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In Number 11 is presented an article *Resilience of tourism activity in times of the COVID-19 pandemic, by* CAMELO-AVEDOY, José Octavio, GARCÍA-MONDRAGÓN, Leonardo and JACOBO-GARRAFA, Dagoberto, with adscription at Universidad Autónoma de Nayarit, in the next article *Tourist competitiveness strategies, a proposal for the municipality of Huichapan, Hidalgo, Hidalgo,* by NAVA-SANTOS, Milton Alejandro & PÉREZ-BRAVO, Julia with adscription at Universidad Autónoma de Querétaro, in the next section *The procedures manual: a guide for giving workshops,* by DORANTES-BALDERAS, Magaly Abigail & GONZÁLEZ-HERRERA, Karina Concepción with adscription at Universidad Tecnológica Metropolitana, in the next section *CSR practices that impact the financial performance of Mexican public companies moderated by the legitimacy of social actions,* by LANDAZURI-AGUILERA, Yara & RUIZ-PEREZ, Roberto, with adscription at Instituto Tecnológico de Sonora.

Content

Article

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Resilience of tourism activity in times of the Covid-19 pandemic

Resiliencia de la actividad turística en época de pandemia de Covid-19

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Abstract

The pandemic that humanity is experiencing has generated a series of modifications in socio-economic life, social rituals, habits, among others; infection detected in December 2019, but spread massively in the first months of 2020. Tourism is an activity that has been severely affected, as the tourist is a mobility agent, and it is precisely to the mobility of people a strategy to contain the contagion of the Sars-Cov-2 virus. The objective of this document is to carry out an analysis of the context under which tourist activity has been affected by the Covid-19 pandemic; as well as, expose the resilience process that said activity has had in recent months. Research carried out from secondary sources, such as reports and publications of international organizations, official data, specialized agencies on passenger cars and the monitoring of the pandemic; A mixed theoretical framework is used, with economic concepts and categories, other from the study of tourism and some epidemiological. The result makes it possible to make visible, in a timely manner, what the resilience strategies of the tourism sector have been, taking five countries as references.

Turism, Economy, Covid-19, Resilience strategies

Resumen

La pandemia que vive la humanidad ha generado una serie de modificaciones en la vida socio-económica, rituales sociales, hábitos, entre otros; infección dada a conocer en diciembre de 2019, pero difundida masivamente en los primeros meses de año 2020. El turismo es una actividad que se ha visto severamente afectada, al ser el turista un agente de movilidad, y es precisamente el impedir la movilidad de personas una estrategia de contención del contagio del virus Sars-Cov-2. El presente documento tiene como objetivo realizar un análisis del contexto bajo el cual se ha visto afectada la actividad turística por la pandemia de Covid-19; así como, exponer el proceso de resiliencia que dicha actividad ha tenido en los últimos meses. Investigación realizada a partir de fuentes secundarias, como informes y publicaciones de organismos internaciones, datos oficiales, agencias especializadas sobre turismos y el seguimiento de la pandemia; se maneja un marco teórico mixto, con elementos y categorías económicas, propias del estudio del turismo y algunas epidemiológicas. El resultado, permite hacer visible, de manera puntual, cuales han sido las estrategias de resiliencia del sector turístico, tomando a cinco países como referentes.

Turismo, Economía, Covid-19, estrategias de resiliencia

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Introduction

In recent months, much has been said about the necessary changes that must be made to carry out the economic reactivation in all the countries that have been in quarantine and with measures to restrict mobility; Regarding tourism, the World Tourism Organization (2020) reported by the end of April that 100% of the tourist destinations in the world had imposed partial or total restriction measures, as a strategy to control the pandemic, so those Countries that were the first to initiate a stoppage of activities have gradually been reactivating their economic activities, including tourism.

In the present analysis, multiple proposals for tourist reactivation have been collected and the main measures found for the prevention and control of contagions in the tourist destinations that begin to operate have been identified; Based on this, a theoretical analysis of said proposals is carried out to identify the guidelines in the public policies implemented and proposed by different organizations focused on the economic reactivation of tourism; From this, the potentialities with which it is expected to be the guidelines of the new normality in tourism practice are identified, the adjustments that are projected will be necessary for its correct management and the general guidelines that will determine the new tourism practice in the short and medium term, contrasting with the projections made by some entities of the sector.

The theoretical framework used is mixed, exposing categories and concepts of economy, tourism and epidemiology. The objective is to present in a timely manner the main strategies for reactivating tourist activity that have been implemented by five countries, namely: China, Italy, Spain, the United States (EU) and Mexico. Research carried out with a heavy load of secondary sources, for obvious reasons, obtaining information from international organizations, specialized agencies, official institutions, official data, among others.

The document is structured by a first section entitled Theoretical Framework, where the categories and concepts used in the research are exposed; a second item is named Contextual Framework, which develops a presentation of the conditions under which tourist activity participates in the current pandemic; later, the third title is presented, Pandemics seen in cycles or waves of contagion, which indicates the behavior of other pandemics in the past; A fourth section is called -gradual reactivation of tourism- which sets out the adaptations and new care criteria that were taken or modified to start activating tourism again; A next section shows how the five countries mentioned reactivated tourism activity; finally the conclusions are reached.

Theoretical framework

The economy is a science that studies the resources, production and distribution, starting from the market, that covers a social need. However, there are several definitions of economics that are considered classical; in this sense, there is Samuelson's definition, who defines it as "The study of the way in which societies use scarce resources to produce valuable goods and distribute it among different individuals." For his part, for Marx "it is a scientific discipline that analyzes the relations of production that occur within society." As well as these definitions, there are many others, but there is an elementary coincidence, regardless of whether it is based on scarce resources or a social need, which by itself marks an ideological difference in its construction.

From this, it follows that economic activity or dynamics, according to Heiler (1970 [1937]), “In physics the theory of motion is called dynamics. Transferring that concept to economic life, it is called dynamic economy. The economy in its movement. The economy is by nature, dynamic, that is, it already has in its foundations the causes of continuous variation, that is, movement, since its foundations: population, needs, techniques, etc. They are subject to continuous variations” (p.178).

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The economy, in its complexity of relationships, and being dynamic, presupposes that in this movement it has periods of greater activity and less activity; in those with the greatest activity it can be pointed out that economic activity is expanding; but, following the consideration of the approach that it is dynamic, there are economic moments of reduction of its dynamics. In studies by N. Kondrátiev, he details that there are moments of expansion and contraction of economic activity.

Various theorists have studied these conjunctures that began to be analyzed by said author, although it is worth noting that Karl Marx already mentioned them since 3/4 of the 1800s, in his work Capital. “But for Kondratiev, long waves were only half of the cycle: long rising and falling waves. The cycle is made up of the two waves” (Sandoval, 2008). Although there is a theoretical current of economists who study cycles, the truth is that there is no coincidence in their duration; Marx, Kondrátiev and Shumpeter handle cycles, in their writings, but with different duration.

As previously mentioned, when there is an economic activity, it may have a reduction, in long cycles it would be the downward wave; in order to establish a period of ascent or increase in activity, it is necessary to reactivate the economy; that is to say, that production, once it has decreased, begins to increase again, without, necessarily, there being major changes in the productive orientation of the country or region. It is said that the economy is re-activated. For the Side of the Republic of Colombia (2020) “It is called economic reactivation to the process through which it is sought to make the economy of a country or a certain place take good directions after having submerged in a crisis that affects the majority of the population. " (n/n).

Thus, the economic dynamics has its concrete expression in regions, since in the macroeconomic agglomerate the detection of the concrete is blurred.

It is the region, the dimension of study that allows observing the specific behavior of the production of merchandise, whatever the production orientation, and the sum of the production of the different regions, the agglomerated macroeconomic behavior.

Seen in this way, “the region understood as the physical space that, from a certain criterion, generates elements of homogeneity of production in the face of its regional counterpart that marks a heterogeneity with respect to the first, under the selected criterion of study. From the above, the region exists under the comparison, of an element, between the dissipation of the coined element as a homogenizing criterion, with respect to the emergence of differentiated elements. But, when speaking of social production, this refers then to the social valuation of production "(Camelo & Rodríguez, 2018, p. 19), in the same sense Villa (2003) points out" the region cannot be conceived in itself itself. That is to say, the features, whether of homogeneity or heterogeneity, of a region where an infinity of vertical and horizontal relationships are linked are identifiable only if there is an opposite that has different features, or the same features, but quantitatively different from the region with the one that is compared ”(p. 23). The region, then, is a social-historical process that determines the conditions for the valorization of production through the heterogeneity of its contiguous regional peer. "The region seen as the consequence of an economic-historical-social conformation, leads to culture, norms, values, among other aspects of identification of a region, it can be considered, from the political economy, that its origin is taken as a cause of the process gestated to establish the general conditions of capital accumulation of said region, of the extraction of the resources of the territory, of a process of social production” (Camelo, 2014, p. 31)

In the context of the different productive orientations within the regions, there are so-called tourist-oriented regions, those that make tourism their predominant activity in their economic dynamics. There are different meanings of tourism, due to the diversification of said activity, from: countryside, sun and beach, ecological, space, cyber-tourism (which no longer adheres to the classical principles of the concept of tourism) and more are emerging every day. But the general concept can be built from its origin, according to De la Torre (1997) the word tourism is derived from the roots tour and turn that come from the Latin, either from the noun tornus (“lathe”) or from the verb tornare ("to turn", in vulgar Latin), whose connotation would be synonymous with "circular trip".

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But tourism has been conceived from very different perspectives, the following quote from Camelo, Rodríguez & Rodríguez (2020) states “A good part of the content of the following definitions are expressed by authors such as: Schullern, Glückmann, Morgenroth, Bormann, Stradner and Troisi among others, who were part of the -Berlinian school- in the period from 1911 to 1939, that is, before the First and Second World War. The first author to define tourism from an economic perspective was Hermann von Schullern zu Schrattehofen (1911 in Muñoz, 1992) Tourism is the set of all those processes, especially economic ones, that start arrivals, stays and departures of tourists to and from a certain community, region or state and who are directly related to them. For Glucksmann (1930, in Muñoz, 1992), an expiration of the space carried out by individuals who access a locality where they do not have their residence”. According to Morgenroth, (1929, in Fuentes, 2016) tourism is an activity that leads the traffic of people who leave their usual place of residence to another place and there to satisfy needs of various kinds. Borman, (1930, in Cortés & Muñoz, 2016) defines tourism as -The set of trips whose object is pleasure or commercial, professional or other similar reasons and during which the absence of habitual residence is temporary-. At the same time, Stradner (1920, in Fuentes, 2016), tourism is a graph of luxury travelers, that is, of those who leave their habitual residence and go to another place without any economic purpose, but to increase their status and satisfy luxury needs. The Swiss Hunziker and Krapf, (1942, in Viloria, 2012). Likewise, the founders of the humanistic school defined tourism - a set of relationships and phenomena produced by the displacement and temporary stay of people outside their usual place of residence, without being motivated by profit. Magliulo, (2015 in Troisi, 1942) It is conceived as a heterogeneous set of acts of demand and consumption carried out by outsiders in a place of reference, such a set gives rise (or is responded to) by an equally heterogeneous set of goods and services produced in said place. Professor De Arrillaga, (1955, in De la Torre, 1997) tourism is all temporary displacement, determined by causes other than profit; the set of goods, services and organization that in each nation determine and make these trips possible, and the relationships and events that take place between them and the travelers. " (p. 20,21)

At present, it is considered that productive activities in general, as well as projects of any kind, must be granted based on the sustainability approach, and in this, tourism activity is considered, as Ascaino & Vinicius (2014) define to sustainable tourism as "promoting the sustainable development of tourism that involves the initiative of proposals of small and medium-sized companies can increase the benefits of the resources generated at the local level, maintaining cultural integrity, as well as the protection of natural heritage" (p . 6).

All the activity developed in the regions, starting from the production of capitalist merchandise, has been, at first, paralyzed, in a second moment, attempts have been made to reactivate it. The reason for this context is due to the pandemic that is experienced in the year 2020; According to the World Health Organization (WHO, 2020) it is defined as “The global spread of a new disease is called a pandemic. An influenza pandemic occurs when a new influenza virus emerges that spreads throughout the world and most people do not have immunity against it” (n/n); However, it is important to differentiate it from the meaning of an epidemic, which in essence is the physical dimension. “For its part, it is classified as an epidemic when a disease spreads actively because the outbreak is out of control and is maintained over time. In this way, the number of cases in a specific geographic area increases. " Polished (2020, p. n/n)

Contextual Framework

It is important to point out that the subject being addressed is highly circumstantial, therefore, what is exposed here is according to the historical moment in which this writing is prepared, as well as the analysis and reflection of trends; For this case, the topic is contextualized in the months of August and September 2020.

Tourism activity in the world has suffered a setback of exponential magnitudes in this year 2020, which has its root cause in the pandemic spread of the SarsCov-2 coronavirus, which due to its easy-to-spread characteristics and is a new disease for which There is no vaccine, it got out of control and the sanitary fences at the international level could not effectively stop its transmission.

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As of January 13, 2020, when the first case of the coronavirus causing COVID 19 was registered outside of China (in Thailand), the spread of the virus internationally was accelerating, in such a way that in less than two months, on March 11, the World Health Organization (2020) of the United Nations declared the disease a pandemic, when there were affectations in 114 countries, with records of more than 118 thousand cases and a number greater than the four thousand deaths from this virus. In Mexico, starting in mid-March, a policy of decreasing mobility began, thereafter being impacted by tourist activity. Tourism is especially an activity with the characteristic of being very vulnerable to economic, political and social changes, for which the mobility restriction measures significantly affected the country's tourism dynamics in a short term.

The socio-economic dynamics that exist in the world, Mexico and its regions, in general, but at present with a focus on tourism, is framed at a time when there is still no vaccine for the Sars-Cov virus -2, from the above, the advance in herd immunity, or herd immunization, which is estimated to be reached when 2/3 to 3/4 of the population is immune to a given disease, it is observed very far from reach, since the WHO has indicated, in a conference of its owner, the last week of September, that it is estimated that there is 10% of the world population that has acquired immunity to the aforementioned virus, which after 10 months Since the emergence of the virus was declared, herd immunity advances at a very slow rate.

The fastest way to achieve herd immunity will be through the application of science and technology to find a vaccine against the aforementioned virus. To this date, some laboratories and countries are in a race to develop the vaccine that allows the world population to resume its pre-pandemic socio-economic dynamics, in this area, according to INFOBAE (2020), third-class vaccines stand out. phase: Astra Zeneca-Oxford (UK), Pfizer-BioNtech (EU-Germany), Massachusetts-NHI (EU), Sinovac-Butantan (China-Brazil), State Pharmaceutical China-Wuhan Biological Products Institute (China), Bio -pharmaceutical-China (China), IISI-University of Melbourne (Australia), plus the two Russian vaccines that are patented but that the WHO has reservations in recognizing them in phase three.

The global significance of the COVID-19 pandemic, and the measures that have been taken to address it in favor of public health, have led to a contraction of the world economy in which tourism, one of the The most dynamic and fastest growing sectors on the planet have been one of the most affected. According to data from the International Labor Organization (ILO), this sector generated around 330 million jobs worldwide, for every job created directly by this sector, almost one and a half additional jobs were created indirectly or induced, which which is equivalent to 10.3 percent of total employment; in other words, it employs one in ten people globally. On the other hand, it contributes about 11% to the world GDP, due to the fact that multiple nations have focused their attention on tourism as a development strategy, but, in addition, it has become the means of integration, empowerment and income generation that brings peoples closer to each other and has even come to be considered as a fundamental pillar for the conservation of the natural and cultural heritage of humanity through sustainability.

