

## **Competitiveness and strategic management in destinations with high touristic potential**

SANTIAGO, Javier, GALICIA, Alexander & FLORES, Miguel

J.Santiago', A.Galicia" & M.Flores'''

Instituto Politécnico Nacional (IPN). School of Commerce and Administration, Tepepan Unit

' savieroclese@hotmail.com

" alex\_finster@hotmail.com

''' mfo@prodigy.com.mx

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## Abstract

In the present article a proposal is developed to improve the economic spillage in destinations with high potential of use of the optimization of the public and private resources, the increase of productivity from the competitive advantages, the technological innovation and the use of the systems Information, as well as the economic trends of the tourism sector in the global environment. It addresses the management of the tourism sector through the analysis and design of competitiveness agendas, performance index and tourism indicators, with emphasis on the use of productive factors, and respect, conservation and protection of the natural, historical and cultural heritage.

**Key words: competitiveness, strategic management, productivity, technological innovation, information systems, performance evaluation**

## Introduction

Global economic trends in the 21st century are characterized by constant macroeconomic imbalances, interventionism from international organizations and metropolitan countries in the dispute over strategic resources, deregulation and liberalization of productive sectors, and international trade, consolidation of the international division of labor and the strengthening of international monopoly capital. The productive capacity of the countries like Mexico is diminished by the ignorance of the society, of programs and projects that look for the specialization within the globalization to enhance the competitive advantages.

In this scenario, the present research deals with the management of destinations with high tourism potential, based on technological innovation and the use of Information Systems (SI), which optimize the use of public and private resources to increase local and national economic pours. For this purpose, the design of competitiveness agendas, the performance index and tourism indicators is proposed, with the objective of taking advantage of productive factors, as well as proposing strategies for respect, conservation and protection of the natural, historical and cultural heritage, linking tourism promotion to detonate employment and regional development.

The first section shows the articulation of the National Development Plan (NDP) with the National Tourist Policy and the strategic value of the sector for competitiveness, growth and economic development. Within the framework of strategic management, a survey is made of statistical data as an argument for better decision-making and productive investment, given a context of macroeconomic imbalances and increasing global inequality.

The second section addresses competitiveness agendas for destinations with high tourism potential, and studies the formulation, implementation and evaluation of tourism policy as a determinant of economic output, which can be measured under a scheme of indexes and quantitative variables. To increase competitiveness and impact on the population's quality of life, it is proposed an adaptation of the Competitiveness and Sustainability Model for tourist destinations of Ritchie and Crouch, which considers the exogenous and endogenous conditions of the tourism system and its impact on the outflow of the sector.

The research also addresses the evaluation of the performance of destinations with high tourism potential, and shows the evolution of factors of production, in particular the use of technological innovation and the use of IS. In a schematic way, the results of productivity and prosperity of 140 countries from 2007 to 2016 are presented through the Global Competitiveness Index of the World Economic Forum, which intends that the decision makers benefit from data such as the sophistication of the financial Market, the conditions for the opening of business and the impulse to innovation. Similarly, the comparative results from 2015 to 2017 of the World Bank's "Doing Business" report, which identifies the results of structural reforms for doing business and protecting property, are addressed.

The research proposes as an alternative for the increase of the economic spill, the use of the Coordination Agreements on Resource Reassignment (CCRR) and the adequacy of the components of the tourism system.

Finally, the indicators of tourism and the results obtained in the economic spill and the improvement of the quality of life of the population are addressed. This section includes the recovery of the Tool of the European System of Tourist Indicators for Sustainable Destinations, where through interaction in three orders of government and economic agents, it is possible to measure the objectives, strategies and lines of action.

### **Strategic management of destinations with high tourist potential.**

The National Development Plan (NDP) of Mexico has been, during different federal administrations, the guiding axis for designing, implementing and evaluating the results of public policies with an emphasis on economic growth and development, through Sectoral, Institutional, Regional and Special Programs. Based on article 26 of the Political Constitution of the United Mexican States, the NDP 2013-2018 proposes to maximize Mexico's potential through five national goals: peace, inclusion, quality education, prosperity and global responsibility. In the same sense, three transversal axes are proposed for the articulation of the three orders of government in public policies: democratizing productivity, near and modern government, and gender perspective, with indicators that allow decision making on priority issues, through objectives, strategies and lines of action.

Contemporary economic dynamics are reflected in the decline in the incomes of countries such as Mexico, mainly as a result of fluctuations in oil prices, dependence on remittances from migration, exchange rate depreciation and insecurity. The use of natural, historical and cultural wealth, allows tourism to become a strategic productive sector and a priority of the State, to which Article 25 of the Constitution gives it the rectory of national development, which will promote competitiveness, promotion of economic growth, promotion of investment and employment, with responsible actions of equity, productivity and sustainability, of the public, private and social sectors, who must adhere to the public interest and to the use of productive resources and the care of the environment.

According to the National Institute of Statistics and Geography (INEGI), tourism accounted for MXN \$ 17,126,791 million at current prices in 2015, representing 8.7% of Mexico's gross domestic product (GDP) and 2,322,218 paid-for jobs, equivalent To 5.8% of the national total. The Tourism GDP of the year of study, includes 21.3% in rental and business services, 17% in passenger transport, 14.6% in goods and handicrafts, 10.5% in restaurants, bars and nightclubs, 9.1% in accommodation, 1.8 % In recreational services, 1.2% in timeshare, and 1% in travel agencies and tour operators. In the same vein, tourist consumption was constituted in 2015 with 78.2% internal, 13.6% receptive and 8.2% issuer; In the case of the travel motive for domestic tourism consumption is broken down into 20% for business, 37.8% for vacations, 15.7 hikers and 23.8 others. It should be noted that from 2004 to 2015 the number of international tourists dropped from 99,250 to 87,129 thousand, while "outbound" tourism decreased from 128,903 to 94,988 thousand, respectively, and in domestic tourism there is no data recorded from the autonomous public agency (INEGI, 2016). The importance of the sector in the economy lies in its vocation to create jobs, in the strengthening of small and medium enterprises, in attracting foreign exchange and in respect, conservation and protection of the natural, historical and cultural heritage.

The National Council for the Evaluation of Social Development Policy (NCESDP) based on the National Household Income and Expenditure Survey (NSHIES) indicates that in 2014 there are 55,341.6 thousand people living in poverty, of which 11,442.3 thousand of people live in extreme poverty, representing 46.2% and 9.5% respectively of the total population (CONEVAL, 2016). Faced with the disappointing results of the Mexican economy, it is urgent that Mexico generates better living conditions for the population, and use tourism as an alternative to reduce the poverty gap, in particular through the management of community enterprises for the supply of goods and services to tourists.

To achieve greater global competitiveness, the added value of destinations with high tourism potential should be improved. According to data from the World Tourism Organization (WTO), international tourist arrivals evolved from 1950 to 2015 from 25.2 to 1.186.3 million people worldwide, resulting in an economic spill of US \$ 2 to US \$ 1260.1 billion during the compared years. Data from the same agency indicate that international tourism generated in 2015 US \$ 211 billion of exports through passenger transport service to non-residents, bringing the value of tourist exports from US \$ 1.5 trillion to US \$ 4 trillion a day on average, with international tourism accounting for 7% of global exports of goods and services, and growing faster than world trade in the last four years, just below the fuel and chemical industries, and ahead of the food and automotive industries, although it is the primary source of income in many developing countries.

