

Tourism Competitiveness in Mexico: The elements of a More Rational Tourist Policy
Julio Cesar Torres Valdez, Pedro Maldonado Cruz, Andrés E. Miguel Velasco ¹
Postgraduate and Research Division,
Instituto Tecnológico de Oaxaca,
Mexico.

Abstract

In an attempt to explain tourism competitiveness, various models have been developed which have gradually evolved and have been the target of criticism regarding their application and their results. Mexico is a major player in the international tourism industry, although it has fallen in the rankings of the world's most visited countries. It has a wide range of tourist attractions and an influx of visitors which has shown marked fluctuations over time. Tourism in Mexico is made up of destinations, regions, and routes.

The aim of this study was twofold: to assess the competitiveness of Mexican tourist destinations, regions and routes, and to identify, through the use of principal components analysis, the main factors which contribute to the competitiveness of tourism products. A competitiveness indicator representing the comparative and competitive advantages of the tourist regions was drawn up, which was then contrasted with the competitive status of the tourist regions and trends in the numbers of visitors.

Key words: Tourism competitiveness, destination competitiveness, tourism competitiveness index.

Introduction

The World Tourism Organization has stated that the rapid growth in tourist flows of the last few decades is set to continue, thus making tourism the world's number one commercial activity, with a greater number of transactions than either the car or oil industries.

Nowadays tourism is especially important internationally as a source of income, employment and investment. Tourism is seen by governments worldwide as a powerful force in their economies, which has brought about increased competition between countries and tourist destinations. Within the framework of globalization it also means that tourism destinations become more competitive.

¹ Lecturers at the Instituto Tecnológico de Oaxaca, Av. Ing. Victor Bravo Ahuja No. 125, esq. Calzada Instituto Tecnológico, Mexico, CP 68040. Telephone +52 951 51 46921: e-mail, Julio Cesar Torres jcesartv@gmail.com, Pedro Maldonado Cruz permece@gmail.com, Andrés Miguel Velasco andmig56@hotmail.com

Until recently Mexico was the number one tourist destination among developing countries. It is situated next to the world's biggest tourist market, an important factor given the essentially regional nature of tourism. For those areas of Mexico which have little industrial activity tourism represents a great opportunity for regional development and economic wellbeing. Many countries, both developed and developing, have committed themselves to tourism, but have also experienced consequences which could be avoided or mitigated here in Mexico.

In 2005 tourism created 1.88 million direct jobs and employed 6% of the active population (it also accounted for 8% of GDP). These jobs are up to 30% better paid on the labor market (Gómez, 2005:11).

Mexico has implemented a substantial development policy with regard to the promotion and financing of tourism and has invested considerably in these areas. However, there have been very few attempts to evaluate its results.

As a consequence of the increased competition between tourist destinations a new theoretical framework is required, based on the strategic analysis of the competition: Crouch and Ritchie's (2003) conceptual model of destination competitiveness, Dwyer and Kim's model of destination competitiveness (Dwyer and Kim, 2003), and Porter's model (1990), each of which can be applied to a greater or lesser degree to the competitiveness of tourist destinations.

Not wishing to test the better-known theoretical models, but rather preferring to put forward a more suitable model given the prevailing conditions and level of development in Mexico, the decision was made to carry out an empirical analysis of the contributory factors to tourist competitiveness in Mexican tourism.

By adapting a model to establish the competitive position of Mexican cities, the competitive position of the different tourist areas throughout Mexico was arrived at. The competitiveness indicators which were drawn up were then contrasted, as were the competitive positions of the different tourist destinations, routes and regions.

2. Tourist competitiveness

2.1 Competitiveness of a tourist destination

According to the International Institute for Management Development (IMD), the competitiveness of a country should be a source of wealth creation and defines it as the capacity of a country or a business to create proportionally more wealth than its competitors in international markets (Ezeala-Harrison, 2005)

Definitions of competitiveness have both a microeconomic and a macroeconomic meaning. From a macroeconomic perspective, and following the definition provided by the OECD (The World Competitiveness report, 1994:18), it is 'the extent to which a country can, under free and equitable market conditions, produce goods and services

which meet the challenges of the international markets, while simultaneously maintaining and increasing the real income of its citizens in the short- and long term.’ As Garau Taberner explains (2006), for Crouch and Ritchie the competitiveness of a tourism destination is derived from its ability to maximize its characteristics. According to them, for a destination to establish its long-term competitiveness it requires both comparative and competitive advantages. The fact that a destination has a variety of available resources or comparative advantages- mainly natural endowments- is not in itself a sufficient guarantee of the destination’s long-term success. A destination also needs to be able to make good use of its assets. In other words, competitive advantage in tourism implies the ability a destination has to provide added value.

For Dwyer and Kim (2003), ‘the discussion of competitiveness in the general literature has tended to stress competitive advantage (resulting from value-added activities by firms and organizations) while de-emphasizing comparative advantage as a source of international competitiveness. For a tourism destination, comparative advantage would relate to inherited resources such as climate, scenery, flora, fauna etc., while competitive advantage would relate to such created items as the tourism infrastructure (hotels, attractions and transport network), festivals and events, the quality of management, skills of workers, government policy and so on.’

‘Destination competitiveness would appear to be linked to the ability of a destination to deliver goods and services that perform better than other destinations on those aspects of the tourism experience considered to be important by tourists. Dwyer, Forsyth and Rao state that tourism competitiveness is a general concept that encompasses price differentials coupled with exchange rate movements, productivity levels and various components of the tourist industry and qualitative factors affecting the attractiveness or otherwise of a destination. Competitiveness has also been defined as ‘the ability of a destination to maintain its market position and share and/or to improve upon them through time’.²

² See Larry Dwyer and Chulwon Kim, ‘Destination Competitiveness: A Model and Determinants’, <http://fama2.us.es:8080/turismo/turismonet1/economia%20del%20turismo/demanda%20turistica/DESTINATIO%20COMPETITIVENESS%20A%20MODEL%20AND%20DETERMINANTS.PDF>, March 2009.

2.2 Conceptual models of competitiveness and sustainability for tourism destinations

2.2.1 The Ritchie and Crouch conceptual model of competitiveness in tourism destinations

This model is the outcome of research into tourism over the course of more than a decade as a response to growing competition between tourism destinations worldwide, as well as increasingly specific tourist preferences and a growth in product offerings as a response to tourist demand. The model has been evolving since 1993, and was not originally put forward as a predictive or causal model, but rather, as its authors point out, its main aim was to explain (Ritchie and Crouch, 2003:60). The model has evolved in response to attempts to adapt to the changes in the competitive context and to describe an increasingly complex reality.

Quintero Puentes (2004) summarizes the main components of the model:

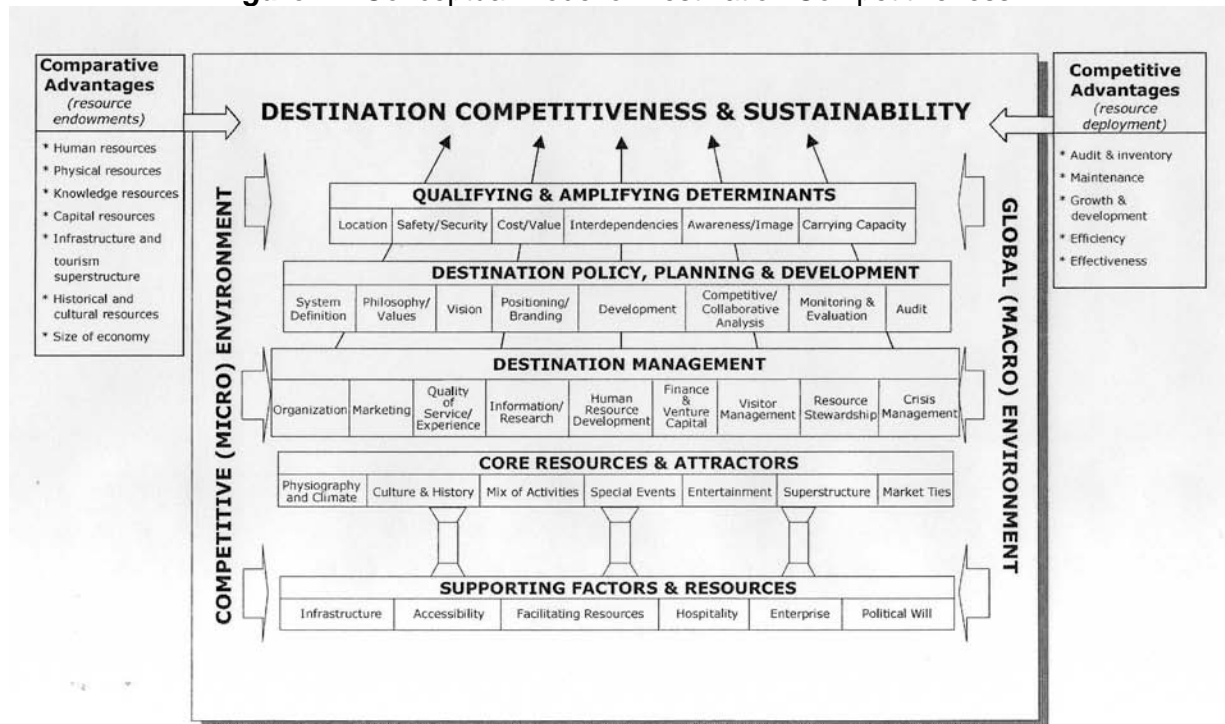
- The attractiveness of the destination: there are a number of factors which are essential in attracting tourists to a destination, such as its physical appearance, culture, events, entertainment and its superstructure. Superstructure refers to the entire group of public and private bodies which regulate, promote and coordinate tourist activity.
- Resources and support factors: infrastructure, accessibility, accommodation and other services provided by businesses.
- Destination management: marketing and management initiatives, organization, capacities, the availability of information systems, human resources, and quality of service. It includes the factors which determine the competitive capacity of a destination and which are external to businesses.
- Policy, planning and development of the destination: this shapes the environment in which tourism is developed and includes the definition of the system, the philosophy and audit, the position and development, as well as the comparative and collaborative analysis, and the follow-up and evaluation.
- Determining factors, constraints and amplifiers: restrictions or factors which have a bearing on the competitive potential of tourism destinations, such as interdependence, safety, creating awareness, image, brand, and value for money.

In addition, Quintero Puentes cites two extra factors which have an influence on the system, namely:

- Competitive environment (at the micro level) : factors which define the immediate domain of the competition, including local actors, residents, employees, media, financial institutions and government departments as part of the tourist system.

- Competitive environment (at the macro level): this brings together global forces such as concern for the environment, demographic trends, the restructuring of the economy, and the interface between technology and human resources. It raises concerns and problems for those tourism destinations who wish to maintain their competitiveness.