According to the World Tourism Organization (UNWTO), the current situation that the planet is going through has led to a cost three times higher than that generated by the global economic-financial crisis that occurred in 2009. Data from the Barometer of the same instance, in the volume 18 (September-August), indicate that the mobility restrictions that were implemented worldwide reduced the arrival of international tourists by 65% in the first half of the year compared to 2019. This reduction resulted in losses that reached the 460,000 million US dollars, which compared to the 2009 crisis is five times higher. Within this, the region most affected by COVID-19 in tourism has been Asia and the Pacific with a reduction of 72% in the number of tourist arrivals, Europe in second place with 66%, the Americas with a decrease in 55%, while Africa and the Middle East, both 57% (UNWTO, 2020). A situation that, without a doubt, has put at risk the livelihoods of millions of people who depend directly or indirectly on tourist activity due to the significant multiplier effect in various sectors, for example, civil aviation, handicrafts, agriculture and food and beverage supplies, and all of these sectors have been deeply affected by the crisis (ILO, 2020).

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The panorama at the national level is not inconsistent with the international situation, tourism in Mexico has been one of the main sources of income in recent decades, its numerous destinations and typologies have positioned it in the first 10 places within the world ranking of arrivals of UNWTO international tourists. Properly, before the pandemic, the national economy had been showing a strong contraction of productive activity and in the presence of the pandemic the situation worsened even more.

In recent years, tourism activity had registered a stable behavior with a positive balance. According to INEGI, from 2010 to 2018, its contribution to the country's GDP had a minimum of 8.4% corresponding to 2014 and a maximum of 8.7% that occurred in 2018, while in 2019 it had a variation of just 0.3% compared to 2018 according to the quarterly indicator of tourism GDP, which represents a not very significant growth. It was in the first quarter of 2020 where the decline was evident, in which this indicator registered a decrease of 6.3% compared to the previous quarter and 5.2% compared to the same quarter of 2019, so that by July tourism revenues had decreased by 53.89% compared to the same period of the previous year according to data from Banxico (2020).

There are various scenarios and proposals for the recovery of the sector such as those of Madrid and Díaz (2020) and Santos del Valle (2020), however, in any of the cases, the tourist offer tends towards closer markets, that is, it must prioritize interior tourism, under the assumption that the tourist in this experience of confinement and impediments to mobility has acquired a certain level of social awareness, of connection with the concept of sustainability, and with life itself.

What is a fact, how historically it has happened, is that tourism is related to the discretionary use of people's disposable income. It is clear that travelers are particularly sensitive to taking risks when traveling; On the other hand, tourism has a structural strength based on the fact that travel is part of the lifestyle of current societies, so that when eventual threats to people disappear, it has the ability to quickly re-emerge (Díaz, 2020).

Pandemics seen in cycles and waves of contagion

When observing the behavior of the different pandemics that have hit humanity, there are certain behaviors that tend to repeat themselves; These “waves” of pandemic behavior are variable over time, but what is constant is the period of expansion-stagnation-decline, and again a period of expansion, in the form of cycles.

The only thing that can make the behavior of pandemics similar to the current one not be completely compared is the medical scientific advance that is available now; where at least five vaccines are already in the final stages to be released on the market, this in 10 months after the report of the first case, a race against time never seen before, in terms of being very little time to release a vaccine that generates immunity against the Sars-cov-2 virus.

The Spanish flu is a pandemic that allows a comparison of the aforementioned "waves".

The first wave

The first wave took place in the spring of 1918. The first detected case was located in a military camp in Kansas, United States. This infection among the troops that had to go to fight in the First World War is called 'herald wave' since it is the one that announced the arrival of the rest. (…)

The second wave

The second phase of the Spanish flu took place in the fall of 1918. In Spain there are several theories of how it spread. It is believed that it could have been due to the return to their homes in the summer of the soldiers who were doing their military service, or that it had been transported by the Portuguese who were returning by train to their country after the end of the war. It is not ruled out that it was a mutation of the virus. This time, mortality skyrocketed. (…) In the rest of the planet this second wave was also the worst since it was widespread. There is no unanimity on where its focus occurred and there is speculation with Liberia, the North American city of Boston or the French port of Brest. In Australia, which had been saved from the first wave, the arrival of troops from Europe caused 80,000 deaths. (…)

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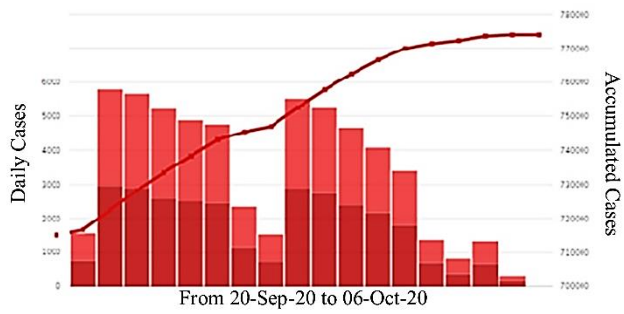
The third wave

The Spanish flu would strike again in the first months of 1919, although this time its lethality was, in general terms, lower than in the previous contagion phase. One of the suspicions of the scientists is that the population had already developed sufficient immunity so that the influence of the virus was less. In countries like Japan, for example, the incidence of influenza would last until 1920. When the incidence of the disease ended, in Spain eight million people had already died. (…) The state of science at that time requires that certain data are not available on what happened and why. Viruses, for example, were not known until 1933 so the causes of the disease were a mystery at the beginning of the 20th century. Statistics have established that the virus mainly affected children between one and four years old and young people between 21 and 30. The place of origin of the virus is unknown, although scientists shuffle the names of three cities: Étaples, in France ; Haskell, in the United States, and Xhanxi, in China. (…)" (Beltrán, 2020)

In this regard, it is noted that, as of September 2020, the American continent is experiencing what seems to be the first wave of infections; Europe and Asia are beginning to experience what they call the second wave, and the mobility of people has even begun to be restricted again; Little is known about Africa, little information circulates; Oceania has not been mentioned regarding the entry of the second wave.

It is in this historical context where Mexico has begun to reactivate its economy and therefore production, more intensely since March 2020. The data on deaths to this date are very controversial, since the official data do not coincide with data from other sources, which indicate an underestimation of deaths from the Covid-19 pandemic. The truth is that daily deaths are added by hundreds, as of today (October 08) the official data is 94,015 deaths from Covid-19; However, the same federal government recognized, days ago, that several thousand Covid-19 tests had been lost, more than 90 thousand, which leaves the possibility that to this day deaths from said disease add up to more than 150 one thousand; as pointed out by many other epidemiological researchers in the country.

"Mexico lost or discarded 93,803 COVID-19 test results during the pandemic, health officials said, reducing already low levels of testing in the country." (Navarro, 2020).



Graphic 1 Confirmed cases of Covid-19 in Mexico, as of October 07, 2020
Source: General Directorate of Epidemiology of the Federal Government of Mexico. (DGE)

Note the behavior of the contagion curve in Mexico, just beginning to experience a stage of stagnation of the period of the first wave of the pandemic. In the future, it will be known how this behavior continued with a process of reactivation of the economy.

Gradual reactivation of tourism

The World Tourism Organization (2020) launched a technical document to reactivate tourism at the end of May, in which it establishes eight global guidelines, which have been taken up and applied by countries that begin to unfreeze their economic activities.

The first important factor to highlight is that as in all economic activities, the public policies implemented by the countries focus on a gradual reactivation of activities, and a fundamental factor is the commitment mainly to domestic tourism since there is still a The vast majority of countries continue with restriction measures, especially for non-essential travel, including travel for leisure purposes.

Policies then focus on encouraging consumption by domestic tourism, and in which mobility of short distances stand out, this phenomenon also responds to tourist demand, projections of reactivation indicate that potential tourists will choose to take short trips, and even excursions to and from nearby destinations, due to the obvious risk involved in traveling even after the restriction measures are lifted.

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Public policies for economic reactivation in tourism are beginning with transportation and accommodation, gradually removing restrictions from the source markets in the case of the countries that so determined, and reactivating a greater number of flights, in the case of the lodging, the hotel industry is reactivated with a capacity limit; After transportation and lodging, which are the basis for tourist consumption and the possibility of travel, they begin to reactivate spaces for tourist use, mainly food and beverage services, beaches, shopping centers and public squares, and finally tourist centers. entertainment (mainly cafes, bars and the like), still excluding spaces such as museums, events and convention centers, as well as services for tourist tours, theme parks and common areas of hotels.

Limitation of tourist carrying capacity

The second aspect that takes great importance, and that apparently is the spearhead that will determine the development of tourist activities during the reactivation of this activity is the tourist load capacity, all tourist destinations of great importance and high concentration of tourists are defining maximum visitor reception capacities per day, and by area or attraction visited.

Tourist carrying capacity is a concept that has been used for some years, mainly related to the use of natural resources for tourist use, so the meanings are concentrated on the impact on tourist spaces; Among the main definitions in this regard are those of Mathieson and Wall (1990), and that of O 'Rally (1986, cited by Echamendi Lorente, 2001), which focus on the number of tourists who can visit a certain tourist attraction without a considerable alteration to the physical environment is generated and without this diminishing the quality of the tourist experience of the visitors.

Although the main concepts focus on the environmental part, it is true that the carrying capacity must consider the social and economic aspects that are generated in said tourist attraction, in such a way that it has been a fundamental aspect for the planning of sustainable tourism.

Therefore, the tourist carrying capacity has the purpose of preserving over time the possibility of continuing to make tourist use of the attractions, while ensuring their preservation and the environmental, ecosystem and social conditions involved, in addition to generating an economic benefit for the host communities.

The new normality of tourism, then contemplates establishing visitor limits both in tourist areas and in service establishments; However, a notable difference is that the tourist carrying capacity is not defined taking into account environmental aspects as is the main purpose of the proposed methodologies, among the most used is that of Cifuentes (1992); Rather, they focus on health aspects clearly, establishing limits to avoid possible infections, thinking about the number of people who can use the same space with an adequate distance between them to minimize the risks of contagion.

The limitation of load capacity will pose a challenge for mainly sun and beach tourist destinations, as well as those of overcrowding, since they will continue to be the main destinations chosen by tourist demand, an example of this is in China, where in the first long weekend of May 1, its main tourist destinations had a greater influx than expected, generating conglomerations.

Partial or total restrictions on source markets

As one of the central policies continues to be the restriction of mobility as far as possible, and an important policy for the tourism sector that different countries have championed is the restriction of specific source markets, this occurs in two ways: limiting the flow of travelers from the decrease in communication (transport) and the total restriction when completely canceling transport with certain countries (issuing markets) or even closing the borders partially or totally.

This policy has been applied in the vast majority of countries, mainly through the restriction of transport, mainly the decrease in flights, however, these policies have been applied more intensely in the countries of the European Union such as Italy and Spain, to a lesser extent also applied by the United Kingdom, Germany, France and the Netherlands among others; It has also been applied in Asian countries, mainly China and Japan.

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The restriction with issuing markets has also been applied internally in the countries, mainly by restricting non-essential travel, placing sanitary filters and even closing specific cities, where filters have been established that prevent entry without reason. weight to arriving travelers.

Adaptation of tourist activities and services

Finally, the fourth guideline of public policies for the reactivation of tourism is the adaptation and regulation for the practice of tourist activities and the provision of services.

As restriction measures, the determination of the determined capacity in a tourist space has been intensified, delimiting the capacity of accommodation, food and beverage establishments, and even public spaces such as beaches, parks, squares, shopping centers, among others, in addition to the restriction of opening to specific tourist services businesses such as sea tours, hiking, and even complementary urban services, all with the aim of discouraging the displacement and concentration of tourists, mainly in those destinations with high demand.

For the practice of tourist activities and the provision of services, different protocol proposals have also been established, in which preventive measures are established in the development of activities, among which the reduction of the capacity of establishments, especially closed spaces, stands out. In food and beverage establishments, for example, it is established to remove tables and leave them at a greater distance, in addition to not having tables with more than 6 people. In the practice of tourist activities such as the enjoyment of beaches, a limit of visitors to each beach has been established, in addition to social distancing practices, avoiding groups and commerce on public beaches.

For tourist tour services, reductions have been established in the number of people that make up a group and practice all hygiene measures during tours, the mandatory use of face masks by service providers and users, among others.

For now, at the beginning of the reactivation, the operation of spas, sea tours, bars and entertainment establishments, including the opening of museums, galleries and the like, has been left out in general.

The transport services are also adapting their transfer practice, in addition to adapting all hygiene measures, they are implementing a reduction in the maximum capacity allocated per unit, in such a way that they can have larger spaces between users and thus maintain a safe distance; this specific measure is contemplated on a temporary basis, mainly due to the operating costs involved.

The attributes of the tourist destinations will have to be rethought to adapt to the new characteristics of use of the space, the message that will have to be part of the current scenarios and will have to generate awareness about the general complications of carrying out tourist activity based on the contagion characteristics of the virus, so that the relationship with tourists is adapted to the circumstances and the communication channels are focused on a distribution of information that prevents the risk of contact between users, host locations and service providers. This process of reactivation of tourist activity, like the economy in general, is that in no region, be it tourist or industrial, is designed for economic paralysis, the economic system requires production to generate the circulation of capital and the benefit of the region and its population.

In order to specifically visualize in practice, the implementation of these four guidelines to carry out the reactivation of tourism at the international level, below are presented four specific examples of countries that have been among the first to start the reactivation, since its planning until the implementation of the first actions, these countries are China, the origin of the virus, and the first countries with reactivation, Italy, the first European country seriously impacted by the pandemic and that has begun a process of gradual reactivation, Spain, which is one of the countries with the greatest tourist relevance in the world, and which also went through a health crisis as it was even overwhelmed with respect to its capacity for care in hospitals, has also begun its reactivation, although less rapidly than Italy, and is dependent mainly from foreign tourism.

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Finally the United States is analyzed in the American continent, as it is the first country in the continent that presented an accelerated contagion, with a problem of attention in the health systems in an important way, but that has decided to reactivate its economic activities, including tourism, more quickly.

Finally, the case of Mexico is presented, with the first advances in the reactivation of tourism, for which we present its main strategies.

Tourist reactivation strategies in some countries with relevant tourist activity China

In the month of April China begins to reactivate its economy, after the first half of the month it is when it begins to remove the restrictions on tourist mobility and internal tourism is gradually reactivated, for this a series of measures are taken for the mobility, including limiting the tourist influx in destinations and establishments of tourist and complementary services, limiting the load capacity, in the case of accommodation and food and beverage establishments the maximum capacity should be 30%, and only began to open around 70% of the country's tourist attractions (Xhinua español, 2020).

During the bridge on the first of May there was an important record of trips, according to what was reported by China Tourism Academy (2020, cited by El Confidencial, 2020), as part of the gradual reactivation, the use of face masks was established in Mandatory public spaces, the restriction was to limit up to 30% the influx of visitors in main destinations, for establishments and closed sites this occupation should be at a maximum of 50% capacity, depending on the size of the space.

Regarding the limitation of emerging markets, the main airlines such as United Airlines, Delta Air Lines, Lufthansa, Air France, British Airways and Virgin Atlantic suspended flights to China, some even remain restricted from certain source markets where contagion levels remain high , with this, what is sought is to minimize the risk of a rebound in the epidemic, its borders have also been partially closed to reduce mobility between neighboring countries (Vidal Liy, 2020).

As an adaptation of activities, the reactivation policies focused on shorter visits, limiting visiting hours, and above all, concentration of tourists in specific spaces, this also based on a measure of visits in staggered hours, applied in the main destinations in such a way that there could be a time difference between groups visiting the tourist attractions.