In the ILO Classification, Mexico received 87.1 million international visitors in 2015, made up of 55 million hikers and 32.1 million international tourists, placing it ninth in the world, only below France, the United States, Spain, China, Italy, Turkey, Germany and the United Kingdom, and above Russia, Thailand, Austria, Hong Kong, Malaysia, Greece, Japan, Saudi Arabia, Canada, Poland and the Netherlands. In the same vein, Mexico attracted income from abroad in the amount of US \$ 17,733.7 million, of which US \$ 15,825.7 million comes from tourist spending and US \$ 1,908 million from international hikers, who placed the country in the sixteenth position at the global level (UNWTO, 2016).

For the management of destinations with high tourism potential, it is necessary to establish a policy of reception of international tourism, coming from developed or emerging countries with currencies and strong economies in a context of international macroeconomic imbalances. From the countries that lead the origin of international tourism in 2015, it is a priority for Mexico to design strategies to attract visitors and capture the economic flow, but at the same time, there is an urgent need to expand tourism supply that meets the domestic demand, so as not to generate unsustainable pressures on the balance of payments.

Based on the above, it is pertinent to draw routes that attract the 128 million international tourists of China (country that registers double digit in the expenditure of tourism of constant way from 2004 to 2016) with a spending of US \$ 292.2 trillion, the 73 millions of United States with an expenditure of US \$ 112.9 billion, the United Kingdom 64 million with an expenditure of US \$ 63.3 billion. In the same way, tourists from Germany (US \$ 77.5 billion), France (US \$ 38.4 billion), Russia (US \$ 34.9 billion), Canada (US \$ 29.4 billion), Republic of Korea (US \$ 25 billion), Italy (US \$ 24.4 billion) and Australia (US \$ 23.5 billion), which are among the ten economies with the highest spending on tourism and international travelers, without losing sight of economies that since 2015 have a positive trend in the same variables as they are Spain, Sweden, Taiwan (Republic of China), Kuwait, Philippines, Thailand, Argentina, Czech Republic, Israel, Egypt and South Africa (UNWTO, 2016).

To improve decision-making in the tourism sector, as one of the strategic strategies of the Mexican economy, it is necessary to identify the interests of visitors in destinations with high tourism potential, for example, in 2015, Mexico captured 23,226,973 visitors to museums and archaeological zones, of which 18,632,503 were national and 4,594,470 foreigners; likewise, 5,929,223 passengers arrived in 2,180 cruises to the main ports of the country (SECTUR, 2015), data that are relevant to strengthen public policies to promote the national tourist supply.

Mexico can improve the participation of the Tourism GDP through the use of IS focused on the 44 priority tourist destinations and 111 Magic Towns, thereby reducing the gap of economic and social inequality. For the Secretary of Tourism, priority tourist destinations are selected localities that have a large tourist potential to detonate economic and social development and directly impact their communities (SECTUR, 2015), while a magical town is a locality that has symbolic attributes, legends, history, transcendent facts, everyday life, magic that emanates in each of its socio-cultural manifestations, and which today mean a great opportunity for the tourist use (SECTUR, 2016a).

It is important to generate wealth and strengthen productive investment in the sector with a model of sustainability in production factors, based on tourist attractions such as the following:

**Table 1** Classification of tourist attractions in Mexico

Cultural	Nature	Sports	Gastronomic	Sun and beach	Health & Wellness	Meetings	Spas & Waterparks	Certificatio	Other alternatives
<ul style="list-style-type: none"> <li>- World Heritage</li> <li>- Magic towns</li> <li>- Mayan world</li> <li>- Craft houses</li> <li>- Wine tourism destinat</li> <li>- Art</li> <li>- Galleries</li> <li>- Museums</li> <li>- Heritage sites</li> <li>- Theater</li> <li>- Archaeological areas</li> </ul>	<ul style="list-style-type: none"> <li>- Biodiversity</li> <li>- Adventure</li> <li>- Eco parks</li> <li>- Ecotourism</li> <li>- Natural spaces</li> <li>- Garden</li> <li>- Museum</li> <li>- Indian</li> <li>- Parade</li> <li>- Rural villas</li> </ul>	<ul style="list-style-type: none"> <li>- Sportandre-createonal fishing</li> <li>- Golf Courses</li> <li>- Marinas</li> </ul>	<ul style="list-style-type: none"> <li>- Treasures of Mexico</li> <li>- Best Latin American Restaurants</li> <li>- Best restaurants in the world</li> </ul>	<ul style="list-style-type: none"> <li>- Fully planned center,</li> <li>- FONAT UR</li> <li>- Beach destinations</li> <li>- Cruise ships</li> </ul>	<ul style="list-style-type: none"> <li>- Spas</li> <li>- Physiotherapists</li> </ul>	<ul style="list-style-type: none"> <li>- Exhibitin and convention centers</li> </ul>	<ul style="list-style-type: none"> <li>- Spas and Waterparks</li> </ul>	<ul style="list-style-type: none"> <li>- Hotels and restaurants</li> <li>- Blue Flag and SEMAR NAT certified beaches</li> </ul>	<ul style="list-style-type: none"> <li>-LGBTT TI</li> <li>-Romance</li> <li>-Religious</li> </ul>

**Source:** Own elaboration with data from the Tourist Atlas of Mexico, 2016

Under this scheme, it is necessary to design programs for financing and promoting tourism in the three orders of government, which through cooperation and inter-institutional coordination, have as a priority to strengthen the sector's economic growth, increase competitiveness and contribute to the dignification of human life, through a greater distribution of GDP per capita, the reduction of inequality, poverty and insecurity, gender equity and the empowerment of communities for decision-making. Likewise, it is necessary to attract private sector investments that are strategically channeled into the projection of tourism at the international level, support for small and medium-sized enterprises, and the creation of formal jobs.

Achieving greater economic output, which impacts on local, regional and national prosperity requires the use of demographic bonuses, increased productivity and the reduction of structural gaps. It is required for such achievement of strategies for productive linkages, programs and projects aimed at destinations with high tourism potential, workforce training and equity in access to opportunities. According to the Economic Commission for Latin America and the Caribbean (ECLAC, 2016), productivity is defined as the ratio between the quantity of what is produced and the quantity of inputs used in that production. The average annual growth of Mexico's labor productivity from 2000 to 2014 (0.9%) was significantly lower than that of the United States (2.1%), and widened the gap between the two economies; Under these rates, the productivity increase of these countries will be possible in 34 and 78 years respectively.

Tourism policy should not separate productivity and equality from human and constitutional rights, if the population seeks a better quality of life, it must permeate the slogan of increasing distribution, increasing profits with respect to the ownership of collective property in the framework of international law, development of people's skills and abilities, construction of life projects, intergenerational vision regarding the sustainability of the natural environment and the value of culture. Structural change, as a way to achieve economic growth with equality, is associated with two dynamic efficiencies, which combine paths of rapid growth of production and employment over time: the Schumpeterian efficiency, where the presence of sectors with higher rates of productivity growth, with a greater diffusion of knowledge and skills to the whole economy and society, and leading the process of innovation, boosting productivity increases in both its own sector and other sectors; As well as Keynesian or growth efficiency, which refers to a pattern of specialization in sectors benefiting from higher rates of growth of external and domestic demand, with positive effects on production and employment (CEPAL, 2012).

The analysis of macroeconomic variables linked to tourism, in particular monetary, fiscal, science and technology policies, should be analyzed synergistically on a perspective of the evolution of decision variables that encourage long-term investment, diversify supply and tourist demand, and increase the productivity of the sector. Particular attention should be paid to the incorporation of technological advances in the national tourism policy to stimulate demand, through the design, implementation and evaluation of strategies that promote employment and protect nations from macroeconomic imbalances in the face of market volatility.