Figure 2.1 Conceptual model of Destination Competitiveness

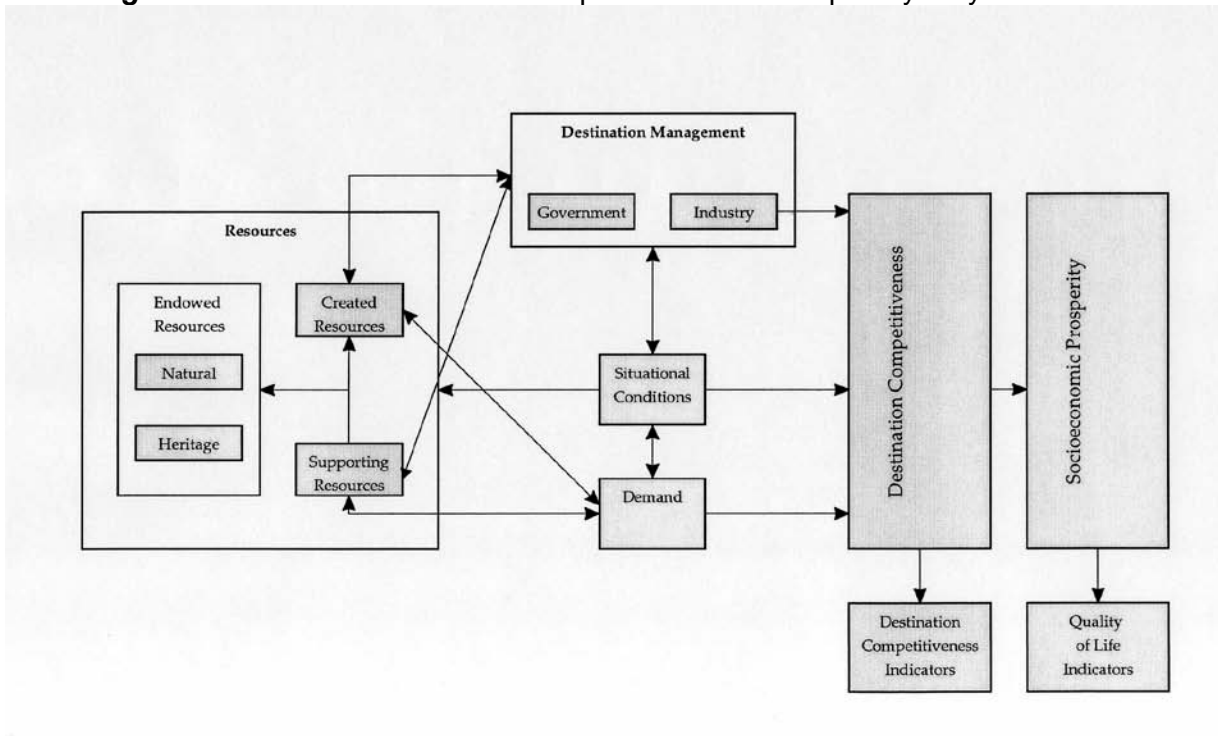


Source: Ritchie and Crouch (2003)

2.2.2 The Dwyer and Kim integrated model of tourism destinations

Following on from the work of Ritchie and Crouch, Dwyer and Kim (2001, 2003) developed a model which has also gradually evolved and which aims for greater integration and the establishment of a more realistic connection between the different factors, thus bringing about a reclassification of the variables. 'They argue that the principal factors contributing to competitiveness will vary amongst destinations, and as such, destinations must take a more tailored approach to enhancing and developing tourist competitiveness, rather than adapting a single universal policy or strategy. Of particular interest is the applicability of destination competitiveness models and the relevance or importance of key competitiveness variables to destinations at different stages of development or evolution' (Wilde and Cox, 2008:2).

Figure 2.2 Model of Destination Competitiveness developed by Dwyer and Kim



Source: Dwyer and Kim (2003)

The determining factors in destination competitiveness according to this model are summarized thus by Flores Ruiz (2006:144-146):

- Inherited resources: these refer to the endogenous resources of the area, including natural resources-physiography, climate, flora and fauna, etc. - and cultural resources, such as history, customs, architecture, music and dance. All of these factors are seen as important in this model, as they need to be attractive in order for destinations to be successful.
- Created resources: within this subgroup five types of factor can be identified:
 - Tourism infrastructure, for example accommodation, food, transport, incoming travel agencies, car hire etc, as well as a wide range of services such as chemists, petrol stations, police and so on.
 - Special events
 - Available sporting and recreational activities
 - Leisure and entertainment-the tourist plays a passive role in the destination (for example the theatre, cinema festivals etc.)

- Shopping: for certain nationalities, such as the Japanese and the Koreans, shopping is one of the most important activities on a tourist trip, and indeed it is very often one of the main reasons for undertaking the trip.
- Complementary factors and resources: if resources and attractions are the main factors which encourage tourists to visit a destination, complementary factors and resources provide the basis for the sustainable competitiveness of tourism destinations. Within this subgroup of factors five types of factor can also be identified:
 - General infrastructure: motorways, airports, bus and train networks, water supplies, telecommunications, electricity network, the financial system, etc.
 - Quality of service: this is essential in order to provide a quality tourism experience, which strengthens the competitive advantage of the destination. There must be a satisfactory balance between quality and price, and it is related to the context in which the tourism experience takes place (the macro-environment). In order to enhance the tourism experience the different organizations in the destination should work together through the formation of a network.
 - Destination accessibility: this is another key factor of tourism competitiveness. Among other things, it includes the granting of visas, airport capacity and transport services.
 - Hospitality: the reception given to tourists is generally agreed to be one of the key social factors which affects the competitiveness of tourist destinations. Examples are the existence of guides and tourist information modules and the friendliness of the local population.
 - Market ties: this category covers all the factors which create ties between destinations and outbound markets, such as commercial relations, migratory flows, culture, shared religion and language, etc.
- Destination management: this group includes those factors which can make resources more attractive and boost the quality and the effectiveness of support factors. In addition, these factors allow tourism destinations to adapt to ongoing situational changes. According to this model, the management of a tourism destination management consists of five activities:
 - Destination marketing management: this category comprises the activities of new product development, price policy as well as the development of suitable distribution channels and product packages. It also includes research and market segmentation activities, as well as the creation of the destination's image. This task should be coordinated by the public and private sector.
 - Destination policy, planning and development: policy should be defined as the series of norms, policies, guidelines, development and promotion of objectives and strategies which taken together make up a model of decision

- implementation (both collective and individual), which influence the tourism development of the destination and the activities which take place there.
- Destination management organization: several branches of government have powers in the area of tourism destination development, and therefore they ought to work together. There are three aspects of destination organization which are particularly important: coordination between the public and private sectors, the provision of information (relating to the actual destination and its environment), and strategy administration and evaluation.
 - Human resources development: these have an important role in increasing the competitiveness of tourism destinations because although competitiveness is based on physical factors, it requires human factors in order to be maximized. Training and skill levels of the human factor make it possible to adapt to the constant changes in the environment, such as technological, organizational and social changes.
 - Environmental management: the management of natural resources, the countryside, the receptiveness of the local population are all key factors in guaranteeing the competitiveness of tourist destinations in the long-term, as it can be stated that product quality in the tourism industry is more closely related to environmental quality than in any other industry.
- Situational conditions: these factors can define the limits or increase the potential of destination competitiveness. They include:
 - Destination location: the destination's geographical position in relation to those of outbound markets becomes an important factor when attracting tourists from these markets.
 - Competitiveness of the microenvironment: this refers to the factors which shape the immediate competitive environment of the tourist industry, in such a way that competition between businesses creates an environment which is favorable towards increased destination competitiveness. In this category we can single out the capacities and resources of firms and organizations in the destination, their strategies and alliances and the immediate competitive environment.
 - Macro environment: tourism is influenced by a wide range of global forces such as economic growth, economic, demographic, technological, sociocultural and political changes and rules and regulations, which for the tourist industry represent in turn both changes and opportunities.
 - Safety: elements such as political instability, crime, terrorism, disease and so forth are all factors with a potentially limiting effect on competitiveness.
 - Prices: the overall cost of the tourist experience is another crucial factor which has a decisive influence on the purchasing decisions made by tourists.
 - Demand conditions: the characteristics of domestic demand will also have an impact on destination competitiveness with regard to their development. At the

same time, different groups of tourists will form different judgments of a destination, so that its competitiveness will depend on the tourist segments which visit it.

2.2.3 Porter's Diamond Model applied to tourism.

Porter's objective is to identify nation's sources of competitive advantage which create the conditions for the international success of its businesses in certain sectors. In order to do this he creates an explicatory model which brings together and organizes the main factors which enable nations and therefore their businesses to be successful in certain economic sub-sectors. This model fits within the theory of structural competitiveness of nations, as it views competitiveness as a complex phenomenon resulting from the interaction of a large number of factors, such as governments, businesses, social agents etc. In this regard this theory aims to be as broad as possible and to integrate many different variables. These are grouped in four broad interrelated categories which form a self-reinforcing system known as a diamond, in which the level of the variables will depend, to a greater or lesser extent, on the levels of the variables in the other groups. In this way the interaction of advantage with many different determinants gives rise to self-reinforcing benefits which are very difficult to eliminate. In addition to these four groups of variables can be added two more, government and causality (Flores Ruiz; 2006:106-107).

The application of this model to tourism is summarized by Alonso Almeida and Martin Castilla as follows: (2009:106)

- Firm strategy, structure and rivalry. The existence of strong industries helps to stimulate increased competitiveness in the sector as a whole. Inter-firm rivalry forces all the firms in the sector to reduce prices, improve quality, design new services and come up with imaginative new strategies to increase market share, as well as promoting a growth strategy.
- Demand conditions. Internal demand can imply a source of competitive advantage in two different cases. The first one arises when this demand puts pressure on businesses to provide more innovative services and to meet high standards of quality: as can be seen this does not depend so much on the size of the demand as on its character. In the second case, it is essential in order to gain an advantage when the needs of domestic consumers anticipate those of consumers in the new foreign markets, thus allowing the firm to steal a march on its rivals.
- Related sectors and auxiliary products. This refers to the presence or absence of suppliers from other sectors that cooperate with or provide services to the reference companies. These suppliers are considered a source of advantage when they provide their services economically and efficiently or as a matter of priority. The existence of networks of suppliers, with whom a special relationship can be established, as well as that of cooperative relationships between sectors

through the effective use of information and infrastructures and a continuous flow of information, among others, can all play a role in boosting the competitive advantage of an industry.

- Factor conditions. The fact that a country or an industry is endowed with relevant factors, such as specialized labor, technological infrastructure and a scientific basis implies the sources of competitive advantages in this sector. It is not so much a question of access to basic factors of production such as labor or basic raw materials which can be easily sourced through a broad strategy or by technological means, but rather of specialized factors which can not be easily imitated by foreign businesses and which can only be created through sustained investment.

The model is an interrelated system in which the effect of each one of the factors being analyzed depends on the situation of the others and on how they mutually reinforce one another. The individual capacity of each factor to create competitive advantages and the strength of the ties between them play a decisive role in competitiveness.

Porter's Diamond Model can be applied at different levels (Alonso Almeida and Martin Castilla, 2009:107):

- At national level. As an instrument of government policy for the creation of policies which allow a country's industries to gain competitive advantages, by fostering the potential of each factor in the model. It is better for countries to provide domestic competition which will help to strengthen them and boost their external competitiveness than to protect their industries from external competition.
- At regional level: in order to analyze the relative competitiveness of the different regions of each country.
- At business level: how national advantages can be used by a country's businesses to create competitive advantages over their foreign competitors.

