

TOURISM STRATEGY IN THE SUN TRIANGLE: ANALYSIS WITH THE THEORY BASED ON RESOURCES AND INSTITUTIONAL THEORY

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ABSTRACT

The aim of this paper is to analyze the tourism strategy used in the Triángulo Del Sol (Sun Triangle), Guerrero, by the theories of resources and institutions to generate proposals for their improvement. The methodology used was descriptive and analytical statistical contrasting theories and empirical evidence. In this strategy has been earmarked him large amounts of public resources by the three levels of government, however the results have not been significant. Response is obtained to the research question: Is a failure the strategy used in the Triángulo Del Sol?

KEYWORDS: STRATEGY. RESOURCES THEORY. THEORY OF THE INSTITUTION. TOURIST DECLINE. SUN TRIANGLE.

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INTRODUCTION

In recent years tourism has shown a marked growth trend internationally, becoming for many countries in one of the main economic activities due to the positive impact it has on the development and growth of any nation. The economic sector of tourism has become in recent years in the economic sector of major importance in terms of employment generation, export and stimulates investment and economic growth (Schulte, 2003, p. 8).

This has allowed tourism to be studied by researchers, who emphasize the importance and the benefits it can generate. According to Santana (1967) the impacts generated by tourism can be considered three categories: Economic impact will be based on factors such as wealth creation and distribution, and in hand, costs and produced benefits, and employee work of local or foreign population. Physical or environmental impact and consequences can be generated in the environment due to tourism activities. Finally, it is the cultural and social impact on the lifestyles of the population.

The World Tourism Organization has urged all countries in the world to support and promote the sector. Mexico has been one of the countries following these tips, becoming the ninth country that receives more tourists in the world and 17 in the income from this activity (DATATUR, 2016). The tourism sector is considered as a priority factor for national development because of its high productivity and the ability to create jobs (Meixueiro, 2008, p.1). The tourism share in GDP in México for 2014 was 8.6%, employing 39'541,248 and foreign exchange 16 000 257.9 million (INEGI, 2014).

The current federal government has also proposed the momentum of this sector as one of main objectives of the National Development Plan 2012-2018, having as a purpose the realization of 10 goals in this area, and the respective strategies to be used. The strategies used are ranging from the promotion of tourist destinations to make

diagnoses by universities to identify the main problems of 44 destinations considered the most important in the country.

The Sun Triangle (Triángulo Del Sol) has been one of the tourist destinations where it has been carried out the implementation of these strategies, participating in the three levels of government. In the expenditure budget of the State of Guerrero of 2016 it was assigned 272 billion 240 million 400 pesos (272 mil 240 400 millions) for Secretary of Tourism for the promotion and development of tourism.

BACKGROUND OF THE PROBLEM

Sun Triangle (Triángulo Del Sol), is the most important in the state of Guerrero tourist area. This region consists of the municipalities of Acapulco, Taxco and the duo of Ixtapa-Zihuatanejo. The geographical location of each form what looked like a triangle. They are characterized most days there is sun, hence the nomenclature.

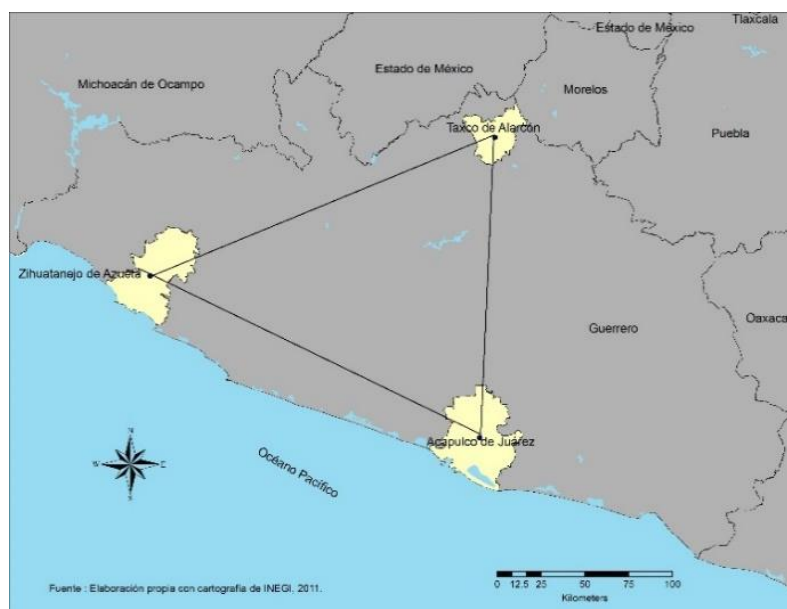


Figure 1: Geographical location of Sun Triangle.
Source: Prepared from mapping INEGI, 2011.

