

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

***TURISMO STRATEGICO EN EL TRIÁNGULO DEL SOL:
ANALISIS CON LA TEORÍA BASADA EN RECURSOS Y TERORÍA INSTITUCIONAL***

***TURISMO ESTRATÉGICO NO TRIÂNGULO DO SOL: ANÁLISE COM A TEORÍA EMBASADA
EM RECURSOS E COM A TEORÍA INSTITUCIONAL***

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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 contrasting statistical theories and empirical evidence. In this strategy has been earmarked large amounts of public resources by the three levels of government; however, the results have not been significant. Response to the research question is obtained: Is a failure the strategy used in the Triángulo Del Sol?

Keywords: Strategy; Resources theory; Theory of the institution; Tourist decline; Sun Triangle.

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 institucional 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

RESUMO

O objetivo deste trabalho é analisar a estratégia turística utilizada no Triângulo do Sol, Guerrero, mediante as teorias dos recursos e institucional para gerar propostas a sua melhora. A metodologia utilizada foi descritiva e analítica, contrastando as teorias com evidência estatística e empírica. A esta estratégia foram destinadas grandes quantidades de recursos públicos por parte dos três níveis de governo. Entretanto, os resultados não foram significativos. Obtém-se resposta para a pergunta de investigação: é um fracasso a estratégia utilizada no Triângulo do Sol?

Palavras-chave: Estratégia; Teoria dos recursos; Teoria da instituição; Declínio turístico; Triângulo do Sol.

1 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 on the development and growth of any nation. The economic sector of tourism has become, recently, in the economic sector of major importance in terms of employment generation, export and stimulates investment and economic growth (SCHULTE, 2003).

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 consider three categories: Economic impact, 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 the tourism activities. Finally, it is the cultural and social impact on the population lifestyle.

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 seventh 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). The tourism share in GDP (Gross Domestic Product) 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

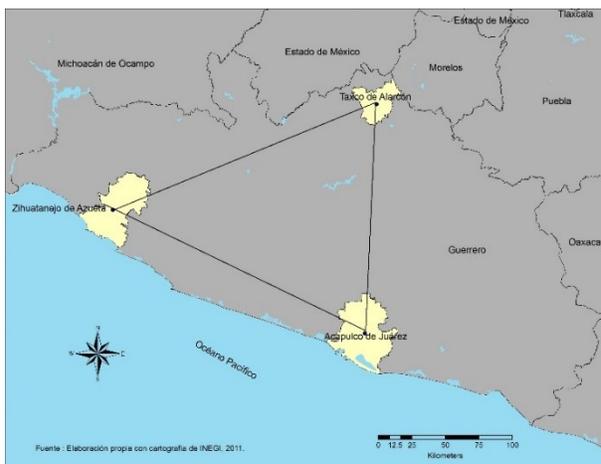
by universities to identify the main problems of 44 destinations considered the most important in the country.

The Sun Triangle (Triángulo Del Sol) has been one of the tourist destinations, where the implementation of these strategies has been carried out, participating in the three levels of government. In the expenditure budget of the State of Guerrero in 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.

2 BACKGROUND OF THE PROBLEM

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

Figure 1 - Geographical location of Sun Triangle



Source: Prepared from mapping INEGI (2011).

Taxco is known since the years of viceroyalty, for his lofty silver production, and its main economic activity. In 2002 it was decreed as magical town and tourism 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 touristic destination since the 50s and 70s, when it saw a boom in this sector and during the following years, it 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 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 in 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 Sun. The tourism decline has generated impacts on the economic area, 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 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 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, some measures are necessary to become an attractive destination. Here 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 it is most often used due to being the most explanatory in terms of destinations.

2.1 DELIMITATION OF THE PROBLEM

Despite strong cash injections by the government as 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 three municipalities infinite amount of resources and that according to Peng (2012), the exploitation them is the development of an effective strategy, while institutions are the *rules of the game* (NORTH, 1990), in this case, who have carried out the implementation and execution of the strategy.

3 JUSTIFICATION

The importance of this sector in these municipalities is crucial and the sector is 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 essential theories 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.

4 CONCEPTUAL FRAMEWORK

4.1 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 tends to be part of them, too.

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

An analysis of the strategies of the National Program of Current Development with the other was performed, and the findings show that strategies has not much changed. They are still the same, no different words; the changes are minimal and the only difference are agreements of professionalization that they have made to see the current situation in which they find each destination. As in the last 12 years of reports from Guerrero State Government, the same situation happened.

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 destined 25 million pesos to promote tourism destination. During the years 2012-2014, 735 million pesos were invested in the state of infrastructure for the three municipalities, and in 2016 11 million were allocated (UNIVERSAL, 2016).

4.2 RESOURCES THEORY

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, which use a form to choose and implement their strategies. Tangible are those what can be seen and quantify easily, while intangibles ones are those that are difficult to see and 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. The three places have museums, theaters, plazas, bars, nightclubs and other places for social recreation. In the case of financial tangible resources, the resources allocated by the federal and state government can be mentioned, for the whole implication that requires the promotion of these places.

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

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, there is something that in the triangle sun, areas so ancient archaeological, as important as the Mayan culture was.

Generic strategies in these municipalities have been applied, since although 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 did not work at all as strategy. The differentiation was 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 has had little impact.

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

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

4.3 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, we can see the State failed to reduce uncertainty, because in the past, policy has been full of tension. For a 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 was not reduced, and negotiations with that State comes very costly, leading to better not want to invest. It should be mentioned that is estimated approximately 1,500 companies closed by the low profitability in the region, affecting the economy.