Flores Ruiz and Garau Taberner (Flores, 2006: 157; Garau Taberner, 2006:3) make the following concluding remarks on explanatory models of competitiveness:

- There is still no complete analysis model for the competitiveness of tourism destinations.
- All such models cover a large number of factors which determine competitiveness, but these are not ranked or weighted according to their significance.
- Many of the factors identified as being crucial for destination competitiveness cannot be applied either because indicators are not available or because they cannot be compared between different destinations.

- The measurement of the competitiveness of a destination is incomplete if it is carried out exclusively from the perspective of supply or demand, which implies the need to construct an indicator which combines both concepts. This enables us to view competitiveness as a subjective concept.
- All of the factors put forward in the models under analysis are interrelated; in such a way that destination competitiveness arises from the synergy between them, rather than by merely adding up the respective values of each of the factors under consideration. This enables us to view competitiveness as a systemic concept.

Another attempt to measure the competitiveness of tourist destinations and to identify appropriate indicators has been made by the World Travel and Tourism Council (WTTC), a body which brings together the hundred leading firms in the tourism and travel sector worldwide. Since 2001 it has carried out an ongoing study of tourist competitiveness divided into eight large sections, each one of which in turn consists of a series of variables which function as indicators of competitiveness (Sanchez Rivero, 2004:7; Goorochurn and Sugiyarto, 2003).

Goorochurn and Sugiyarto's proposal has made it possible to compare the tourism performance of over 200 countries. However, the problem with this indicator is that its results do not correspond to those of tourism performance as measured through international tourist numbers (Garau Taberner, 2006:3).

3.1. Mexican Tourism

México's cultural history is made up of ancient civilizations whose origins go back centuries. Located in North America, Mexico extends from east to west between the Gulf of Mexico and the Pacific Ocean, and from north to south between the United States and Guatemala. Although usually considered to be North America, Mexico, with an area of 1,958,201 kilometers, creates a bridge between the regions of Central America and the Caribbean.

Mexico ranks eighth in the world regarding international commerce and is among the first 15 countries internationally based on industrial production, it has a free market economy with a mix of modern and antiquated industry, with agriculture dominating the private sector. Ports, roads, telecommunications, electricity, the distribution of gas and airports have all been improved throughout the country. The distribution of the revenue is highly unequal, which as it turns out is reflective of the standard of living in the Mexican society. Commerce with the United States and Canada has tripled since the signing of the North American Free Trade Agreement (NAFTA) in 1994.

Mexico offers more archaeological sites, folklore, colonial art and gastronomic development than any other country in the Americas; in addition to its

characteristically hospitable people. The multiple ethnic groups that form the Mexican society have, to date, preserved their ancestral traditions, providing the country with a large cultural mosaic overlay.

Its extensive territory holds enormous natural wealth and varied climates, due to the diversity of the scenery, deserts, tropical forest, plateaus, snow covered volcanoes, steep hills, lakes and big rivers; that make the country a preferred tourist destination. The United States of Mexico is divided into 31 states and a Federal District, which is its capital, with a population of 98,881,000 inhabitants and a density of 48.1 inhabitants per square kilometer. Mexican tourism offers beach destinations, colonial cities, large cities, and ecological area organized by destinations and tourist routes, fundamentally supported across programs by the federal government, in addition to the participation of state and municipal governments.

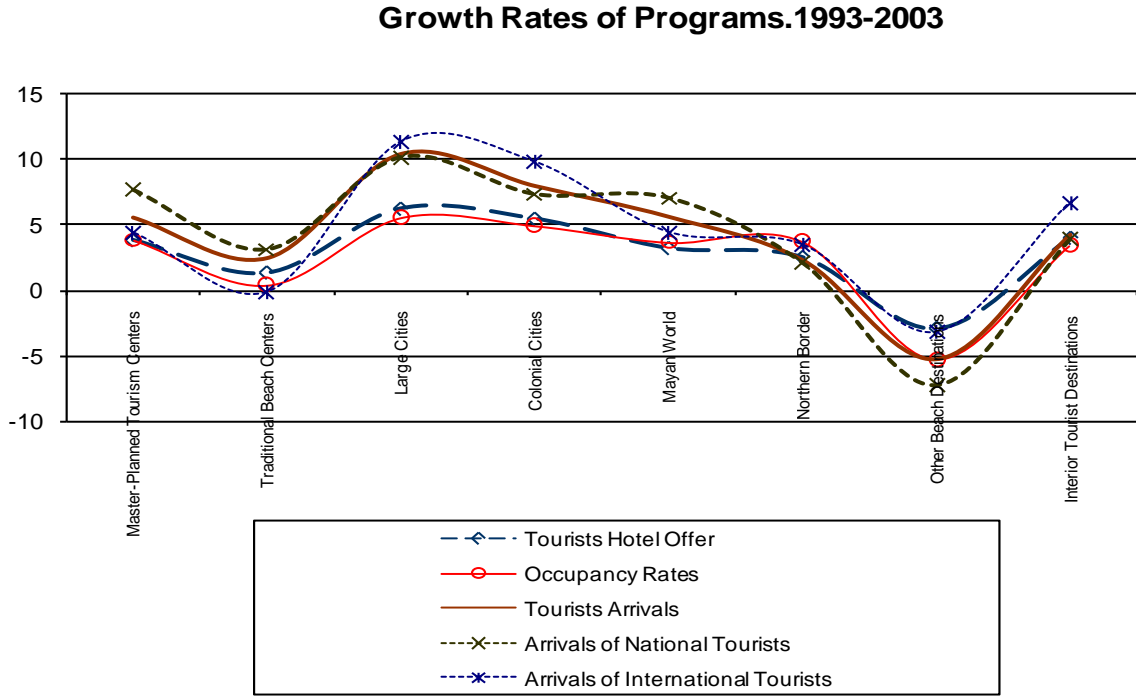
Tourism in Mexico is an industry with a long history. It has grown in form and continues to expand. It has improved its ranking among other countries in the world regarding tourism. Based on 1950 data, Mexico was ranked 13th out of the 46 countries most visited in the world. And more recently, according to information of the World Organization of Tourism, Mexico has been ranked 7th since 2005. Between 1990 and 2000, Mexico's registered income was greater than 73 billion USD, having received more than 204 million tourists. Likewise, in the period from 1993 to 2000, the Gross National Product (GNP) of Tourism represented an average 8.3 % of the national total. Outstanding in their support are the contributions of activities such as transport, restaurants and bars, accommodations, commerce and the production of hand crafts as included in the manufacturing industry; contributing as a whole with 7.5 % of the entire GNP (SECTUR, 2003).

In regards to the performance of the flow of tourists in the country and its distribution, the results varied based on the territory and the type of segment. Results show that the most elevated levels of growth have taken place in Large Cities and Colonial Cities. The traditional Beach Towns and other Beach Resorts showed minor growth compared to those integrally planned and promoted by the National Fund of the Promotion of Tourism (FONATUR), Mexico's governmental tourism development agency. The routes *Mexico Mágico* (Magical Mexico), *Pueblos Mineros* (Miner's Villages/Communities), and *Mexico Corazon* (Heart of Mexico), have demonstrated the highest growth rates. These routes trek throughout the center of the country, and in combination with the Caribbean route, have proven to be successful. The routes near the northern border with the United States were less favorable in the period evaluated.

On the other hand, taking into consideration the distribution of nights for international tourists, it was shown that the master-planned tourism centers (*Centros Integralmente Planeados -CIP-*) showed the most notable and consistent increase. The observed decrease in tourism along the northern border has been clearly linked to the problems tied to the struggle against drug trafficking in Mexico.

Figure 3.1 Growth Rates of Programs.

□



Source: SECRETARIA DE TURISMO (2004)

Figure 3.2 Growth Rates of Tourist Routes.

□

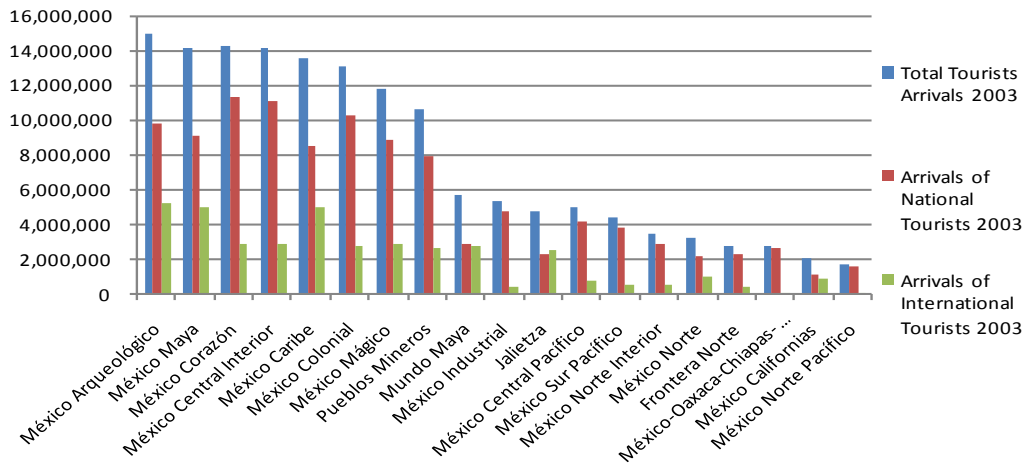
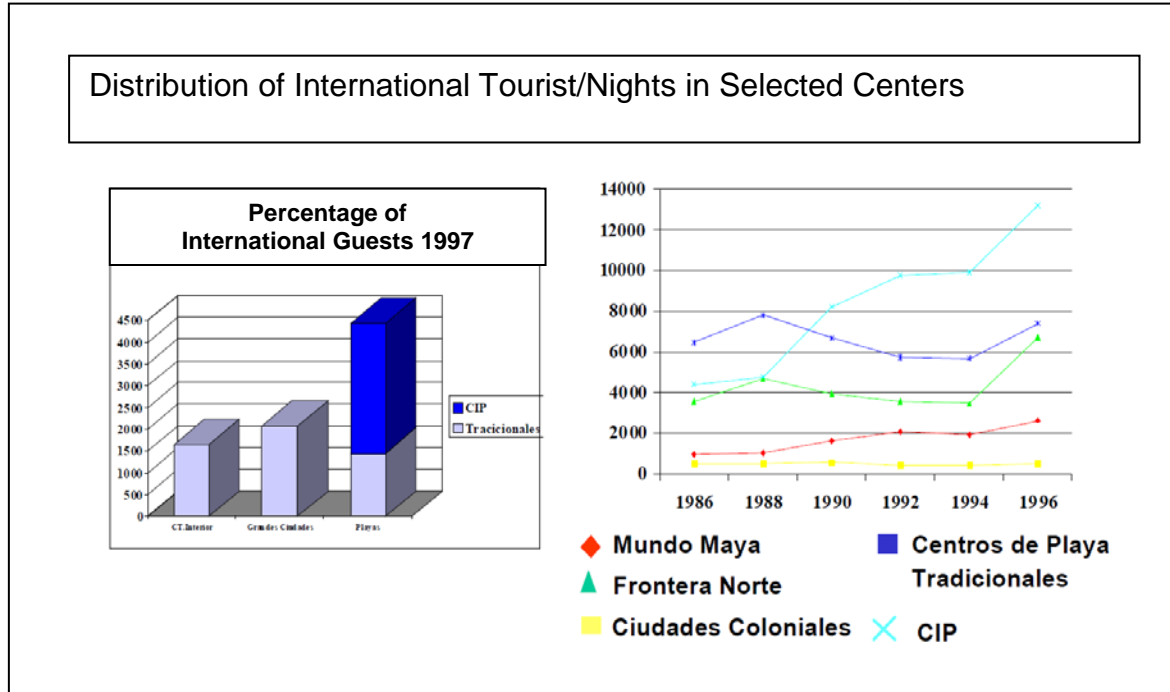


