

How to measure competitiveness in magic towns?

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Introduction

There are several efforts made by different agencies and institutions to measure the competitiveness of a country, whether at the international or local level. Such is the case of the tourism competitiveness agendas promoted by the federal SECTUR in Mexico, the Tourism Competitiveness Index of the Mexican States developed by the Tecnológico de Monterrey, or the Evaluation of the performance of tourist destinations within the framework of the agreements of Coordination in the field of reallocation of resources proposed by the Universidad Anáhuac and the Institute of Tourism Competitiveness of SECTUR.

However, these initiatives have been isolated, that is, each organization has measured the competitiveness under particular guidelines without reaching an agreement on the indicators that help to balance competitiveness in such a way that not only serves internally but also together compare with other countries in tourism. The present work shows an effort to analyze and adapt the aforementioned models to the particularities of three destinations named as part of the Magic Towns Program (PPM). The result obtained is an exhaustive and coherent approach to the use of different competitiveness models to make homogeneous measurements in destinations with different characteristics.

Metodology

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The present work shows an effort to analyze and adapt the aforementioned models to the particularities of three destinations named as part of the Magic Towns Program (PPM). The result obtained is an exhaustive and coherent approach to the use of different competitiveness models to make homogeneous measurements in destinations with different characteristics. The formulation of the questions was made based on an analysis of the operability of variables of the key concepts, which are competitiveness, CATD model, CRR model and WEF model, understanding what each variable refers to is an approximation of the form of Measure and evaluate the development in the target studied.

The purpose of the use of snowball sampling was to identify suitable subjects to provide accurate information on the subject of interest on the recommendation of subject number one, the recommended ones should have similarity of characteristics, including knowledge, mastery of the subject And that it be considered, like the first one, as a main actor in the development of the activity to investigate. This type of research is limited to a small group, therefore, the selected subjects should be those considered as the main ones in the area of interest.

Theoretical framework

Since its inception in 2001, the Magic Towns program as a public policy of the federal SECTUR has emerged as a development tool for sites with a tourist vocation. Thus, the localities included in the program do not escape the competitive dynamics of activity anywhere in the world.

In order to contribute to the measurement of tourism competitiveness, work has been carried out such as the Agendas of Tourism Competitiveness in Mexico, the study of Coordination Agreements on Resource Reassignment (CCRR) and the Competitiveness Index of the World Economic Forum international level. However, efforts to generate models that fit the particular reality of the Magic Towns program have been insufficient.

In this way, it is crucial to review the implications of competitiveness and the main studies and methodologies for their measurement in the tourism sector at local, national and international level.

Competitiveness and tourism

The development of tourism had a marked increase in the 50's, thanks to the increase in purchasing power and leisure time; which generated new needs and demands on the part of society. On the other hand, thanks to the scientific and technological advances that characterized the Enlightenment, important developments were generated in terms of transportation, allowing the start of mass travel (Soneiro, 2011).

According to the World Tourism Organization (2015), tourism growth has experienced expansion of destinations around the world, which has made it a key sector for socio-economic progress, through vacancies in companies, income generation for the export and execution of infrastructures. Thus tourism plays an important role in the world economy reflected in the balance of payments, income of foreign exchange, generation of jobs, investments, among others. But at the local level, tourism is characterized by generating and maintaining a value-production chain that benefits not only those directly involved in the industry but also the whole destination.

Wall (1982) defines this activity as the temporary movement of people, for periods of less than one year, to destinations outside the place of residence and work, as well as the execution of activities undertaken during the trip and the facilities created for meet the needs of tourists.

In this way, tourism is made up of four fundamental elements: consumer demand; The offer of products, services and organizations in the tourist experience; The geographic space defined as all that physical base where the encounter between supply and demand occurs; And finally the market operators identified as companies and intermediary organizations between supply and demand. The dynamics of these elements will determine the success of the destination in the reach of its objectives and therefore its level of competitiveness (Daniel, 2012).

Competitiveness has been a concept that has crystallized over the years as a fundamental element for the success of any industry and country. This is demonstrated in the first references as Adam Smith, who in his work "The Nature and Cause of the Wealth of Nations" emphasizes the importance for a nation to produce at low cost, assuming that the free market would efficiently help That the production of one country could meet the needs of others (González & Mendieta, 2009). On the other hand, David Ricardo in González & Mendieta (2009) after analyzing the conditions by which a country would be able to import goods still producing at low cost; Publishes in his book "Principles of Political Economy" the theory of comparative advantages, which is based on identifying the differences in the conditions of production of the countries, as well as on the possession of differentiated factors of production.

Until then, the aspects of competitiveness had not exceeded the criticisms that stood out as a self-destructive element, individualistic in nature and deeply dependent on economic growth; it is up to the works of Michael Porter that competitiveness takes on a useful and for the first time dynamic connotation. It should be mentioned that the concept of competitiveness has been approached from a variety of approaches and perspectives depending on factors as peculiar as the geographical, political, temporal, social, cultural or demographic context, to mention a few.

Given this scenario, a consensus is inferred that an economy is competitive as long as it shows an economic system capable of supplying and supplying its domestic market, as well as exporting goods and services.

In 1994, Esser proposes that competitiveness arises from "a complex and dynamic interaction pattern between the State, companies, intermediary institutions and the organizational capacity of a society", suggesting that competitiveness is achieved when a set of systems Act in the synergy necessary to reach high levels in the established indicators.

With the orientation towards companies as a unit of analysis, Bordas (1993) defines competitiveness as the ability of an industry to achieve the objectives that has been raised above the average of the sector of reference but sustainably; In other words, competitiveness is the ability to obtain a higher than average return on investment, in a reasonable way and with the capacity to do so with low environmental and social costs.

With respect to competitiveness among countries, Krugman in González & Mendieta (2009) emphasizes the role played by the business sector, stating that the decisive factors for the competitiveness of a nation are internal to the companies that compose it and not external, These factors cannot be affected in the short term if there is an adequate economic policy; That is to say, the competitiveness of a nation is sustained almost exclusively by the performance of each of its economic units as a whole.

For Porter (1991) there is a key element of a country's competitiveness: productivity. This author states that competitiveness is not part of a process of inheritance, but is created and can be maintained through the ability of the industrial sector of each country to adopt technological innovations that have a direct impact on productivity; Reason why the essence of the competitiveness of a country will be in its disposition to invest in technological innovation. In this way, the study of competitiveness in tourism planning, provides valuable information to know the capabilities of the territory and determine which can be positioned as real competitive advantages.

The relevance of the competitiveness of a destination will depend on its capacity, innovation and improvement, that is, on the generation of competitive advantages in the sector.

The objectives of competitiveness in the tourism sector are focused on promoting the generation, maintenance and growth of destinations through the coordination of the representatives of companies, government, society and academia (Aquino, 2012).

The measurement of tourism competitiveness in the world has been governed by the following general indicators such as prices, human factor, infrastructure, environment, technology, human factor in the tourism industry, opening and social development (Puccio, 2008). Competitiveness being a pressing aspect in any tourist destination, the analysis of its factors allows the support of tourism planning and management activities, thus reducing the uncertainty of the future development of the place.

In this regard, Ritchie and Cruch (1999) affirm that in the tourism sector, competitiveness is defined as the ability of a country to create added value and thus increase welfare through the management of advantages and processes, attractive, And proximity, integrating the relationships between them in an economic and social model. In this sense, Ejerque (2005) emphasizes that the added value of tourism products allows to sustain local resources and maintain their market position with respect to their competitors.

On the other hand, Daniel (2012) refers that tourist destinations and their competitiveness are established according to the attractiveness they possess, their management, organization, information and efficiency.

Thus, in order to determine and measure the aspects that influence the competitiveness of destinations, there have been methodologies such as the "Agendas of competitiveness of tourist destinations" proposed by the Mexican government; The study of the Anahuac University on Coordination Agreements on Resource Reassignment (CCRR); And the Travel & Tourism Competitiveness Index published by the World Economic Forum.

Competitiveness Agendas for Tourist Destinations

In 2013, it was proposed to develop the Competitiveness Agenda for Tourism Destinations (CATD), whose purpose was to evaluate the current and actual situation of the destinations, taking their shortcomings as the starting point for undertaking a program of actions. The competitiveness tool is understood as the diagnostic tool for analyzing the situation of the main tourist destinations in the country (SECTUR, 2014), but in turn it is consolidated as a tool that constitutes a solid base of planning in contemplating the necessary elements For the sustainable tourism development of one's own destiny.

In addition, the CATD becomes an auxiliary tool in the comparison of contrasts between the different destinations of the country and thus understand the behavior of the variables of the competitiveness of each locality.

In this way, 44 destinations were chosen with the highest revenue from tourist activities, a higher rate of national and international visitors, among other points that highlight them.