The practice of public policies did not prevent agglomerations from occurring in some tourist destinations in the country, showing that it is not easy to establish visitor limits in the tourist destinations with the highest demand, it also shows that the recovery of the tourism sector can be much more accelerated than what is projected, in a single long weekend, the first for China after the mobility restriction policies, travel recovered by 59% compared to the same period of the previous year, and the reduction of tourism income It was around 9 billion dollars (El confidential, 2020), however, a significant recovery is perceived in a very short time.

Italy

Italy, the first country in the European Union that had problems controlling and mitigating the effects of the pandemic, became the epicenter of infections once China began the decline in its epidemiological curve, in this country, there was a mandatory quarantine with coercive measures to avoid mobility as much as possible; Once the critical period had passed, but with a still high rate of infections and hospitalizations, the country began with a gradual reactivation of its economy and it is towards the end of May that mobility restrictions are lifted in the country and They resume their daily activities with a series of prevention measures, as in China, in addition to this, they begin to plan communications for mobility between European countries where contagion levels are lower, thinking of reactivating foreign tourism.

As measures of gradual reactivation, at the beginning of June the internal borders were released, allowing mobility throughout the country without special permission, as well as the reopening of the borders to foreign tourism with the countries of the European Union only, for this they were established also prevention protocols in airports, together with those of operation for tourist services.

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For this, the capacity in transport services was limited, ensuring social distancing, as well as ensuring that service establishments only have the capacity that allows them to guarantee a minimum space of 1 square meter per user, sanitization of areas and beaches, as well such as establishing a minimum space of 10m² for each installed umbrella, also prohibiting group recreational and recreational activities, as well as tourist routes such as adaptation of tourist activities, there is also no buffet service, and the common areas of hotels must establish capacity limit according to the available space (Agenzia Nazionale Turismo, 2020). The advantages of applying these measures is not to generate a contagious situation that once again paralyzes tourist activity, as already mentioned, when preventing the mobility of people, tourism is one of the main affected.

To encourage domestic tourism as a strategy for gradual reactivation, the country established a series of fiscal incentives for tourists who decided to travel, with an investment of more than four billion euros, in their attempt to rescue this economic activity that represents more than 13% of its GDP (El mundo, 2020), in addition to this, on June 3 the country decides to open its borders to the European Union and encourage international travel in its main issuing markets, mainly with Germany, this gradually and controlled with a limited number of flights initially, communication with source markets in the Americas, Asia, Africa and Oceania continues to be restricted.

Spain

Spain is one of the countries that has also been badly hit by the virus, between the months of March and April it had its highest number of infections, reaching a health crisis to address this problem, in this country, restriction measures to mobility has been longer and confinement extended until June, the month in which a gradual reactivation of its economy also begins; However, tourism does not enter this first phase of reactivation, not even for domestic tourism, it is until June 21 that mobility locks are removed, with prevention measures throughout the country (El País, 2020)

The tourism reactivation plans have been programmed for the month of July; Even so, there are restrictions on the arrival of foreign tourists by imposing a mandatory 14-day quarantine on all foreigners who arrive in the country, which discourages the flow of international tourists, so efforts are focused on activating tourism domestic, this as a measure of restriction of issuing markets, although it is a great inconvenience as it is close to the summer holidays, one of the most important periods of high season in the country, where foreign tourism is the main tourist dynamic in this period, Therefore, work is currently being done to plan the tourist reactivation to open the borders to the European Union, mainly its main markets: England, France and Germany (Cerdeira, 2020).

As an adaptation of the tourist activities and services, the sanitization of spaces used by users in establishments has been arranged, guaranteeing social distancing between service providers and users, and cleaning and disinfection programs have also been carried out, both in areas for public use such as rooms, food and sanitary service tables, cleaning and hygiene supplies in all public areas, and sanitary filters at entrances to food and beverage establishments and other tourist services (Ministry of Industry, Commerce and Tourism, 2020).

As measures of restriction to load capacity, hotels will operate at a maximum of 50% of their capacity, and all establishment of tourist or complementary services will have a capacity limitation with the restriction of capacity to a maximum of 4 people for each 10m², cruises are still canceled in the country, and tourist routes can be practiced ensuring measures of social distancing from transport, so the size of the groups will have to be reduced.

As in the previous examples, in Spain all efforts are focused on reactivating domestic tourism, hoping that with this there will be a mobility of at least 4 million tourists for the summer, which is still far from the 30 million tourists received. in the same period last year.

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United States

The United States was the first country in the American continent where the rate of infections increased rapidly, the first record of a case of COVID 19 occurred in January, but no restriction measures were taken until the middle of the month of February, when flights from China were initially restricted, a few weeks later the mobility of 26 European countries was restricted; However, mitigation measures were not enough and by March 26 the United States became the epicenter of the epidemic, displacing China and Italy, which were in the first two positions (El País, 2020)

For the economic reactivation, a three-phase plan was designed (CNN, 2020), which allows starting from the second phase to carry out tourist activities, said reactivation plan, however, could be activated and carried out in accordance with the decisions and considerations of each state, so that such implementation would vary according to development in each entity.

After a slowdown in the rate of infections during the month of May, the economic reactivation, including that of travel and tourism, resulted in a second wave of infections that caused its epidemic curve to resume an accelerated rate of contagion that began In mid-June, and which has been maintained throughout the month of July, the daily accumulated of cases is even greater than that of the first wave.

Regarding the reactivation policies for tourism, the country decided not to limit internal mobility to the minimum, but rather to reduce the supply of transport services, limiting the number of flights and connections; however, ground transportation was not restricted (especially mobility by private car); This decrease in mobility has been gradually withdrawn, to date, the number of flights and connections has not recovered, but there is already greater mobility in air transport, foreign travel restrictions are maintained, retaking some connections and beginning to increase the frequency of flights (US. Travel Association, 2020).

To maintain adequate social distancing, according to documents published by the United States Travel Association (2020), a reduction in capacity has been arranged in all types of tourist service establishments, reducing the number of workers and users in hotels to guarantee an adequate distance, this also applies to food and beverage establishments, bars and places of entertainment and tourist routes; It has also been requested, as measures of adaptation of activities, that transactions that require physical contact between service providers and users be reduced, using other types of methods for payment transactions, reservations, registration of entries and exits, even in entertainment services and amenities, putting physical containment barriers between people as transparent modules for communication between service providers and users.

Mexico

In Mexico, a regionalization of the territory was developed to define the levels of contagion in each of the states, and to be able to decide in a different way, the activities that have to be reactivated in each entity, in this sense, a semaphore of weekly evaluation that indicates the economic activities that can be resumed composed of four colors, red, orange, yellow and green; tourism can begin to reactivate with an orange traffic light, with 25% occupancy, the reactivation was planned for June 1, however due to the behavior of contagions, this has been going through, and finally the opening is given from On July 1, tourist activity began to reactivate in the main tourist destinations of the country, with a series of preventive measures in which activities in common areas of the accommodation establishments are restricted, as well as a maximum capacity of 25% in spaces tourists and maintaining a safe distance between visitors.

As shown by the examples presented, gradual reactivation is one of the main strategies to resume tourism activities. The objective is to move forward in reopening, avoiding the risks of contagion re-emergence, as this would discourage travel motivation.

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However, from a commercial perspective, the gradual reopening is also due to the demand for tourist services, since the potential demand is also limited, it is not yet in the collective interest to resume travel activities for leisure and recreation, due to the risk that it still means leaving their places of origin, especially to destinations abroad.

The limitation of the load capacity is the second important factor detected as part of the public policies applied in the countries, in the case of Mexico, it has been determined to operate initially with 25% capacity in lodging establishments, thus such as beaches, squares, markets and shopping centers, and not initially operating water tours and tourist routes, nor the opening of parks or spas, nor bars or entertainment centers.

Once a yellow traffic light phase is advanced, open public spaces may be used with normal capacity, maintaining hygiene and prevention measures, the operation of bars and entertainment centers, as well as closed spaces may operate with limited capacity, In this phase, the reopening of all economic activities begins, including events and meetings with controlled capacity, and the limitation of the load capacity will be increasingly deregulated until the last phase of reactivation of the green traffic light.

Regarding the policies of restriction of issuing markets, the country did not apply a specific restriction to any issuing market, however all tourism activity was stopped in 100% of the country's destinations, so that no tourist service establishment could operate and With this, the operation was restricted to every possible issuing market. Currently, Mexico is beginning a promotion strategy to encourage tourism in its main markets, but mainly addressing the promotion of domestic tourism.

Conclusions

The results presented confirm the existence of four general guidelines implemented in public policies for the economic reactivation of tourism at the international level, necessary to be able to reactivate activities with the necessary prevention to reduce the risk of infection and spread of the virus.

The purpose, therefore, of these four guidelines in public policies are aimed at gaining the confidence of the issuing markets about the safety that exists in tourist destinations for their use and enjoyment.

According to what has been stated in terms of phases and waves, the reactivation of the tourism sector may not be 100% in the short and possibly medium term; since, to achieve a normal reopening, it should be based on herd immunity at the international level; which can be obtained as the world population becomes infected and exceeds it, or through mass vaccination. In both cases, the expectation is that it will take a few years to achieve this. In the event that it is due to vaccination, which is most likely, it is considered until 2023 to already have an important coverage of the population with access to the vaccine.

Derived from all the exposed in the present document, it can be observed, a great possibility; that the tourism industry, and other branches of the economy, have to adapt to having a lower rate of profit than that normally obtained in the pre-Covid-19 pandemic. For the insertion of the tourism industry in the current historical economic-epidemiological context.

In order to effectively promote the accelerated reactivation of the tourist dynamics, it is also necessary to migrate the vast majority of transactions to the virtual market, from the offer of services, to collection transactions, cancellations, changes and refunds, this trend has been markedly necessary, based on the restrictions in economic activities and transactions since this communication and transaction system was required to make cancellations or date changes in transportation services, reservations in lodging establishments, cancellation of tours and tourist packages , and even the cancellation or change of date of social events, congresses and conventions that were already scheduled, for which it was strictly necessary to be able to solve these problems mainly through electronic means.

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Tourist competitiveness strategies, a proposal for the municipality of Huichapan, Hidalgo

Estrategias de competitividad turística, una propuesta para el Municipio de Huichapan, Hidalgo

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Abstract

The purpose of this investigation was to know the current situation in terms of resources and tourist attractions of the Municipality of Huichapan Hidalgo, to determine the potential in this field and to propose the ideal strategies for tourist competitiveness that allow positioning this Magical Town as a Competitive municipality at the state level. The methodology used in the research was carried out under a mixed type and approach, likewise a hypothetical-deductive method, non-experimental cut, was used. Documentary, having carried out a theoretical investigation of the variables: Tourism, Strategies and Competitiveness, as well as the search for information in various documents created by governmental organizations for the determination of diagnoses, among which are the geographical-environmental and socio-economic, in addition to carrying out a list of the main tourist attractions, both natural and cultural; and field research: since unstructured interviews were applied to both the director of tourism and the chronicler of the municipality, which allowed to know the situation that the municipality is currently going through in terms of tourism competitiveness, as well as a structured questionnaire to the director of tourism in order to determine the tourism potential. Thus, then the results found were that the Magical Town of Huichapan is a destination with tourist potential that lacks complete or new tourist products where ignorance of the cultural and natural wealth, as well as the appropriate strategies for the destination does not favor the existence of tourist competitiveness, compared to four Magic Towns of the State of Hidalgo.

Tourism, Strategies, Competitiveness

Resumen

El propósito de esta investigación fue conocer la situación actual en materia de recursos y atractivos turísticos del Municipio de Huichapan Hidalgo, a efecto de determinar su potencial en este ramo y de proponer las estrategias idóneas de competitividad turística que permitan posicionar a este Pueblo Mágico como un Municipio competitivo a nivel estatal. La metodología utilizada en la investigación fue llevada a cabo bajo un tipo y enfoque mixto, así mismo se utilizó un método hipotético-deductivo, de corte no experimental. Documental, al haber realizado una investigación teórica de las variables: Turismo, Estrategias y Competitividad, así como a la búsqueda de información en diversos documentos creados por organizaciones de índole gubernamental para la determinación de diagnósticos, entre los que se encuentran el geográfico-ambiental y socio-económico, además de la realización de una relación de los principales atractivos turísticos, tanto de tipo natural como cultural; e investigación de campo: puesto que se aplicaron entrevistas no estructuradas tanto a la directora de turismo y a la cronista del municipio, mismas que permitieron conocer la situación por la que atraviesa actualmente el Municipio en cuanto a competitividad turística, al igual que un cuestionario estructurado a la directora de turismo con la finalidad de determinar el potencial turístico. Así, entonces los resultados encontrados fueron que el pueblo Mágico de Huichapan es un destino con potencialidad turística que adolece de productos turísticos completos o novedosos en donde el desconocimiento de la riqueza cultural y natural, así como de las estrategias adecuadas para el destino no favorece la existencia de la competitividad turística, en comparación de cuatro Pueblos Mágicos del Estado de Hidalgo.

Turismo, Estrategias, Competitividad

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Introduction

The word competitiveness is a term that has been present since the beginning of time, since the ancient settlers already competed for food and for their survival. Likewise, competitiveness is a complex word to understand and difficult to measure due to the multiple facets that its meaning can have, since it is possible to identify that this word is used by a nation, a region, a municipality, a corporate or, a small business; and its purpose is to demonstrate the differentiating elements that have allowed it to obtain and improve a position in the incursion market.

Competitiveness in the world has generated a higher quality of life, so that people travel more and more and with this they have a greater tourist experience, they are more qualified and have a higher level of information regarding the destination. Therefore, tourist destinations, such as a Magic Town, must be able to increase the level of competitiveness in order to position themselves in the most appropriate way to meet the demands of the visitor or tourist.

In the present study carried out under a mixed type and approach and a hypothetical deductive method with a non-experimental cut, it is possible to answer the question: What is the tourist potential of the municipality of Huichapan and what strategies can be implemented to boost competitiveness? tourist in the Magic Town? It is aligned with the central objective of the research, being the following: To know the current situation in terms of resources and tourist attractions of the municipality of Huichapan, Hidalgo in order to determine its potential in this field and to propose the ideal competitiveness strategies tourism that allows positioning this Magic Town as a competitive municipality at the state level.

All of the above is possible thanks to the documentary search on the existing resources (natural, cultural and tourist) to conform them in a municipal diagnosis, as well as by field research by applying two unstructured interviews and a structured questionnaire, addressed to the director of tourism for the 2016-2020 administration and to the chronicler of Huichapan and honorary of the State of Querétaro. As well as by carrying out a theoretical search of the variables: Tourism, Strategies and Competitiveness.

The hypothesis proposed for the present work was: The public administration of the municipality of Huichapan, Hidalgo does not know what the tourist potential of the destination is, so no suitable strategies have been applied to promote the tourist competitiveness of the destination at the state level.

Theoretical framework

Historical context of competitiveness

According to Labarca, (2007) thanks to the reflections of economists after wanting to know the causes of why one country can dominate over another at a given moment, on the secret of superiority (generated by the control of the economy and the maximization of gold and silver) and on the strategies used to achieve it, allowed the issue of competitiveness to be addressed in a very subtle way; Adam Smith being the first to present a modern argument on the subject, as he believed that competition was important to achieve the maximization of efficiency that could be reflected in welfare.

Therefore, it was mentioned that countries should specialize and export those goods in which they had an absolute advantage and import those goods in which the trading partner was also, so then each country should export the goods that were produced with more efficiency as the absolute work required per unit would be less than that of the potential business partner.