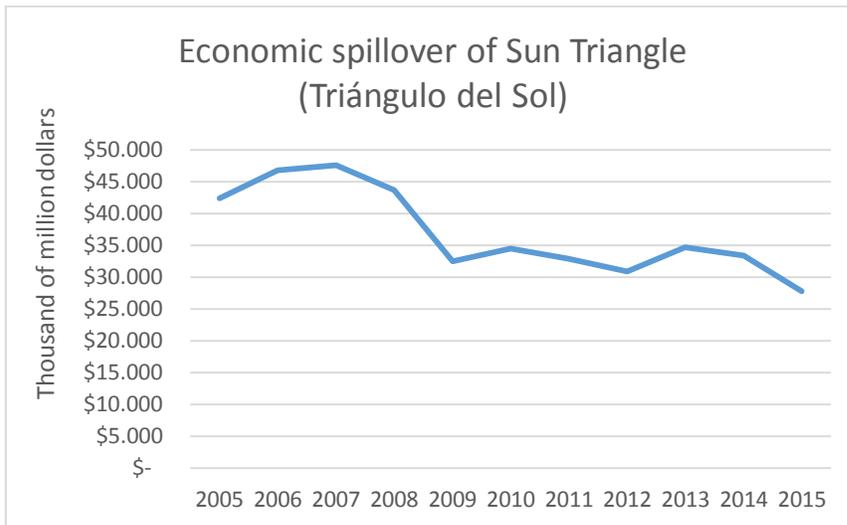
The institutions have participated together from all the three levels of governments, but apparently, there were not enough to be able to coordinate the linkage, which also affects the implementation of the strategy, and therefore, dependence that can be successful.

On the other hand, a strategic role as mentioned by 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 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.

5 RESULTS OF THE TOURISM STRATEGY

The economic impact on the Sun Triangle (Trinángulo del Sol) in the last years presented an irregular behavior. However, above all the notorious descent has had in the last two years, very few recoveries had, in fact, if we look closely at the graph, in the years 2005, 2006 and 2007, we can notice out it seemed the spill was increasing, but from mid-2007 began its decline and acting deeper in 2015.

Figure 2 - Economic Spillover of Triangle Sun 2000-2015

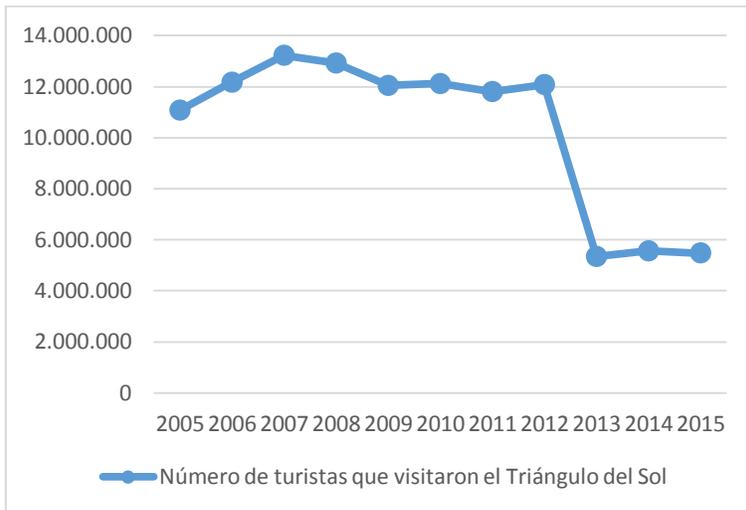


Source: Own elaboration with Guerrero State Government reports (2005-2015).

On the other hand, the visits have presented different variations. On one hand, recover the other falls again and for 2013 presented a strongest fall recovering already in 2014. It shows that in 2007, as the economic benefit 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 was 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 decrease, too.

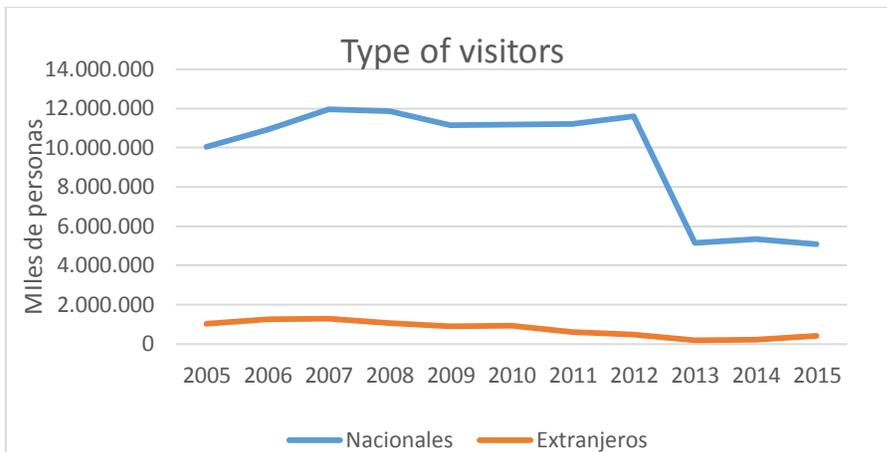
Figure 3 - Tourists who visited the Sun Triangle



Source: Own elaboration with Guerrero State Government reports (2005-2015).

While the graph type of visitors can show the big gap between domestic and foreign tourists visiting the Sun Triangle, it also presents 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 Guerrero State Government reports (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 - Sun Triangle socio-economic indicators (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, and indicate the economic situation found these three municipalities is 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 we can see that it 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.

6 CONCLUSIONS

Analyzing the situation and the results, we concluded 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 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 diagnosis looks over the issue, as it is not hard to dig deeper and find what the real reason causes this situation in. It is true that insecurity plays a very important role for the failure, but more must be acknowledged that decline appeared much earlier and 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 are:

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

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