In order to establish the methodology, it was necessary to establish a steering committee formed by the Tourism Secretary (SECTUR), the Fondo Nacional de Promoción Turística (FONATUR), the Consejo de Promoción Turística de México (CPTM) and the Centro de Estudios Avanzados de Turismo (CESTUR), coordinated by the undersecretaries of operation with the intention of enriching the methodology and that the vision of the topics was broad, considering all topics of sustainable local tourism development. However, a key element for the achievement of the objectives was the involvement of the authorities, as well as of the state governments with the cooperation of the federal (SECTUR 2014). To ensure the quality of the research, the participation of multiple higher education institutions was requested.

The methodology for the CATD was based on theories of competitiveness and sustainability as well as the particular characteristics of the respective destinations (SECTUR 2014). For the measurement of competitiveness, the CATD took as its basis nine indicators that include a list of more than one hundred variables related to the evaluation of competitiveness. These indicators are as follows:

1. Tourist offer
2. Democratization of tourism productivity
3. Tourism sustainability
4. Training and certification
5. Accessibility and Infrastructure (Facilities and services)
6. Patrimonial Security and Fiscal
7. Promotion and Trade
8. Destination Management
9. ICT and Tourist Information

Travel and tourism competitiveness report

The World Economic Forum (WEF) is one of the institutions specialized in assessing competitiveness among nations. In addition, the WEF is responsible for a number of annual publications, including the Global Competitiveness Report, the Global Information Technology Report, the Global Gender Gap Report, and the Global Enabling Trade Report. Publishes the Travel & Tourism Competitiveness Report (TTCI) with the objective of providing a comprehensive strategic tool to measure "the set of factors and policies that allow the sustainable development of the travel and tourism sector, which in turn contributes to the development and the competitiveness of a country "(The Travel & Tourism Competitiveness Report 2015).

By providing detailed assessments of the travel and tourism environments of countries around the world, the results can be used by all stakeholders to work together to improve the competitiveness of the industry in their national economies, thus contributing to growth and prosperity national. It also allows countries to track their progress over time in the different measured areas.

Coordination Agreements on Resource Reassignment

At present, the tourism activity is assumed as a significant opportunity to promote local development in the destinations, so that have been configured public policies that promote their diversification and consolidation in developing countries. These initiatives aim to promote the development of the activity from three perspectives: conservation of cultural heritage, environmental preservation and improvement of living conditions of local populations.

Among its primary objectives, the Secretary of Tourism (2007) has considered contributing to the consolidation and strengthening of the country's tourist destinations by increasing the competitiveness of the national tourism supply, thus guiding efforts to achieve an increase in tourist flows, their stay and average expenditure. Since 2003, the SECTUR has contributed to the Federative Entities for the development of high-impact tourism projects through Coordination Agreements on Resource Reassignment (CCRR).

The CCRR intends to develop a deep and systematic evaluation scheme in order to maximize the results of the public expenditure and, therefore, of the Secretary of Tourism. In this way, its main objective is to establish clear rules for reallocation of resources to the states with equity and transparency, as well as to promote actions aimed at strengthening the competitiveness of tourist destinations. However, given the lack of elements that will determine the effectiveness of the program, through the support of the Sectoral Fund, the Universidad Anáhuac carried out the study entitled "Evaluation of the performance of tourism destinations within the framework of Coordination Agreements on Reassignment of Resources."The tourism destination performance evaluation model consists of seven sub-indicesIn order to carry out the reallocation of resources, two aspects must be taken into account:

1. The tourism performance that the destination has had in recent years.
2. The stage tourism development in which is the destination.

Under these criteria four types of destinations are suggested:

- The first group of destinations are those that are in the stage of stagnation but are destinations with a high IDT and also with low populations.
- The second group where it should be supported are high-level RTD development destinations that are generally populations with more than 100,000 inhabitants but less than 1 million.

- The third group consists of destinations where the marginal impact is very low since they have very high or very low RTD and are also in stages of consolidation or stagnation, so there must be a very careful selection in the projects they wish to carry out.
- Finally, the fourth group is the destinations that do not have a high RTD but are also in the stagnation stage. For these destinations it is urgent to verify the strategic vision of the destination. It is necessary to identify the true potentialities of the destination and to redefine whether tourism should be the scheme to be followed for the generation of economic development.

Magic Towns Program

The utility of establishing a tourism competitiveness measurement system that is useful both internally and externally, reflects the need to focus the indicators according to the characteristics of the destinations in the country. In this way, the present work covers the theme of Magic Towns as the platform that joins 111 tourist destinations in Mexico with similar characteristics and that are susceptible and necessary to subject to measurement in terms of competitiveness.

The Magic Towns Program (PPM) emerged as an initiative of the federal government in 2001 in collaboration with various government agencies and state and municipal governments, such as the UNWTO, the Instituto Nacional de Estadística, Geografía e Informática (INEGI), the Instituto Nacional de Ecología (INE) and the Naciones Unidas (UN); With the aim of diversifying the country's tourism offer as well as providing a sustainable development tool for regions with a high historical, cultural and natural value and whose population is interested in seeing tourism as a development option.

The foregoing derives from the national objectives of making tourism an activity that contributes to raise the welfare levels of the receiving population, maintain and increase employment, promote and make profitable investment, as well as strengthen and optimize the rational use of resources And natural and cultural attractions with the basic action of all the actors of the society.

In this way, the aim is to enhance the small and medium-sized towns with a series of buildings, festivities, cultural traditions, gastronomic, that is, an imaginary environment that could be attractive for tourists.

This program contributes to revalue a set of populations of the country that have always been in the collective imagination of the nation as a whole and represent fresh and different alternatives for national and foreign visitors, directed to picturesque Towns that are characterized by meeting some requirements related to its natural wealth and culture. In this sense, the Magic towns program is a public policy that seeks to develop the various tourism potential of Mexico (SECTUR 2016).

In this context, a Magical town is defined as "a locality with symbolic attributes, legends, history, transcendent facts, everyday life, magic that emanates from each of its socio-cultural manifestations, and which today represent a great opportunity for Tourist use "(SECTUR, 2016).

In order for a locality to be a candidate to join this program, it is necessary to have a set of differentiated tourist attractions, in addition it must approve a rigorous administrative protocol called Rules of Operation. A town called Magic town must contain historical or contemporary architectural elements, emblematic buildings, traditions, handicraft production, traditional cuisine and, above all, that have a tourist destination of support within a radius of influence no greater than an hour away Federation Official, Magic Towns Program, 2015).

In addition, these populations must have important and specific characteristics, such as:

- To have a base population of 20,000 inhabitants and be located at a distance not exceeding 200 km, or the equivalent of 2 hours of travel by land from a consolidated tourist destination or a population considered as an issuing market.
- You must apply for incorporation through the municipal and state authorities in order to carry out a formal process.
- Civil society must have a petition for incorporation.
- Community participation strategies should be developed.
- Have plans for cultural development, environmental protection, tourism plan, among others.
- Design and implement a commercial reordering program, especially for the problems of informal commerce.
- To have a symbolic tourist attraction as a reference.
- Possess a variety of tourism products to offer tourists.
- Have a vernacular or twentieth century architecture with emblematic buildings.
- Preserve and promote intangible heritage as festivals and representative traditions
- Significant local artisanal production.
- Maintain a traditional cuisine in its original context.
- Have tourist services and intermediate level accommodation as a minimum requirement.
- Health and Public Safety Services.
- Have an inventory or declaration of heritage: historical monuments, real estate or other.

Once some of the requirements that SECTUR have been identified for consideration as PM, an evaluation and subsequent decision on incorporation into the program are made. In case the verdict is favorable, the guidelines set forth in the rules of operation of the program in question must be respected. The localities that achieve the appointment will receive training in an induction workshop to the Magic Towns Program and a Planning and Management workshop for Municipal Tourism Development.

The SECTUR has named in 2016, Magic Town to 111 populations in all the Mexican territory. The environment of each one varies from the marked influence of the indigenous past, the legacy of the old Spanish colonial empire, the preservation of secular and ancestral traditions, and important places of historical events in the life of Mexico. The present work focuses on three Magic towns that were constituted as object of study when applying the methodologies of measurement of the competitiveness mentioned above.

Development

The development focuses on three Magic towns that were constituted as object of study in applying the methodologies of measurement of competitiveness mentioned above.

Tequisquiapan study case

A review of the place and the analysis is presented with the methodology of Competitiveness Agendas.

Review of Tequisquiapan, Qro

Tequisquiapan is a city located in the southeast of the State of Querétaro, named Magic Towns as of 2012. Its territory comprises 343.6 square kilometers, which translates as 2.3% of the state's surface. Its population is estimated at 54, 929 inhabitants (CPTM, 2016). The city was founded in 1551 by royal credentials of Charles V, endorsed by the Viceroy of New Spain Don Luis de Velasco and made by Don Nicolas de San Luis Montañez.