Economic growth during the Mexican miracle (1940-1970), the result of the import substitution model, decreased before the global dynamics of neoliberalism imposed by industrialized countries. The behavior of macroeconomic variables generates from a point of uncertainty, as a result of oil price volatility, the public debt crisis, the global flow of remittances from migration, deregulation of the financial system, policies of attraction of foreign direct investment (FDI), the privatization of companies and strategic resources, as well as the balance of trade deficit despite the promises of neoliberalism.

A weak policy for the use of renewable energies and financing the energy transition, as well as the fall in oil fuels and the depletion of fossil fuels, cuts in public spending and constant changes in growth projections. Under this scenario, it is urgent that Mexico diminishes its dependence on crude oil exports and remittances from migration, and increases the revenue collection through the integral model of the management of destinations with high tourism potential.

The Tourism Sector 2013-2018, as part of the strategic planning of the Federal Public Administration, proposes to take advantage of potential tourism to generate a greater economic spillover in the country, which deploys four strategies to follow: boosting the order and transformation of the Tourism sector; To foster innovation in supply and increase the competitiveness of the tourism sector; Foster a greater flow of investment and financing in the tourism sector and the effective promotion of tourist destinations; And promote sustainability and that income generated by tourism is a source of social welfare (DOF, 2013).

Destination management requires inter-institutional articulation in the three orders of government, where technological capabilities are optimized in decision-making and in order to better capture economic leverage. Management needs to integrate, facilitate and promote the proper use of the different resources, goods, services, equipment and infrastructure that directly or indirectly affect tourism. The present study takes as reference the five forces proposed by Porter (2009) that shape competition in a sector: rivalry between existing competitors, bargaining power of suppliers, bargaining power of buyers, threats of new applicants and threat of substitute products or services, which allows the articulation of competitiveness strategies to increase the economic output in destinations with high tourism potential.

The structure of a particular sector, as manifested in the intensity of the five forces, determines the potential for long-term benefits of that industry because it establishes the way in which the economic value it creates is shared: how much is in the hands of companies, how much customers and suppliers retain, or are limited by substitute products or the threat of new applicants (Porter, 2009).

Based on the above, governments and investors seeking to develop long-term competitiveness and profitability for the sector or at the level of small and medium-sized enterprises should consider strategic management to include a structural analysis of market forces, characteristics of participating economic agents, increased productivity from competitive advantages, technological innovation and the use of IS.

Macroeconomic growth is not enough to be competitive globally, it requires that policy makers act strategically and have timely information. In this sense, it is necessary to consider patterns of behavior that affect the growth and sustainability of the tourism sector, such as the optimum use of factors of production above the abundance of natural resources and cheap labor; market segmentation, consumer analysis and knowledge of competition; The use of IS for the recognition of market trends; the recognition of the national tourist policy by public, private and social sectors; and the management of local, regional and national agreements that encourage the consolidation of destinations with high tourism potential.

To support this, Fairbanks (2002) points out that decisions must be of advantage, coverage or reach and technology, the first two define the strategic position of the organization to be built in the long term, technology accompanies the previously defined strategic materialization. A destination management model with high tourism potential (Figure 1 ), should be committed to the use, exploitation, respect, conservation and protection of productive factors, community organization, environmental, cultural and socioeconomic environment, through SI and technological development, that increase the local, state and national economic spill, optimize public and private investment, and facilitate the interaction of suppliers and demanders of tourist goods and services, and other participants in the sector, in permanent scenarios of macroeconomic imbalances.

**Figure 1** Model of strategic management of tourist destinations



**Source:** Own elaboration according to results of the present investigation

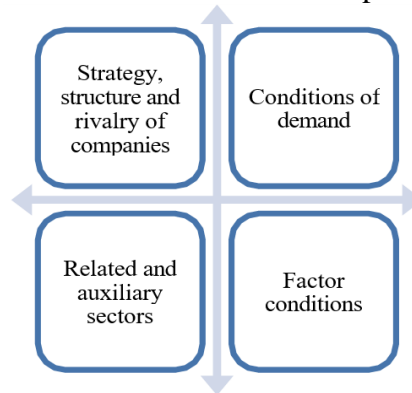
### **Competitive agendas for tourism destinations (CATD)**

The economic spill can be increased through the use of IS, knowledge of the characteristics of the destination, the participation of different economic agents and innovative strategies to achieve competitiveness, which is considered by governments and productive sectors one of their greatest concerns. Despite the fact that there is clarity regarding the competitiveness of economic organizations, there is no hegemonic paradigm with respect to national competitiveness, so the approach of their analysis lies in macroeconomic aspects that include monetary policy (interest rates, type of exchange rate and inflation), fiscal policy (public debt, revenue and expenditure budget, collection capacity, etc.), labor policy (GDP per capita, minimum wage, professionalization and training of the labor force, etc.) and the natural resources of a country.

In the same way, competitiveness is studied from the formulation, implementation and evaluation of public policies, in particular with regard to the construction of diagnostics, strategies and projects that protect and promote the strategic sectors of the economies. No country is competitive in all of the above aspects, so the closest definition of national competitiveness is productivity, however, it is necessary not to rely on foreign investment in strategic sectors and take care that the capture of economic pumping is directed towards continuous innovation, market segmentation, diversification of supply and the use of technology and knowledge, so as not to jeopardize the growth of sectors and the economy itself. According to Porter (1991), the competitiveness of a nation depends on the ability of its industry to innovate and improve. Companies gain advantage over the best competitors in the world because of pressures and challenges. They benefit from strong national rivals, dynamic domestic suppliers and demanding national customers. In this sense, the term addresses the results of growth and economic development from the comparative and competitive advantages that can be measured and analyzed under a scheme of indexes and variables.

Macroeconomic imbalances and market uncertainty require the planning, implementation, evaluation and innovation of tourism products and destinations, able to be placed in the preferences of the consumer and international competitiveness. The present research recovers the determinants of national competitive advantage (Figure 1.1) of Porter (1991), which creates the environment for organizations to be globally competitive at the outset. In this sense, the conditions of factors such as the situation that deprives Mexico of productive factors (resources, specialization of the labor force, capital raising), community organization and infrastructure for the tourism sector are conceived; to the conditions of demand due to the characteristics of the market for tourism goods and services at local, regional, national and international level; the similar and auxiliary sectors as the degree of participation of external economic agents in the dynamics of the sector and the national productivity; the strategy, structure and rivalry of companies, such as the State's policies to increase economic output and the well-being of the population through incentives for the creation, management and organization of companies dedicated to promoting tourist destinations and increasing National competitiveness.