Like Smith, David Ricardo collaborated to delimit the field of study of competitiveness and thus in 1817 through the work "Principles of political economy" the theory of comparative advantages was developed, which explained why a country could import goods while producing at low cost. (González & Mendieta, 2018)

Later, in 1967, the theory of Jean-Jacques and Servan-Shreiberg arose, in which the challenges faced by European industries were exposed to the American ones, since the latter, being large and having access to world markets, had the possibility of producing at scale and developing technology; success that rested mainly on the novel and modern system of mass production, which was known and used throughout the world.

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Later in the seventies, with the incursion of Japanese companies in the western market, mainly that of automobiles and electronic articles, an interest arose in knowing the way in which these organizations operated, which were easy to produce a great variety of products without altering their costs, to adapt and improve their environment, for which Porter identified the mechanisms that determined competitiveness in the most successful industries in ten countries, which in turn led to their recognition as the greatest exponent in the area of business strategy.

Perez Bravo, (2012) citing the Economic Commission for Latin America and the Caribbean (ECLAC), mentions that the term competitiveness has its origin in the United States of America in the eighties, which was adopted to define the set of qualities that organizations and products associated with quality and internationality should have, as well as private companies. The foregoing led Mexico to implement development models based on the production of manufactured goods linked to the international market, which in turn favored that, in 1994, Mexico could sign the first free trade agreement with the United States of America and Canada to later sign with other countries.

In parallel, a strategy known as Industrial Reconversion was implemented, with the objective of carrying out a structural transformation of the economy; same that exposed the weaknesses and threats of companies that were not prepared to compete in the face of new international demands, rules and conditions.

Defining competitiveness

But then what is competitiveness?

The Royal Academy of the Spanish Language, (2017) [RAE], in the twenty-third edition of its dictionary of the Spanish language, provides two meanings to the word competitiveness:

- Ability to compete.

- Rivalry to achieve an end.

Labarca, (2007a) citing Ivancevich & Lorenzi mentions that competitiveness is the extent to which a nation, under free and fair market conditions, is capable of producing goods and services that can successfully exceed the demands of international markets, maintaining and increasing at the same time, the real income of citizenship.

On the other hand, Díaz de Villegas, (2017) mentions that competitiveness is the capacity of an organization to efficiently use productive factors, in order to sustain and improve a certain socioeconomic position, influencing the way of raising and develop any business initiative, to evolve in the business growth and development model.

The term competitiveness can also be defined as the ability of a company to produce and sell products with better price, quality and opportunity conditions than its rivals, as stated (Narváez, Fernández, & Senior, 2008).

Y; Based on Pérez, (2012a) competitiveness is understood to be the capacity of a country, sector or organization to maintain and enter new markets, obtaining sustainable profits through products whose design, quality, marketing and price characteristics are better than those of their competition, making them key points for the success of the company in a globalized environment.

Thus, competitiveness is defined as the ability or skill that an organization has to demonstrate the elements that differentiate it from the rest by means of which it can obtain and improve a privileged position in the market in which it enters.

Tourist Competitiveness

Alcocer Lizcano, (2013) refers that tourism is a dynamic sector, which in recent decades has become the support of the national economy in many parts of the world, as it has successfully overcome enormous challenges and challenges demanded by globalization, the manner of consumption and the expectations of consumers.

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It should be noted that the interest in the knowledge of the factors that determine the competitiveness of tourist destinations have led to the existence of different conceptual models, which were proposed in the 90's, however the most prominent correspond to Geoffrey Crouch and Brent Ritchie who define tourism competitiveness as “The ability of a country to create added value and thus increase national well-being through the management of advantages and processes, attractions, aggressiveness and proximity, integrating the relationships between themselves in an economic and social model "(González & Mendieta, 2009).

On the other hand, Alcocer, (2013a) proposes another definition where he refers that tourist competitiveness is the capacity of a destination to create and integrate products with added value that allow sustaining local resources and preserving its market position with respect to its competition.

Herce, (2017) establishes that the competitiveness of a tourist destination is determined from the competitive and comparative advantages that exist, since factors such as comparative advantages make a destination attractive to tourists such as natural tourist resources (climate, landscape , geographical location, flora and fauna) and cultural and human heritage (traditions, historical monuments or cultural legacy). Or some others such as competitive advantages that are strategies implemented by a destination to efficiently and sustainably manage its resources over time.

Competitive strategy

Competitive strategies are present in all organizations, they may not have been specifically designed through a planning process, but these can be implicit when being executed in the activities of the functional departments (Porter, 2015).

Fernández Lorenzo, (2019) based on Porter, mentions that a competitive strategy is one that has application when executing offensive or defensive actions in a given sector, and that with its implementation allows successfully facing the competitive environment and obtaining superior performance.

Competitive strategies are created to guarantee the following points (Garrido i Pavia, 2019a):

1. Offer sustainable profitability and meet the objectives set by the employer.

2. People within the organization must have the knowledge, skills and abilities necessary for the implementation of strategies.

3. It must be motivating for all areas of the organization.

4. Regardless of the size of the organization, the competitive strategy must be sustainable, profitable and durable against the competition.

Applicable strategies in tourism matters

In tourism, the strategy is the way forward to correlate tourism supply and demand, which in turn will allow decisions to be made to take advantage of the tourism offer in a conscious way, or to find an effective way to attract the desired tourist. to the destination, as long as you have the attention span.

Strategies in the field of tourism can be competitive, development or growth.

Competitiveness strategy

It is necessary to choose the appropriate route to be able to stand out from the immediate competition, where it is possible to resort to the following options:

1. Differentiation: The tourist offer must be authentic, unique, and attract the tourist by the symbolic elements of the destination.

2. Specialization: It is to adjust the tourist offer to the needs and preferences of the various types of tourists to be attracted.

3. Diversification: It consists of having a range of activities that can be directed to the different types of visitor or that are directed to a travel segment.

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Development strategy

It consists of guiding the development of tourism to get the most out of what is available, thus consolidating the tourist offer and assuming new challenges, by attracting new tourist segments.

The alternatives of this type of strategies are:

1. Consolidate the current tourism supply and demand: It is appropriate to apply it when a destination has not yet reached maturity and its tourism activity can still grow by taking advantage of its tourism resources, services and tourists.

2. Attract new tourists: Through this strategy it is possible to conquer new tourist demands through current tourists.

3. Create a new tourist offer: The services and resources of the destination can be elements that will have to be used to generate new tourist proposals.

4. Expand tourism supply and demand: It is to attract new tourists and create options of interest to tourists.

Growth strategy

Through this type of strategy, it is possible to make decisions regarding the quality of the service currently provided by the destination, as well as the installed capacity when attracting new tourists.

Therefore, the following complementary options are proposed:

Grow more: It is to expand the tourist offer or attract more tourists. The priority is quantity, because in a newly created destination what it requires is to attract tourists, or if it is a newly created destination to progress; hotels, infrastructure and visitors will be required.

Grow better: If what you are looking for is a better tourist offer or better tourists, quality is a priority. For example, if a destination is already underway, its priority will not be to attract tourists, but to improve the quality of the services offered, the training of personnel, and work to conserve resources.

Grow more and better: When both are key points that destiny requires. Normally, it is important for starting destinations, however, they could work on the implementation of sustainable tourism. For the good use of the tourist activity, it is necessary to work to increase the number of tourists, create new attractions or activities, as well as improve the tourist supply and demand with a conservation approach towards tourist resources and native peoples. (National Polytechnic Institute, 2018)

Methodology

For the development of the research, the methodology used was under a mixed type and approach, and through a hypothetical-deductive method of non-experimental cut.

Based on Zorrilla (1985), it is known that a mixed type investigation involves documentary and field research. In this case, documentary by having carried out a theoretical investigation of the variables: Tourism, Strategies and Competitiveness, and by searching for information in various documents created by governmental organizations for the realization of diagnoses, among which are the geographic- environmental and socio-economic, in addition to the creation of a list of the main tourist attractions, both natural and cultural; and direct or field research at the study site for the application of two unstructured interviews and a structured questionnaire.

On the other hand, this research has a mixed approach, because according to (Hernández Sampieri & Fernández Collado, 2010) it involves the quantitative and qualitative approach that implies the collection and analysis of data to answer the research questions and test hypotheses made previously, relying on numerical measurement to accurately establish patterns of behavior in the population and data collection using techniques that do not intend to measure or associate measurements with numbers, unstructured observation, open interviews, document review, discussion being essential in group, evaluation of personal experiences, inspection of life histories or interaction of groups and communities.

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In the same way, the hypothetical-deductive method of non-experimental cut-off has been used in this research, since a hypothesis has been proposed based on previous knowledge and the results derived from this have been respected as they have been presented in their context. natural.

For data collection, as point number one, two unstructured interviews were applied, defined by (Behar, 2008) as those interviews that have a more or less large margin with freedom to formulate the questions and answers.

It should be noted that the interviews had the purpose of knowing the situation that prevails in the Magical Town of Huichapan. The first interview (research instrument number 1) was applied to the director of tourism of Huichapan for the Administration 2016-2020, who also in the year 2013 to 2016 was a mediator in the museum of archeology and history of Huichapan, dependent on the Council State for Culture and the Arts of the State of Hidalgo. This same public official, by profession graduated in law, has extensive knowledge and skills in tourism, since she has participated in various courses and workshops related to tourism, among which are: "Creation of Night Tourism Products", " On-Site Visitor Attention during Tourist Tours ",“ Digital Tourist Strategies ",“ Tourist Culture ",“ Training of Tourist Informants ", among others, which have been given by the Hidalgo Unit Continuing Education Center of the National Polytechnic Institute and by the Secretary of Tourism of the State of Hidalgo, as well as by the Federal Secretary of Tourism.

On the other hand, to carry out the second interview, (second research instrument), it was necessary to go to the home of the municipal chronicler of Huichapan and honorary chronicler of the State of Querétaro, who says that, from a very young age when she was just beginning to reading was interested in learning about the history of Huichapan. And her appreciation and dedication have been so much in the historical research of the municipality that in 2010 she was co-author of the work “Independencia y Revolución Mexicana en el Estado de Hidalgo”, an anthology that brings together a set of texts that they analyze in the Hidalgo environment two great scenes of struggles that led to the Mexico of today.

Both interviews were recorded using an electronic device to later reproduce the audio and transcribe the conversation as the conversation took place, thus allowing reflection on the responses.

And as step number two, it was also necessary to collect data through research instrument number three, called "Evaluation of Local Tourism Potential" prepared, validated and used in the investigations of municipalities of the country by the Federal Tourism Secretariat (SECTUR), that has allowed in a simple and orderly way, to compile the information of the evaluated site through five sections, which were answered carefully and objectively by the director of tourism in the municipality, a key person for this investigation due to her interaction with the tourist activity municipal, to later determine the tourism potential of Huichapan.

Each of the sections aimed to evaluate:

Section I-A Natural tourist resources

Section I-B Cultural tourism resources

Section II Tourist equipment and services

Section III Tourist facilities and services

Section IV-A General infrastructure and services

Section IV-A Tourism infrastructure and services

Section V Tourist market

Once the existence of resources, equipment, facilities, infrastructure and the arrival of tourists to the destination have been confirmed, the components of the tourism product are rated in a standardized way with the help of the following evaluation criteria.

RED, YELLOW GREEN

The red qualification means the absence of the natural or cultural resource, as well as the equipment, facilities, support infrastructure in the locality or tourist visits.

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Red rating = 0 Yellow implies a strong deterioration, neglect, loss or contamination, as well as a high fragility and risk in natural and cultural resources or severe deficiencies and deficiencies in the services of equipment, facilities, and infrastructure that hinder the growth of tourism. likewise, the arrival of occasional or passing tourists.

Yellow rating = 1 Green reflects that the natural or cultural resource, the equipment, the installation or the supporting infrastructure are in a position to be used for the development of the tourist activity, and the arrival of tourists specifically to the site under evaluation.

It should be noted that additionally a numerical value was assigned to each criterion (from 0 to 2) in order to establish a standardized measurement system for all the components that make up the tourism product, where the criterion of absence of supply or demand elements (red color) equals 0; The second criterion ensures the existence of the previous components, but in inappropriate conditions (yellow color) it is equivalent to 1 and the criterion that represents the components in acceptable conditions (green color) is assigned a value of 2.

With the previous evaluation criteria, as well as the numerical value assigned in each case, it was possible to transform the qualitative measurement system into a quantitative one that made it possible to compare the components and elements that make up the tourism product.

Thanks to the numerical rating system, it was possible to add the values assigned for the component, as well as to average the ratings obtained in areas and sections, data that were useful for the evaluation of tourism potential.

This system only considers and evaluates the components that are scored when answering the questionnaire and the range of each score must be limited to values from 0 to 2 and be homogeneous for each concept analyzed.

Therefore, it is possible to express the values of the average total scores of each section of the questionnaire as follows:

RT (0 to 2) = Total average rating of tourism resources.

EST (0 to 2) = Total average rating of tourist equipment and services.

IST (0 to 2) = Total average rating of tourist facilities and services.

IT (0 to 2) = Total average rating of the tourist infrastructure.

D (0 to 2) = Total average rating of the demand for tourism services.

Finally, the total average value of the tourist offer of the municipality is determined, with the specific weights shown in the following table, in order to obtain a weighted average, giving greater importance to the existence of tourist resources in any region or municipality.

Component	Value	O = 0.4(RT) + 0.2(EST) + 0.20(IST) + 0.20(IS)
Tourist resources (RT)	0.4	
Tourist equipment and services (EST)	0.2	
Tourist facilities and services (IST)	0.2	
Infrastructure (IS)	0.2	

Figure 1 Weighting Weights in the Tourist Offer
Source: Own elaboration based on fascicle 8 of the Diploma material "Creation of Destination Tourist Products for Magical Towns

Where the total qualification of the demand (D) is the average value (arithmetic mean) of all the concepts that make up section V of the questionnaire; Each component of the demand has the same weight in the average, because it is necessary that the region or municipality under evaluation has a tourist influx, and consequently visitors must register a stay and an expense in the locality; and finally, the magnitude of the influx is the result of advertising and marketing activities.

The quantitative measurement system to qualify the components of a tourist product and its demand allowed to have a standardized frame of reference to evaluate the tourist potential of the municipality, which must be reflected on a Cartesian map with the help of coordinates, resulting from the total supply and demand ratings, as presented below:

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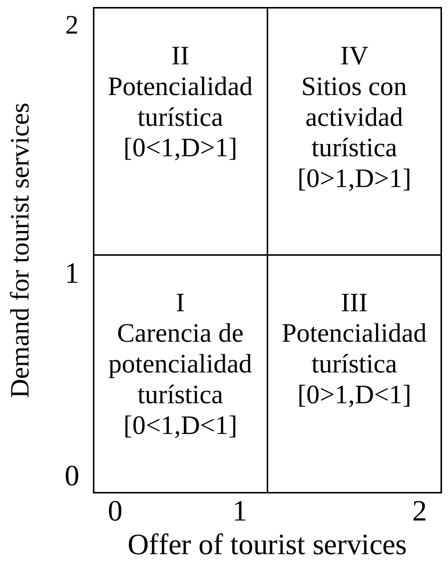

Figure 2 Tourist Potentiality Map

When locating the coordinates in the Cartesian plane, they will occupy one of the four quadrants assigned with a number and color: (Quadrant I, red color; Quadrant II and III, yellow color; Quadrant IV, green color) and interpretation that is presents below:

Quadrant I (Red color) The municipality whose average value of the supply is less than 1 and whose total average demand rating is less than 1. In other words, the study area lacks tourist products, has few natural resources or cultural, and / or lacks equipment, facilities, and tourist infrastructure. Likewise, there are no tourist visits or their arrival is sporadic. Therefore, every municipality located in quadrant I lacks sufficient tourist potential for the development of tourist activity, and an alternative productive vocation must be identified according to the strengths and opportunities of other economic activities.