It emerged with the name of Santa Maria de la Asunción and the Aguas Calientes, much of its population was of indigenous origin, this is reflected in the architecture that denotes the uses of local materials with simplicity and harmony, although also manifest designs Colonial and cobbled streets. In 1656 it changes its name to Tequisquiapan, the origin is Nahuatl and means place of waters and tequesquites, it makes reference to the traditional thermal waters of Querétaro (SECTUR, 2016).

This place, since pre-Hispanic times, has enjoyed a special recognition for a unique attraction, the springs of hot springs, and although it has to be pumped from the subsoil to be able to reach the spas and hotels, it continues to be an element that attracts tourists. It also has attractions such as temperate climate, squares and streets of colonial style, the local crafts, balloon flights, and enjoy a privileged geographical location, as it is the starting point for the Wine and Cheese Route, which, together with the thermal waters, forms the motive for its integration into the Magic Towns Program.

On October 10, 2016, the Federal Government announced, through the SECTUR, the appointment Tequisquiapan would receive upon joining the list of Magic Towns, the fourth locality belonging to this program of the State of Querétaro and the number forty Three at a national level, ensuring an annual income, from federal resources, destined to the development of infrastructure and tourist programs.

To enter into the consideration of Magic Towns it is necessary to demonstrate that the elements mentioned above are in the description of the PPM, a special element that is part of the life and culture of Tequisquiapan is the Route of Wine and Cheese, despite Be a strong enough element to be considered as unique account with more tourist attractions that diversify the image of Tequisquiapan. Among its main attractions can be listed the following:

- Parish of St. Mary of the Assumption.
- Miguel Hidalgo Square.
- La Pila Park.
- Parade ground.
- Monument to the Geographical Center of the Country.
- Opal Mine.
- Museum of Cheese and Wine.
- Vineyards the Round.
- Finca Sala Vivé by Freixenet.
- Cheeses Go.
- Market of the Rod and the Wicker.
- Museum of the Canasta.
- Mexico Museum Loves Me Another important element is the events that take place throughout the year, have become iconic and representative of the time in which they are carried out. The main events are as follows:
 - Festival 100 Mexican Wines, in March.
 - Cheese and Wine Fair, last weekend in May.
 - Harvest Festivals in July.
 - Christmas Concert at Finca Sala Vivé, early December.

Tequisquiapan using methodology Competitiveness Agenda Tourism (CATD)

With the intention of obtaining objective results, results of the theoretical and practical basis are tied with an interpretation analysis. The flagship product of Tequisquiapan is the Route of Wine and Cheese, which is part of the identity of the place and is very representative, in addition that a whole culture has been created around it, however, it is not the only thing that is offered, When arriving at a diversification of products considering the routes of art, adventure, hot springs, music fairs and so on, it can cover a larger market, seek not to be limited with just one identity.

Therefore, it is suggested to complement the point of attention of wine and cheese, seeking a renewal of attractive products that can be equally profitable. An essential part to which the local population is entitled is to receive social, cultural and economic benefits for the development of tourist activities in their usual place, what is perceived economically is the most quantifiable and notorious in the distribution. Certainly, a high percentage of the population of Tequisquiapan participates directly and indirectly in tourist activities, by affirmations of the interviewed actors, we obtain the data that is more than 70% are those that are developed in this industry, but for the same affirmations Found that they are engaged in less rewarding activities by being bellboys, waiters, maids, receptionists, tourist guides, taxi drivers, street vendors and handicraft traders, leaving the most paid positions to non-local people.

The data obtained by the research is that more than 50% of the owners of the main tourist businesses (hotels, restaurants and tour operators) originate in Mexico City and more than 25% are from Santiago de Querétaro and the same percentages are they are reflected in the managerial or managerial positions of the same organizations. The remaining 20% is divided between some local and other originating from places in the interior of the Republic, keeping the local community in minority, being that in the ideal scenario they should be the ones that occupy the largest percentage.

Therefore, it is correct that the majority of the population is benefited by the tourist activity, that there is distribution of the goods and that there are jobs for them, however, the distribution is not equitable so the development can be improved.

Analyzing from another angle the benefits obtained is cultural exchange, it is more complicated to be able to make comparisons or measurements of this by not having a quantifiable measure, but the important thing to mention is the mutual benefit obtained by both tourists and service providers. This is an important factor for globalization and trade, in addition to enriching both cultures.

An important element is the legal framework under which the measures of protection, care and maintenance of the place are governed, trying to minimize the negative effects of the intervention of the visitors. Tequisquiapan, offering different types of destinations, requires specific regulations for each one, it has natural places, places like the vineyards and the part of the center that is distinguished by its architecture and colonial style, of the three previous ones that needs a greater care is The vineyard, in Mexico there are only four regions where wine is produced, one is Tequisquiapan, so it is indispensable to take care of the quality of the product and all production processes.

In natural areas where adventure activities do not require such precise care of the activities to be carried out, although it is necessary to have a control of the way in which they are carried out, besides taking care that the natural spaces are not affected. In this case any ecological regulation can be applied in the applicable by the nature of the same.

Regarding conservation measures for the area of the center, there is an agreed regulation but not with legal bases that make it mandatory, such as the use of advertisements and posters painted and not making use of plastic elements that are harmful to the environment, The form of operation reducing the amount of waste generated, among others; Even so, 100% of establishments comply with this regulation, equally all inhabitants cooperate in maintenance, ensuring that streets, sidewalks and green areas are always clean. Thus, it presents a clear advantage with the moral fulfillment of the citizens, but does not exempt that a legal base is always better to guarantee enforcement.

As in the previous cases, there is a lack of specific regulations for the situation of Tequisquiapan, in any of its areas, and although similar senses are occupied in other destinations and Magic Towns, it is always necessary to be guided by local regulations that consider all the unique aspects.

Regarding the preparation of human resources, it is specified that it is an indispensable factor for the success of any company, destination or Magic Towns; It is recognized the need to have well-trained and qualified personnel, in the case of Tequisquiapan it is observed that the service providers lack a correct preparation and have opportunities of improvement in many aspects, as with the certifications since the knowledge that they have referent To the service they acquire by observation, it is true that in general opinion they offer a good service, although they are based more on the friendly and warm treatment to the professional theoretical questions.

An important factor is that people of greater preparation choose not to engage in tourism activities, despite being the most common practice, this percentage of the population decides to work in sectors of industry and others, taking advantage of its proximity, this 30% Moved daily to work in San Juan del Rio and Santiago de Querétaro, the decision is encouraged by the lack of work well paid and suitable for professionals. 70% of the population that dedicates to the tourist activities are people who lack of a professional preparation, their level of studies is low, in the majority of the cases, therefore they can not aspire to have positions of greater hierarchy.

As a consequence of the above, there is a situation of bilateral responsibility, since, because they do not have well-trained and qualified personnel, the owners of tourist companies decide to hire personnel that are not local for managerial and managerial positions, in contrast, people Locals who do have a correct preparation choose to work in different places and activities, taking away the opportunity of internal promotion to employees of low ranks.

On the subject of preparation, from another perspective, it is important to mention that not only employees are properly trained, certifications of services and facilities are equally relevant, it is a way to ensure that the services and products offered to the Tourist are of quality and that there is an established standard with which they must comply. Federal distinctions are applied equally and with the same validity in this Magic Town as are the H, M and Crystal.

Regarding the accessibility issue, it was found to be limited since there is only one way to get there and by land, the closest places (Mexico City, Mexico State and Santiago de Querétaro) are the main emitters of Tourists, a factor that influences this is that there are direct trips in the respective bus stations to Tequisquiapan, its price is accessible and the service is good. Not having direct trips from other cities is more complicated access, it is viable to arrive by own car, but for those who travel from far away can be a very long journey. One option that many visitors find is that they travel from their place of origin to Mexico City or Santiago de Querétaro, either by land or by plane and from here depart to Tequisquiapan, it is a long trip and for those who belong to the market Captive it can be difficult to take this choice.

The decision that must be taken is to increase the number of places that have direct trips, increase the capacity of the local bus station and thus bring the connectivity of Tequisquiapan with other destinations that are not only the nearest.

Speaking of hotel supply, it was agreed that since 2014 there has not been a formal study that counts service establishments (hotels and restaurants) and the capacity they have, one reason why they have not done so is that No major investment or expansion increases have been recorded, even though it is necessary to have a control to know the real situation of the Magic Town, that is why the figures given by the interviewees vary, coinciding that they are more than 1,000 (Thousand) quarters, based on the previous data and considering a projection of zero growth without arriving at a correct data.