Figure 3.3 Distribution of International Tourists/Nights



Source: Secretaría de Turismo (2000)

Table 3.1 State Tourism Involvement

Participation of the federative entity in the added gross value census of the tourism at national level (%)		Participation of tourism in the added gross value census state level (%)	
1. Distrito Federal	25.7	1. Quintana Roo	48.3
2. Quintana Roo	7.7	2. Baja California	30.2
3. Jalisco	5.9	3. Nayarit	16.6
4. Veracruz	4.9	4. Guerrero	16.1
5. Tamaulipas	4.7	5. Sinaloa	12.7
6. Baja California	4.2	6. Baja California	9.0
7. Guanajuato	4.0	7. Morelos	9.0
8. Nuevo León	3.3	8. Veracruz	8.4
9. Coahuila	3.2	9. Tamaulipas	8.4
10. Sinaloa	2.8	10. Durango	8.2
11. Estado de México	2.7	11. Zacatecas	7.9
12. Guerrero	2.5	12. Oaxaca	7.5
13. Puebla	2.5	13. Guanajuato	7.2
14. Sonora	2.3	14. Yucatán	6.9
15. Chihuahua	2.3	15. Michoacán	6.7

Source: Secretaria de Turismo (2003)

In relative terms Tourism holds an important place in the GNP of some states. The states in which the economy depends greatly on tourism are Quintana Roo, where Tourism represents 48% of the state GNP and Baja California where it amounts to nearly 30%; followed by Nayarit, Guerrero, and Sinaloa where the averages are between 13% and 17%. In an additional ten states Tourism contributes between 7 % 10 % to the GNP (SECTUR, 2003-05). Participation of the federative entity in the added gross value census of the tourism at national level (%). Participation of tourism in the added gross value census state level (%).

3.2 Mexican Tourist System

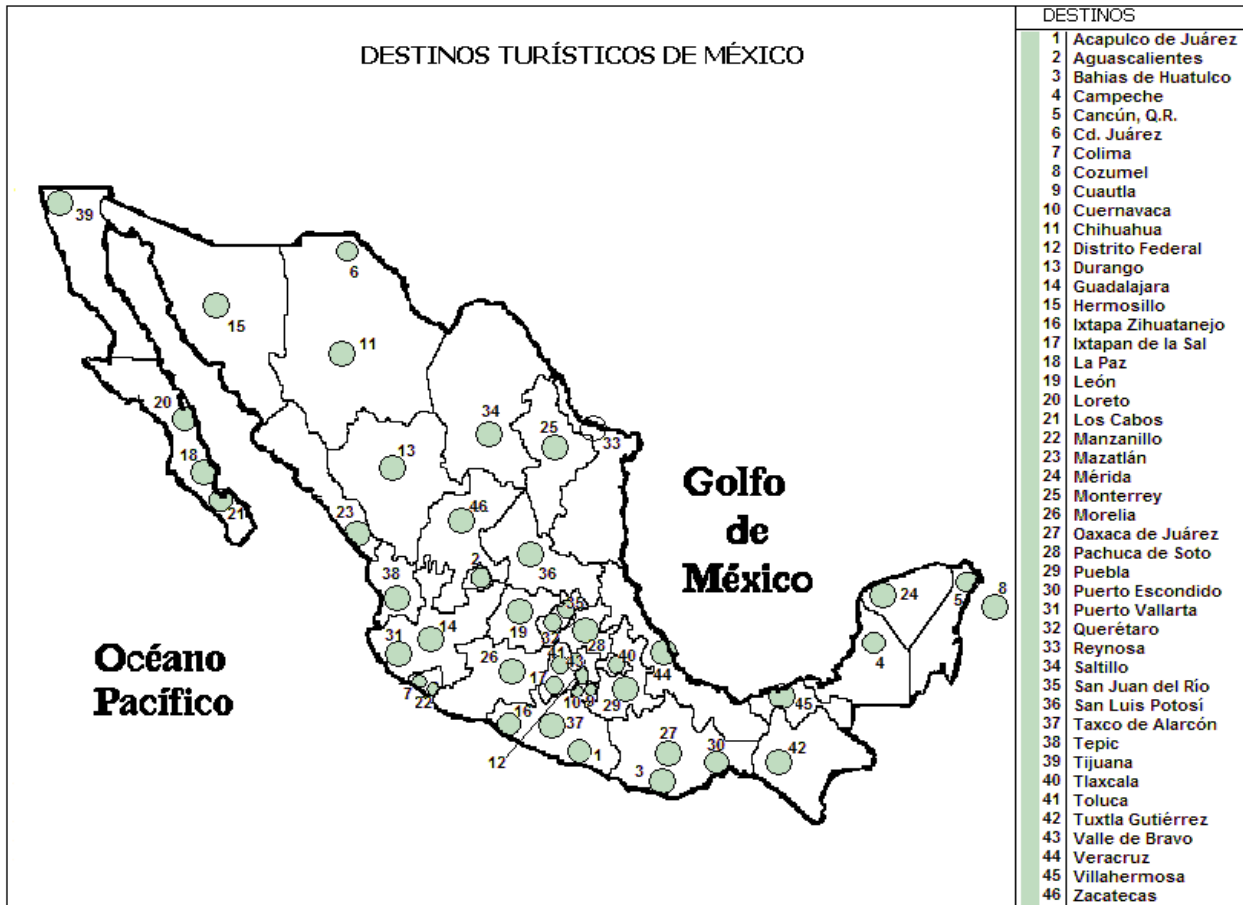
In Mexico one is provided with numerous and varied destinations that generate tourist movement everywhere. As we proceed, we/I will offer (the) 46 tourist areas considered for analysis based on destinations and the tourist regions of Mexico. The selected destinations are those in which it was possible to obtain the necessary information to calculate the measurements of tourist competitiveness

Table 3.2 Principal tourist destinations of Mexico

Destinations			
Interior Cities	Beach Destinations	Colonial Destinations	Large Cities.
1. Aguascalientes	20. Acapulco de Juárez	33. Campeche	44. Distrito Federal
2. Cd. Juárez	21. Bahías de Huatulco	34. Durango	45. Guadalajara
3. Chihuahua	22. Cancún	35. Mérida	46. Monterrey
4. Colima	23. Cozumel	36. Morelia	
5. Cautla	24. Ixtapa Zihuatanejo	37. Oaxaca de Juárez	
6. Cuernavaca	25. La Paz	38. Puebla	
7. Hermosillo	26. Loreto	39. Querétaro	
8. Ixtapa de la Sal	27. Los Cabos	40. San Luis Potosí	
9. León	28. Manzanillo	41. Taxco de Alarcón	
10. Pachuca de Soto	29. Mazatlán	42. Tlaxcala	
11. Reynosa	30. Puerto Escondido	43. Zacatecas	
12. Saltillo	31. Puerto Vallarta		
13. San Juan del Río	32. Veracruz		
14. Tepic			
15. Tijuana			
16. Toluca			
17. Tuxtla Gutiérrez			
18. Valle de Bravo			
19. Villahermosa			

Source: Secretaria de Turismo (2003)

Figure 3.4 Principal tourist destinations of Mexico



Source: Secretaria de Turismo (2003)

Table 3.3 Principal tourist destinations of the regions of Mexico

Region	Destination
1. California	La Paz, Los Cabos, Tijuana
2. Noroeste	Hermosillo, Mazatlán
3. Norte	Cd. Juárez, Chihuahua, Durango, Saltillo
4. Noreste	Monterrey, Reynosa
5. Norte del centro	Aguascalientes San Luis Potosí, Zacatecas
6. Central Pacífico	Colima, Guadalajara, Manzanillo, Morelia, Puerto Vallarta, Tepic
7. Central	Cautla, Cuernavaca, Distrito Federal, Ixtapa de la Sal, León, Pachuca de Soto, Puebla, Querétaro, San Juan del Río, Tlaxcala, Toluca, Valle de Bravo
8. Golfo central	Veracruz
9. Pacífico Sur	Acapulco de Juárez, Bahías de Huatulco, Ixtapa Zihuatanejo (José Azueta), Oaxaca de Juárez, Puerto Escondido, Taxco de Alarcón
10. Sureste	Campeche, Cancún, Cozumel, Mérida, Tuxtla Gutiérrez, Villahermosa

Figure 3.5 Tourist Regions of Mexico



Source: JICA & SECTUR (1996:31)

In accordance with the Secretary of Tourism (SECTUR), in Mexico, the destinations are grouped according to their characteristics, properties and location of diverse programs as defined in the following:

Beach Centers Program (Beach and Sun)

The federal lands which comprise the coastal zones, extend for more than 11 thousand kilometers along the coast, and have been one of the principal spaces within the national territory to be targeted for tourist development. This program is made up of three segments that include; Integrally Planned Centers (*Centros Integralmente Planeados–CIP-*,) Traditional Beach Areas and Other Beach Destinations.

Large Cities Program

This program is comprised of the cities of Monterrey and Guadalajara.

Interior Tourist Destinations Program

The program includes all of the cities not designated as part of the Beach Areas. For this program, the segmentation is broad because the destinations that shape it possess a wide scale of attractions.

Colonial Cities Program

This Program integrates the cities and states that comprise the rich patrimony and history of Mexico, and complement each other with mid-sized cities; in addition to an environment of abundant natural beauty, which offers tourist products that are defined by the culture of the area, businesses and other alternatives. This market of origin is primarily national and attracts the international trade of the United States and Europe.

In addition to these programs the 19 most important tourist routes in the country are illustrated.

Table 3.4 Principal tourist circuits/routes of Mexico.