Quadrant II and III (Yellow color) Municipalities that are characterized by having tourist potential, however, have a specific problem.

In the case of quadrant II, the average rating of the supply is less than 1, but that of the demand exceeds the score, which means that the municipality lacks complete tourism products or activities and the tourism resources are in limited quantity or with severe deterioration, there are major deficiencies in equipment, facilities and tourism infrastructure.

Quadrant III (Yellow color) The average qualifications of the offer were higher than 1 and that, on the contrary, the value of the demand is less than one. In other words, the municipality under study has tourism products, resources, equipment, infrastructure and adequate facilities, but without sufficient tourist influx.

Quadrant IV (Green color) The regions and municipalities that are currently carrying out tourist activities are located; its average supply demand ratings exceed unity. Therefore, it is convenient to analyze the conditions of supply and demand to promote and strengthen its competitiveness.

Results

Thanks to the evaluation carried out in the Municipality of Huichapan Hidalgo, it was possible to identify that the intersection of supply (0.164) and demand (1.23) is located in quadrant number II in yellow, thus indicating that this destination has potential However, it does not have complete tourist products or activities that can be offered. On the other hand, tourism resources are in limited quantity or with severe deterioration and there are major deficiencies in tourism equipment, facilities, and infrastructure.

On the other hand, it was found that in the Municipality of Huichapan Hidalgo the activities and potential lines for the creation of tourist products should be planned, firstly, in accordance with traditional communities, secondly with mountain areas, thirdly with the monumental artistic heritage and as a fourth item the bodies of water.

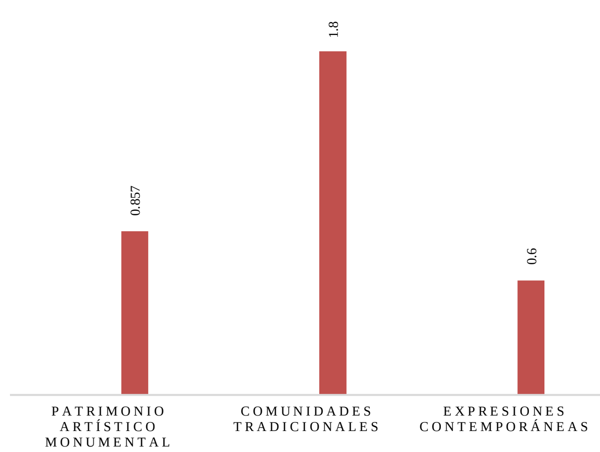

Figure 3 Cultural tourism resources
Source: Own elaboration

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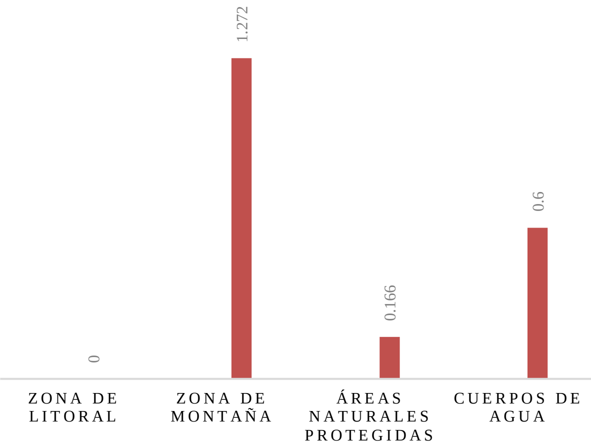

Figure 4 Natural tourist resources
Source: Own elaboration

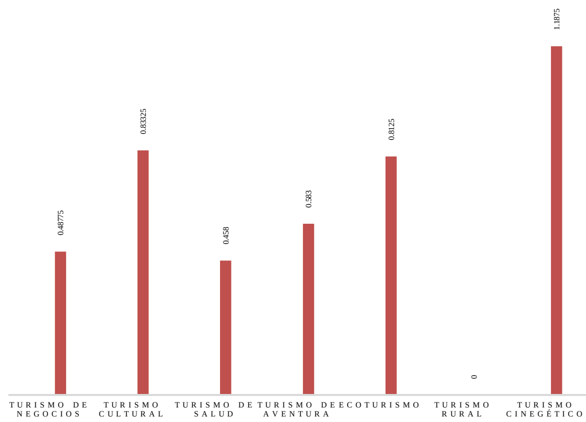

Figure 5 Tourist equipment and services
Source: Own elaboration

Likewise, through the graph above, it is possible to know the potential lines of business that are identified in the municipality to enter into tourism competitiveness, taking into account the existing tourism equipment and services that favor activities. Thus, finding that in addition to cultural tourism (the only one consolidated in the municipality), it is necessary to bet on the creation of strategies to venture into hunting tourism and ecotourism.

On the other hand, the promotion of the destination through different means and the training of tourism service providers have been actions that the municipality has carried out to compete in tourism, however, at this time what the municipality requires are competitive strategies oriented to grow more and better, since it is important to increase the tourist plant to meet demand, since the insufficiency does not make it possible to attract more tourists.

Conclusions

At the end of this investigation, it is concluded that:

The development of tourist activity should be a priority issue for the municipalities; since tourism is an element that constitutes a source of income and prosperity for the population.

It is important to recognize that tourism planning plays a key role for the creation and implementation of strategies that favor the growth or permanence in the life cycle of a destination, in the case of Huichapan, competitiveness strategies will allow the revitalization of the destination and the future viability.

In the case of the municipality of Huichapan, it was relevant to know that it is currently a destination with tourist potential, because as mentioned in the development of this research, this Magic Town has a great variety of natural and cultural tourist resources, which They manage to attract tourists, however, there are no complete activities that make the tourist's stay more pleasant.

It is recommended that a program be implemented by the municipal public administration to manage the existing knowledge in the municipality regarding knowledge, languages, oral traditions, religious beliefs, cosmogony, uses, and customs that allow the preservation of tangible and intangible heritage, as well as strengthening tourism activity. Well, from all of the above, it is possible to create various tourist products that are of interest to tourists.

On the other hand, the activities and potential lines for the creation of tourist products in Huichapan have focused on a part of the cultural resources, thus preventing activities from being developed in traditional communities or in mountain areas, two of the items that more stand out through this analysis. And as for the potential lines of business in addition to cultural tourism, it is necessary to bet on the creation of strategies to venture into hunting tourism and ecotourism, duly regulated.

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It is suggested to work in a coordinated way with the organizations of the state or federal public administration for the evaluation of the Management Units for the conservation of Wildlife (UMAs) existing in the Municipality, which in turn will provide basic information to implement hunting tourism and ecotourism activities.

Implement sustainable tourism based on an analysis of the site with the support of sustainable development criteria.

The promotion of the destination through different means and the training of tourist service providers have been actions that the municipality has carried out to compete in tourism, however, it is also necessary to know the profile of the tourist so that the tourist products to offer , are designed according to your needs and based on the elements that already exist, which allow the realization of the tourist activity. Likewise, Huichapan requires strategies aimed at growing more and better.

Therefore, as a pending work in the future and derived from this research, it is suggested to carry out a study that allows to know the profile of the tourist who would like to visit Huichapan, having to direct assertive advertising campaigns. On the other hand, it is important to encourage entrepreneurship to create new spaces dedicated to hotels and food services, which can meet market demands.

Create alliances with the magical towns near Huichapan that allow offering innovative and value-added tourist products.

With the previous recommendation, the research work is concluded, hoping that these strategies can be implemented to achieve the tourist competitiveness of this destination.

Discussion

According to the findings in the investigation, it was learned that the Magic Town of Huichapan is a destination that, thanks to the variety of natural and cultural tourist resources, attracts tourists throughout the year, so its existence is indisputable. of its tourist potential.

Recognizing the above, the magazine (México Desconocido, 2013) pointed out that Huichapan is one of the most beautiful cities in central Mexico because in this municipality it is possible to walk through its cobbled streets, contemplate the monuments of the historic center, and enjoy its gastronomy or a thermal water spa that abounds in this region.

Likewise, the (Government of the State of Hidalgo, 2009) through the work "Historical Notes of Huichapan" released a wide period of the history of this magical town, which goes from its foundation to the early twentieth century, achieving recall the war of independence, the wars of intervention and reform where Huichapan was always present.

Thanks to all the great cultural and natural legacy, it is possible to develop tourism activity and above all to venture into the competitiveness of this sector, because as mentioned (Herce Diez, 2017) the competitiveness of a tourist destination is determined from the competitive and comparative advantages that exist, since factors such as comparative advantages make a destination attractive for tourists such as natural tourist resources (climate, landscape, geographical location, flora and fauna) and cultural and human heritage (traditions, historical monuments or cultural legacy).

On the other hand, (Alcocer Lizcano, 2009) mentioned that there are two groups of factors that affect tourist competitiveness, which are: resources and the environment or situational conditions.

Within the former are considered inherited resources (natural and cultural resources), created resources (tourist infrastructure that includes accommodation, transportation, restaurants, among others), and complementary factors or resources (general infrastructure of the destination, quality of service, hospitality, just to mention a few).

Huichapan, as a tourist destination, has deficiencies in the supply of complete tourist products or activities, as well as deficiencies in equipment, facilities, and tourist infrastructure. Indispensable to provide a competitive service to tourists and visitors. (García & Siles, 2015) in the same sense, affirms that it is important to have a developed and diverse hotel industry.

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However, Pedro (2015) referred that the competitiveness of the tourism sector depends on the capacity of the industry to innovate and permanently improve the quality of the products offered.

Currently, the destination at this time to achieve competitiveness requires strategies aimed at growing more and better where growing more refers to expanding the tourist offer or attracting more tourists, while growing better allows improving the quality of the services offered, training of personnel, and working for the conservation of resources.

Thus then, Altimira & Muñoz (2007) indicated that an adequate segmentation of demand, understanding their needs, preferences and the level of demand to satisfy their needs are elements that will allow the creation of competitive advantages in this sector.

In the case of Huichapan, the activities and potential lines for the creation of tourist products have focused solely on cultural resources, thus preventing activities from being carried out in mountain areas or in traditional communities, two of the areas that stood out the most. through this analysis of the data obtained. And as for the potential lines of business in addition to cultural tourism, it is necessary to bet on the creation of strategies to venture into hunting tourism and ecotourism.

In relation to the aforementioned Flores, Borborema & Cristhoffoli (2016) indicated that community tourism arises as a means to alleviate poverty and provide an alternative source of income to community members, in addition to allowing income distribution through projects inclusive of a cultural, educational and health nature.

And with a different perspective (Coriolano, 2017) based on his research called Community tourism in the Brazilian Northeast, he mentioned that tourism, by settling in coastal communities, implementing their ventures, triggers confrontations between residents and the new promoters of spatial production that In turn, they unleash forms of real estate speculation in order to deploy their national hotels or resorts or international networks, where the strongest always has the greatest advantage, that is, the one with the greatest capacity to persuade.

On the other hand, the promotion of the destination through different means and the training of tourism service providers have been actions that the municipality has carried out to compete in tourism.

And as G. Novo E. de los Monteros, et al (2012) points out, renewal in tourism products requires to be communicated and announced so that consumers who have already been to the site return in search of new experiences. Where the text or images, objects, places or situations are not elements that give meaning to advertising but rather society itself that grants a symbolic value in terms of consumption and enjoyment.

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The procedures manual: a guide for giving workshops

El manual de procedimientos: una guía para la impartición de talleres

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Abstract

The education has evolved and with it, it must be integrated towards to the students at professional level, the present investigation has as fundamental purpose the delimitation in scientific vocations for students of superior level, as well as the integration from certain processes according to a manual of processes, establishing the design, elaboration and impartation of formative workshops integrated to the vocation. The present work integrated the planning of the problems which big, medium, small and micro companies can present even if they do not have the document, as well as the purpose and importance of this in the internal and external part of the organizations. For economic units in education services registered in Mexico, micro companies represent the majority and the rest are classified as small, while medium and large organizations represent a small percentage. The school modality says that the professional level can be classified from the highest technical level and that only a percentage of them continues their studies at the degree level. For the research, the methodology is identified by integrating the instrument applicable to teachers who will give the formative workshops by knowledge of the cathedra.

Educational, Manual processes, School modality

Resumen

La educación ha evolucionado y junto con esta debe estar integrada con los estudiantes en nivel profesional, la presente investigación tiene como propósito fundamental la delimitación en vocaciones científicas para estudiantes de nivel superior, así como también la integración a partir de ciertos procesos conforme a un manual de procedimientos, estableciendo el diseño, elaboración e impartición de talleres formativos integrados a la vocación. El presente trabajo integra la planeación de los problemas las cuales grandes, medianas, pequeñas y micro empresas pueden llegan a presentar por no contar con el documento, así como también el propósito e importancia de este en la parte interno y externa de las organizaciones. Para las unidades económicas en servicios educativos registradas en México, las empresas micro representan la mayor parte y el restante están clasificadas como pequeñas, mientras que las organizaciones medianas y grandes representan un pequeño porcentaje. La modalidad escolarizada dice que el nivel profesional es clasificable desde el nivel técnico superior y que solamente un porcentaje de este continua sus estudios a nivel licenciatura. Para la investigación se identifica la metodología integrando el instrumento aplicable a profesores los cuales darán indicio a el taller formativo por conocimiento de cátedra.

Educación, Manual de procesos, Modalidad escolarizada

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Introduction

The manual according to (Herrera, Valero, & Gallego, 2010) in a clear and short concept is expressed as "the instrument built by the subject that needs to be addressed". After inquiring into authors, it can be said that the manual is a guide that serves as a tool when it comes to wanting to integrate different instructions for a purpose in compliance that is to say that it contributes to a function for a better order, clarity and always with an objective in set.

For the realization of a procedures manual and to know the context, it was investigated with (Secretary of Foreign Relations [SER], 2004) which indicates that the procedure manuals "are administrative instruments that support the institutional work and are considered as fundamental documents for the coordination, direction, evaluation and administrative control, as well as for consultation in the daily development of activities".

The point of view is identified (Rusenas, 1999) that sustains that the manuals: Contain information on the set of operations or stages that are established chronologically to carry out a certain type of work. They are also known by the name of operation manuals, standard practice, introduction to the work of procedures and work methods (p.1)

But there are different types of manuals (see image 1), depending on their content, scope or recipients.

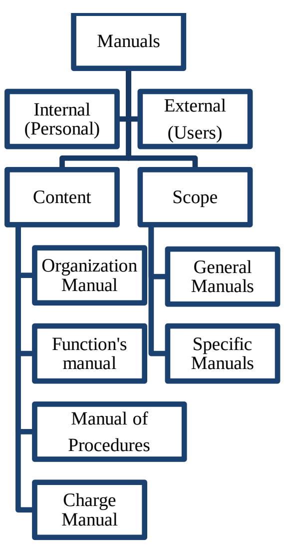

Figure 1 Classification of manuals according to (Pintos, 2009)
Source: self made

It is important to note that the different institutions prepare manuals according to their needs and requirements.

This document presents the elements considered for the elaboration of instruction guide manuals for a decentralized public educational institution, which exceeds 250 collaborators and is located in the city of Mérida, Yucatán, with infrastructure located in the south of the city. The manuals are generated as a result of actions aimed at establishing mechanisms to promote research, education and science.

Problem Statement

At present, small companies present problems and / or conflicts by not having a manual, which, as mentioned above, specifies each and every one of the operations carried out within an organization, which can be divided into areas, departments, such as they are those of operations, sales, security, pre-opening guide, human resources, among others.