Likewise, it is not necessary to corroborate that the same hotels that were in operation in the year 2014 continue to operate and continue with the same capacity, this is a vital fact to be able to consider the previous information as valid for a base and pending updating.

This, in the same way, serves as control of the inclusion of accommodation establishments and corroborate that each one complies with the measures and norms prepared by the government of Tequisquiapan, as well as the corresponding dependencies at the federal level, otherwise it can not be guaranteed The fulfillment of these.

With the supply of food establishments a similar situation occurs, they mention that they have an approximate record of 100 restaurants, however, this amount has not been verified since 2014, also mention that a problem to have a control over these is the trade Informal and that the Tequisquiapan program, the force of the transformation, was not effective in trying to register all the informal sellers, both crafts, food and others. It presents a good variety and a good number of restaurants, it is only necessary to maintain a better control to take care of the quality and to know the situation of Tequisquiapan in general terms.

In the area of property and fiscal security, two positions are taken. In the first one, concerning property security, you need to know the elements that make up your identity, which are wine and cheese. The next thing is to state the form in Which protects this heritage, it has already been mentioned that the quality of products is taken care of as the processes for their elaboration, from the protection of the wine fields and the stables where the raw material is obtained, until the last process where Finished product. Legally there is a vacuum that does not oblige cheese and wine companies to protect the identity of Tequisquiapan, they are only guided by the general regulation of companies that produce edible and alcoholic beverages, however, it is recognized that this maintains the quality of Products, and in fact it is not pertinent to create norms in favor of identity since there is no denomination of origin that is in between. In the area of fiscal security, it is guaranteed that all service providers that are registered are required by law to comply with their tax obligations as stipulated in the Fiscal Code of the Federation, however, as a state rule is determined the collection Of a special tax for development of tourist activity that is 5% of the total, is applicable to services in restaurants, bars, cafes, hotels, inns, inns, travel agencies, tour operators, and all those who develop activities Of a similar nature. Here is clearly a specification in local obligations as it is handled by most of the states of the Republic.

With regard to the promotion campaigns were very clear the explanations and the process to which they must comply to execute the concrete in the campaigns. Planning is about questioning whether it is being carried out strategically and if it is correct, comparing the places where most campaigns against the places of origin of tourists take place, with the intention of understanding the real effect On the consumer public and to know if it is more feasible to start campaigns in another part of the Republic or even to think about international campaigns, to be able to do this, several deep market studies are needed in which the place that Tequisquiapan occupies in The mind of the tourists belonging to the captive market and the latent markets.

In the trade topics are positive comments, since more than 60% of all products are produced, distributed and marketed by local people who perceive direct benefits, another point in favor is that these products have a competitive price and is no longer Low to its cost of elaboration, which reflects a greater benefit to not having losses. It is a vital part of the economic activity of Tequisquiapan, complementary to the tourist activity and the cultural exchange, giving to know the local artistic and artisan work, is one of the most common ways in which the local population can interact directly with the tourists and with industry. Hardly any other place can have such a wide offer of local products that is an advantage for the development of self-sustaining tourism and the development of the area.

An essential issue for the development and correct operation is the application of information technologies to the services offered. According to data obtained, more than 70% of tourists arrive with reservations, travel packages, tours and other services already established via internet that 70% prefer to make use of facilities that provide wireless connection, either in the place of lodging, Restaurants and transportation units.

It is here that reflects the importance of being part of these technologies, if you do not have a form of Internet contact and are not offered these connectivity services to the tourist, is similar to the establishment does not operate and covering only To 30% of tourists who do not pay attention to these details are translated in very low numbers, without considering that the percentage of those who prefer the connectivity facilities is increasing, fortunately the Magic Town takes it in a correct way and more 80% of the hotels are registered in pages and search engines of reservations.

A complicated situation for Tequisquiapan is its development in investment in the last eight years, the last major investment period was 2000 to 2008, in this time contrary to presenting a growth have been depleted investors. Most of the investments are national, occupying between 95% and 99% the rest is foreign investment, which, like the national, has not increased in this time. There may be several reasons that have affected this situation, the ease of starting a business, the growth of the Magic Town market or the low yields obtained, despite this reasoning, the interviewed actors mention that the returns have not been affected, Which remains a profitable destination, but with the potential to grow.

The market that has captive is the national and coming from the closest states, according to the expansion planning is to reach the North American market, the United States and Canada being the main emitters of tourists to the Mexican Republic, in order to achieve this need to improve and To change multiple situations, such as the training of service providers, since as an indispensable requirement should be asked to master the English language, also establishments must be prepared to act before the scene of receiving foreign tourists.

Another market to be embraced is that of those who are looking for adventure, already offer the products and services oriented in this, the current demand is low since few know this new image, so the promotional campaigns must begin To be focused on the new products that has Tequisquiapan without depositing the Wine and Cheese Route, but with an emphasis on the new offer, product diversification must be made known.

An important situation is the one that has arisen lately with the incidents that occurred on the Mexico - Querétaro highway, acts of violence that have given a negative image and as a result has been under the influx of tourists from Mexico City, this being the place of origin Of 60% of the usual tourists. In the information obtained mention that there is no decisive factor affecting the tourism industry, but the interaction of various factors does affect greatly, despite that it is argued that insecurity is one of the most important to make a destination A success or a failure, that is why authorities must work to ensure the safety of tourists, service providers work on what they offer and local governments in maintaining legal bases that ensure the physical and moral integrity of visitors.

In the themes of competition between tourist actors, it is mentioned that, although there is no relevant growth, they have identified the types of tourists arriving in Tequisquiapan and based on that, they have innovated their services and products focusing on a specific target, reaching The variations of the same service, like the lodging, there are big hotels that offer the conventional services, there are boutique hotels that offer a more personalized service, a small hotel, a special treatment and especially the attention to the tastes of the guest, of equal There are hostels that are focused on backpackers who do not have a high budget, look for adventure and generate experiences.

With similar food establishments, there are restaurants with formal and elegant dishes, bar restaurants that offer a more festive atmosphere and a less formal label, informal establishments that generate experiences different from the previous two and more.

It is thus that diversifications of the same service have been used, seeking to fully satisfy the tourists and that the competition between actors is not aggressive.

Tequila study case, Jal

In this section, a review of the magic town and the analysis of the CCRR methodology.

Tequila Review, Jal

Tequila is located in the center of the state of Jalisco, slightly to the west, at the coordinates 20 25 '00' 'at 21° 12' 30 " north latitude and 103° 36 '00' 'at 104° 03' 30 " West with heights of between 700 and 2,900 meters above sea level. The main economic sectors are agriculture and livestock in which the local crops of maize, maguey, mezcal and sorghum are highlighted, as well as the cattle breeding of meat and milk. The main activity is the manufacture of tequila; As well as the elaboration of barrels, barrels and amphorae made from oak and pigskin.

The tequila industry is the main economic source in the municipality; According to the years, the companies that inaugurated the elaboration and distribution of tequila, such as: "La Riojeña", founded in 1795, "El Tigre" (today La Constancia) founded in 1923; Distiller of the West (today "Tequila D'Reyes") founded in 1840; Perseverance (today Tequila Sauza), have been the triggers that the industry, is named World Heritage and which has given world renown to tequila.

Tequila is the "place where it is cut" or "place of tributes", or for acquiring some of its oldest traditions, as well as its handicrafts produced in the municipality allude to the agave and the production of tequila. In 2003, Tequila received the label of Pueblos Mágico, whose purpose was centered on the renovation of the urban image of the Tequila center and the creation of infrastructure for the provision of services.

This appointment was driven by the efforts of a small group of business owners who are the most important company in the Mexican tequila industry, interested in taking advantage of the federal program as a way to promote tequila as a historical and cultural legacy of the country. Between 2003 and 2005, the three levels of government contributed 16.5 million pesos. Between 2006 and 2008, another 70 million pesos were available, both by the state and by UNESCO, since in 2006 the agavero landscape and the old tequila facilities became part of the cultural heritage of mankind (Hernández, 2009).

Case of Magic Town Tequila, Jal. Using the methodology of Coordination Agreements on Resource Reassignment (CCRR)

One of the most relevant objectives in applied research, which supports this work, was the tourism destination performance evaluation model, based on the CCRR methodology, which is made up of seven subscripts of tourism performance: 1) Sub-index of conditions for tourism in the destination, 2) Strategic planning and sustainability, 3) Operation, 4) Results, 5) Satisfaction, 6) Governance and 7) Security. Each of the mentioned sub-indices are broken down, according to their characteristic, according to the first subscript which are the conditions for tourism in the destination, takes into account the components of destination characteristics, supply, promotion capacity and tourist vocation .