**Figure 1.1** Determinants of national competitive advantage



**Source:** Own elaboration, based on Porter (1991)

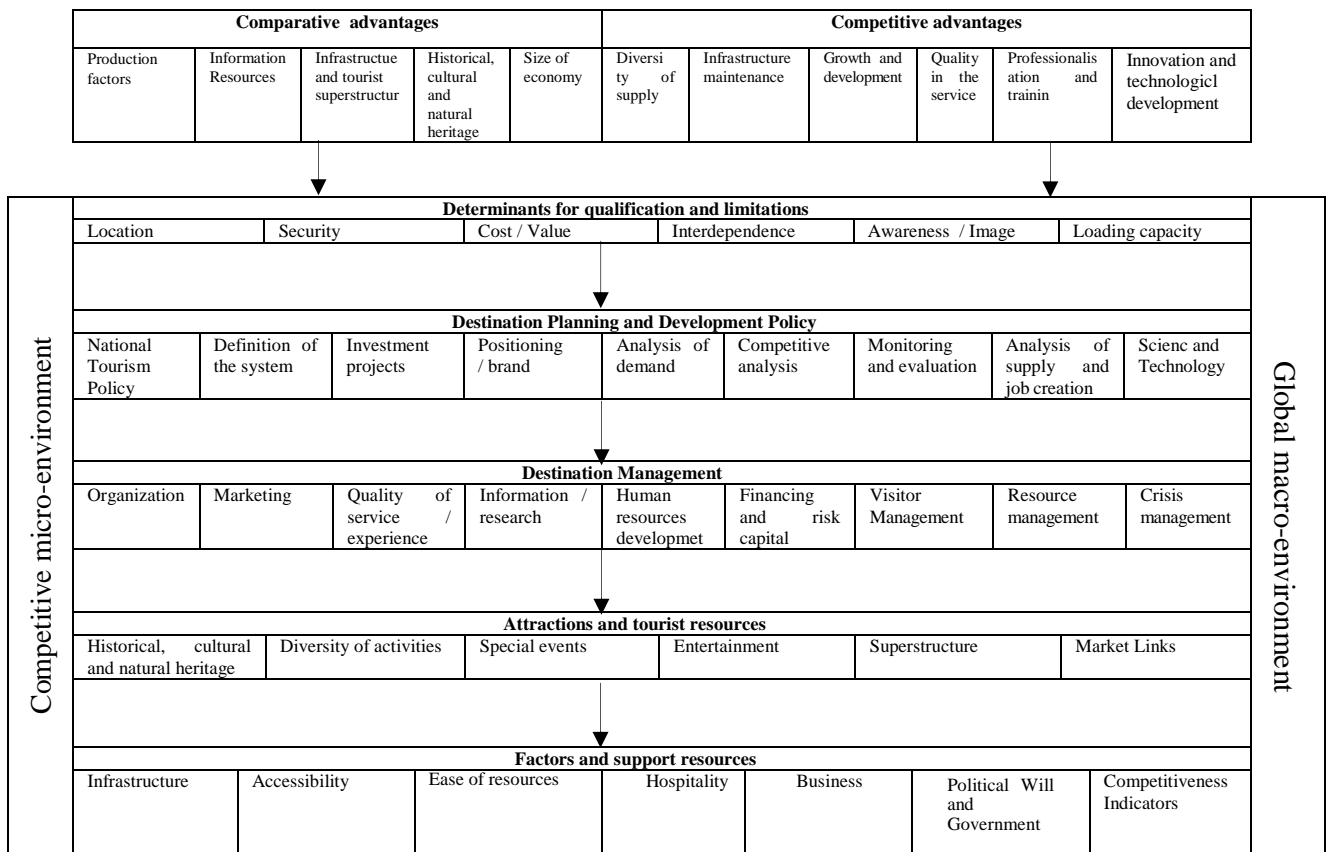
With respect to competitiveness in the tourism sector, Crouch and Ritchie (2003) provide a frame of reference to increase it and impact on the quality of life of the population, they propose a model whose key are the resources, since they function as factors of attraction. In the same, it is the natural resources that initially attract the tourists to the destination, without leaving aside the cultural, social and political aspects for the creation of value that requires of the segmentation of the market and the diversification according to the demand. The concept of regional, country, or state, city or local tourist destinations (Valls, 2004) is a specific geographic space, with its own characteristics of climate, roots, infrastructures and services, and with some administrative capacity to Develop common planning instruments, which acquires centrality by attracting tourists through products perfectly structured and adapted to the satisfactions sought, thanks to the value and ordering of the available attractions; Endowed with a mark, and which is marketed taking into account its integral character.



In this sense, a tourist destination allows to measure the impact it has on the economic spill at the local, regional, national and international level, so that each of the tourism management units is configured according to its historical-cultural characteristics, Spatial, anthropological, sociological, political, or any other integrative motive; The centrality requires that tourist destinations are a target of visits, and that from the attractions and resources available and put into value, the destination must present a structured offer to the service of certain satisfactions of customers, with a brand that is presented as an attractive image that symbolizes the entire offer, facilitates its identification in the markets and generates an interaction of affections and feelings, all from a joint marketing function.

The concept, in turn, contributes to the strategic management of destinations and emphasizes the integration of a global competitiveness model, which includes sustainability, consumer satisfaction, and full use of productive factors that impact growth and economic development. Based on the competitiveness and sustainability model for tourism destinations by Ritchie and Crouch (2003), an adaptation is proposed that aims to increase tourism's economic potential and the quality of life of the population, and where it is considered that the tourism system is constantly conditioned by influences and pressures that arise outside the system itself. The economic, technological, environmental, political, legal, sociocultural and demographic factors are identified as macroenvironment. At the same time the microenvironment is defined with the main elements that define the immediate competition, in which a destiny must adapt to be able to compete: residents, employees, media, financial institutions, tourists, tourist companies, etc. (See Figure 1.2).

**Figure 1.2** Competitiveness model for strategic management of tourist destinations



**Source:** Own elaboration based on the competitiveness and sustainability model for tourist destinations (Ritchie y Crouch, 2003)

An important factor for the strategic management of destinations with high tourism potential is to measure the impact on GDP and control of urban expansion with the objective of generating diagnoses, strategies and projects that use variables to make strategic decisions in tourism sector. Since cities are strategic centers for production, distribution and consumption of goods and services, participate in innovation activities, attract investment, generate employment, bring together trained and professional staff in the sector, concentrate physical infrastructure and connectivity, have policies more defined in public security, incursion in gender equity and possess a wide range of cultural and tourist offer.

A strategic diagnosis does not seek to identify but to construct possible realities based on diverse criteria in order to compare these realities with the desirable scenario imagined in the mission (Arellano, 2012). That is, a diagnosis helps define strategies and projects that organizations want to build, optimize resources according to the priority of the problems that are intended to solve and establish mechanisms of interaction between the economic, political and social actors involved in an agenda of competitiveness.

### **Performance evaluation of tourist destinations**

For better decision-making, it is necessary to have statistical information on the evolution of factors of production, which serves for the calculation of productivity, the identification of economic activities that capture investment flows and their contribution in the economic, based on the use of IS and technological innovation.

Access to the internet and the use of digital technologies, boosts economic growth and improves the provision of tourism services. Currently, more than 40% of the world's population has Internet access, while 7 out of 10 households in the poorest 20% have a cell phone, which in turn facilitates the participation of women in the labor market and the inclusion of people with disabilities and the way people use their leisure time and the exchange of information between economic agents (World Bank, 2016a). Notwithstanding the above, the effect of technology on productivity has not increased and inequality increases due to the development of more specialized skills, so only countries that adapt to the digital economy can participate in the increase of dividends. In order for technology to become the basis of economic development, it is necessary to strengthen a prosperous business climate with a qualified workforce, the political will of the government, an ideal legal framework for global economic dynamics, and the operation of companies with inclusion, efficiency and technological innovation.

The Global Competitiveness Report of the World Economic Forum (Table 1.1) assesses the productivity and prosperity of 140 countries since 1979 and is a very comprehensive tool to identify the evolution of competitiveness at the national and global levels. The report shows a Global Competitiveness Index (GCI), which is divided into 12 pillars grouped into the basic requirements sub-index (BRS), which include institutions (P1), infrastructure (P2), macroeconomic environment (P3), health and primary education (P4); The efficiency-enhancing sub-index (EES) that includes higher education and training (P5); Market of goods (P6), labor market (P7), sophistication of the financial market (P8), technological preparation (P9), market size (P10); And the innovation and sophistication subsystem (ISS), which includes business sophistication (P11) and innovation (P12).

