciding with the criteria of Ahmed et al. (2019). After this analysis it is shown that the application of the tools to the organisation studied shows a low behaviour of the innovative process.

5 CONCLUSIONS

As can be seen in this research, the hotel under study is due to a business fabric of small and medium hotels suffers from the required innovative intensity, manifesting the shortcomings that are presented below:
1. The business optics that the hotel follows are focused on sales with a philosophy of push, where only with promotion and corporate image they intend to insert themselves in the markets that are increasingly competitive;

2. Comparing the traditional business model and the innovative model of open competitiveness, it is observed that the hotel follows traditional management practices where most of the fundamental variables for technological development have a negative behaviour, which does not correspond to the development of the city;

3. The application of the instrument that evaluates the innovative culture of the organisation is obtained a value of and 44 points, indicating that the hotel is far from being an innovative organisation as a result of which the hotel presents very low innovative culture issue that limits its positioning in the growing market of the city. Although the research is carried out in a hotel in the city of Portoviejo, it is representative of management practices throughout the region;

4. These conclusions lead us to the necessary development of programmes to improve innovation management to achieve the required innovative approach with emphasis on tourism activity to which Ecuador focuses in order for the tourism sector to become the first economic region of the non-oil economy.

REFERENCES