Contributing to the point of view, the author (Vásquez, 2016) comments that by not having influence that lies in a manual: The chances of making some type of error that usually occur within the functional areas of the company are greater. Causing major failures that appear regularly, avoiding duplication of functions. In addition, it would be even more complicated when new people enter the organization since in large part everything related to it is explained, from its historical review, making reference to its organizational structure, to explaining the procedures and tasks of certain (p .25).

In the absence of a manual eradicated to its function or policies, (Mutzenbecher, 2006) specifies that there are a series of variables that affect the development of internal operations, these are: "The absence of information clearly established on the objectives, functions and responsibilities of each person in any operational area. In addition to not assuming parameters for decision-making, as well as limits for other members".

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Regarding external factors, (Cariño, 2007) explains that: Without efficient management of resources together with the objective to which it is destined, the required quality would be complicated, everything suggests the need to have an adequate structure to the needs of the company that can help it to have a management not only in writing but also of its operation by coordinating with its specific purpose (p.1).

This tool must be clear and within the reach of anyone interested in knowing in detail the structure that a manual entails, being by organization that for this it is adapted to the needs and capacities, giving its content and the theoretical and practical support that it can provide to the functions and operations to which it is intended.

Justification

The elaboration has great importance in the current era, many companies direct their efforts in the generation of benefits for the development administration with the tool that its structure allows, for (Burgos & Quinapallo, 2016): It leads as a valuable aid for the monitoring and continuous improvement of processes. […] It is confirmed that the procedure manuals represent for companies a tool for consultation, review, analysis and restructuring of their key and support processes that in many cases facilitate the obtaining of national and international quality certifications (p. 1- 2). The main purpose of the manual of processes or procedures is to serve as a support for the development of actions, that is why it is based on a process operation model, which allows managing the public entity as a whole, defining the activities that add value, work as a team and have the necessary resources for its realization.

For this reason (Muñoz, 2007) mentions that its importance lies as: A model of operation by processes favors, the fulfillment of the principles of responsibility, by defining the macro processes and processes in accordance with the constitutional and legal precepts, the mission and vision Of the entity; economics, by precisely identifying the inputs for each process with the required quality and quantity conditions; efficiency, by avoiding duplication of functions; and efficiency, by defining the value chain or process map in a coherent and harmonious way with the Institution's plans and programs (p.4).

For this, and in accordance with what is stated (Muñoz, 2007), the main purposes of a procedures manual are: Define the operating parameters of each process, its activities and tasks, guaranteeing compliance with the objective of the macro-process to which it belongs and contributes . As well as defining the information flows to comply with the objectives of the activities necessary for the proper management or operation of the entity. In addition to establishing the levels of authority, responsibility required in the execution of the actions inherent to the operation of the entity, channeling the resources and institutional capacities required in carrying out the processes (p.12).

Something similar happens when the procedures manual becomes a formal or official guide for the execution of a certain process that allows to clearly know what, how, when and where it should be done, also knowing the necessary resources and requirements.

In order to take the various authors into account, it can be considered that the importance lies in their content, which was explained in this segment in a concise and detailed manner, the follow-ups within and guidelines outside an organization, since by understanding that through them, achieves compliance with the objective, this by avoiding large functional errors that may occur in the process.

Economic units in educational services

With respect to the total national economic units (EU) registered in Mexico, as shown in the table, micro companies represent 95% and the remaining 5% are classified as small, while medium and large organizations represent less than 1 %, that means that in the country the highest percentage is concentrated in micro companies and the lowest in medium and large ones. For the educational services approach (SE) in Mexico it represents 3% in economic units and has the micro units that are 52%, the small ones 37%, the medium ones 9% and the percentage difference equivalent to 2% in the big. At the level of the Yucatan Peninsula, there is a 4.4% EU registry, which is made up of 49% of micro companies, 39% of small ones, 10% equivalent to medium-sized companies and 2% in large companies.

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In Yucatan it has more than half of the EU of the peninsula since it represents 54% of them, they are distributed with a higher percentage in the micro with 97% and the remaining 3% in the small ones while with less than 1% they are medium and large companies. (see table 1).

	Micro	Little	Median	Big	Total
EU Mexico	5,119,909	247,912	82, 035	37, 205	5,367,821
From Mexico	82,213	58,054	14,832	2,700	157,799
SE Peninsula	3,435	2,755	658	137	6,985
OF Yucatan	1,965	1,444	312	71	3,792

Table 1 Geographical context of educational services in Mexico
Source: own elaboration based on (National Institute of Statistics and Geography [INEGI], 2020)

For the field worked, higher level students are required for (Secretary of Public Education [SEP], 2019):

It is the type of education that is imparted after upper secondary education; It is made up of levels: university or associate professional technician, bachelor's, specialty, master's and doctorate, as well as normal education in all its specialties. The typical age group for this type of education is 18 to 23 years old (p.7).

School modality			
Type of service and support	Total Students	Teachers	Schools
Higher education	3,943,544	414,408	5,535
Normal	91,978	14,480	408
Bachelor's degree	3,610,744	333,617	4,502
Postgraduate	240,822	66,311	2,459
Public	2,773,338	243,341	2,283
Private	1,170,206	171,067	3,252

Table 2 Enrollment context registered at the national level
Source: (Secretary of Public Education [SEP], 2019)

With respect to the previous table, the normal and undergraduate level are reflected with 93.9% and only 6.1% continue their studies with a postgraduate degree. In the case of sustainability, it is shown that the public acquired 70.3% and the private with 29.7%. Among them are state public universities, polytechnics, technological institutes, federal public universities and technological universities.

In the case of the latter, a curricular model is supported, that is, it is necessary to specify and encompass the policies and guidelines to which the consolidation of technological universities is subject. For (Secretary of Public Education [SEP], 2019) "this model maintains the intrinsic characteristics of the Higher University Technician and makes its curricular structure more flexible to be able to offer students lateral exits towards the Bachelor's level" (p. 4).

Methodology

As a starting point, the methodology for (Gomez, 2012) defines it “as the treatise or science of methods. It is the discipline made up of procedures, instruments, and techniques that allow us to reach knowledge in the field of scientific research” (p.85).

It can be argued that the methodology is part of a logistics that studies the set of methods that follow an investigation or a study to which you want to provide a solution in analysis, field and result in order to achieve the objective or objectives that govern a deep obtaining information.

In addition to indicating the research approaches seen as processes; quantitative, qualitative and mixed methods (Hernández, Fernández, & Baptista, 2014):

The quantitative approach represents a set of sequential and probative processes, has characteristics of bounded approaches, measures phenomena, uses statistics, hypothesis testing and theory. In addition to allude to a deductive, sequential, probative process and with an analysis of objective reality. One of its sections on benefits is the generation of results, control over phenomena and prediction.

The qualitative approach has characteristics of its more open approaches that are focused, it is conducted basically in natural environments and the meanings are extracted from the data. We work with the qualitative research approach, which describes the elements that make up the manuals and the process that was followed for the orientation of the teachers and researchers who worked on the materials. Subsequently, an instrument that is described below was applied.

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Instrument

The instrument that was used is the interview being designed to obtain information, the previous one is made up of a dialogue between two subjects, questions of interest are formulated which are expected to be answered by the interviewee. It is a technique used to maintain a conversation on a common topic. The interview was carried out in order to know information from the internal and external part of each branch under study towards a vocation, it is important to mention that the instrument conforms a greeting to the teacher, a personal presentation of the interviewer, an introduction summary for the subject matter and the purpose of the information provided.

The training workshops from which the materials that support the instruction (manuals) are derived, are associated with the development of competencies that with practice will be perfected, because it is the first time that an event was held in the university subject of study that would strengthen scientific competencies. Derived from a subject, it is stated by (Salas-Gutiérrez, 2020) that “the challenges are always how to generate increasingly relevant and meaningful experiences that contribute to strengthening these skills, and partly overcome the feelings of anxiety, insecurity and frustration that they experience many students when faced with these assignments ”(p. 53), in relation to the above, the sustenance of the research is classified as tedious, tiring, boring and among others, which is why the manuals sought to present in an accessible way, activities, examples and exercises associating it with the proposed guide.

Analysis of results

The results achieved are presented below, based on the implementation of the design of the instruction manuals (see figure 1 and figure 2):

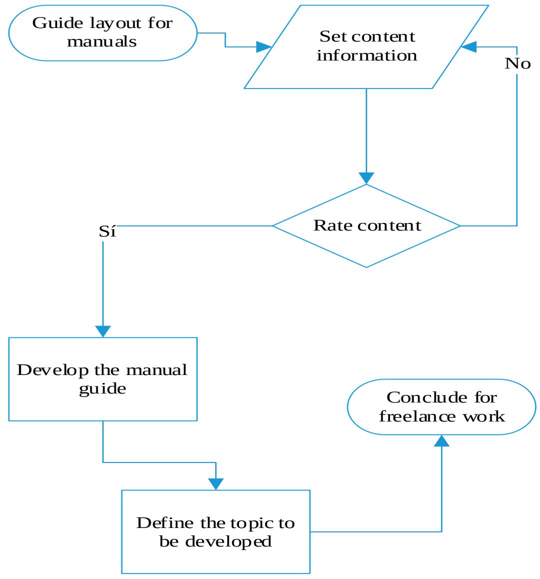

Figure 1 Process to establish the format of the manuals
Source: Self made

Once the topic to be developed was defined and the content of the manuals, the manuals were prepared by the professor and researcher, considering the following elements:

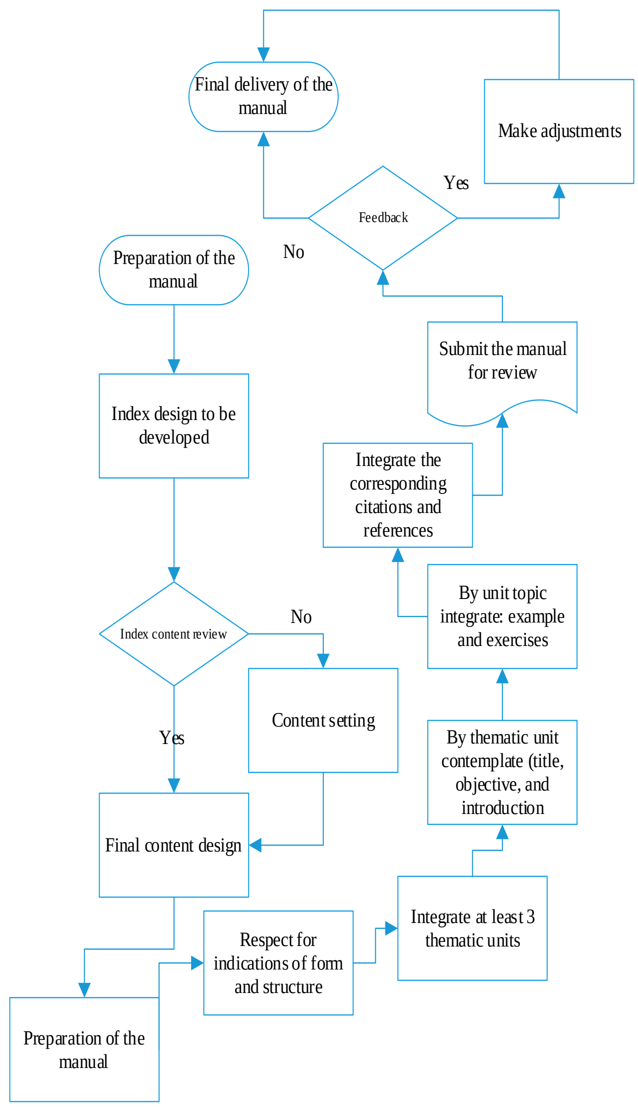

Figure 2 Contents and elements of the manual
Source: self made

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Once the manuals were approved, the materials were transferred to the virtual platform to be studied.

For the design of the manuals, there was a virtual meeting where the content of these was shared with the professors and researchers who would have the commitment to produce the guide materials, as mentioned (Serrano Anton, et al., 2020) “el calendar includes an initial meeting and distribution of tasks; sharing of jobs once a month; and the preparation of a final report through a speaker and review by all its members” (p. 8).

Next, the professors and researchers were invited to respond to the designed interview, which allows them to have a referent of the subject by scientific vocations, evaluating the way of seeing the purpose of the program, also seen towards the professional objectives that can lead to own.

Two weeks were available for the application of the interviews, after programming with the study subjects, which had the following order:

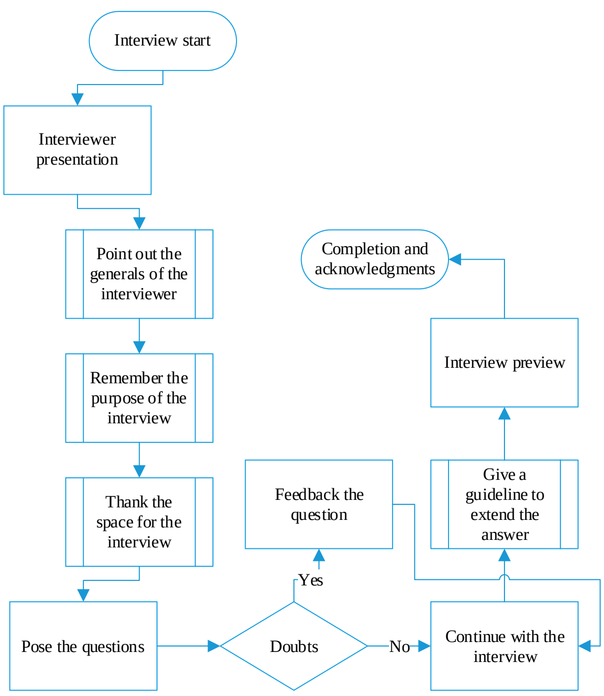

Figure 3 Interview process
Source: Self made

For the week of applying the interviews, an approach to the subject was presented, trying to relate the questions to the training workshop; As the first one addressed to the subject of study in question, it was made referring to their work for years working in an institution, specifically to the question, as a result it was obtained that most have an antiquity of more than 10 years except for one who is or is is about to fulfill them.

In the second question, it deals with institutions in which the study subjects have collaborated to impart their knowledge in addition to the current one; all the professors clarified having worked in other institutions, as well as having been director of an institution or in external positions to teach.

The third question is more related to the content of your classes by commenting on the way it encourages research and what you think is the reason why most of a generation is not in the habit of doing it. The first person claims to carry out activities that invite them to investigate or search and select their sources of information, in addition to the fact that he comments that the reason for the lack of interest is because they do not have guidance from an early age. The next person begins by investigating simple things in their classes, then completes it with an induction to select students who notice enthusiasm for scientific topics and support them in their development. The third person works only with what is supported by her students and believes that the reason why it is not investigated is because of the social structure as it is not instilled from home. The following person tells me that she works with a scientific approach in her tasks, concluding that research has to be stimulated and motivated from other levels than the higher one. For the doctor who works in the incubator, she talks about programs to encourage teachers, thus transmitting to the students the importance of investigating great authors. The rest of the teachers give me their point of view very similar to what was written previously.

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In relation to continuing with the topic, they are asked how they contribute in their classes to the investigation and correct citation, the first professor tells me that he contributes with rigorous revisions in the content of the information and correct citation. For the next subject of study in his investigations he asks that they be sources with scientific value, in addition to knowing how to quote correctly is a mandatory class session as an indication. In the following interview due to lack of time, he comments that he only contributes to that topic when requesting tasks with bibliography correctly. The subject of the next study asks for a level of demand, since it is a university level and the one correctly quoted is included. The teacher informs me that when she taught, she demanded to read and paraphrase any task imposed by her, thus forcing them to handle the rule of respecting the author and the requested format. On the other hand, the following professor contributes by inviting students to get involved in an investigation in which they may be interested and in which the University is a part. Later with the last subject of study she tells me that in any subject to be developed in her class model there is at least one investigation.