In which it is stated that Tequila has the necessary conditions to develop itself as a competitive Magical Town, but without proper monitoring it prevents the great potential that the locality has. As for Strategic Planning and Sustainability, it is worth mentioning that tequila exists innovation and technology, but sustainability is one of the most worrying components within the locality, since the division of capital and projects are consumed by the private sector. According to the Director of Tourism in the municipality, said about the existence of applications for smart phones, which will be called "Smart City Tequila" or "Smart Destination" in which the first application will be based on offering the tourist National and foreign, the ease of knowing all the services of a city, immediate information, of tourist interest.

That stimulates the commerce and generates value for the citizen and in this way the private and public institutions, will be able to know what the affluence Of tourists in the attractions presented in the application. While in the mobile application of "Smart Destination". Its objective is to boost tourism in the province, so that tourists or visitors, have the option to organize their trip through the web and on the mobile device. It is considered two of the most innovative strategies to make Tequila, located in a competitive destination.

Operation at destination, according to tourist aspects, is effective, but not yet efficient, due to the lack of training, as well as adequate or assigned personnel to perform this sector. According to the results, the destination has interventions of the private sector in most of the locality, which makes that Tequila, is dependent of the Industries.

Governance in Tequila, is based on the majority of the private sector, since the lack of synergy in decision making, causes that the results of the strategies are not given. Security in Tequila is efficient in its entirety, making the town one of the quietest in the state of Jalisco. It is vital to mention, that outside the dates of cultural events, at the end of the year, at night there is little supply for entertainment.

Since the appointment of Magic Towns has grown 100% of restaurants and hotels and there is currently an increase of companies dedicated to tourism; In terms of emigration, figures have fallen, since all the public services are already available.

Loreto case study, BCS

Here, the review of Loreto, BCS and its analysis with the methodology WEF.

Loreto Review, BCS

Another municipality that is part of the Pueblos Mágicos Program, since 2002, is Loreto, located in Baja California Sur. This municipality is distinguished for being a cultural tourist destination located 151 km from Ciudad Constitución and 361 km. Of City of La Paz. Due to its geographical location, Loreto has a humid and hot climate with an average temperature of 24 °C.

The location and characteristics of this locality, is ideal for tourism development. Loreto has extensions of beaches, areas in natural state, as well as a cultural wealth; among its main destinations are: Mission of Our Lady of Loreto Concha, Museum of Jesuit Missions, Cuevas Pintas and La Pingüica, Loreto Bay National Park.

Loreto has emerged as one of the main tourist destinations in the north of the country as it has valuable natural resources as well as cultural distinctive of the Mexican environment. Loreto was the center of the Jesuit and Spanish culture during the colonization, so it has a vast wealth of cultural attractions.

The wealth that Loreto demonstrates is not only appreciated in its main destinations but also in the flora and fauna that surrounds the Magic Town, example of it is National Marine Park of Loreto, that protects 2,065 km². In 1996 residents of the town and The Nature Conservancy, a non-profit organization, joined forces to form a National Marine Park, in order to shelter the ecosystems of the five existing islands.

From North to South you will find Coronado Island, Danzante Island, Monserrat Island and the oldest, Isla Catalina. The strange forms of the terrain demonstrate the geological past, formed by the union of the tectonic plates, the Islands remain where the mountains sank in the sea, while others rose like volcanoes.

Since the appointment of Loreto, BCS 2012 as a magic town, the National Fund for Tourism Promotion (FONATUR) has sought to guide the future of the destination towards new trends in the global tourism market, aimed at the nautical, health and golf segments, as well as Attract ecological tourism for the greater use of the natural resources of the area.

Its natural market is made up of tourist flows from Mexico, the United States, Canada and Europe, and highlights two important holiday seasons in the year: from November to February and from March to September.

The essence of each country is reflected by the culture that each region has according to their beliefs and lifestyle. As in the rest of the country, Loreto counts on diverse festivities and events that are celebrated during the course of the year where one can appreciate the culture that surrounds to this Magical Town; The most representative are: Festival of the Jesuit Missions, Festivities of the Foundation of Loreto, State Fishing Tournament Gobernador Cup, Loreto 400 and Festivities of the Virgin of Loreto. Loreto has three main access routes: by air (Aéreo Calafate, Alaska Airlines Loreto International Airport, by land (Transpeninsular) and finally, it is possible to arrive by sea to Puerto Loreto.

Case of town Mágico Loreto, BCS. Using the methodology of the World Economic Forum (WEF)

The main objective of The Travel and Tourism Report 2015 is to measure the positive and negative factors that influence the development of tourist activity with the purpose of making information available to entrepreneurs looking to bet on the tourism sector and investing in the development of Business within the destination.

The analysis made to the answers obtained by the key players of the industry, show the limitations that the destination has and that avoid the boom of the tourist activity from its appointment as Magic Towns.

The first limitation that was found is the lack of air connectivity in the place, which prevents a greater flow of tourists due to the difficulty to reach Loreto; Currently there are two airlines that go directly to Loreto, Aéreo Calafia; Regional airline that goes from La Paz to Loreto from Loreto to Tijuana and vice versa, to get to Loreto it is necessary to make a stopover in La Paz where the next flight will be taken to Loreto. And the second airline is Alaska Airlines, it goes from Canada to Loreto. In 2014 Aeroméxico suspended the flight connecting with Los Angeles, Culiacan and Mexico City, key players say that the reasons were diverse but the main one was the lack of existing demand; was considered the flight that fed the most tourism to Loreto.

Some of the actors interviewed mentioned that during the promotional fairs of Magic Towns, tourists are interested in visiting the destination but knowing the way to move and the time it takes to get to the place, they decide not to visit the Magic Town, that is to say, Which becomes a problem to grow the destination within the tourism industry. Another limitation is the lack of access to specialized human resources, people who have an important position do not have the knowledge and expertise to be the head of companies or institutions in the tourism sector, to such a degree that they speak poorly of the rest of The key players.

The same owners and managers of the companies take drastic measures and provide the training to its collaborators to improve the quality in the service as well as the specialization in 40 different areas. Few are the collaborators trained to 100% to give a good service to the tourists, nevertheless the lack of dominion of another language affects the competitiveness of the destiny and gold therefore the demand of the products and services of the destiny.

When interviewing the key players, 50% of them showed a lack of knowledge about the industry, as they did not have the technical expertise to take on the position they now occupy, and as a consequence they can not properly direct companies and institutions and This way the tourist industry is affected by the lack of strategies to increase the potential of Loreto. Aerial connectivity and the non-specialized human resource already mentioned are the main problems for the adequate development of the tourist industry, adding the limitations described in the results. According to the WEF in the results obtained in the measurement of the tourism competitiveness indexes, they found four key findings in the hand of an additional quantitative and qualitative analysis.

First, the T & T industry continues to grow rapidly. Second, new trends are emerging, and the countries with the best TTCI results are the ones best equipped to capture the opportunities they bring. Third, the development of the T & T sector offers growth opportunities for all countries, regardless of their wealth, and offers employment opportunities at all skill levels. And finally, the development of the travel and tourism industry is complex, requires interministerial coordination (international and public-private partnerships).

However, given a microeconomic (regional) approach, to the previous analysis the growth that the tourism industry is having is due to the characteristics with which Mexico counts, considering that each destination is the foundation of the nation, each magic town Has the potential to take the tourist industry to the top and surpass the rest of the nations that lead this sector.

The results in the TTCI show that the countries that have the most equipment are the ones that better capture the opportunities that the industry entails but according to 17% of the interviewed actors affirm that the threats or weaknesses must be transformed into opportunities using the resources belonging. If the weaknesses that each Magic Town has become opportunities, they will have greater advantage that benefits the people that make up the destination. In order to achieve all of the above in addition to the natural qualities, it is necessary to strategize and coordinate the tourism sector through collective work by the key actors of industry and public-private institutions.

It should be considered that although the Travel and Tourism sector is growing faster globally than many other sectors, seven ongoing transformations can have significant implications if they are not addressed in an appropriate and timely manner, and if it affects Mexico, affects all Magic Towns: Administrative barriers; The potential generated by the growth of the travel and tourism sector is being hampered by visa practices and border controls. According to a UNWTO study, the proportion of global travelers applying for a visa has declined from 77% in 2008 to 62% in 2014 (UNWTO, 2014). However, much more could be done.

It is logical that there is a regulation for the regulation of entry and exit of people but the incorrect application of these avoid generating greater economic output. The WEF research estimates that the elimination of bilateral travel visas would increase more than three times the flow of travel between countries. In fact, improved visa processes alone could generate an estimated \$ 89 billion in additional international tourism revenues and an additional 2.6 million jobs by 2016 (WTO, 2013). Perceptions of instability; the diversity of social phenomena that generate disturbances and alter the security of a nation influence the tourist flow.