This research recovers a comparison of 2007-2008 to 2016-2017 with 131 to 148 economies for different years, where Mexico has not advanced in the ICG in ten years, moving from place 52 to 51 despite the structural reforms driven by At least since the last decade. It is transcendent the fall in the BRS where it loses 5 positions when passing from place 56 to 71, mainly by the fall of P1, P3 and P4, and the almost null growth of P2. On the other hand, there is a 5-step advance in SPE, although factors such as P5, P6, P7, P9 and P10 stagnation remain low, while the evolution of ISS in 10 positions is a result of the use of its factors.

With these data, it is suggested that the decision makers consider at first moment, to benefit from the competitiveness in elements such as the sophistication of the financial market, the sophistication of the businesses and the impulse of the innovation.

**Table 1.1** Global Competitiveness Report 2000-2017

Year	Compared economies	GCI	BRS	P1	P2	P3	P4	SPE	P5	P6	P7	P8	P9	P10	ISS	P11	P12
2007-08	131	52	56	85	61	35	55	50	72	61	92	67	60	13	60	54	71
2008-09	134	60	60	97	68	48	65	55	74	73	110	66	71	11	70	58	90
2009-10	133	60	59	98	69	28	65	55	74	90	115	73	71	11	67	62	78
2010-11	139	66	66	106	75	28	70	61	79	96	120	96	71	12	69	67	78
2011-12	142	58	67	103	66	39	69	53	72	84	114	83	63	12	55	56	63
2012-13	144	53	63	92	68	40	68	53	77	79	102	61	72	12	49	44	56
2013-14	148	55	63	96	64	49	73	55	85	83	113	59	74	11	55	55	61
2014-15	144	61	69	102	65	53	71	60	87	86	121	63	79	10	59	58	61
2015-16	140	57	73	109	59	56	71	53	86	82	114	46	73	11	52	50	59
2016-17	138	51	71	116	57	51	74	45	82	70	105	35	73	11	50	45	55

**Source:** Own elaboration based on The Global Competitiveness Report (WEF, 2007 - 2016)

Based on the above, the proposal to improve the competitiveness of destinations with high tourism potential, based on the use of IS and technological development, as a strategic part of the economic sector of reference, is of great importance for a country that remains in recession for at least two decades with weak GDP growth, the loss of purchasing power implied by the depreciation of the exchange rate, the behavior of inflation and the volatility of interest rates, coupled with the political and social crisis in the territory and in particular the change of government that will take place in the United States after 2017. Of relevance for the Mexican economy are the fall in raw material prices and the crisis of the primary export model, the composition of the balance of payments, the soundness of public finances and the growth of public debt.

The productivity of the tourism sector is also exalted from the strengthening of institutions, so it is suggested that the implementation of national tourism policy be accompanied by reliable and responsible processes of allocation, use and accountability of public resources, and adheres to an efficient legal framework in the fight against corruption, influence peddling, dispute settlement and protection of the economic interests of bidders and claimants. Likewise, competitiveness can increase from a government regulation without excessive procedures, with policies on the professionalization of security forces that protect investors and tourists from crime and organized crime.

Even though each local, state or federal administration is labeled with funds to improve infrastructure, it has not been possible to articulate alternatives that provide the same to destinations with high tourism potential, which is why it is a priority to formulate national and national connectivity projects. International cooperation under schemes for the conservation and protection of the natural, historical and cultural heritage, with special attention to the construction and maintenance of roads, investment in the construction of tourist train routes, improvement of ports and airports, access to electricity, telecommunications and hospitals, as well as quality public accommodation and services.

Based on the economic importance of tourism, the government must be attentive to improve competitiveness through professionalization and training for the best decision-making and operability of the sector. The creation of professions must be strategic in their plans and programs of study according to the tourist destinations to be developed, for which it is vital the permanent collaboration between companies and educational institutions, the link between the acquisition of knowledge with centers of research and development, enhance technological innovation and the use of IS, and contribute to the training of service providers working in the sector.

Raising productivity in destinations with high tourist potential requires in turn to sophisticate the financial market and make policies inclusive of the general population for access and responsible use of financial products and services granted by the first floor and development banks. This alternative can increase formal employment, savings, investment, financing to organizations and optimize the value chain through access to financial infrastructure such as tellers, branches, correspondents or mobile banking.

For the Mexican tourism sector to place itself in the preferences of world competitiveness, it is a priority that programs and projects of technological development be generated to enhance their competitive advantages. The increase in factor productivity depends to a large extent on the sector's access to state-of-the-art technology, in close collaboration with strong public institutions and a private initiative with the capacity to innovate through intelligent digital technologies, controlled in the value chain of tourist goods and services.

A comparative analysis of the World Bank's Doing Business report for the years 2015 to 2017 sets forth quantitative indicators on regulations for doing business and property protection, thereby identifying the economic outcomes of structural reforms (Table 1.2)

It is notorious that in Mexico has decreased the world rank on the facility to open businesses, from the 47th place in 2017 and down 8 positions since 2015, which in turn is a result of the fall in 26 positions in the opening of companies reaching the place 93 for the same years, in addition to a weakness in the payment of taxes that collapses 9 positions and is placed in the place 114 and with that affects the incorporation of organizations to the formal market, as well as a slight collapse in the resolution of the insolvency of 3 points to place 30 of the 190 countries compared; by identifying these areas of opportunity there is scope for coordinating efforts among the three orders of government to achieve better results.

Notwithstanding the above, there are positive results in the years and the number of countries of comparison, in elements such as the procedure for construction permit that increases 25 positions and is placed in place 83, obtaining electricity that advances 18 places to be located in the 98, property register that advances from 110 to 101 to grant greater certainty to the investors, and the fulfillment of contracts that passes from place 57 to 40. One of the strongest achievements in the Mexican economy is the obtaining of credit, where Mexico reached 7 positions and is placed in 2017 among the first five countries worldwide, and where financial users are recommended to strategically manage their revenues to conduct business in the tourism sector.

**Table 1.2** Ease to do business in Mexico, 2015 – 2017

	2015	2016	2017
Compared countries	<b>189</b>	<b>189</b>	<b>190</b>
GDP per capita	<b>US\$9,940.00</b>	<b>US\$9,980.00</b>	<b>US\$9,710.00</b>
Ease of doing business	<b>39</b>	<b>38</b>	<b>47</b>
Total Border Distance Score, DTF (0 - 100)	<b>71.53</b>	<b>73.72</b>	<b>72.29</b>
Business start-up	<b>67</b>	<b>65</b>	<b>93</b>
Starting a Business Score (0 - 100)	88.85	88.94	85.74
Procedures (number)	6	6	7.8
Time (days)	6.3	6.3	8.4
Cost (% of GDP per capita)	18.6	17.9	17.8
Minimum capital (% of GDP per capita)	0	0	0
Procedure for construction permit	<b>108</b>	<b>67</b>	<b>83</b>
Building permit score (0 - 100)	68.43	71.76	69.79
Procedures (number)	11.3	10.5	13
Time (days)	87.6	86.4	86.4
Cost (% of store value)	10.3	10.2	9.8
Obtaining electricity	<b>116</b>	<b>72</b>	<b>98</b>
Score for electricity (0 - 100)	68.47	73.27	68.32
Procedures (number)	6.8	6.8	6.8
Time (days)	78-9	78.9	100.4
Cost (% of GDP per capita)	346.1	332.9	336.7
Property registration	<b>110</b>	<b>106</b>	<b>101</b>