Principal Tourist Routes of Mexico.		
1 FRONTERA NORTE Cd. Juárez Reynosa Tijuana	7 MEXICO CENTRAL PACIFICO Colima Guadalajara Manzanillo Morelia Puerto Vallarta Tepic	13 MEXICO NORTE INTERIOR Cd. Juárez Chihuahua Durango Monterrey Saltillo
2 JALIETZA Toluca Villahermosa Mérida Cancún, Q.R.	8 MEXICO COLONIAL Distrito Federal Morelia Guadalajara León	14 MEXICO NORTE Hermosillo La Paz Loreto Los Cabos Mazatlán Tijuana
3 MEXICO ARQUEOLOGICO Distrito Federal Oaxaca de Juárez Villahermosa Mérida Cancún, Q.R.	9 MEXICO DE CORAZON Distrito Federal Toluca Valle de Bravo Ixtapan de la Sal Pachuca de Soto Puebla Tlaxcala Morelia Veracruz	15 MEXICO NORTE PACIFICO Aguascalientes San Luis Potosí Tepic Zacatecas
4 MEXICO CALIFORNIAS La Paz Loreto Los Cabos Tijuana	10 MEXICO INDUSTRIAL Guadalajara León Monterrey Toluca San Luis Potosí Zacatecas	16 MEXICO OAX CHIAPAS VER Bahias de Huatulco Puerto Escondido Tuxtla Gutiérrez Veracruz
5 MEXICO CARIBE Distrito Federal Mérida Cancún, Q.R.	11 MEXICO MAGICO Distrito Federal Cuernavaca Taxco de Alarcón Puebla	17 MEXICO SUR PACIFICO Acapulco de Juárez Bahias de Huatulco Ixtapa Zihuatanejo Oaxaca de Juárez Puerto Escondido Taxco de Alarcón Tuxtla Gutiérrez
6 MEXICO CENTRAL INTERIOR Cuautla Cuernavaca Distrito Federal Ixtapan de la Sal León Pachuca de Soto Puebla Querétaro San Juan del Río Tlaxcala Toluca Valle de Bravo	12 MEXICO MAYA Distrito Federal Villahermosa Mérida Cancún, Q.R.	18 MUNDO MAYA Campeche Cancún, Q.R. Cozumel Mérida Tuxtla Gutiérrez Villahermosa
		19 PUEBLOS MINEROS Distrito Federal Pachuca de Soto Querétaro Toluca

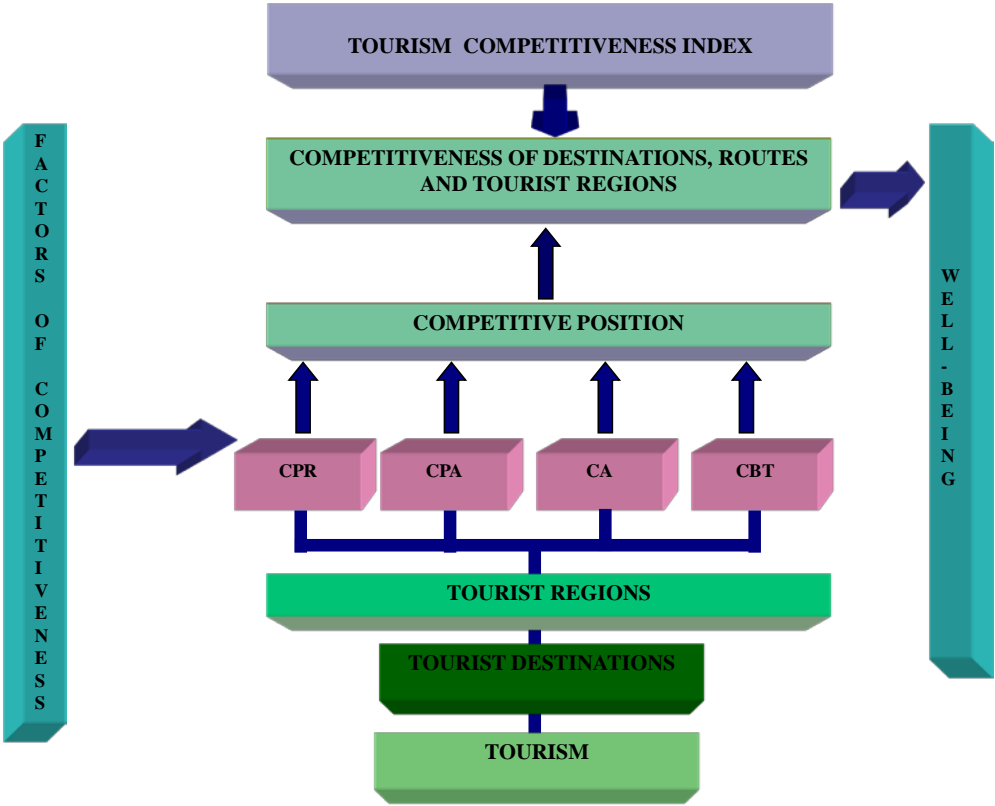
Table 3.5 Principal tourist routes of Mexico and tourists arrivals 2003

Routes	Total Tourists Arrivals 2003	Arrivals of National Tourists 2003	Arrivals of International Tourists 2003
México Arqueológico	14,956,369	9,764,382	5,191,987
México Maya	14,130,151	9,083,244	5,046,907
México Corazón	14,262,990	11,315,716	2,947,274
México Central Interior	14,080,012	11,123,264	2,956,748
México Caribe	13,514,775	8,501,535	5,013,240
México Colonial	13,074,552	10,243,203	2,831,349
México Mágico	11,738,971	8,866,358	2,872,613
Pueblos Mineros	10,587,634	7,952,827	2,634,807
Mundo Maya	5,706,136	2,885,136	2,821,000
México Industrial	5,345,101	4,838,407	506,694
Jalietza	4,790,470	2,281,328	2,509,142
México Central Pacífico	5,000,491	4,231,812	768,679
México Sur Pacífico	4,489,620	3,888,424	601,196
México Norte Interior	3,455,007	2,932,575	522,432
México Norte	3,274,570	2,193,497	1,081,073
Frontera Norte	2,768,047	2,328,129	439,918
México-Oaxaca-Chiapas-Véracruz	2,757,878	2,655,175	102,703
México Californias	2,057,890	1,148,370	909,520
México Norte Pacífico	1,753,011	1,653,336	99,675

4.1 Methodology to determine tourist rankings.

We developed a database of 46 selected tourist destinations considering the available information for the study, and then developed the base for the analysis of the regions and tourist routes.

Figure 4.1 Model of tourist competitiveness in Mexico.



Source: Adapted from Sobrino (2005).

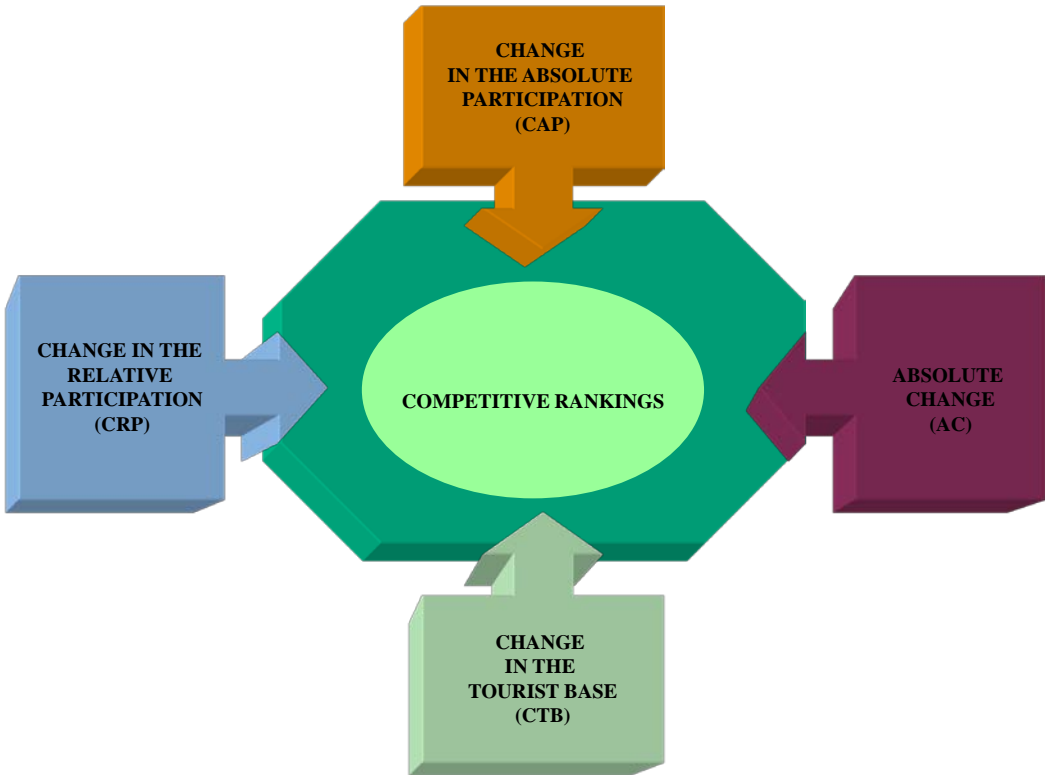
Following the order of figure 4.1, one must take into account the total arrivals of all tourists, of national tourists and of foreign tourists in the years 1993 and 2003 for the calculation of the competitive rankings of the tourist territories (destinations, regions and circuits).

The indicators utilized to prepare the index of the rankings of tourism were obtained via the method used by Jaime Sobrino (2005) in his studies regarding the competitiveness of the Cities of Mexico, which is based on the measurement of the competitive positions of three economic sectors of the Mexican cities.

For the intentions of this work, this method was adapted to the tourism sectors in territorial units: destinations, routes/circuits and regions, and considers the total market of tourism, the national market and the international market in order to obtain the levels of success of the tourist areas.

4.2 Construction of ranking indicators for destinations, routes/circuits and tourist regions of Mexico

Figure 4.2 Method of competitive territorial rankings



Source: Adapted from Sobrino (2005:150-154)

The competitive rankings of destinations, routes and tourist regions of Mexico remained defined across four indicators: 1) the change in the relative participation (CRP), 2) the change in the absolute participation (CPA), 3) the absolute change (CA) and 4) the change in the tourist base (CBT).

Where as:

CPR is the ranking of change in the allocation of the value of the variable; it refers to the contrast of the relative growth of the destination in context to total national and

international growth. The formula was $((p_{i1}-p_{i0})/p_{i0}) * 100$ where p_{i1} represents the participation of the destination i en el in total market, national market and international market in 2003 and p_{i0} represents the participation in 1993.

CPA is the difference in the absolute share of the value of the variable, that is to say, the change in the participation in point percentage to the market considered in 1993 and 2003.

CA is the difference in the absolute value of the variable of the last year studied, that is to say the ranking of absolute growth.

CBT is obtained by comparing the rate of growth of total tourism to the rate of the growth of the population of the destination, route, or, of the region.

These values were calculated using the total market and the national and international markets.

The indicator of competitiveness is the average of the cardinal value of the four measurements of competitiveness.

$$(CRP + CAP + AC + CTB) / 4 = \text{Tourism Competitiveness}$$

4.1 Competitive rankings of destinations, circuits/routes and tourist regions of Mexico

Using the described methodology, the study obtained the competitive rankings of the destinations, routes and regions for the period 1993 – 2003.

In the rankings of destinations based on tourist totals; the Federal District, Puebla, Merida, Reynosa and Veracruz are prominent. Lower rankings were occupied by Durango, Acapulco, Tijuana, Colima and León. Regarding the national market, the destinations of the Federal District, Puebla, Reynosa, Oaxaca de Juarez and Tuxtla Gutierrez, occupy the principal positions; in contrast, Acapulco, Durango, Tijuana, Colima and León can be found at the other end. In respects to the international market, the Federal District, Reynosa, Puebla, Aguascalientes and Merida showed the best results, where the opposite was found for Huatulco, Taxco, Acapulco, León and Mazatlan. Note that the most competitive destinations are those located close to principal centers of access for international tourists; (the Federal District and Cancun), or an area near the capital of the country; and in the case of Reynosa, its proximity to the U.S. boarder.