Taxco has been known since the years of viceroyalty, was known for his lofty silver production, and its main economic activity. In 2002 when it was decreed as magical town and tourism it became its second major activity. Ixtapa-Zihuatanejo has just over 40 years after its emergence as a tourist destination. It was created during the years 1970 to 1979 along with Cancun through loan made by the Inter-American Development Bank. Acapulco is the best known of the three tourist destination since the 50s and 70s when it saw a boom in this sector and during the following years was a favorite for tourists at national and international locations.

Triangle Sun reflects a decline in tourism in turn causing economic stagnation in the region. The decline has different explanations by experts on the subject, with some insecurity for the most important factor, since the state of Guerrero has been submerged for the last 10 years in violence following the war on drugs. However this decline came long before violence deepened since Acapulco showed signs of this problem since the late 80s. In addition to the influx of other municipalities was always a lesser extent with respect Acapulco. So the simply sharpens insecurity and made more noticeable the situation was living Triangle del Sol. The tourism decline has generated impacts on the economic impact, employment in the influx of tourists who visit the place, i.e. economic and social impacts.

Some possible factors that could explain this problem of the decline of this region are arising from other tourist destinations, environmental problems with these places, state economic instability and late attention of the authorities (Bringas, 1999). The documents speak together of these municipalities are very few, most focuses on Acapulco being the best known and long-time number one both nationally and internationally. Recently there have been theories that consider that tourism has a life cycle and to some extent explain how some tourist destinations come to decline. One of these theories exposed by Butler (1980) argues that a destination goes through different phases: Exploitation, involvement, development, consolidation, stagnation and decline.

A sharp differentiation between stagnation and tourism decline is that the latter is characterized by a significant reduction in attracting tourists, while stagnating average tourists is perceived, i.e. as if the flow of tourists were constant. In the phase of

decline it is necessary some measures to become attractive destination to be taken. It is here that also it has to take up the idea of seeking other new attractions, renovation or any other means allowing rejuvenate this sector. This theory is widely criticized for its simplicity, but is most often used due to being the most explanatory in terms of destinations.

DELIMITATION OF THE PROBLEM

Despite strong cash injections by the government that has been made to the strategy for promoting these destinations and improvement of infrastructure in each of the municipalities, socio-economic indices have not been favorable.

This situation generates the research question, Is it a failure tourism strategy used by the Sun Triangle?

Mainly because of the infinite amount of resources that have the three municipalities and that according to Peng (2012) the exploitation of these is the development of an effective strategy, while institutions are the "rules of the game" North (1990), where in this case who have carried out the implementation and execution of the strategy.

JUSTIFICATION

The importance of this sector in these municipalities is crucial and is the sector where the three levels of power are focusing. Not getting the expected results could hurt the population, then analyze this issue will avoid this kind of thing or at least propose something to improve the situation.

The relevance of this work allows a view from another perspective, applying theories that are essential when carrying out a strategy, and more of this kind of magnitude, which is not only involved the welfare of the population of the region but also of the national economy. The existing researches on these areas to know the

situation in which diagnoses are mainly found in addition not individually address as a whole.

CONCEPTUAL FRAMEWORK

TOURISM STRATEGY

The strategy is defined as the alignment or direction given to internal resources of an organization to change, lead, adapt and in the worst cases survive the conditions of the environment (Vargas, Guerra, Bojorquez & B. 2014, p. 61). A tourism strategy to be efficient therefore must have the resilience to survive the constant changes, primarily to such a dynamic and competitive market is, and where tourism also tends to be part of them.

Some of the strategies that the government has tried to implement to revive tourism in the country and the state government of Guerrero leads likewise are:

- 1) To strengthen the institutional capacities of the tourism sector.
- 2) To promote intergovernmental coordination in tourism.
- 3) Strengthen mechanisms for cooperation with academia, the private sector and the social sector, for the benefit of tourism.
- 4) Generate information, research and knowledge about the destinations and product lines.
- 5) To promote innovation, diversification and consolidation of tourism by region and destination.
- 6) To promote high quality standards in tourist services.
- 7) To promote the professionalization of service providers.
- 8) Promote a comprehensive security policy
- 9) To facilitate financing and public investment - private

One analysis of the strategies of the National Program of Current Development with the other was performed and it was found that has not changed much strategies.