Whatever the root cause, the impact on the affected destination is the same: a decrease in the number of tourists and an increase in income, which may be temporary but nonetheless significant. In times of high risk, the natural instinct of nation-states is to reevaluate their borders and immigration policies. However, closing borders is not a viable solution as it will not solve security challenges and lead to further major economic losses. However, it is known that the perceptions of insecurity do not only affect where they arise, but also affect the nation in general, which affects the destinies belonging to it. The key is to generate the necessary levels of collaboration between international institutions, governments and the private sector to increase security for tourists.

Difficulties in attracting the best talent; the travel and tourism industry is one of the largest employers in the world, with enormous potential for creating new jobs. The travel and tourism industry expects to employ 338 million people by 2023. However, the industry has a hard time attracting the best talent, both for technical and managerial positions.

According to the WTTC, the total global impact of talent gaps could cost the global economy about 14 million jobs and a loss of \$ 630 billion of GDP. Changes in the composition of tourist demand; the industry will have to adapt to the needs of new travelers (such as milenials and senior travelers) to avoid failure, as these will define business strategies. The industry has to generate strategies to meet the demands and needs of these groups as they look for totally different experiences. Environmental impact; Passenger air traffic is expected to increase by 31% by 2017, with environmental implications including a projected 20% increase in energy demand. 43 The increase in the tourism sector can also affect local destinations through increased waste, water use and possible deterioration of cultural and world heritage sites.

International organizations and institutions, including ICAO, IATA, UNWTO, WTTC, ITP and Forum - have brought together industry leaders to promote dialogue on these issues and help establish industry standards and objectives (TTCI, 2015). Investments in infrastructures; while the tourism industry is growing strongly, infrastructure investments (development of airports, roads and railways, and communication technologies) are lagging behind, leading to significant bottlenecks. The lack of investment affects in greater impact than other transformations since it is considered fundamental for the development of tourist activity in the first instance.

The public and private sectors, including airlines and airports, need to create strategies that integrate infrastructure, investment, regulation, sustainability, security if they believe they will continue to maintain and even have a growth in the sector, synergy is needed in all processes.

New technologies and innovations; New technologies and innovations, such as GPS-enabled smartphones and growing reliance on online transactions, are reshaping parts of the travel and tourism industry by requiring businesses to rethink the way they deliver services.

In this transformation is reflected the ability of each company to react to changes that the external environment generates and that are outside its control, but that have to adapt to not be left out. It is clear that new technologies and innovations are revolutionizing the industry in an unexpected way. The transformations mentioned are important aspects for the industry since everything that a change or growth is good or does not generate should be considered. Likewise, an environment of uncertainty is replaced by actions to be taken in the event of an unexpected phenomenon.

Conclusions

By combining the effort of three case studies, the conclusions drawn by the three separate studies are presented, having at the end a general conclusion that covers the whole picture of the usefulness and importance of these research works.

Tequisquiapan case, Qro

One objective of this research was the evaluation of the program of Competitiveness Agendas of the Mexican Tourist Destinations implementing their indicators to the Magical Town Tequisquiapan to know if they are functional for the nature of a similar destination. The first indicator is the tourist supply, it refers to the measurement of the products and services that maintain their disposition for the consumption of the tourists.

As in every destination whose main activity is tourism, there can be a varied offer, but preserving the elements that are those that give identity to the place, being in this case, the Wine and Cheese Route the star product, besides Additional ones that seek to satisfy the increasing demand in the variety of activities and services. This indicator is applicable to the main destinations as the so-called Magic Towns, since without offer it can not be considered as a tourist place.

Another indicator is the democratization of productivity, it is interested in how the benefits of tourism activities are distributed to the receiving population. This was a topic full of contrasts in the case applied to Tequisquiapan, since the local population does gain benefits, but not those that should, and they are not given the opportunity to increase them by accessing better positions in the local tourist industry. This is a vital factor when it comes to sustainable tourism, which takes care that the local population benefits from being participants. This indicator does not give a completely positive response despite having a complete application to the Magic Town.

The third indicator is sustainability, to what degree the site is sustainable by itself and takes care of its resources to maintain them. In many aspects, it is linked to the previous indicator, with the difference that in the present one considers elements such as the index of work, the activities to which the inhabitants dedicate themselves, how they use local resources not to depend on foreign elements and the benefits Remain among the premises, as well as measures to care for and preserve the tourist attraction and natural areas. Based on the results obtained, it is affirmed that in matters of participation of the premises there are great improvements to be made, however, in the care and maintenance of the attractions and natural resources are carried as expected, in addition to the care that has For preserving the identity of the Magical Town with local elements. Indicator is applicable and is partially accomplished.

The training and certification indicator qualifies both the professional preparation of the tourist actors and the fulfillment of the establishments to be able to receive the corresponding certifications according to the turn. The result of the training of service providers was very low, demonstrating a clear need to implement training programs, this can be a decisive factor to increase tourism and even cover other markets, if not carried out can be a deterrent For the growth and development of the place, despite the potential it may have. Regarding the certifications of the establishments, it was stated that they had the necessary acknowledgments to guarantee that what is offered is of quality, a fact that can make doubt this is that there is no control over the establishments that currently operate in the area of lodging and Restoration, if they are not known what these are and their capacities less can be assured that they are regulated by the established in the required certificates. Training and certification is a vital indicator for any tourist development center, it is applicable to the situation of Tequisquiapan, but does not comply with the request.

The next indicator is accessibility, the ease of being able to arrive at the Magic Town. Being a smaller place than the most important destinations in Mexico it is normal to find the situation that only has a route, mainly by land, if you want to arrive by air you must first get to Santiago de Querétaro and then you can Take a direct trip to Tequisquiapan as this does not have an airport, but it does have a bus terminus. The advantage that can be taken is to increase the direct trips from different points of the Republic, although the main tourist-sending cities are already covered. The indicator is applicable to the Magic Town, although not in the form that was originally proposed, and does comply with the characteristics to consider it competitive.

The sixth indicator refers to infrastructure, specifically to lodging and catering establishments that encompass hotels, boutique hotels, hostels, restaurants, coffee shops, among others. The information provided is not up-to-date, but considering it to be valid, Tequisquiapan has a reduced capacity for tourist reception, a capacity below Mexico's great destinations, but proportional to the current demand it has. This indicator is applicable to every tourist place and is a basic to be able to carry out activities of this nature, Tequisquiapan complies according to its current situation.

Regarding the patrimonial and fiscal security indicator, it was found that there is a state and local regulation for fiscal issues in reference to the development of tourism, a situation that is contrary to the preservation of heritage security, however, there is a commitment Tacit by all inhabitants to maintain, care for and preserve it, despite this is clear the need to create a normative that guarantees the responsibility that the population has put on it. This is an indicator applicable to the reality of Tequisquiapan, in which it complies fairly.

The following indicator refers to the promotion, they mention that the campaigns are carried out with the collaboration of SECTUR Querétaro and CPTM, however, the campaigns that are given the most attention are those of the destinations, mainly the destinations and Consolidated, the campaigns of the Magic Towns have a much smaller diffusion, this influences that tourism is not growing and, on the contrary, is going through a period of stagnation and that there are no new markets interested in the new routes and products that they have developed. Every tourist destination and place needs a good promotion, the indicator is applicable to all, Tequisquiapan complies moderately.

In the trade indicator, there is an interesting perspective of Tequisquiapan, since this activity is where an important part of the inhabitants are developed, it is very important that the products offered be elaborated with the elements of the zone and be processed by Local people, this is a sign that there is interest in reaching the model of sustainable tourism. Since commercial activities are presented with variety, representing a clear benefit to the community and strengthening the identity of the Magic Town, it is affirmed that it complies with the indicator, which is favorably applicable.

In the areas of resource management, natural, economic, technological, cultural and, above all, the human factor are mentioned, which makes it possible for the others to have a value and condition that is suitable for tourism. The management of the elements with which they are counted is indispensable, since it is to manage the resources to maximize the benefits with the minimum damage or expense, if not taken in a proper way can suffer significant losses. Therefore, it is an indication that applies both to destinations and to the Magic Towns, each proportionally to its situation, Tequisquiapan complies with a proper management of its resources having as main idea the use of these seeking its preservation, only in the Human factor are deficiencies and it is because of the lack of interest that has been put in their training.

The last indicator is that corresponding to ICTs, Tequisquiapan service providers have been able to take advantage of these advantages, it is a reality that are necessary to compete in the market of any area and have been applied correctly. Although the incidence of tourists is low, the fact that services are provided via the internet and that connectivity is facilitated is a factor that helps to ensure that it is not lost as a relevant and worthy destination. At present, if these technologies are not available, it is similar to not operating so it is an important indicator when indicating the level of competitiveness, in which Tequisquiapan complies.