Score to register property (0 - 100)	62.45	58.74	61.05
Procedures (number)	6.8	6.8	7.7
Time (days)	63.7	63.7	42.1
Cost (% of property value)	5.1	5.1	5.2
Obtaining credit	<b>12</b>	<b>5</b>	<b>5</b>
Score for credit (0 - 100)	80	90	90
Index of strength of legal rights (0 - 12)	8	10	10
Index of depth of credit information (0 - 8)	8	8	8
Coverage of credit bureau (% of adults)	100	100	100
Coverage of credit registry (% of adults)	0	0	0
Protection of Minority Investors	<b>62</b>	<b>57</b>	<b>53</b>
Score to protect minority shareholders (0 - 100)	57.5	58.33	60
Tax payment	<b>105</b>	<b>92</b>	<b>114</b>
Score for payment of taxes (0 - 100)	71.17	73.67	65.81
Payments (number per year)	6	6	6
Time (hours per year)	334	286	286
Total tax rate (% of profit)	51.8	51.7	52
Contract fulfillment	<b>57</b>	<b>41</b>	<b>40</b>
Score to enforce contracts (0 - 100)	64.61	67.39	67.01
Time (days)	389	389	340.7
Cost (% of claim)	30.9	30.9	33
<Previous Next>	<b>27</b>	<b>28</b>	<b>30</b>
Punctuation to resolve insolvency (0-100)	72.59	73.03	73.11
Time (Years)	1.8	1.8	1.8
Cost (% of equity)	18	18	18
Recovery rate (cents per dollar)	68.1	68.9	69.1
Index of strength of the insolvency framework (1 - 16)	11.5	11.5	11.5

**Source:** Own elaboration based on Doing Business (Banco Mundial, 2015 a 2017)

Based on previous results for Mexico, it is necessary to accurately evaluate the results of the national tourism policy. The performance evaluation of organizations is now a priority given the constant growth of society's needs and the allocation, use and accountability of available public resources. Beyond the legitimacy discourse of public management, the responsibility of administrations is measured by the achievement of visible objectives and respect for the legal framework on the subject.

From the instrumental point of view, performance evaluation can be defined as a set of technical procedures used by public administration control institutions to obtain, process and design relevant information by reviewing and evaluating activities, projects, programs, government policies and bodies, in aspects of efficiency, effectiveness, good management practices, equity, achievement of goals, capacity and performance management, among other criteria oriented to the results of public management (Barros, 2002).

However, there is no clear definition of tourism performance, so according to the objectives to be measured by organizations, the present study focuses on the achievement of competitiveness by increasing the productivity of tourist destinations, their efficiency and quality of service delivery, satisfaction of investors and demanders of goods and services in the sector, the impact on economic output and the improvement of the quality of life of the population, including strategies for productive linkages, as well as their programs, projects and the achievement of results.

According to the above, it is complex to link the design of the national tourism policy with the Performance Evaluation System (PES), which the Public Service Secretariat defines as a tool to objectively measure and evaluate the performance of budgetary programs of the Federal Government (PSS, 2015), based on the Federal Law on Budget and Fiscal Responsibility and its regulations, as a tool of the Budget based on Results (BbR). In the same sense, the Secretary of Finance and Public Credit defines PES as the set of methodological elements that allow an objective evaluation of the performance of the programs under the principles of verification of the degree of compliance with the goals and objectives, based on strategic and management indicators that allow to know the social impact of the programs and projects, according to the provisions of articles 2, fraction LI, 27, second paragraph, and 111 of the Law of Budget. (SHCP, 2007).

Performance evaluation is assisted by strategic management and the design of indicators to make clear diagnoses about the objectives pursued, actions to be implemented, monitoring and evaluation. As an instrument of results evaluation, it allows organizations to establish a bridge between citizenship and accountability. A PES is an organizational learning tool for the design and evaluation of programs (sometimes organizations), which makes explicit theories, assumptions and axioms of action, in order to define a possible causal chain connecting the definition of the public policy problem, policy instruments, and organizational strategies with products, outcomes and, finally, the impacts of programs, policies, and other government actions (Arellano, 2012).

The performance evaluation is an alternative for the development of the competitiveness of the tourism sector and the increase of the economic spill. In order to consolidate the National Tourism Policy, the federal government coordinates with state and municipal governments through the Coordination Agreements on Resource Reassignment (CCRR), where the components of the system (Figure 5) have the potential to improve The Tourism Performance Index (TPI) that is expressed in the improvement of the quality of life of society, to develop tourist destinations with high economic potential, to diversify and innovate the supply and demand of the sector, to sensitize economic agents in the importance of Activity and influence their professionalization and training for the operation of services, boost the creation of formal jobs, attract tourists with high consumption capacity, strengthen responsible private investment with history, culture and the environment, promote social participation In decision-making, to reduce poverty rates and to include technological innovation and IS in the destination management process.

The present investigation proposes the measurement of the TPI according to the components of the system and a proposal of adequacy, according to the following:

$$IDT = f(S_1O, S_2D, S_3Seg, S_4M, S_5ASP, S_6PC, S_7IS, S_8G, S_9CP)$$

Donde:

- S<sub>1</sub>O = Supply Sub-index
- S<sub>2</sub>D = Demand Sub-index
- S<sub>3</sub>Seg = Security Sub-index
- S<sub>4</sub>M = Marketing Sub-index
- S<sub>5</sub>ASP = Access to Public Services Sub-index
- S<sub>6</sub>PC = Professionalization and Certification Sub-index
- S<sub>7</sub>IS = Investment and Satisfaction Sub-index
- S<sub>8</sub>G = Governance Sub-index
- S<sub>9</sub>CP = Characterization of the population Sub-index

Based on the above, decision-makers have access to budget allocation information according to the results of low or high performance of the national tourism policy and its correlation with the degree of stagnation, development or consolidation of the same, as an impact Of the CR in the increase of the economic spill of each one of the destinations with high tourist potential, and the improvement of the quality of life of the population. It is important to mention that the implementation of the sector policy will be reflected in the medium and long term, but it is through its monitoring that adjustments can be made to obtain better results.

**Table 1.3** Proposal to update components of the Tourism Performance Index

Offer	Demand	Security	Marketing	Access to public services	Professionalization and certification	Investment and satisfaction	Governance	Characterization of the population
Characteristics of the destination	Composition of visitors	Public Safety Programs	Promotional Policies	Infrastructure	Professionalisation and training	Investment Attraction	Marco regulatorio	Poverty and marginalization
Availability and access to transport	Composition of tourists		Use of Technologies and SI	equipment	Investigation and development		Accountability	Social and economic backwardness
Lodging and gastronomic routes		Composition of travelers	Travel agency	Coverage		Tourist Certification	Combat corruption	
Tourist destination vocation	Strategies against crime and organized crime		Brand Use	Alternatives	Satisfaction and quality of service		Respect for human rights	Participation of society
					Sustainability			

**Source:** Own elaboration based on the results of the research and components of the SECTUR system

The Supply Sub-index is a component that considers the characteristics of the destination in its historical, cultural and natural dimensions, as a condition for development, as well as the availability and access to transportation, so that tourists, visitors and travelers can travel by bus, private vehicles, public transport, cable cars, ports, airports, trams and other means, as well as policies for the recovery of public spaces with respect to pedestrians and cyclists, and with the existence of ramps, sidewalks and signs.

As accommodation agents and gastronomic routes, the tourist industry is enriched by the promotion of the standards of Mexican and international hotel and food standards, distinctions and certifications, origin, and ventures into associations and chambers of the restaurant and food industry. In the same section is the tourist vocation, which values the attractive tangible and intangible attractions that identify the applicants, without losing the harmony of the place and the tranquility of its inhabitants.