The routes with the better competitive rankings for arrivals of total tourists are shaped by, (in decreasing order), *México Mágico*, *Mexico de Corazon*, *Mexico Caribe*, *Pueblos Mineros* and *Mexico Maya*. The characteristic they share between them is the combination of highly visited destinations where the principal port of entry was the Federal District, and the principal market engine was tourism.

The routes with the lowest competitive rankings were the Southern Pacific area, the Northern Border, North Mexico and the Industrial Region. The explanation might be that the combinations of destinations are not of interest, in addition to the fact that tourists prefer the routes that offer beach destinations or are located in the central regions of the country.

Table 4.1 Destinations Competitive Rankings 1993-2003

Destination	Total Tourists	National Tourists	International Tourists
	Competitive ranking	Competitive ranking	Competitive ranking
Acapulco de Juárez	43	42	44
Aguascalientes	6	8	4
Bahías de Huatulco	32	22	42
Campeche	21	18	27
Cancún, Q.R.	24	11	28
Cd. Juárez	28	31	19
Colima	45	45	41
Cozumel	39	41	30
Cuatlúa	35	33	40
Cuernavaca	17	15	29
Chihuahua	33	36	11
Distrito Federal	1	1	1
Durango	42	43	15
Guadalajara	38	40	24
Hermosillo	16	17	8
Ixtapa Zihuatanejo	8	7	21
Ixtapan de la Sal	34	35	20
La Paz	29	27	34
León	46	46	45
Loreto	22	29	16
Los Cabos	13	30	7
Manzanillo	12	10	33
Mazatlán	41	39	46
Mérida	3	14	5
Monterrey	11	12	10
Morelia	26	26	14
Oaxaca de Juárez	9	4	31
Pachuca de Soto	27	25	23
Puebla	2	2	3
Puerto Escondido	30	24	32
Puerto Vallarta	31	32	26
Querétaro	20	20	6
Reynosa	4	3	2
Saltillo	18	34	18
San Juan del Río	10	9	22
San Luis Potosí	23	21	38
Taxco de Alarcón	37	28	43
Tepic	14	16	12
Tijuana	44	44	39
Tlaxcala	36	37	9
Toluca	40	38	25
Tuxtla Gutiérrez	7	5	36
Valle de Bravo	25	23	37
Veracruz	5	6	13
Villahermosa	15	13	35
Zacatecas	19	19	17

Table 4.2 Routes Competitive Rankings 1993-2003

Route	Total Tourists	National Tourists	International Tourists
	Competitive ranking	Competitive ranking	Competitive ranking
MÉXICO MÁGICO	1	1	2
MÉXICO DE CORAZÓN	2	5	1
PUEBLOS MINEROS	3	6	3
MÉXICO CARIBE	4	2	6
MÉXICO MAYA	5	4	7
MÉXICO ARQUEOLÓGICO	6	3	8
MÉXICO CENTRAL INTERIOR	7	7	4
MÉXICO COLONIAL	8	9	5
MÉXICO OAX CHIAPAS VER	9	8	18
MÉXICO NORTE PACÍFICO	10	11	9
MUNDO MAYA	11	10	14
JALIETZA	12	12	12
MÉXICO NORTE INTERIOR	13	16	10
MÉXICO SUR PACÍFICO	14	13	19
MÉXICO CENTRAL PACÍFICO	15	14	13
FRONTERA NORTE	16	15	17
MÉXICO CALIFORNIAS	17	17	11
MÉXICO INDUSTRIAL	18	19	16
MÉXICO NORTE	19	18	15

Of the competitive regional rankings, the most outstanding were the regions of the North-East, Central and Southeast. The North-East region owes its good performance to the city of Monterrey, considered by the magazine America Economy, as the sixth best city to conduct business on the American Continent, superseded only by Sao Paulo, Miami, Santiago, Mexico City and Buenos Aires (CINTERMEX). The Central Region includes the Federal District, which is the capital of the country, the primary entrance to the country and the biggest city of the country. The Southeast Region includes Cancun, which dominates the total region.

Table 4.3 Regional Competitive Rankings 1993-2003

Region	Total Tourists	National Tourists	International Tourists
	Competitive ranking	Competitive ranking	Competitive ranking
California	4	10	5
Noroeste	8	8	10
Norte	3	9	4
Noreste	2	4	2
Norte del centro	6	5	3
Central Pacífico	10	7	7
Central Pacífico	7	1	1
Golfo central	5	2	6
Pacífico Sur	9	6	9
Sureste	1	3	8

The least competitive regions identified were South Pacific area, the Central Pacific area and Northwest.

5. Index of the competitiveness of destinations, regions and tourist routes of Mexico.

To establish this index I/we used a database of more than 200 tourist variables for destinations, routes and tourist regions connected to the following factors:

- Tourist attractions
- Quality in the service
- Price of the services
- Accessibility
- Tourists Hotel Offer
- Promotion
- Financing
- Size of the economy

5.1 Methodology

To construct the index we applied a factorial analysis of the destinations, regions and tourist routes. This technique is used to reduce the number of variables, utilizing the principal factor that explains most of the variance of the information; from this is constructed an index of competitiveness representative of the comparative and competitive advantages of the analyzed units.

Factorial analysis is a technique that allows us to identify a relatively small number of factors that can be used to represent the existing relation between a set of variable correlated (Visauta, 2003:220); the reduction of information allows us to find homogeneous groups from a numerous set of variables. These homogeneous groups are formed by the variable that is correlated between the “if” and “trying”, and “initiating”, that gives us groups that are independent from others (Pardo Merino, Ruiz Diaz, 2002:405).

The mathematical model is similar to that of simple regression and discriminate analysis.

$$X_i = A_{i1} F_1 + A_{i2} F_2 + A_{i3} F_3 + \dots + A_{ik} F_k + U_i$$

F represents the common factors to all the variables.

U is the only factor referred to as part of the variable of i that cannot be explained.

A_i is the coefficients of each of the factors.

For this analysis the Program SPSS (Social Statistical Package for Science), one of the most popular bundles for the social sciences, was used.

To conclude this work, one must proceed to the normalization of the variables selected in the factorial analysis. Thus the indexes consist of normalized simple or compound variables.

As defined as X_i, are the variables that are simple, and X_{i, j} those variables that are compound variable. A procedure of normalization was established by the variables to separate their magnitude and units enabling them to be measured, (SUBDERE, 2000:96) using the following formula:

$$Z_i = \frac{X_i - \min(X_{ij}; \forall j, j = 1, \dots, n)}{\max(X_{ij}; \forall j, j = 1, \dots, 13) - \min(X_{ij}; \forall j, j = 1, \dots, n)}$$

Having obtained the percentage values of every variable for every territorial unit, which set the value from 0 to 1, we proceeded to realize the sum of all the variables selected to obtain only one value (SUBDERE, 2000:98), a whole. This number represents the index of competitiveness.

The variables chosen in the factorial analysis of the destinations, routes and tourist regions covered in the statistical samples validate the factorial analysis³.

In the case of the destinations (table 5.1) a component was obtained that explains 73% of the total variability. In the case of routes, only one component was obtained with a 79 % of explanation of the variability (table 5.2). The factorial analysis for the selected variables for the regions (table 5.3) tourists had only one component with an explanation of 83% of the total variance.

³ Pearson's correlation coefficient, Determinant of Correlation Matrix, Kaiser-Meyer-Olkin Measure Sampling (KMO), Bartlett's Test of Sphericity, Anti-image Matrices. Measures of Sampling Adequacy (MSA).

Table 5.1 Variables selected by tourist destinations.

Variable	Factor	Unit Analysis
<ul style="list-style-type: none"> • Culture • Tourism specialization index 	<ul style="list-style-type: none"> • Tourist attractions 	Destination
<ul style="list-style-type: none"> • Average number of trained workers 1993-2003 	<ul style="list-style-type: none"> • Quality in the service 	Destination
<ul style="list-style-type: none"> • Average number of flights 1993-2003 	<ul style="list-style-type: none"> • Accessibility 	Destination
<ul style="list-style-type: none"> • Average number of rooms in three-star hotels 1993-2003 • Average number of rooms in two-star hotels 1993-2003 	<ul style="list-style-type: none"> • Tourists Hotel Offer 	Destination
<ul style="list-style-type: none"> • GDP per head by municipality 1990 • Urbanization index 1990-2000. 	<ul style="list-style-type: none"> • Size of the economy 	Destination
Extraction Method: Principal Component Analysis.. a. 1 components extracted.		KMO 0.847

Table 5.2 Variables selected by tourist routes

Variable	Factor	Unit Analysis
<ul style="list-style-type: none"> • Culture 	<ul style="list-style-type: none"> • Tourist attractions 	Route
<ul style="list-style-type: none"> • Average price of transport services/distance Mexico 	<ul style="list-style-type: none"> • Price of the services 	Route
<ul style="list-style-type: none"> • Average number of flights 1993-2003 	<ul style="list-style-type: none"> • Accessibility 	Route
<ul style="list-style-type: none"> • Average number of rooms in three-star hotels 1993-2003 • Average number of rooms in two-star hotels 1993-2003 	<ul style="list-style-type: none"> • Tourists Hotel Offer 	Route
<ul style="list-style-type: none"> • GDP per head by municipality 1990 • Economically active population in restaurants and hotels. 	<ul style="list-style-type: none"> • Size of the economy 	Route
Extraction Method: Principal Component Analysis. a. 1 components extracted.		KMO 0.791

Table 5.3 Variables selected by tourist regions.

Variable	Factor	Unit Analysis
<ul style="list-style-type: none"> • Culture 	<ul style="list-style-type: none"> • Tourist attractions 	Region
<ul style="list-style-type: none"> • Average price of transport services/distance Mexico 	<ul style="list-style-type: none"> • Price of the services 	Region
<ul style="list-style-type: none"> • Average number of flights 1993-2003 	<ul style="list-style-type: none"> • Accessibility 	Region
<ul style="list-style-type: none"> • Urbanization index 1990-2000. 	<ul style="list-style-type: none"> • Size of the economy 	Region
Extraction Method: Principal Component Analysis. a. 1 components extracted.		KMO 0.725

5.3 Results of the competitive index of destinations, circuits/routes and tourist regions

Table 5.4 Competitiveness of the destinations of Mexico.