Of the eleven indicators contemplated in the agenda of Competitiveness Agendas in Tourist Destinations, the Magical Town Tequisquiapan fully complies with five of them, which are tourism, accessibility, infrastructure, commerce and ICTs. It complies in moderation with four of them, the sustainability, the patrimonial and fiscal security, the promotion and the management of resources. It does not meet two indicators, the democratization of productivity and training and certification.

Based on the above analysis, it is concluded that under the ACDT model, the Tequisquiapan Magic Town has numerous opportunities for growth, and factors in which to improve, identifying and acting on them could change the level of competitiveness to compete with destinations of international recognition as it has the potential. The ACDT program considers nine indicators for the measurement of competitiveness, however these are designed for the characteristics of the main tourist destinations of Mexico.

Which are different in their nature and typology to the Magical Towns, despite these contrasts the indicators Which are considered to be applicable to the Tequisquiapan Magic Town, but it is suggested that instead of nine, the implementation of eleven should be considered when dividing the accessibility and infrastructure segments, since accessibility can also be considered elements such as ease of doing Use of their land routes, the cost of transportation, they do present direct trips and of what type they are, while in the infrastructure the viability of the use of the roads, roads and airports is taken.

Similarly, the promotion and trade indicator is suggested to be considered separately its headings as they are focused on two different meanings and each has relevant information to consider.

Thus, it is possible to study the competitiveness of the Magical Town in greater detail in the relevant factors and not generalizing data that can be decisive in the decision making, reaching the eleven indicators proposed.

Tequila case, Jal

The municipality of Tequila, because of its geographical location and social, cultural, denomination of origin and declared by UNESCO, World Heritage, is inserted within a framework with extensive possibilities to develop a series of productive vocations, especially In tourist matters in which private and public institutions are involved, in order that they may be exploited by and by their inhabitants; However, the municipality must continue to cover the allocation of outstanding resources in social, economic and environmental matters.

Meanwhile, the methodology of Conventions in the Field of Resource Reassignment (CCRR) was executed, based on seven dimensions of tourism performance, and according to the contribution, a pair of dimensions was added, in which its objective was based on topics According to the adaptation of the Magic Towns program, as mentioned above, gathering information can lay the foundations for developing the potential of tourism, thus representing an opportunity for local development.

These sub-indices are listed below: Sub index 1. Determinants of tourist development. It takes into account the components: characteristics of the destination (infrastructure, general services, environment), offer (Recreational equipment and tourist services), promotion and tourist destination vocation. It identifies the tourist attractions, as well as other necessary elements that incentivate the tourist displacement.

Sub-index 2. Strategic planning. It is understood by the scope of the actions of strategic planning at state and municipal level; the objectives, strategies, lines of action and orientation of the administrative process are verified to achieve the goals set by the different institutions for the tourist development of competitiveness in the destination.

Sub-index 3. Sustainability. It is that habitual or social development, which seeks a homogeneity and coherence between the economic growth of the population, as well as the existing social classes and natural resources.

Sub-index 4. CCRR knowledge and impact. It refers to the appropriate degree of management in which the projects of the destination function properly in terms of execution and administration, by local governments under the normative guidelines for their planning and implementation.

Sub-index 5. Business development. It identifies the contribution that private institutions have made to the development of the tourist sector in the locality.

Sub index 6. Investment. Amount of money allocated to the Magic Towns program and its trust in the destination.

Subscript 7. Satisfaction of visitors. It shows the way in which the destination is able to satisfy the value proposition offered to the visitors, incorporating for it several dimensions as the traditional ones of valuation on the perception of the quality of the attractions, the accessibility and the services and also incorporating, the Elements that shape the new approach to the economy of experiences, and whether the destination has instruments that allow it to measure the degree of satisfaction of tourists.

Sub index 8. Involvement of entrepreneurs in tourism. It considers elements that allow to understand the result of the processes of participation of the private sector. The processes and the necessary but not sufficient condition to guarantee the tourist success in order to collaboratively combine the actions promoted from other sectors of society. It incorporates elements from the private sector, and civil society; Involvement of society in the planning and operation of initiatives; Transparency and accountability; Conformation of collaborative networks.

Sub index 9. Security. It implies the perspective of an additional and inherent theme of the tourist reality of the country. It largely functions as a matter of perception that is directly related to travel decisions to many current resorts and that often see it as a transcendental factor for the development of tourism in Mexico.

It is essential to have the knowledge of the conditions in which a tourist destination is, thanks to the application of the classified sub-indexes, which are: Determinants of tourism development, Strategic planning, sustainability, business development, investment and security; It is worth mentioning that they are the basis for the implementation of a base competitiveness index for a program of magical towns, since if these points are followed up and there is a Sectoral Fund, which regulates capitalization to the magic town. In the case of Tequila, just because it is a designation of origin is one of the destinations, that the investment will prosper to be duplicated, if the monitoring is given and the path of access to the destination is modified, only what is due to Implement training in the municipality, for the opportunity to be one of the competitive and sustainable magical Towns.

According to the factors that would generate tourism development in the destination of Tequila, emphasis is given to the access route to the Magic Town, due to the lack of signage, diversions and local transport of quality, make accessibility a factor Raise and carry out, with the support of the State and Federal Government for some SME loans, which will improve the conditions of access to the Municipality 70% is included in the other hand, the evaluation of the destination is inefficient, because of the capital management of the destination, 70% is included to private companies, as far as the social community, implement actions that are only at their possibilities, and Do not Look for ways to transcend and expand into other markets.

The construction of Strategic Planning at the destination is based on the Tourism Development Program of the Tequila Route, which was elaborated by FONATUR, as well as the appointment by UNESCO of the Agavero Landscape as a world heritage Site. Innovation and technology today are based on the applications that destiny has created for its consumption and benefit, as well as its appointment, to be one of the most competitive magical towns.

In terms of sustainability, the existence of several civil associations, working on environmental, cultural and social issues, highlighting the José Cuervo Foundation and the Tequila Route, has demonstrated a development in the expansion of private companies, but the balance of Economy in the municipality, does not reflect that there is sustainable economy in the destination, reason why the actors of the municipality, require to foment the investment of microenterprises for his benefit in the town.

The CCRR operation has not been the best reaction, since many of the interviewed actors did not know that the projects are supported by this type of Sectoral Fund, which has involved a proposal, but without proper monitoring.

The entrepreneurial development within the Magical Town of Tequila is notable for the fact that since it was named Magic Town, the increase in investment by private companies has benefited, as well as hotels and restaurants, in addition to 24 Tequilas, have conditioned facilities to receive tourists, highlighting Mundo Cuervo, Cofradía and Herradura in Amatitlán. As well as the increase of the average expenditure of the tourist and the stay that realizes.

In the evaluation of visitor satisfaction, it is used under a system in which it is the "Survey of the profile of the visitor to the main tourist of Jalisco" and it is compiled by the Secretary of Tourism of Jalisco. Based on Security, the destination does not have problems of insecurity, in which it has prospered by the municipality, creating trainings to the elements of security and assistance to the tourist.

In general terms, it is worth mentioning that the destination of Tequila has Guadalajara as its main market, where it has become a place for cabins, rest and activities linked to nature. The Magic Town Committee is in coordination with businessmen, Municipality and State, and the works have changed the appearance to the center area of the town. This has influenced a large number of companies that offer activities such as hiking, horseback riding, mountain biking, quad biking, zip line, parapet, boats and everything related to nature.

The Magic Towns program can be transformed into a development opportunity in which local actors have the possibility to generate their own benefit in an endogenous way and according to their needs and abilities. However, this program, as well as generating favorable processes for a better quality of life and social welfare, can also create phenomena that detract from the social, political, economic, cultural and environmental structure of the localities or places where the program is exercised. Thus, the success or failure of such a program in a certain locality will depend on the level of citizen participation, the agreements that the municipal authorities carry out with society, the channels of communication proposed and, Terms of sustainable development.

In the case of tourism activity in Tequila, based on the results of consultation, it is argued that the activity is considered important, which affirms that it occupies a relevant position for the population and may present an opportunity for local development. However, despite the fact that Tequila has a number of endemic resources, both natural and cultural, potentially exploitable for tourism purposes, most of the interviewees consider that there is still a lack of actions of various types to be made so that the destination is considered a Sustainable tourism destination.

The interviewed actors consider that the tourism activity in Tequila, exercised through the Magic Towns program is an activity that only benefits a small percentage of people, which integrates merchants and authorities and that the benefits of tourism are far from reaching To the popular masses of the locality; Causing with it, phenomena of discontent and dissociation. Therefore, tourism, exercised with responsibility and social sense, can represent an opportunity for local development, which encourages and encourages the improvement of the quality of life of the inhabitants; at the same time, if the necessary consensus is not generated among the actors involved, risks can be generated for the same receiving population, such as the so-called Magic Towns.