The Demand Sub-index recovers the classification of the ILO and adheres to INEGI statistics, in that sense, it is considered the internal tourism, receptive and emitting in its composition of visitors, tourists and travelers. Tourism spending not only directly benefits tourist industries but also has a multiplier effect in other sectors and the exchange of experiences and knowledge to strengthen social cohesion. Macroeconomic imbalances at the global level and the prevailing political and social conditions in the country increase uncertainty about demand, so it is necessary to measure it on a constant basis and build proposals for its rapid recovery. It is necessary to include variables such as seasonality, linkage with other sectors and the availability of resources to measure demand.

The Security Sub-index helps to identify public programs to guarantee the physical integrity of providers and claimants of tourism products and services. Strategies against crime and organized crime give greater certainty to investors about the fate of capital, promote crime prevention and professionalize police forces.

Public security is a function of the state whose main objective is the protection of individuals and their property, political institutions from threats of internal and transnational violence, intimidation, corruption or predatory acts of government (Bailey, 2009). To measure this component, a distinction should be made between government programs to reduce insecurity and studies assessing society's perception of it, particularly because of its lack of trust in the police, the criminal justice system or the government, the fear of being victims that generates psychological traumas in the medium to long term, vulnerability to physical threats, cybernetics or social disorder, criminal behavior and image of public space, as well as damages and costs as a result of crime.

The National Survey of Victimization and Perception on Public Security (INEGI, 2016a) estimates that by 2015 the total cost of insecurity and crime in households represented an amount of 236.8 billion pesos, or 1.25% of GDP, which is equivalent to \$5,905 per person affected by insecurity and crime. The same survey estimates for 2016 at the national level that 59.1% of the population aged 18 and over considers Insecurity and delinquency as the most important problem that afflicts today in their state, followed by unemployment with 40.8% and poverty with 31.9 percent; In the same sense 72.4% of the population aged 18 and over considers that living in their federal state is unsafe as a result of crime, statistically unchanged since 2013. In the National Survey of Victimization of Companies (INEGI, 2016b) it is estimated that 35.5% of the country's economic units were victims of some crime during 2015, while in 2013 it was 33.6%, and in 2011, 37.4%.

The Marketing Sub-index proposal consists of policies to promote organizations and their growth strategies, which include the creation of tourism startups, benchmarking, targeting, advertising, sales and pricing policy. The use of technologies and SI, allow optimizing the value chain through innovation applied to marketing, in particular through the use of social networks, mobile devices, interface design, process optimization, know-how, digital management, access to professional marketing services, web pages and Business Intelligence.

This factor considers travel agencies as part of the tourist attraction to the country, in addition to the positioning and use of the brand. According to the World Economic Forum's 2016 Report on Information Technology (WEF, 2016a), Mexico ranks 76th out of 139 countries according to The Networked Readiness Index, where 92 positions for skills, 84 for individual use, 52 for government use, 64 for economic impact and 71 for social impact. The results show advances in fixed broadband subscriptions where Mexico ranks 66th globally, mobile network coverage with 37th place, and business use with 66th place as a result of the availability of the latest technologies that places the country at position 58, and the number of days and procedures to start a business at positions 40 and 54 respectively.

With the intention of increasing the competitiveness and the influx of tourists, visitors and travelers, as well as their expenses and days of stay, the Public Service Access Index serves to promote infrastructure projects directly related to tourism, conservation, rehabilitation and maintenance of buildings with historical or cultural value, and improvement of urban image. In the same sense, the equipment generates greater satisfaction in the sector's applicants, among which can be found the tourist information modules, quays, jetties, walkways, signage, lookout points, convention and exhibition centers, financial services, health services, parking, among others.

In this component, it is important to measure the coverage and tourism alternatives that increase the economic spill at the local, state or national level. The Professionalization and Certification Sub-index, on the other hand, makes it possible to assess the competitiveness of the sector through the professionalization and training of human resources, research and development with an emphasis on innovation, the linking of educational institutions and the needs of the productive sector and of society, the transfer of technology and the generation of knowledge.



The component must measure tourism certification in order to achieve significant progress in the satisfaction of the applicants on the quality of service delivery. The Investment and Satisfaction Sub-index aims to identify the impact of Foreign Direct Investment (FDI) on the productivity of the sector, employment generation, growth and economic development, increased savings and foreign exchange, and the transfer of technology. The item also measures the satisfaction and quality in the service, to contribute with information in decision making for entrepreneurs and government, as well as in the processes of improvement and innovation.

The strengthening of the sector is possible through the participation of economic agents with respect to the regulatory framework, allocation, use and accountability of available resources, combating corruption, respect for human rights and sustainability. With these factors the Governance Sub-index is built, which serves as a parameter to measure the success of the strategic management of destinations with high tourist potential according to the present research.

In Mexico, the demographic bonus is not used to boost GDP growth. The Population Characterization Subscript favors the formulation, implementation and evaluation of policies to combat poverty and marginalization. In the same sense, it measures the social and economic backwardness in urban and rural areas, and the degree of participation of society in the construction of development. The tourism potential of towns and cities will have an impact on their growth and will aggravate their problems, so that they must be implemented prior to the demographic explosion, strategies to strengthen gender equity and the community and family fabric to mitigate violence, migration, discrimination and social exclusion.