They are still the same nothing different words, the changes are minimal, the only difference are agreements of professionalization that they have been made to see the current situation in which they find each of the destinations. As in the last 12 years of reports from Guerrero State Government, happened the same situation.

It is noteworthy that in recent years public investment to improve the infrastructure of these municipalities, as well as the promotion and dissemination media of the three destinations has been excessive. During 2013 the Ministry of Tourism destination 25 million pesos to promote tourism destination and during the years of 2012- 2014, 735 million pesos were invested in the state of infrastructure for the three municipalities and in 2016 was allocated 11 million (Universal, 2016).

THEORY OF RESOURCES

This theory emphasizes the use of internal resources and their management, as well as dynamic capabilities that may have (Penrose, 1959). Resources are defined as real or tangible and intangible assets that use a form to choose and implement their strategies. Tangible are those who can see and quantify easily while intangibles are those that are difficult to see quantify (Peng, 2012).

Tangible resources that account Acapulco and Ixtapa-Zihuatanejo municipalities are characterized by beautiful tourist beaches while Taxco by the architectural beauty and its silver production. And the three places have museums, theaters, plazas, bars, nightclubs and other places of social recreation. In the case of financial tangible resources, it can be mentioned the resources allocated by the federal and state government for the whole implication that requires the promotion of these places.

As for intangible assets is the warmth of people who live and serve. In terms of innovation would be the improved infrastructure, unfortunately its reputation for safety is not very good. This has seriously affected the human capital of the population each municipality.

Cancun was positioned as the favorite for vacationers. Resources with which account unlike Ixtapa - Zihuatanejo are more diversified, in addition to beaches and fun

places, it has something that have little the triangle sun, areas so ancient archaeological besides as important as it was the Mayan culture.

Generic strategies in these municipalities have been applicable since although it has not been the price leader has tried used or reduced costs of room and have even signed agreements with airlines to offer cheaper flights. In fact, the prices are below similar destinations; however it has not worked at all this strategy. The differentiation that has tried to do is offer the destinations of Taxco, and Ixtapa Zihuatanejo as one of the ideal destinations for rest and with a natural beauty, but with the events of violence this has had little impact.

As for the approach, due to the re-education of foreign tourists has been promoted or focused on the domestic market, especially offering it mainly with neighboring states of Guerrero state, becoming a place most visited by nationals.

In this study SWOT analysis is no longer applied because the studies found already addressed and what is intended here is to develop something new. It is also analysis that applies in all government reports the state of Guerrero.

INSTITUTIONAL THEORY

To Schutter (1981) an institution is in charge of social behavior that is socially accepted, which in turn creates both internally and external policies. In this theory, also the state of the States plays an important role as they try to reduce uncertainty, in different ways, politically, economically, contracts, transactions, etc.

Doing the analysis with the triangle of the sun it can be seen that the State failed to reduce uncertainty, because politically in the past has been full of tension, first by drug violence and second events in Ayotzinapan, which apart from demonstrate the inefficiency of institutions at all three levels they finished damaging the reputation of the state, considering the most violent in the country. Financially, transaction costs for companies that wanted to invest have not been reduced, which negotiations with that State comes very costly, leading to better not want to invest. It should be mentioned that

is estimated to have closed approximately 1,500 companies by the low profitability in the region, affecting the economy.

The institutions have participated together from all three levels of governments, but apparently there has not been enough to be able to coordinate the linkage, which also affects the implementation of the strategy and therefore dependence that can be successful.

On the other hand a strategic role as mentioned Vargas et al. (2014) is ethics, which unfortunately institutions have failed to deliver, because there have been many irregularities regarding the declaration of the expenditure incurred in the event they do to promote ports as well as the busy nepotism. So little is the ethic that the current manager of the Ministry of Tourism of the state of Guerrero is a layperson, leaving him out of having the experience, but especially the human capital required to have someone in such an important position as he presides. Far from contributing ethics, corruption here is that there is much of the second and the first does not exist.

RESULTS OF THE TOURISM STRATEGY

The economic impact on the Sun Triangle (Triángulo del Sol) in the last years presented an irregular behavior, but above all the notorious descent has had in the last two years, very few recoveries had, in fact if it is looked closely at the graph it can be noted that in the years 2005, 2006 and 2007 it seemed that the spill was increasing but from mid-2007 began its decline and acting more deep in 2015.