Although the tourist activity in Tequila is currently fluid, most of the actors consider that the entrepreneurship activity of new micro, small and medium enterprises can contribute to the economic and social development of the place. While it is true that Tequila can be considered an article of consumption, they can also promote economic recovery and reinforcement of values, for which it would be necessary to reverse the policy until now, i.e., tourism is put at the service of localities Recipients, for the benefit of the local population first and after the other actors.

The practice of sustainable tourism in the local context is a way of promoting development in this space, it can represent an upward and continuous change with that of transforming the environment with the purpose of development which, necessarily, is accompanied by continuous economic growth equitable, Stable and participatory as the basis and result of the changes that enhance social solidarity, justice, quality of life and rational use of local resources scarce local.

Local development does not depend only on economic or external factors, but also implies strengthening the values of identity and territorial belonging, fostering the spirit of citizenship and cooperation, since only in this way is the identity of the locality or of the territory of Therefore, it will be difficult to promote a process of local development if we start from a citizen's indifference towards local resources and potentialities.

It is worth mentioning that despite the strengths, there are weaknesses in the destination, which is the insufficient diversity of tourist products to offer the visitor, even though there are different tourist attractions, in some cases, it has not been possible to develop Sites or activities that promote the increase in the stay and average spending of visitors and convert them from visitors to tourists.

However, among the various elements that have already been analyzed in the vocation component, gastronomy is of great importance and very rich in the magical town, as well as its particular food, which in this case is the virote, which contributes to give it Potential to the destination.

According to the model of tourism performance, indicates that the attractions have really low ratings and are in an area that becomes an opportunity for improvement to impact satisfaction in the magic town. Regarding lodging, food and excursions, these are highly evaluated in terms of performance, i.e. visitors are satisfied with the service, however do not generate the appropriate impact on satisfaction and this can be explained because perhaps the experiences or experiences that lived in the destination. This is in agreement with the deficiencies in some services of support for the tourist development, between the services mentioned are bureaux de change, automatic tellers, cellular telephones and parking lots; All relevant aspects to ensure that the stay at the destination by the visitor is as satisfactory as possible.

The experience in the magic town is the fundamental element to impact the tourist performance. Visitors consider that Tequila is efficient as a magical town, which is explained in the experience that was lived.

On the other hand, in the magic town is not clear the direct instance that should be in charge of the administration of the CCRR. There is a lack of competition on the part of the directors of tourism, to know and to exercise the resources, and even the registration mechanisms still are not realized in computer systems.

Information on the effects of tourism and the use of the resources of the CCRR, it is noticed that the information is not systematized and sometimes causes the municipal presidents to ignore it and even the instances or personnel that they designate for the management of the tourism.

The choice and project decisions are directly led by the magical towns' committee, in addition the people of the community are closer in decision making.

However, in this case the committee does not work efficiently, since it is important to take care of the involvement of society and service providers in the decision and planning of projects carried out with the resources of the CCRR, since in this case decisions are made by the private sector and rarely consider municipal authorities.

The perception of insecurity is considered safe in the magic town. The main area of opportunity of the magic town, turns out to be the urbanization of its urban centers, since there is no use of the resources in the tourist activity.

According to the implementation of the municipal regulatory framework, it is necessary to allow the establishment of an objective image for the destination, to ensure a moderately acceptable performance, and a comprehensive management of resources.

The municipal urban development plan or program (PMDU), the municipal tourism development plan and the social development sector program, which will contain the growth of the urban spot, guide tourism development and the use of land. It will ensure that the consumption and distribution of goods and services will be within the limits of residence of the destination and its environment.

The integration of sustainable tourism committees is needed to promote and ensure the integration of a system of indicators, comprehensible for the whole community, to assist in the monitoring of changes, the implementation of tourism activities, the maintenance of Environmental services and not only in the capacity to provide services or installed infrastructure, in addition to actions to achieve environmental certifications (Municipality Clean, Certificate of environmental compliance, clean freshwater natural spa programs, others).

The development of tourist products taking advantage of the cultural and natural attractions of the magic town but also of the tourist sites nearby. They must be regulated by the municipality, magical town's committee and service providers, who must work in coordination to detect and correct deficiencies in tourist support services.

More promotion and publicity is needed at national and international level, consolidating the magic Towns program as one of the most important, using traditional media and the great penetration and influence of the Internet and social networks today. In which the design a plan of promotion and commercialization that includes actions destined to improve the image of the destiny and that promotes that it is destiny safe. The localities with the appointment of magic town, require the necessary attributes to generate tourist flows as they represent new and different alternatives for visitors and that the use of their tourism resources and uniqueness can be detonators of development in the localities.

Loreto case, BCS

In order to know the degree of competitiveness of the destination when compared to the rest of the Magical Towns, certain indicators were selected that were considered primordial for the good development of the tourist activity according to the methodology of the World Economic Forum, "The Travel & Tourism Competitiveness Report 2015 "in the destination, these are: Infrastructure of tourist services, Land and port infrastructure, Aerial connectivity, Environmental sustainability, Information and Communication Technology (ICT) preparation, Human Resources Training, Tourism Vocation .

Loreto, BCS is a destination with high potential for the development of the tourist industry due to its natural, cultural and of course gastronomic wealth. However there are still things to improve.As in all the destinies of the world, the lack of synergy and holism between the key actors related to the sector lead to the stagnation and retraction of these.

As already mentioned, the lack of efficiency of the tourist products and services that the destination offers directly affects the money income of the Magic Town in general.According to an evaluation carried out in previous years by the Universidad Autónoma de Baja California Sur to the companies providing tourism products and services in the destination, overall they obtained an evaluation of 8.7 in efficiency, a good number, but not the one that they are waiting.

As far as ICTs are concerned, they are a good tool for the dissemination and promotion of the destination, although if it is used in the best possible way it does not generate any benefit to the tourist activity, that is why fate must implement better strategies for dissemination And marketing, with the aim of having an increase in the flow of tourists throughout the year and not only in high season, and is possible due to the climate that the destination has.

The tourist vocation is an important part for the development of tourist activity since in this index is where it is reflected the synergy that should be present to generate an optimum tourist use of the territory denude the activity is developed; Loreto has a weak tourist vocation since it is not sought the development of this one.

Sustainability, this index is properly applicable since all involved seek to have an appropriate participation to avoid the loss of resources that the destination has with regulatory standards for the use of them. Innovation and technology are indicators that favor the competitiveness of the destination, as these tourism companies offer quality services and not only satisfy a need, a clear example is the spring Villa del Palmar and used to perform aquatic activities , This as part of the strategies for the increase of tourist demand.

When talking about the port and air infrastructure the destination has a certain limitation since they are not efficient because they are very few flights and only one cruise arrives to the year, one must look for to have a greater offer of services through strategic alliances that contribute to the elimination of the Limiting. A company cannot cannot handle itself, it needs a specialized human resource, Loreto has very few people trained for the development of tourism, in this index is not competitive, it should be a general training for a certain period regardless of hierarchy.

In theory Loreto to be named as Magic Town should have benefits, but the reality is another; to generate competitive advantages fate must be engaged in the constant improvement of the competitiveness indexes to be a competitive destination, all is a process and every process has its time. The lack of support from the government towards the destination is the main generator of retreat, since the destination is very poor and there are no means to generate those missing resources for the development of tourism activity properly.

If the government followed up on what was agreed during the process of naming Loreto as Magic Town, the situation of destiny would be much better; Outside the circuit where tourists congregate to appreciate the tourist attractions, there is hunger and poverty that surrounds the local community since the little or much benefit that Loreto has had since its appointment as a magical town does not reach them; The benefit has only been for the people who have power through the authority that was given to them.

The general problem of all Magic Towns is that the trust assigned by FONATUR is not used properly and is sometimes not even used. In trying to obtain information on this subject, only one of the key actors was aware of the amount that Loreto had to cover with the characteristics that a Magic Town should have, that is, if interested people do not get much less involved it will get progress.

As is evident at the end of the analysis of the three cases presented, it is necessary to observe the particularities of each destination (in this case, destinations with the appointment of the Magic Towns Program), avoiding falling into generalization by applying any of the suggested methodologies if Want to measure their competitiveness. It is necessary to be extremely careful when applying methodologies to measure competitiveness in tourist destinations, as, as can be seen in the case studies presented; It should not be forgotten that if we want to measure, compare and evaluate competitiveness in different destinations, we must consider the necessary adjustments to the models to minimize errors in measurement and comparison as well as discrepancies in data that are not obtainable, obsolete or irrelevant.

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