Destination	Total Tourists	National Tourists	International Tourists
	Competitive ranking	Competitive ranking	Competitive ranking
Distrito Federal	1	1	1
Puebla	2	2	3
Mérida	3	14	5
Reynosa	4	3	2
Veracruz	5	6	13
Aguascalientes	6	8	4
Tuxtla Gutiérrez	7	5	36
Ixtapa Zihuatanejo	8	7	21
Oaxaca de Juárez	9	4	31
San Juan del Río	10	9	22
Monterrey	11	12	10
Manzanillo	12	10	33
Los Cabos	13	30	7
Tepic	14	16	12
Villahermosa	15	13	35
Hermosillo	16	17	8
Cuernavaca	17	15	29
Saltillo	18	34	18
Zacatecas	19	19	17
Querétaro	20	20	6
Campeche	21	18	27
Loreto	22	29	16
San Luis Potosí	23	21	38
Cancún, Q.R.	24	11	28
Valle de Bravo	25	23	37
Morelia	26	26	14
Pachuca de Soto	27	25	23
Cd. Juárez	28	31	19
La Paz	29	27	34
Puerto Escondido	30	24	32
Puerto Vallarta	31	32	26
Bahías de Huatulco	32	22	42
Chihuahua	33	36	11
Ixtapan de la Sal	34	35	20
Cuatlúa	35	33	40
Tlaxcala	36	37	9
Taxco de Alarcón	37	28	43
Guadalajara	38	40	24
Cozumel	39	41	30
Toluca	40	38	25
Mazatlán	41	39	46
Durango	42	43	15
Acapulco de Juárez	43	42	44
Tijuana	44	44	39
Colima	45	45	41
León	46	46	45

Once the normalization of the variables was completed and the necessary procedural analysis, the index could be interpreted as demonstrating that the major value of competitiveness corresponds to first place in the ranking of destinations

The most competitive destinations in the period 1993-2003 were: the Federal District, Guadalajara, Port Vallarta, Acapulco, Oaxaca de Juarez and Cancun.

The least competitive destinations were Tlaxcala, San Juan del Rio, La Paz, Saltillo, Los Cabos and Loreto.

Table 5.5 Competitiveness of the tourist routes of Mexico.

Table 5.5 Competitiveness of the tourist routes of Mexico

Route	Total Tourists	National Tourists	International Tourists
	Competitive ranking	Competitive ranking	Competitive ranking
MÉXICO MÁGICO	1	1	2
MÉXICO DE CORAZÓN	2	5	1
PUEBLOS MINEROS	3	6	3
MÉXICO CARIBE	4	2	6
MÉXICO MAYA	5	4	7
MÉXICO ARQUEOLÓGICO	6	3	8
MÉXICO CENTRAL INTERIOR	7	7	4
MÉXICO COLONIAL	8	9	5
MÉXICO OAX CHIAPAS VER	9	8	18
MÉXICO NORTE PACÍFICO	10	11	9
MUNDO MAYA	11	10	14
JALIETZA	12	12	12
MÉXICO NORTE INTERIOR	13	16	10
MÉXICO SUR PACÍFICO	14	13	19
MÉXICO CENTRAL PACÍFICO	15	14	13
FRONTERA NORTE	16	15	17
MÉXICO CALIFORNIAS	17	17	11
MÉXICO INDUSTRIAL	18	19	16
MÉXICO NORTE	19	18	15

The most competitive routes included; *Mexico Central Interior, Mexico de Corazon, Pueblos Mineros, Mexico Magico, Mexico Arqueologico* and *Mexico Colonial*. It could be concluded from this data that the most competitive routes are those located in the central interior of the country.

The opposite is seen regarding Jalieta, Northern Mexico, the Northern Border, North Mexico Pacific and Mexico Californias.

As for the regions, the Central region was the most competitive, followed by the Central Pacific region and occupying third place, the South Pacific region. The last three rankings were occupied by the Central North, North-East and Central Gulf.

Table 5.6 Competitiveness of the tourist regions of Mexico.

Region	Competitive ranking
Central	1
Central Pacífico	2
Pacífico Sur	3
Sureste	4
Norte	5
California	6
Noreste	7
Norte del centro	8
Noroeste	9
Golfo central	10

5.4 Interrelation of indicators rankings, indexes of competitiveness and tourists arrivals in destinations, routes and tourist regions of Mexico.

With the methodology utilized for the period of study and the available information, the contrast of the results of the index of tourist rankings and the index of tourist competitiveness, suggests that there is no positive relation between competitiveness and the competitive ranking, inclusive of negative interrelations as observed in the samplings of the circuits/routes. As demonstrated in the index of competitiveness of the World Council of Tourism and Trips (WTTC), which does not manage to define the factors or determinants of the success of a national tourist industry, the competitive index of the regions of Mexico is not connected to the success of tourism which has been achieved.

Nevertheless, the tourist index of competitiveness strongly correlates with the arrival of the total number of tourists, in particular, national and with the rankings of national tourism and international regarding the tourist circuits/routes. One can conclude that the success of the tourist industry occurs more at the level of destinations and tourist regions, in tourist routes where cultural attractions, the price of the transport, accessibility by air and the urban dimension of the destinations are what shape them in determining the competitive elements.

Table 5.7 Correlations between the competitiveness index and indicators of rankings and tourists arrivals.

		Index of Competitiveness of Tourist Destinations	Index of Competitiveness of Tourist Regions	Index of Competitiveness of Tourist Routes
Competitive Ranking	Pearson Correlation	-.167	-.822**	.326
	Sig. (2-tailed)	.268	.000	.358
	N	46	19	10
Average of Total Tourist 1993-2003	Pearson Correlation	.938**	.945**	.976**
	Sig. (2-tailed)	.000	.000	.000
	N	46	19	10
Rate of Total Tourist 1993-2003	Pearson Correlation	.304*	.815**	.551
	Sig. (2-tailed)	.040	.000	.099
	N	46	19	10
Average of National Tourist 1993-2003	Pearson Correlation	.940**	.970**	.997**
	Sig. (2-tailed)	.000	.000	.000
	N	46	19	10
Rate of National Tourist 1993-2003	Pearson Correlation	.407**	.766**	.503
	Sig. (2-tailed)	.005	0	.138
	N	46	19	10
Average of International Tourist 1993-2003	Pearson Correlation	.698**	.630**	.619
	Sig. (2-tailed)	.000	.000	.056
	N	46	19	10
Rate of International Tourist 1993-2003	Pearson Correlation	-.055	.754**	.514
	Sig. (Bilateral)	.717	.000	.129
	N	46	19	10
Correlation is significant at the 0.01 level (2-tailed).				
Correlation is significant at the 0.05 level (2-tailed).				

The competitive index maintains a high correlation between the total number of tourist arrivals and the total average for the period studied; illustrating the most important as regions (0.976), routes (0.945) and destinations (0.938). With this in mind, one could deduce that the most competitive territories are those that have more tourists arrivals in general without being able to asses if it was the attractive tourist options that generated the interest or the more successful territories that attracted investments, nevertheless, in accordance with the flow of the total growth rate, national and international, it is possible to affirm that the best performance of the industry occurs in the tourist routes/ circuits.

One of the lowest correlations appears with foreign tourists and tourist destinations, meaning that they prefer living their tourist experience along the routes/circuits or in tourist regions.

In general, tourist competitiveness in the territories is directly related to the arrival of tourists, making that the most important factor to national tourism

En general, la competitividad turística de los territorios se relaciona con los indicadores directos de llegadas de turistas, siendo el más importante el turismo nacional.

5.5 Determinants of the competitiveness of tourism in Mexico.

Table 5.8 Determining Factors of Tourist Competitiveness.

Factors	Units of Analysis		
	Destinations	Routes/Circuits	Regions
Tourist attractions	X	X	X
Quality in service	X		
Prices of services		X	X
Accessibility	X	X	X
Tourist Hotels Offers	X	X	
Promotion	.	.	.
Financing			
Other variables: Size of the economy	X	X	X

It should be noted that missing from the units of analysis (destinations, regions/circuits and regions) is the promotion factor, which was excluded due to the scarcity of the needed information for the period of study.

The principal engines of tourism are the tourist attractions and the human factor. Competitive tourist advantages are not related to the competitive rankings; nevertheless it does show it's strongly tied to the arrival of tourists, especially those of national origin.

In general, the index of tourist competitiveness coincides with the destinations and regions which have benefited by the concentration of support offered through the development of Integrally Planned Centers (Centros Integralmente Planeados) within the tourist industry.

REFERENCES

- Barroso, Eduardo (2005). **Turismo: el gran negocio para México**. México: Corporativo Posadas.
- Barroso González, María de la O y Flores Ruiz David (2006). **La competitividad internacional de los destinos turísticos: del enfoque macroeconómico al enfoque estratégico**. Cuadernos de turismo enero-junio, número 117. Universidad de Murcia. Murcia, España. Red de revistas científicas de América Latina y el Caribe, España y Portugal. Universidad Autónoma del Estado de México.
- Bigne Alcañis, Enrique (2000). **Marketing de destinos turísticos**. Madrid: Esic.
- Boullón Roberto (1983). **Las actividades turísticas y recreacionales. El hombre como protagonista**. México: Trillas.
- Boullón, Roberto (1990). **Los municipios turísticos**. México: Trillas
- Boullón, Roberto, *et al.* (1993). **Un nuevo tiempo libre**. Primera reimpresión. México: Trillas
- Bunge, Mario (1983). **La investigación científica. Su estrategia y su filosofía**. 2ª. México: Grupo Editorial Planeta.
- Cárdenas Tabares, Fabio (1991). **Producto Turístico**. México: Trillas.
- CONAPO (1990). **Índice de Desarrollo Humano 1990**.
- CONAPO(2000). **Índice de Desarrollo Humano 2000**.
- CONAPO (2000). **Índice de Marginación 2000**.
- CONAPO (2005). **Índice de Marginación 2005**.
- CRIMAT. SECTUR. SICA (2003). **Iniciativa Mesoamericana de Turismo**.
- De la Torre Padilla, Oscar (1997). **El turismo: fenómeno social**.. México: Fondo de Cultura Económica.
- Dwyer L. and Kim, C.W. (2001). **Destination Competitiveness: Development of a Model with Application to Australia and the Republic of Korea**. report prepared for Department of Industry Science and Resources, Australia and Korea Tourism research Institute, Ministry of Tourism, October.
- Dwyer, Dwyer and Chulwon, Kim (2003). "Destination Competitiveness: Determinants and Indicators", **Current Issues in Tourism**, Volume 6, Issue 5 October.
- Duque Brito, Haidé (2006). **Turismo y competitividad en Venezuela: una aproximación a la situación actual venezolana**. FACES-ULA. Madrid: Universidad de La Laguna.
- Fajnzylber, F. (1988). "COMPETITIVIDAD INTERNACIONAL: Evolución y lecciones". **Revista de la CEPAL**. 36.
- García, Juan Alberto and SECTUR-SSIMT (2006). **Síntesis de Información Estratégica de Turismo**. México: SECTUR.
- Gobierno Federal-SECTUR (2001). **Plan Nacional de Turismo**. Capítulo 2. México: SECTUR.
- Hair F., Joseph, *et. al.* (2003). **Investigación de Mercados**. México: Mc Graw Hill.
- Gómez Cruz, Óscar (2005). **Gobierno inteligente hacia un México Competitivo. La competitividad del sector turístico en México**. México: Oscar Gómez-CMIG-TABASCO.
- Hassan, S.S. (2000). "Determinants of market competitiveness in a environmentally sustainable tourism industry". **Journal of Travel Research**, nº 38.

Hernández Laos, Enrique (2000). **La competitividad industrial en México**. México: . UAM - Plaza y Valdés.

INEGI (1990-2005). Instituto Nacional de Estadística, Geografía e Informática.

INEGI (2001). Cuenta Satélite. México: INEGI.

Jaramillo, Judith (2007). **Análisis económico sectorial**. México, D.F.

JICA & SECTUR (1996). **The study of formulation of tourism development and promotion strategies for the selected tourism destinations in México**. Progress report. Mexico: Pacífic Consultants International, System Science Consultants.