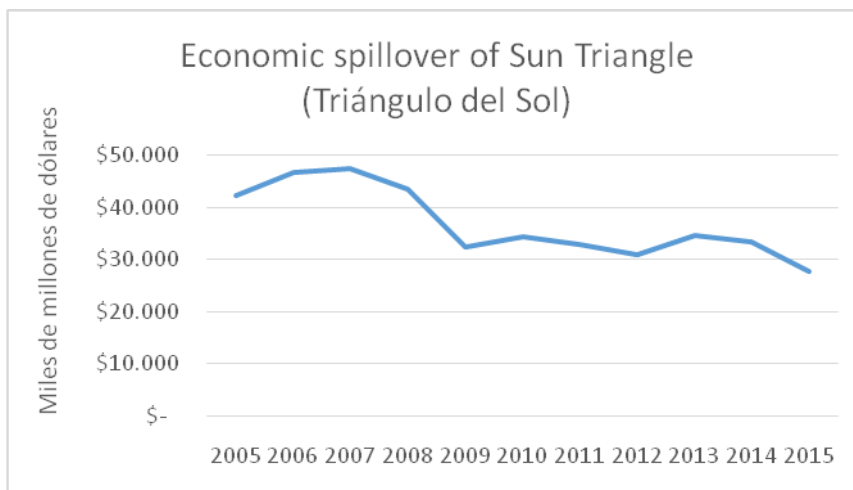


Figure 2: Economic Spillover of Triangle Sun 2000-2015

Source: Own elaboration with reports Guereiro State Government, 2005-2015

On the other hand, the visits have presented different variations. On the one hand recover the other falls again and for 2013 presented its strongest fall recovering already in 2014. It shows that in the period 2007 as the economic benefit it begins to decay, and perhaps the reason why the demand in the last years does not fall as much as tourism is because spending generated by the few tourists generate much spending and this impacts on economic spills.

It is noteworthy that the spill has been offset by events made by the government, as during the holiday season hotel occupancy has not been 100%, just until this year it has recovered; this is said from experience as having the opportunity to visit these places. With economic principles know that by not much tourism, no work will be generated and therefore consumption will also decrease.

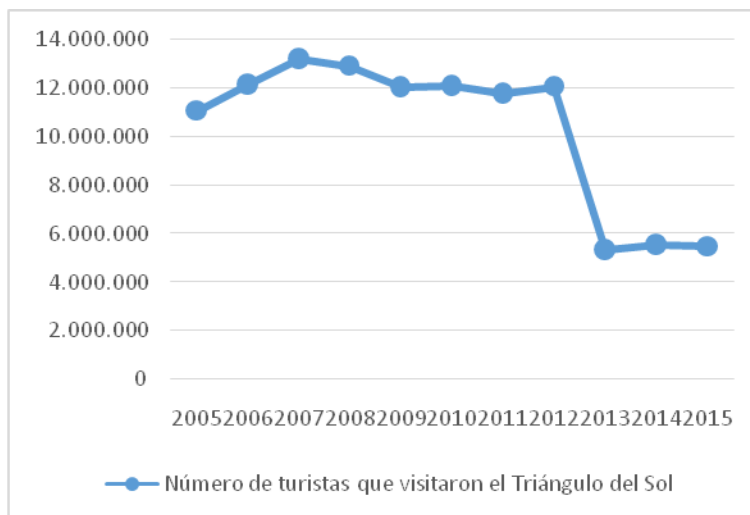


Figure 3: Tourists who visited the Triangle del Sol
Source: Own elaboration with reports from Guerero State Government, 2005-2015

While the graph type of visitors can shows the big gap between domestic and foreign tourists visiting the Sun Triangle, also presenting a very sharp drop in tourists received in the last two years.