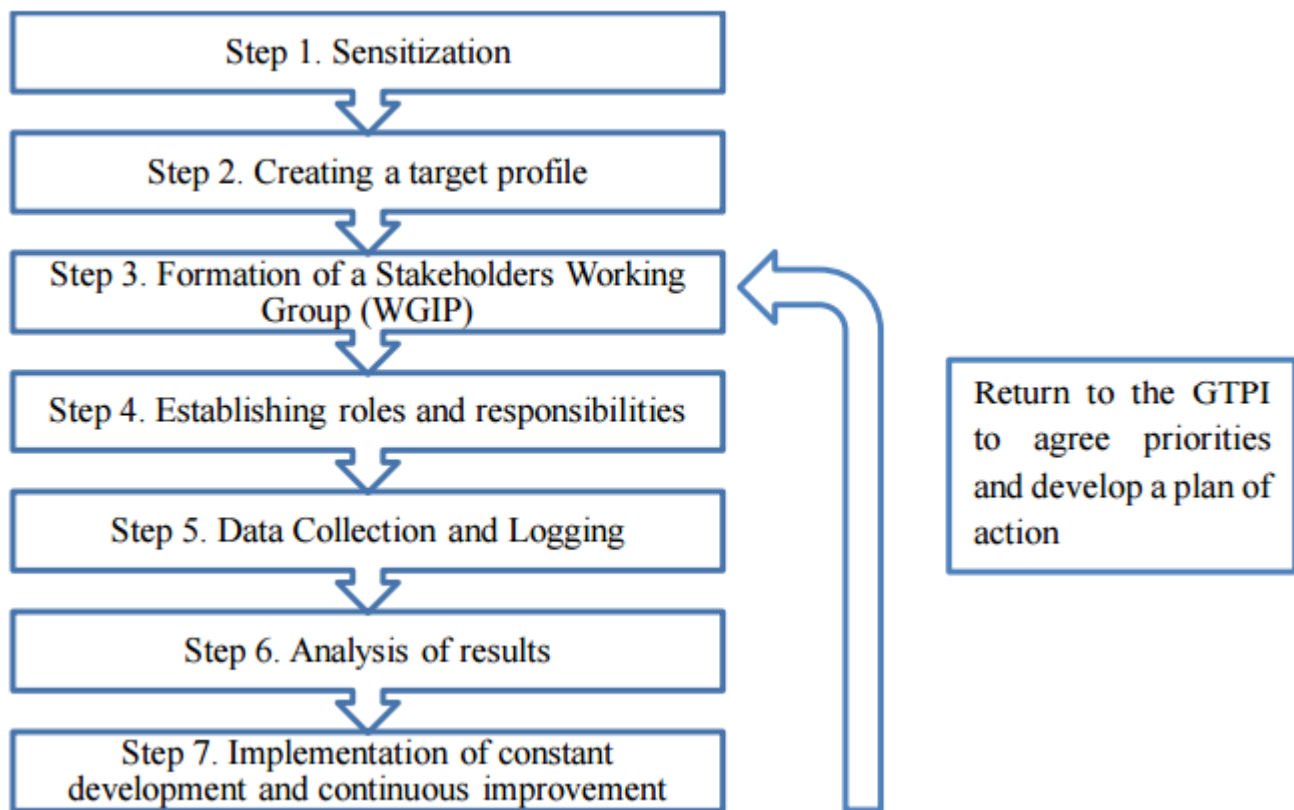
### **Tourism indicators**

The national tourism policy requires that the exercise of public resources be based on legality, and that through indicators, which are understood as an approximation, an isolated data that, connected with some argument, may be showing advances, setbacks (Arellano, 2012), impartiality, rationality, austerity, efficiency, effectiveness and transparency are achieved. An indicator is the result of the interaction between two or more variables that shows whether the actions or strategies have the expected results. Through the results, decision-makers note progress in development policies, the well-being of the population, the effectiveness of public management, transparency, accountability and the exercise of public spending.

In order for the tourism sector to achieve optimal results in terms of economic output and a better quality of life, it is important that the goals of the Tourism Sector Program, and in accordance with the corresponding legal framework, correspond to the objectives, strategies, lines of action and indicators, and that involve the economic agents in the local, state or national scope for its realization.

In the 2015 "Matrix of Indicators of Results" of the Secretariat of Tourism, calculation methods are included to determine if the goals correspond to the problems and objectives that are intended to solve, in addition to their correspondence with the potential destinations and the population characteristics. Within the framework of the RCs, it is proposed to recover the Tool of the European System of Tourist Indicators for Sustainable Destinations as a tool to assess the strategic management of tourist destinations and the inclusion of economic, environmental and socio-cultural indicators to measure performance.

The tool is integrated with the idea of destination management, the application of the system (Figure 1.3), basic and optional indicators, database retrieval and supporting information.

**Figure 1.3** Seven steps to implement the indicator system in a tourist destination

**Source:** Tool of the European System of Tourist Indicators for Sustainable Destinations (European Union, 2013)

The Integral Destination Management Model of the Tourism Secretariat contains similar criteria to the European tool (Table 1.4), which can be adjusted according to the needs of the tourist destinations and the model components. (Example shown in Table 1.5 ).

**Table 1.4** Criteria for the Indicators of the Comprehensive Model of Destination Management.

<b>Destination Management</b>	<b>Economic value</b>	<b>Environmental impact</b>	<b>Social and cultural impact</b>
<ul style="list-style-type: none"> <li>•Public policy on sustainable tourism</li> <li>•Sustainable tourism management in tourism enterprises</li> <li>•Customer satisfaction</li> <li>•Information and Communication</li> </ul>	<ul style="list-style-type: none"> <li>•Tourist flow at the destination</li> <li>•Results of tourism companies</li> <li>•Quantity and quality of employment</li> <li>•Security and health</li> <li>•Supply chain of the tourist sector</li> <li>•Local prosperity</li> <li>•Economic viability</li> </ul>	<ul style="list-style-type: none"> <li>•Reducing the impact of transport</li> <li>•Climate change</li> <li>•Management of solid waste</li> <li>•Treatment of waste water</li> <li>•Water Management</li> <li>•Energy consumption</li> <li>•Protection of landscape and biodiversity</li> <li>•Light and noise management</li> <li>•Quality of bathing water</li> </ul>	<ul style="list-style-type: none"> <li>•Community / social impact</li> <li>•Gender equality</li> <li>•Equality / Accessibility</li> <li>•Protection and enhancement of cultural heritage and identity and local assets</li> <li>•Cultural offer</li> <li>•Community Well-Being</li> <li>•Contribution to local development</li> </ul>

**Source:** Tool of the European System of Tourist Indicators for Sustainable Destinations (European Union, 2013)

**Table 1.5** Matrix of Indicators for Results

Criterion	Criterion	Objective	Definition	Calculation method
<b>Economic Value</b>	Investment Index Direct in sectors With activity Public and private tourism (RTD).	Contribute to facilitate financing and public - private investment in projects with tourism potential by encouraging investment for the development of the Sector.	It measures the increase in investment channeled into tourism activities using the Gross Formation of Fixed Capital (FBKF) reported by INEGI, using the Mexican Tourism Satellite Account base 2008. The indicator is composed of the sum of funds invested by the federal, state and municipal governments as well as private, national and foreign investments. The indicator compares the growth of the annual investment in tourism for the sector of the year that is measured with respect to the base year and expressed in percentage. The desirable value is positive, in the investment increases over time.	Gross fixed capital formation in year t / Gross fixed capital formation in base year) * 100
<b>Economic Value</b>	Rate of percentage variation of the investment for the development of the tourist destinations of FONATUR.	Tourist destinations have high levels of investment for the development of the Tourism Sector	It measures the percentage variation of the investment in FONATUR's destinations.	$\left( \frac{\text{Total investment Exercised For the development of FONATUR tourist destinations in year T}}{\text{Total investment for development Of tourist destinations Of FONATUR in the year t-1}} - 1 \right) \times 100$
<b>Economic Value</b>	Real estate marketed satisfactorily	Percentage of respondents who qualified as very good or good in the Fund's attention to the sale of land, compared to Surveyed	Measures the degree of satisfaction with the seller's land sales service	$\left( \frac{\text{Number of buyers who qualified as good or good the service they received from the Fund in the purchase of land}}{\text{Total number of buyers surveyed}} \right) \times 100$

**Source:** Matrix of Indicators for Results 2015, SECTUR

## Conclusion

The uncertainty of global economy represents an opportunity to replant the use of the strategic resources of a nation. The present research shows that the use of technological innovation and the IS, contribute to the increase of the economic spill through the optimization of public and private resources. It is necessary that the National Tourism Policy is the help of the agendas of competitiveness and performance indicators, to achieve the maximization of the use of productive factors and interaction between economic agents.

In this sense, they suggest that the objectives, strategies and lines of action are articulated in the three orders of government, generating programs and projects that take advantage of the productive capacity of the sector, the demographic bonus and reduce structural gaps.

Likewise, it is proposed that the construction of competitiveness agendas be an obligation of States and Municipalities to discover destinations and consolidate the attraction of investment and tourism through the increase of the productivity of places and routes with high tourist potential. The promotion of Mexican destinations must de facto take on the nationalities with the highest expenditure on tourism and strengthen in particular the productive links, the financial market, the ease of opening new businesses, property protection and the promotion of innovation.

The success of tourism policy has a heavy burden on the Coordination Agreements on Resource Reassignment (CCRR), so it is proposed to adapt the components of the tourism system, so that through strategic management, evaluation of the performance and measurement of the indicators, it is possible to strengthen the public expenditure in tourist destinations that positively affect the GDP, the sustainability and the improvement on the population's quality of life.

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