JICA & SECTUR (1997). **Estudio para la formulación de estrategias de desarrollo y promoción para destinos turísticos seleccionados en México**. Volumen 1. Informe final. Resumen. México: Pacific Science Consultants Inc.

JICA & SECTUR (1997). **Estudio para la formulación de estrategias de desarrollo y promoción para destinos turísticos seleccionados en México**. Volumen 2. 6 secciones. México: Pacific Science Consultants Inc.

Jiménez Martínez, Alfonso de Jesús (1992). **TURISMO: ESTRUCTURA Y DESARROLLO**. México: McGrawHill.

Kaiser Charles y E. Helber Larry (1984). **Turismo: planeación y desarrollo**. México: Diana.

Klaus Esser, Wolfgang Hillebrand, *et. al.* (1994). **Competitividad internacional de las empresas y políticas requeridas: Competitividad sistémica**. Berlín: Instituto Alemán de Desarrollo.

Knox, Paul and John Agnew (1998). **The Geography of the World Economy**. New York: Arnold.

Landero Hernández, René and Mónica González Ramírez (2006). **Estadística con SPSS y metodología de la investigación**. México: Trillas- Universidad Autónoma de Nuevo León.

McIntosh, Robert and Gupta Shashikant (1993). **Turismo: planeación, administración y perspectivas**. México: Limusa Grupo Noriega Editores.

Medina Lozano, Luis (1999). **Métodos de Investigación I y II**. México: DGETI-SEP.

Mesa Rafael, Director Grupo (2003). ISMI Canarias. "MARKETING TURÍSTICO PARA EL S. XXI: del marketing promocional al relacional". **MK:Marketing+Ventas** No.182 Julio/Agosto.

Mestre Alcober, Amparo (2006). **Metodología**. Valencia: Observatorio de Coyuntura Económica Internacional.

Miguel Velasco, Andrés (2004). **Ciencia Regional. Principios de economía y desarrollo**. Oaxaca: CONACYT, ITO, DGTI.

Milio Balanza, Isabel and Mónica Cabo Nadal (2000). **Hostelería y Turismo. Comercialización de Productos y Servicios Turísticos**. Madrid: Paraninfo, Thomson Leraning.

Molina E. Sergio (2000). **Turismo y ecología**. México: Trillas. México.

Novo Valencia, Gerardo (1977) **Diccionario General de Turismo**. México: Diana. México.

Ogando, Pablo, Eduardo Manan (2006). **Actividad turística**. Argentina: Universidad Nacional de Cuyo. Facultad de Ingeniería económica.

OMT Noticias (2006). **Revista trimestral de la Organización Mundial del Turismo**. Año XX. No. 1/2006.

Pardo Merino, Antonio y Miguel ángel Ruiz Díaz. (2002). **SPSS 11 Guía para el análisis de datos**. México: McGrawHill.

Pérez Infante, J. I. (1994). **Costes Laborales y Competitividad de la Economía Española**. Revista de Economía y Sociología del Trabajo, números 25-26, septiembre-diciembre.

Perló Cohen, Manuel (2001). **Nuevo territorio, viejas políticas urbano-regionales**.

Pine, Joseph; Gilmore James (1999). **The Experience Economy**. Boston: Harvard School Press.

Porter, M. E. (1980). *Competitive Strategy: Techniques for analyzing industries and competitors*. Cambridge: Free Press

Porter, M. E. (1982). *Competitive Strategy*. New York: Free Press

Porter, M. E. (1985). *Competitive Advantage*. Cambridge: Free Press

Porter, M. E. (1990). *The Competitive Advantage of Nations*, Free Press, New York

Pumain, Denise y Thérèse Saint-Julien (2001). **Les interactions spatiales**. Paris: Armand Colin Edit. Collection Cursus. Géographie.

Quintero Puentes, Paola y Bernal Mattos, Camila (2004) **.La competitividad de Cartagena de Indias como destino turístico: determinantes y perspectivas**.

Ramírez Blanco, Manuel (1998). **Teoría General del Turismo**. México: Edit. Diana.

Ritchie, J.R.B. y Crouch, G.I.. (2000). "The competitiveness destination: a sustainability perspective". **Tourism management**, nº 21.

Rodríguez Bravo, Carlos Gerardo (2000). **La actividad turística en México**. Gaceta Universitaria. Centro Universitario de Ciencias Económicas Administrativas.

Sánchez Almanza, Adolfo (2000). **Marginación e ingreso en los municipios de México**. Colección Jesús Silva Herzog. México: UNAM-Instituto de Investigaciones Económicas..

Sánchez Crispín, Álvaro (2004). "**Perspectiva geográfica de la regionalización turística de México**". México: Instituto de Geografía de la UNAM.

SECTUR. **Estadísticas anuales 1993-2003**.

SECTUR (2000). **Anuario Estadístico del Turismo en México**.

SECTUR (2001). **Programa Nacional de Turismo 2001-2006**.

SECTUR (2001). **Programa Nacional de Turismo 2001-2006**.

SECTUR (2003). **Los desafíos del turismo mexicano. Análisis estratégico 2025 para el turismo en México**. México: SECTUR

SECTUR-DATATUR (2006). **RevPAR 2005: Un Indicador de Competitividad**. México: SECTUR

SECTUR-SIIMT (2006). **Síntesis de Información Estratégica de Turismo de enero 2007**. México: SECTUR.

SECTUR-Subsecretaría de Planeación turística (2007). **Resultados Acumulados de la Actividad Turística**. México: SECTUR.

Sobrino, Jaime (2005). **Competitividad territorial: ámbitos e indicadores del análisis**. Economía, sociedad y territorio, Dossier especial. Toluca: El Colegio Mexiquense A.C..

Sobrino, Jaime (2005). **Competitividad territorial: ámbitos e indicadores del análisis. Economía, Sociedad y territorio**. Dossier especial. México.

SUBDERE- Subsecretaría de Desarrollo Regional y Administrativo. MINISTERIO DEL INTERIOR (2000). **Informe de Competitividad Regional 1999**. Santiago de Chile: LOM Ediciones.

Torrejón, Antonio (2004). **Glosario de términos turísticos. ¿De qué estamos hablando?** Argentina: Universidad Nacional. de la Patagonia.

Unikel, Luis et. Al. (1978). **El desarrollo urbano de México.** México: El Colegio de México.

Visauta Vinacua, Bienvenido & Joan Carles Martori (2003). **Análisis estadístico con SPSS para Windows. Estadística Multivariante .** Volumen II. Madrid: McGraw Hill Interamericana de España ,

World Economic Forum and IMD Internationa (1994). **The World Competitiveness Report 1994,** Lausanne, Switzerland.

Ziccardi Alicia, Orihuela Isela y Cabrera Enrique (2003). **CIUDADES COMPETITIVAS-CIUDADES COOPERATIVAS: Conceptos, claves y construcción de un índice para ciudades mexicanas .** México D.F. Documento de trabajo 139. División de administración pública. CIDE (Centro de Investigación y docencia económicas).

INTERNET:

Centro de Estudios Sociales y de Opinión Pública (2006). Definición en Turismo [Actualización: 23 de febrero de 2006], en www.diputados.gob.mx/cesop/

CESTUR Hábitos de consumo verano (2005).

http://www.sectur.gob.mx/wb2/sectur/sect_Estadisticas
CINTERMEX,

CONSEJO DE PROMOCIÓN TURÍSTICA DE MÉXICO (CPTM-SECTUR)

http://www.cptm.com.mx/wb/CPTM/CPTM_Panorama_del_Sector_Turistico

Dwyer, Larry. and Kim, Chulwon. **Destination Competitiveness: A Model and Determinants**, <http://fama2.us.es:8080/turismo/turismonet1/economia%20del%20turismo/demanda%20turistica/DESTINATION%20COMPETITIVENESS%20A%20MODEL%20AND%20DETERMINANTS.PDF>, March 09

Ezeala-Harrison, Fidel (2005). **Advances in Competitiveness Research**,

<http://www.allbusiness.com/advances-competitiveness-research/41136-1.html>

Finanzas e INEGI. **Cuentas públicas de los Gobiernos de los Estados 1993-2003.**

www.inegi.gob.mx

Foro económico mundial. <http://www.upanegocios.cl/ccompet.htm#concepto>

http://en.wikipedia.org/wiki/Gini_coefficient

[Http://info4.juridicas.unam.mx/ijure/nrm/1/330/default.htm?s=iste](http://info4.juridicas.unam.mx/ijure/nrm/1/330/default.htm?s=iste)

<http://www.turismodemexico.com/CircuitosMexico>: 2007.

<http://www.wttc.org/frameset3.htm> (Competitiveness Monitor, WTTC)

Garau Taberner, Jaume (2006). **Propuesta de dos índices para la medición de la Competitividad de los destinos de sol y playa del mediterráneo: avance de resultados desde el punto de vista de la demanda.** España.

http://www.intelligentcoast.es/downloads/propuesta_dos_indices_para_la_medicion_competitividad_turistica.pdf

INEGI. Censos de población y vivienda 1990 y 2000. www.inegi.gob.mx

INEGI. Censo Turístico 2004.

INEGI. Estadísticas judiciales 1993-2003. www.inegi.gob.mx

INEGI. Instituto Nacional de Estadística, Geografía e Informática. 1990-2005.

Sánchez Rivero, Marcelino (2004). **La competitividad de los destinos turísticos: un análisis cuantitativo mediante modelos logísticos. Aplicación a los**

municipios extremeños. Dpto. Economía Aplicada y Organización de Empresas,
Universidad de Extremadura España.

<http://fama2.us.es:8080/turismo/turismonet1/economia%20del%20turismo/mercados%20turisticos/competitividad%20de%20los%20destinos%20turisticos.pdf>

SECTUR (2000). **Estudio de Gran Visión del Turismo en México: Perspectiva 2020**
Reporte Analítico.

SECTUR. **Comunicado de prensa** 32/02. Año 2002.

http://www.sectur.gob.mx/wb2/sectur/sect_9468_boletin_032

SECTUR. Comunicado de Prensa No. 35/02. Año 2002

http://www.sectur.gob.mx/wb2/sectur/sect_9471_boletin_035

SECTUR. Datatur. Estadísticas anuales. www.sectur.gob.mx

SECTUR. http://www.sectur.gob.mx/wb2/sectur/sect_9070_breviario_de_cultura

SECTUR (2004). Fascículos de competitividad y desarrollo de productos turísticos: Serie de Documentos técnicos en Competitividad y Desarrollo de Productos Turísticos (fascículos).

http://www.sectur.gob.mx/wb2/sectur/wb2/sectur/sect_9247_fasciculos_de_compet .
Actualización abril de 2005.

SECTUR. Programa Nacional de Turismo 2001-2006. México. Pp.170.

<http://www.sectur.gob.mx/work/sites/sectur/resources/LocalContent/14661/4/GranVision.pdf>

SEDESOL BAJA CALIFORNIA (2003).

http://www.bajacalifornia.gob.mx/sds/des_humano.htm

TURISMO.COM.MX (<http://www.turista.com.mx/article119.html>).

wtobarom06_2_sp_excerpt.pdf. (www.world-tourism.org/facts/wtb.html).

www.cancun.info