To continue with questions number 7 these were the answers, in the first part they tell me that sometimes teachers do not see the passion for teaching or do not follow up on their tasks, on the other hand, the most common error in students is copying information which it is not true. The next teacher comments as a mistake not reading all the papers, also another mistake is that they do not try to make their classes dynamic, on the part of the students is not taking the trouble to study at home or verify their sources. For the following, the mistake falls on the teachers when they do not read the learning objective according to the characteristics of the investigation, other mistakes are to provide the student with something that should be their responsibility. With regard to mistakes in students, she says that they do not know the educational program. Another point of view is that all teachers make up their subject according to their professional profile and a subject. For the doctor who works in another area, she comments that the teachers to a great extent have poor planning, in the students the error is in reading sources that do not contribute.

For the next teacher, what can affect both parts is the absence of information diverted by excess spaces, documents and data on the internet. For the last teacher, she mentioned that the errors are consistent with previous teachers since to a large extent it is made up of the virtual settings and the social networks associated with this.

Conclusions

In conclusion, it can be mentioned that the procedure manual is important, when there is a structured guide for the own design that allows to achieve the desired results according to the results that are intended to be achieved with it, although the study subjects mentioned data of great value, it is important to note that in the end not all were able to conclude with the design of the instructional guide document. However, it should be noted that the workload associated with the responsibilities assumed prevents the expected results from being achieved.

On the other hand, stimulating research through simple techniques and clearly established mechanisms is a task that not all teachers can transmit, in such a way that as teachers, researchers and others are updated, it has the task of guiding they will be able to promote better results in and towards the student body and mainly in higher level students.

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CSR practices that impact the financial performance of Mexican public companies moderated by the legitimacy of social actions

Prácticas de RSE que impactan el desempeño financiero de las empresas públicas mexicanas moderadas por la legitimidad de las acciones sociales

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Abstract

The objective of this research is to identify the dimensions of Corporate Social Responsibility (CSR) that impact the financial performance of Mexican public companies, moderated by the legitimacy of social actions. A measurement instrument was designed for the variables, with this a contribution to the literature of a reliable and valid scale on the subject of CSR and legitimacy is made with an instrument of 27 items with a 6-point Likert-type scale. The sample for the data collection was 42 socially responsible companies, listed on the Mexican Stock Exchange and published their sustainability results through their identity page. A theoretical model has been proposed with the hypotheses to be tested, and it has been validated with a multiple linear regression model with a moderating variable. The results obtained show that legitimacy moderates the effect that CSR has on business performance. The effect is positive in the economic and social dimension, in the environmental dimension the effect was negative but significant.

CSR, Legitimacy, Public companies

Resumen

El objetivo de esta investigación es Identificar las dimensiones de Responsabilidad Social Empresarial (RSE) que impactan en el desempeño financiero de las empresas públicas mexicanas moderadas por la legitimidad de las acciones sociales. Se diseñó un instrumentos de medida para las variables, con esto se realiza una aportación a la literatura de una escala fiable y válida en el tema de la RSE y legitimidad con un instrumento de 27 ítems con una escala tipo Likert de 6 puntos. La muestra para el levantamiento de datos fue de 42 empresas socialmente responsables, cotizadas en la Bolsa Mexicana de Valores y publican sus resultados de sustentabilidad a través de su página de identidad. Se ha propuesto un modelo teórico con las hipótesis a contrastar, y se ha validado con un modelo de regresión lineal múltiple con una variable moderadora. Los resultados obtenidos muestran que la legitimidad modera el efecto que tiene la RSE sobre el desempeño empresarial. El efecto es positivo en la dimensión económica y social, en la dimensión medioambiental el efecto fue negativo pero significativo.

RSE, Legitimidad, Empresas públicas

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Introduction

The most relevant findings that have been identified in the literature on Corporate Social Responsibility (CSR) have framed a benchmark that allows us to know the theoretical advances that are related to the problem. Ramos, Manzanares and Gómez (2014), in their exploration of the measurement of CSR, managed to confirm that empirical studies on the subject have evolved, identified said evolution from the interest and the way to implement social responsibility initiatives, to applied studies that attempt to test and explain the relationship between the CSR measures adopted by companies and their long-term business results (Waddock and Graves, 1997; De la Cuesta, 2004; Porter and Kramer, 2006; Hull and Rothenberg , 2008; Larrán, Herrera and Martínez, 2013; Baumgartner and Ebner 2010 and Chow and Chen, 2011).

Additionally, an attempt has been made to demonstrate through various investigations how the adoption of CSR has achieved relevant results in organizations. The largest reference that exists on these studies is found in countries of the European Union and the United States, such as Preston and O'Bannon (1997); Orlitzky, Schmidt and Rynes (2003); Porter and Kramer (2006); Marín and Rubio (2008); Gómez and Uiceda (2013); Valenzuela, Jara and Villegas (2015); Villabón, Pinzón, and Fernández (2016). However, these conclusions come from applied research in companies in developed countries, where the conditions and business culture are different from those of an emerging country, as is the particular case of Mexico, where social conflicts have worsened over time. Over time, problems such as social inequality, environment, quality of life, among others, have forced companies to become aware of and support this solution. These gaps in the literature motivate a more analytical study on CSR.

One of the main problems that appear in the review of the literature on the subject of Corporate Social Responsibility continues to be its measurement, there are empirical studies carried out by Davidson and Worrell (1990), Waddock and Graves (1997), McWilliams and Siegel (2001) , Orlitzky et al. (2003), Marom (2006), Porter and Kramer (2006), Wu (2006) and Hull and Rothenberg (2008), despite this, the literature on CSR does not offer conclusive results regarding the relationship between CSR and economic or business performance and much less, the relationship with its legitimacy. For this reason and because of the importance that CSR can have for companies in Mexico, and the legitimacy of their initiatives, it is important to develop research that shed light on the relationship between CSR, legitimacy and financial performance.

A study conducted on environmental managers in 185 companies in the US and Canada (Shelton, 1996), found that the greatest internal obstacle to successfully managing environmental, health and safety initiatives was the inability to convince the high direction. Two years later, in a follow-up survey, managers were asked to identify the most significant barriers to the omission of these environmental initiatives, citing reasons such as: Top management did not identify a linear contribution, management Environmental is perceived more as a requirement than as a strategy (Industry Week, 1998).

The case of Mexico is no different, according to the results of the first study, on the panorama of Social Responsibility in Mexico, carried out in 2013 by ResponSable, an agency specialized in the subject of Social Responsibility, which tries to compile and publish Various studies that measure the types of impacts of socially responsible companies, through the study managed to obtain important results among which stand out that, 50% of the people in charge of Social Responsibility have never studied the subject, 26% of companies do not have mechanisms for identifying stakeholders and do not understand the concept, in addition 58% of large companies do not identify the return on investment in social responsibility programs.

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Objective

Identify the Corporate Social Responsibility practices (in its three economic, social and environmental dimensions) that impact the financial performance of Mexican public companies, moderated by the legitimacy of social actions.

Relationship between financial performance and CSR

Competitiveness is still relevant in the business environment, corporate social responsibility (CSR) has become a matter of strategic importance for many companies. Some researchers have observed that companies consider CSR as a business strategy, because it contributes to financial results (Orlitzky *et al*., 2003) or to market value (Mackey, Mackey and Barney, 2007). The foregoing has suggested that companies use CSR as a guide in their decision-making process, in this way they could turn CSR into a source of competitive advantage (Porter and Kramer, 2006).

The study of CSR can be divided into two main points of view: the orientation towards stakeholders proposed by Freeman (1984) and the economic orientation of Friedman (1970), Murray and Montanari (1986), Lizt (1996), and Porter and Kramer (2011). The first of these suggests that stakeholders are allies of the company. Under this approach, CSR would represent an act of reciprocity between the company and its stakeholders, based on the company's obligations towards its stakeholders, rather than on the profit objectives (Diez, Blanco, Cruz & Prado, 2014). That is, without CSR activities, these groups could withdraw their support for the company (McWilliams and Siegel, 2001). Therefore, some investigations have criticized this orientation, considering that it represents the submission of the company to pressure from interest groups.

The economic orientation takes into account the relationship between CSR and financial performance. In this sense, the literature has developed different models to measure the relationship between CSR and economic performance (McWilliams and Siegel, 2001).

Empirical studies have achieved mixed results. Margolis and Walsh (2003) were unable to establish a clear relationship between CSR and the economic performance of companies. However, (Orlitzky *et al*., 2003), they demonstrated that the practice of CSR activities has a positive impact on business results. McWilliams and Siegel (2001) demonstrated that the relationship between CSR and the financial result of a company is neutral.

Other authors explain that investment in CSR activities represents for companies, more than a cost or an obligation, a source of competitive advantage (Porter and Kramer, 2006). In this sense, several studies have shown that CSR activities only produce exceptional results when they ensure that competitors do not imitate their strategy and that it is aligned with the organization's objectives. It has also been observed that CSR helps to differentiate a company's products and services, creating a positive brand image.

Relationship between financial performance and legitimacy

Retaking that the performance in a company can be measured based on the degree of compliance that any entity has with respect to an expected end and that said performance if supported by intangibles can lead to the achievement of objectives in an efficient way. It follows from the above that legitimacy can be a key factor for the success of. According to Díez, Blanco and Prado (2010), they define that legitimacy in an organization can be considered as a key factor that can lead to the success or, failing that, to the failure of the organization.

According to Institutional Theory, survival and organizational success are related to legitimacy (Meyer and Rowan, 1977). Likewise, the survival of an organization depends on the degree of support that an organization receives from its interest groups, that is, from the people who grant it legitimacy, the above can be defined as the link between business results and standards associated with the activities of organizations.

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Zimmerman and Zeitz (2002), in their publication, mention that according to the economic model, an organization gains access to financial resources when it demonstrates, with appropriate arguments and evidence, that it can achieve a return on investment. In this way, the company will be more attractive to investors, because by allocating financial resources for the acquisition of assets in legitimate organizations and based on financial indicators that can demonstrate the return on their investment, companies will be able to perform better.

Therefore, it can be specified that the organizations with the greatest possibility of survival, in addition to generating financial returns for their shareholders, will be those organizations that are conceived as desirable, correct or appropriate before their stakeholders, in this way society will grant them legitimacy and they will continue to carry out their business activities for which they were created.

For this research, the relationship between the legitimacy of companies' social actions and financial performance will be through a model in which performance is the dependent variable measured through accounting indicators and legitimacy will be a moderating variable, measured by through items specially designed for this work.

The theoretical model proposed for this research presents the interrelationships between the dimensions of Corporate Social Responsibility, the independent variables X1 economic dimension, X2 social dimension and X3 environmental dimension, as a moderating variable is L legitimacy which aims to moderate the effect of the relationship between the independent variables (CSR dimensions) and the dependent variable Y (financial performance). Through this explanatory model, the general research hypothesis and operational hypotheses will be tested with the statistical support of the SPSS.

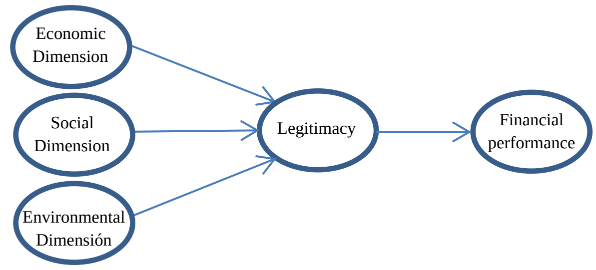

Figure 1 Explanatory model of the legitimacy of Corporate Social Responsibility (CSR)
Source: Own elaboration, 2018

Making an analysis of the literature on Corporate Social Responsibility (CSR), its definitions and previous research related to the subject, it has been identified in studies such as Carroll (1979), Miagan (2001), Orlitzky et al., (2003) , García de los Salmones, Herrero and Rodríguez del Bosque (2005), in recent publications Vázquez and Hernández (2013), Manzanares and Gómez (2014), which show that CSR can be studied through its dimensions, which vary depending on the scope of each investigation that is intended to be carried out.

For this research, CSR has been considered as a second order variable, since it is theoretically made up of three other sufficiently differentiated dimensions, the economic, social and environmental dimension.

X1: Economic dimension. To measure the economic dimension of sustainability, we have mainly resorted to analyzing the scales of authors such as Bansal (2005), Alvarado and Schlesinger (2008), Chow and Chen (2011), Ramos et al., (2014), contemplating the Authors' items, a hybrid instrument was generated, which tries to collect the level of commitment that companies have on CSR activities in its economic dimension, in the questionnaire aspects related to long-term profitability are identified, since it is the main objective of the companies, quality of the products and / or services offered by the companies, costs, other income and their relationship with employees, customers, suppliers and the community in general. The instrument measures both the internal and external economic dimension of CSR through 9 items.

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X2: Social dimension. In the same way, in this dimension, the Bansal (2005), Alvarado and Schlesinger (2008), Chow and Chen (2011), Ramos et al., (2014) scales were explored, with the intention of selecting items that reflect the actions that companies carry out in practice around CSR. The social dimension of sustainability is related to the impacts of an organization's activities on the social systems in which it operates. In this sense, it is expected that the greater the performance of the company in the initiatives, the better the needs of the company's interest groups will be met, the questionnaire includes aspects related to the fulfillment of commitments with employees and society, through of disclosures and actions that affect internal and external stakeholders, this variable will also be measured with 9 items.

X3: Environmental dimension. The environmental dimension of sustainability refers to the impacts of an organization on living and inert natural systems, including ecosystems. This dimension tries to collect as far as possible information on the environmental actions carried out by the company for the benefit of society, as well as the obligation it has to preserve the environment, the treatment of its waste, the rational use of natural resources, accident prevention and possible alliances with economic, social and governmental organizations. The items contemplated in the questionnaire are 9 and obey the exploratory study on CSR measurement scales in the literature concentrated in the bank of items in Annex 1, which also considers the internal and external environmental dimension of CSR.

Moderator variable

Legitimacy. For this research, a recently included variable in the subject of Social Responsibility has been considered as a moderating variable, which has attracted attention in the development of empirical studies. Most of the literature focuses on publications on theoretical studies, based mostly on legitimizing the company through image and reputation. The empirical investigations identified refer to studies from Spain, mostly qualitative studies.

For this research, the definition of Suchman (1995) is retaken, which defines legitimacy as the assumption that the activities of an entity are desirable, correct or appropriate within some socially constructed system of norms, values, beliefs and definitions. With the above, an instrument with items is defined to measure the legitimacy of the actions carried out by socially responsible companies in the practical and cognitive aspect of their implementation, as well as their recognition, that is; in its pragmatic, moral and cognitive dimensions, in this way it is intended to recognize the degree of legitimacy of CSR activities.

Dependent variable

Y: Financial performance. The most accepted theoretical foundations on the relationship between Corporate Social Responsibility and Financial Results (RF) or business, are the theories that are summarized from the research of Preston and O´Bannon (1997), where it is a question of identifying the different possibilities that the relationship between RSE and RF allows. In the same year, the literature has also identified other explanations for the relationship of variable states. Waddock and Graves (1997), in their research found a positive synergy or virtuous circle between CSR and financial performance. For his part, Gómez (2008) adds to the hypotheses proposed by Preston and O'Bannon (1997) the Hypothesis of Moderating Variables. With it, she tries to explain the neutrality or lack of significance found in said relationship due to the existence of variables that can moderate it.

However, studies have also been identified that demonstrate an inverse relationship between these variables, a reference is the study published by Lima, De Souza and Cortes (2011) where it is shown that in Brazil there is an inverse relationship between CSR and financial performance.

For the purposes of this research, the dependent variable Y (Financial performance) is made up of 6 indicators, which are: Price per share, Market value, Operating profit, Operating cash flow, Economic Value Added and Profit per share.