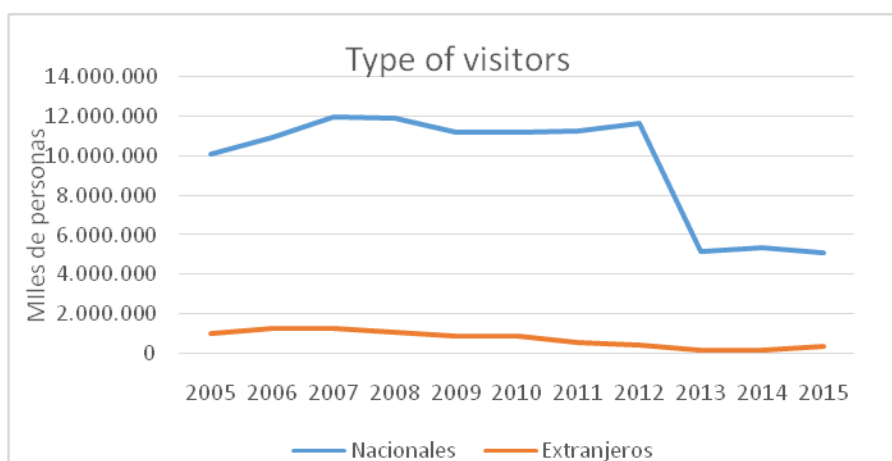


Figure 4: Type of visitors who received the Sun Triangle 2005-2015
Source: Own elaboration with reports from Guerero State Government, 2005-2015

Concerning the work is worth mentioning that many people were left unemployed by the little tourist demand, and in some hotels conditioned workers who

were not fired, more nevertheless determined lower their salary that would have to go down because there was not direct income from which to pay them. Achieve employees not to be fired they could do because most hotels located in Acapulco and Ixtapa are hotel chains distributed throughout the republic and have income from other destinations that could allow them to take this measure.

As for socio-economic indices some data that reflect the situation is presented. It must be precise to say that these data are based on 2010 because it is the latest official statistical information:

Table 1: Socio-economic indicators Sun Triangle, 2010

	Acapulco	Ixtapa-Zihuatanejo	Taxco
Poverty	51.6 %	53.6 %	59.2 %
Educational backwardness	19.2 %	23.2 %	25 %
Health services	39.3 %	31.3 %	36.4 %
Employed population with income up to 2 minimum wages	42.68 %	34.85 %	54.30 %

Source: Own elaboration with data from CONAPO, 2010.

As it can be seen, the results in these areas are not encouraging, indicating the economic situation it is found these three municipalities, product of the tourism decline and its impact on the state economy. For Matthews (1986) institutions affect people in their economic lives, because they are who have both rights and obligations, which ultimately involve them. In this case it can be seen that has economic and social consequences. And state strategy has been little successful. However the conditions are worse, probably here are not looking at other sectors that could be more functional than

this. As Barney (2008) says, it is sometimes necessary to seek value chains, something like different activities to those already made in Guerrero.

CONCLUSIONS

Analyzing the situation and the results, it can be concluded that the tourism strategy used by the Guerrero State Government has really been a failure because it has not produced the desired results. Besides, the population is seriously affected by not being successful. The investment it is making is not balanced neither on economic performance nor much more social.

Although diagnoses have been made to address this problem, the truth is that a diagnosis looks over the issue as it is not hard to dig deeper and find what the real reason that causes this situation is. It is true that insecurity has a very important role for the failure, but more must be acknowledged that the decline appeared much earlier and that the authorities wanted to make decisions when the situation was very serious. Sometimes social problems are health and disease, and when you have a terminal illness very little can be done.

The proposals suggested made are:

- A. Make a thorough analysis of possible factors for this situation.
- B. Find new sectors or economic activities where each of these municipalities could be better.
- C. To participate with several experts not only in economy, tourism, but in other social sciences, sociology, geographers, etc. to allow a broader stage.
- D. Able to carry out tourism as an economic activity is necessary to note that it should allow development (OMT, 2016).

ESTRATEGIA TURÍSTICA EN EL TRIÁNGULO DEL SOL: ANÁLISIS CON LA TEORÍA BASADA EN LOS RECURSOS Y LA TEORÍA DE LA INSTITUCIONALIDAD

RESUMEN

El objetivo de este trabajo es analizar la estrategia turística utilizada en el Triángulo del Sol, Guerrero, mediante las teorías de los recursos y la institucionalidad para generar propuestas a su mejoramiento. La metodología utilizada fue descriptiva y analítica, contrastando las teorías con evidencia estadística y empírica. A esta estrategia se le ha destinado grandes cantidades de recursos públicos por parte de los tres niveles de gobierno, sin embargo los resultados no han sido significativos. Se obtiene respuesta a la pregunta de investigación ¿es un fracaso la estrategia utilizada en el Triángulo del Sol?

PALABRAS CLAVE: ESTRATEGIA. TEORÍA DE LOS RECURSOS. TEORÍA DE LA INSTITUCIÓN. DECLIVE TURÍSTICO. TRIÁNGULO DEL SOL.

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