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The variable was determined in the following way. First, the growth generated by each company in the period from 2012 to 2015 was calculated, in percentage terms for each financial indicator. The data for the calculations to determine growth were obtained from the financial statements of the companies for that period.

Subsequently, according to the growth results, the average of the averages of the percentage variations of the financial indicators was calculated, the result of this calculation is equal to 1%, for which a value of 1 was assigned to each indicator that will generate a growth greater than 1%. Therefore, the maximum value that the company can achieve is 6 as a desirable value, as there are six indicators, considering that in all of them it obtained a growth equal to or greater than 1% and 0 as a minimum as it did not achieve growth in any indicator.

Therefore, the statistical representation of the general hypothesis is:

$Y= \alpha + \beta o+\beta_1 X_1 L+\beta_2 X_2 L+\beta_3 X_3 L+\mu$

Specific hypotheses

To carry out the verification of the general research hypothesis, it was disaggregated into three specific correlational hypotheses. The specific hypotheses subject to verification in this research are:

H1: The economic dimension of CSR, moderated by legitimacy, has a positive impact on the financial performance of Mexican public companies.

H2: The social dimension of CSR, moderated by legitimacy, has a positive impact on the financial performance of Mexican public companies.

H3: The environmental dimension of CSR, moderated by legitimacy, positively impacts the financial performance of Mexican public companies.

Methodology

The research is non-experimental since only the level of compliance with the subject of study in question is measured and the variables involved in the present study are not manipulated. It is cross-sectional, due to the type of research, in which the data is collected in a single moment, in a single time, with a correlational-causal approach, whose purpose is to be able to test the established hypothesis.

The techniques used for data collection in this research were, in a first stage, the documentary and bibliographic techniques, these were carried out with the search for information and empirical research about the variables involved, the bibliographic according to the theories and contrasts collected from the literature and finally the field technique, at the time of collecting information directly from the study subjects through a questionnaire specially designed for this.

For the design of this research, it has been decided to divide it into two phases, the first of which is the qualitative study, which has consisted of carrying out a transcendent search in the literature on the variables involved to define the construct, this first methodological phase It comprises the first five stages of the process chosen for the development of the methodology. The second stage corresponds to the quantitative study, starting with the collection of the data, evaluation of the items and determination of the reliability, determination of validity and finally the empirical testing of the proposed theoretical model.

Constructs	Item
Exploratory	1. Type of company 2. Business sector 3. Number of employees 4. Development of social responsibility 5. Esr badge 6. Position of the interviewee 7. Type of relationship with csr
X1 Economic dimension	Ec1 profitability Ec2 quality Ec3 input costs Ec4 administrative costs Ec5 other income Ec6 marketing program Ec7 customer service Ec8 support to local suppliers Ec9 certified suppliers

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X2 Social dimension	Soc10 sustainability reports Soc11 sponsorships Soc12 support for local initiatives Soc13 health and safety in the community Soc14 quality of life in the community Soc15 health and safety for employees Soc16 equal pay Soc17 employee loyalty Soc18 equal recruitment
X3 Environmental dimension	Ma19 environmental impact Ma20 environmental reports Ma21 environmental impact reduction Ma22 environmental accidents Ma23 waste utilization Ma24 environmental alliances Ma25 environmental policies Ma26 rescue and conservation of the environment Ma27 environmental protection
Moderating Legitimacy	L1 opinion of society L2 recognition by other companies L3 involvement of staff L4 work pressures L5 social pressures L6 tax deduction L7 recognition by stakeholders L8 relationship with stakeholders L9 recognition of social programs L10 community values L11 joint evaluation with stakeholders L12 appropriation of its social responsibility

Table 1 List of items of independent variables and moderator
Source: Own elaboration, 2019

The financial performance dependent variable was calculated with 6 indicators, based on accounting and market financial information, Price per share, Market value, Operating profit, Operating cash flow, Economic Value Added and Profit per Share. Preston and O´Bannon (1997), Waddock and Graves (1997), Gómez and Ucieda (2013) have used some of these indicators in their research. For this research, the market value and the Economic Value Added or EVA will also be considered.

With the growth results, the average of the averages of the percentage variations of the financial indicators was calculated, the result of this calculation is equal to 1%, so a value of 1 was assigned to each indicator that generated growth greater than 1%. That is, if the indicator results in <1%, its assigned value is = 0 and if it is> 1%, its value is = 1.

Measurement scale

The measurement scales most used in empirical research for empirical studies on CSR have been ordinal scales structured using Likert-type scales, and which contemplate values between 5 and 7 points of response assignment, granting a central point of indifference as a response option to the subjects interviewed.

Based on the above, and according to the characteristics of the contents of the items in the list generated, the criteria to assess the scaling techniques suggested by Sarabia (1999), for this research it was decided to establish a scale as a measurement format Likert type without a neutral point, that is, with six response assignment points, with the intention of committing the interviewed subject to take a defined position, to guarantee the desired variability, since it is preferable to increase the number of answer assignment positions to reduce it.

Rositas (2014), proposes a semantic intensity scale with even numbers, in which the values not only refer to categories, but also to an increase in tone in the strength with which the variable is presented, that is; when it is not about opinions, but about an intensity that can be orderly increasing. This type of scales without a central point are mostly used when the variables under study have not been tested (related) in previous empirical studies and the literature lacks conclusions in this regard.

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Population and sample

Considering the temporal context of the research, it was determined that the study will be population-based, applied to a group of companies that share certain characteristics. The unit of analysis on which the study will be carried out will be the Mexican companies listed on the Mexican Stock Exchange (BMV), especially those recognized as Socially Responsible Companies (ESR) by the Mexican Center for Philanthropy (CEMEFI), and those that by carrying out socially responsible practices and publishing their reports or activities through their identity pages will be part of the population subject to study.

Total national companies of the Mexican Stock Exchange	134 (100%)
Socially responsible national companies	87 (65%)
Companies with the CEMEFI ESR label	*60 (45%)*
Companies without ESR distinctive with sustainability reports	*27 (20%)*
National companies without ESR distinctive and without sustainability reports	47 (35%)

Table 2 Population
Source: Own elaboration, 2016

Sample

However, for the purposes of knowing the sample, the calculation was made where we must consider the probability that the event occurs (p) and that it does not occur (q); always taking into consideration that the sum of both p + q values will invariably always be equal to 1. The sample size formula for a finite population is applied, which is used when it is known how many elements the population has. The calculation was made for the group of N = 87 companies recognized as national socially responsible companies.

$$n = \frac{Z^2 p * q * N}{N * e^2 + Z^2 p * q}$$

$$n = 39.38 = 40$$

The result of the sample is for this investigation applying the formula P = Q = 50 for the sample, obtaining as a result 40, so it is sought to apply and collect the data of at least 40 companies. For data collection, a response rate between 10 and 20 percent is considered valid in empirical studies with data collection through electronic questionnaires (Chow and Chen, 2012).

Results

The determination of the reliability was made through Cronbach's alpha, supported by the SPSS statistical tool, version 21, the objective is to verify that most of the items designed for each variable allow reaching alphas with acceptable values, that is, higher than 0.70, considered as the minimum acceptable for scientific research, according to Sánchez and Gómez (1998) and Cervantes (2005).

Variable	Items removed	Cronbach's alpha
X1 Economic Dimension	Eco2	0.840
X2 Social Dimension	Soc10, Soc16	0.829
X3 Environmental Dimension	Ma19, Ma20 and Ma23	0.874
Moderator	L1, L4, L5, L10	0.869
Legitimacy		0.714

Table 3 Cronbach's alpha of variables
Source: Own elaboration, 2017

The results of the Cronbach alphas for the variables are acceptable according to the theory, values greater than 0.70 and less than 0.90, are considered acceptable values for scientific research in the field of social sciences, according to Sánchez and Gómez (1998) and Cervantes (2005), the items that make up the questionnaire are not correlated and are independent.

Multiple linear regression results

The proposed model includes the three independent variables through the method of successive steps which has a multiple correlation coefficient of 0.781, and an R squared of 0.610, according to the theory, it is possible to work with models with an R squared greater than 0.25, clarifying that the higher the value of the R squared the model will have a better fit, the result indicates that in the model designed for this research the correlation between the set of moderate predictor variables (X1L, X2L and X3L) and financial performance (Y) the three moderate independent variables explain 61.00% the variability of financial performance, which is 0.781. Hereafter, the statistical data will be analyzed through the introduce method, for the purpose of presenting the results of model 3, which includes the three predictor variables in the summary of the multiple linear regression model.

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R square		Standard error of the estimate	Change in F	Sigma Change in F	Durbin W.
.610	.579	1.02175	9.954	.003	1.546

Table 4 Model Summary
Source: Own based on SPSS data, 2019.

In addition, in the table of the summary of the model, the significance of the selected model can be seen, which is significant at 99%, that is; Sig. 0.003, indicates that there is a significant linear relationship between the variables. The standard error of the estimate is low which has a value of 1.02175; therefore, the larger the fit in the model, the error in the estimate will be smaller. For its part, the Durbin-Watson value is 1,546, which indicates that the model has positive self-correlation; In other words, the null hypothesis that the variables are not autocorrelated is accepted. For a significance level of 1%, the values that are in the range between 1.50 and 2.50 are considered to be positively correlated. With these results it can be deduced that the variables are associated or linearly related in the population from which the sample comes, that the model does not have auto-correlation problems and the adjustment of the model according to the statistical results is moderate.

Linear regression coefficients

The IVF is 3,758, lower than the value of 5 established by Petter et al., (2007) and lower than 10 established by Diamantopoulos and Siguaw (2006); therefore, adhering to this rule, the absence of multicollinearity in the model can be confirmed and that each variable contributes significant information to the analysis. The least squares equation of this investigation was as follows:

$$Y=\beta o+\beta_1 X1L+\beta_2 X2L-\beta_3 X3L+\mu$$

$$Y=.700+0.159EcoL+0.161SocL-0.205MaL+\mu$$
$$(t=3.155)\ (t=3.625)\ (t=-4.336)$$

Consequently, and according to the equation, it is observed that an increase in each of the independent variables will also generate a positive impact on financial performance, according to the results of the standardized coefficients it can be observed that the variable that contributes the most to a change in the Y (financial performance), is the independent variable social dimension moderated by legitimacy with a value of β = 0.666, therefore it is considered the variable with the greatest weight in the model, followed by the variable economic dimension moderate with a typified beta of β = 0.620 and finally the moderate environmental dimension which is highly significant and has an opposite effect on the model by reflecting a negative sign.

On the other hand, the t tests and their critical levels serve to contrast the null hypothesis, the significance values generally less than 0.05 indicate that the null hypothesis should be rejected. Therefore, for this investigation, the null hypothesis is rejected because for the three independent variables there is a 95% confidence level, so it is assumed that the variables are statistically different from zero.

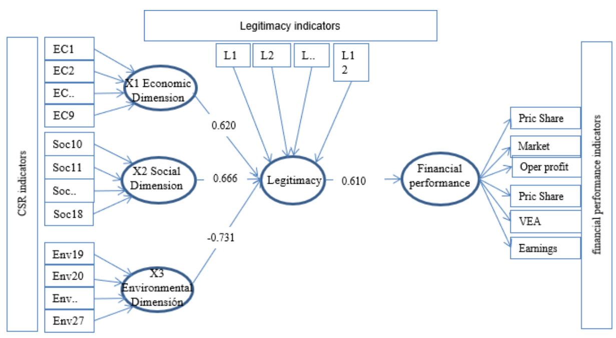

Figure 2 Statistical model
Source: Own elaboration, 2019. Based on the results of the SPSS application.

Once the descriptive and statistical analyzes were carried out, the results were obtained that allow presenting the following set of conclusions about the results of the operating hypotheses.

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Hypothesis	β	Sig.	Result
H1: The economic dimension of Corporate Social Responsibility moderated by legitimacy has a positive impact on the financial performance of Mexican public companies.	β = .620	0.003	Accepted
H2: The social dimension of Corporate Social Responsibility moderated by legitimacy has a positive impact on the financial performance of Mexican public companies.	β =.666	0.001	Accepted
H3: The environmental dimension of Corporate Social Responsibility moderated by legitimacy has a positive impact on the financial performance of Mexican public companies.	β =-.731	0.000	Not accepted

Table 5 Operational hypotheses
Source: Own elaboration based on the results of the multiple linear regression model, 2019

Acknowledgments

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Conclusions

This research work arises from a questioning derived from the imprecision that is had about the impact that Corporate Social Responsibility has left on the financial performance of public companies in Mexico and the legitimacy of these actions.

Hypotheses 1 and 2 were tested and accepted according to the expected results and based on the theories showing a positive relationship to the moderating effect. Hypothesis 3 was not accepted, a negative relationship between the environmental dimension of CSR moderated by legitimacy and financial performance is an unexpected result in this research, therefore a negative relationship is concluded between the environmental dimension of social responsibility of companies. Mexican companies listed on the Mexican Stock Exchange are moderated by their legitimacy and financial performance.

Through the model, the hypothesis is tested by demonstrating that legitimacy if it moderates the effect of CSR on financial performance and that said effect is positive in the economic and social dimensions, but not in the environmental dimension.

The general objective of the research was to identify the elements of CSR in its three dimensions (economic, social and environmental) that lead to legitimize the social actions of Mexican public companies to improve financial performance through indicators (Price per share, Share performance, Operating income, Operating cash flow, Economic Value Added (EVA), Earnings per Share), according to the results obtained in the investigation, it can be concluded that the objective set was met.

The greatest contribution of this thesis to the literature is the contribution of a valid and reliable scale to measure the legitimacy of the social actions of companies in its three dimensions (pragmatic, moral and cognitive). It is important to note that legitimacy can be understood in different ways, which is why it was essential to develop a questionnaire based on the literature for this variable, from which 12 items were adapted to the particularity of this research. There is relatively recent empirical work on the issue of legitimacy, however valid and reliable scales appropriate for research for this purpose are still scarce.

For future research, it is possible to work on an instrument that allows the validation of the interviewee's responses, on this occasion three control questions were handled to verify that the interviewee was aware of their responses and to be able to take a position, even so it was necessary to eliminate two questionnaires due to atypical data in the control questions and one due to missing data, therefore, it is possible to work on alternative questionnaires applied to a strategically identified stakeholder that gives validity to the answers.

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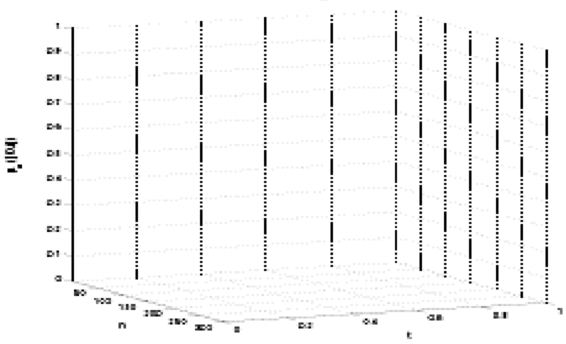

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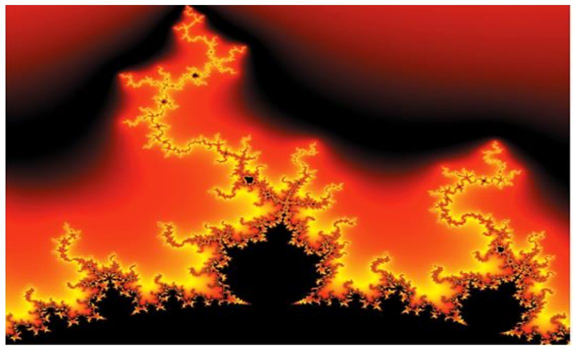

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