Czech University of Life Sciences Prague

Faculty of Economics and Management

Department of Management

Master's Thesis

Tourism Industry in Mexico

Past – Present – Future

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Faculty of Economics and Management

DIPLOMA THESIS ASSIGNMENT

Bc. German Rodrigo Ramos Quezada, BA

Economics Policy and Administration

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Thesis title

Tourism Industry in Mexico: Past – Present – Future

Objectives of thesis

The main objective of this thesis is to identify the best practices of other heavyweight players, that could be put in place by Mexico.

The cornerstone are the actions and policies that could be performed to boost the tourism industry while having a more social impact.

For this, the best practices from other countries are taking as a reference.

Methodology

This thesis is expected to be in two main parts.

The first main part is comprised of a review of current literature taken from academic and other trusted, specialised sources. This will lead on to a review of the particularities of the Tourism industry in Mexico, and use analysis techniques such as TOWS and PEST to breakdown the elements, detect trends, and opportunities for change.

The second main part takes the first part as a starting point to identify what needs to change or improve. Best practices from other countries will be determined and used to benchmark against norms in Mexico.

The proposed extent of the thesis

approx 60-80 pages

Keywords

Tourism, Mexico, USA, Europe, Riviera Maya, Mexico City, All-inclusive, Social impact, Perception, World Tourism Organization (UNWTO), Mexican Peso, US dollar, UNESCO sites

Recommended information sources

Berge, P. and Eliassen, S. (2010). Hospitality and tourism management. Hauppauge, N.Y. : Nova Science Publishers, 2010. ISBN: 9781607412250

Bunten, A. and Granburn N. (2018). Indigenous Tourism Movements. Toronto, University of Toronto Press, 2018. ISBN: 9781442650190

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Declaration

I declare that I have worked on my thesis titled "Tourism Industry in Mexico, Past – Present – Future, Taking the industry to the next level" by myself, using the sources mentioned at the end of the thesis. I, as the author of this thesis, I declare that this thesis is in compliance with the copyrights, therefore is not breaking the copyrights of any person.

In Prague on 26.03.2022   _____

German Rodrigo RAMOS QUEZADA

Acknowledgment

I would like to give my most sincere appreciation to my thesis supervisor Ing. Richard Selby Ph.D. for his support. He elaborated with passion the big picture, but also the small key details of what a remarkable thesis should have. Dr. Selby's coaching made this journey enjoyable and successful for me. He shared his expertise, this made me grow, improve my capabilities, and expand my horizons. Thank you very much!

Tourism Industry in Mexico
Past – Present – Future
Taking the industry to the next level

Summary

This master's thesis is made of two parts. The first part focuses on defining the particularities of the Tourism industry in Mexico: History, Vision, Investment; as well it considers the Political, Economical, Social and Geography frame that have shaped this industry; finalising with TOWS and PESTEL analysis.

The second part focuses on identifying the best practices of other countries that potentially could be put into practice in Mexico. It also analyses Mexican government initiatives to magnify this sector. It includes a COVID19 section and the new tourism reality. The cornerstone are the actions and policies that could be performed mainly from the government to boost the tourism industry. A survey was conducted to specialists in the area. The survey results were analysed, and this contributed to define the proposals about how the Tourism industry in Mexico can grow more with a more positive social impact in Mexican society.

Keywords

Tourism, Mexico, USA, Europe, Riviera Maya, Cancun, Mexico City, All-inclusive, Social impact, Perception, World Tourism Organization (UNWTO), Mexican Peso, US dollar, UNESCO sites

Cestovní ruch v Mexiku

Minulost – přítomnost – budoucnost

Posouvání průmyslu na další úroveň

Souhrn

Tato diplomová práce se skládá ze dvou částí. První z nich je zaměřena na definování specifik odvětví cestovního ruchu v Mexiku: historii, vize, investice; rovněž bere v úvahu politický, ekonomický, sociální a geografický rámec, který toto odvětví formoval; a je zakončena pomocí TOWS a PESTEL analýzy.

Druhá část je zaměřena na identifikaci osvědčených postupů, které jsou využívány v jiných zemích, a které by potenciálně mohly být uvedeny do praxe také v Mexiku. Práce mimo jiné analyzuje iniciativy mexické vlády k rozšíření turistického sektoru. Zahrnuje kapitolu zabývající se vlivem COVID19 na cestovní ruch a také tím, v jakém stavu turismus v současnosti je. Ústředním tématem práce jsou postupy a opatření, která by mohla být prováděna především ze strany vlády, čímž by byl turistický průmysl podpořen. Byl proveden průzkum u specialistů v této oblasti, a jeho výsledky pak byly analyzovány, což přispělo k definování návrhů na to, co by mohlo přispět k růstu turistického průmyslu v Mexiku a zároveň mohlo mít pozitivnější sociální dopad na mexickou společnost.

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Chapter 1
Introduction & Thesis Frame

1.1 Introduction

The world is an ever-evolving place, new industries are created and is a world where the norm is the change. This is good because change means opportunities. Tourism as we know it today, where millions of people travel from here to there, and millions of dollars are spent, is quite new. This means that not everything is already defined, and the industry is reshaping constantly, this is an opportunity.

Tourism can impact positively the economy of a country that is a fact; however, this does not mean that the benefits reach everyone in the society, or that it has negative effects. If tourism is well-managed it can be a tool that brings prosperity to society, sustainable growth, and cultural recognition from visitors.

Mexico is a world leader in tourism, it was predetermined to reach this position, because it is a place with natural wonders, rich history, well-defined culture and close to a large market of potential tourists with economic resources, the US.

If Mexico's tourism industry is examined, flaws are detected; an important one is the lack of social impact. Economic and other benefits like infrastructure barely reach the population. It is taken into consideration as well the challenge to keep up with the competition, other countries are working hard to capture this juicy industry.

This work uses analysis techniques to get a clear picture of the situation of the tourism industry in this country. The results come with the strong points and the weak points with this information it is easier to know what needs to change. This thesis takes in consideration and reviews the new initiatives from the Mexican government. These initiatives will be the biggest economic investment for this industry in decades.

A specific chapter is given to Tourism in challenging times, focusing on pandemic situations, in specific the COVID19, because these situations put the tourism industry at risk. This is discussed and examined because these pandemics scenarios create new realities on how tourism could work.

Best successful practices and policies from other countries are looked over. The aim is to detect which ones can be replicated or customized to Mexico, to expand this sector. Finally, a comprehensive summary and conclusion delivers remarkable insights on how to bring Mexico's Tourism Industry into the next level, in other words a stronger industry with more social impact.

1.2 Objectives

The target of this thesis work is to connect the history and today's reality of the Tourism industry in Mexico. Then, propose how the current good position can be moved to the next level, this is a scenario with more income from tourism, more diversified industry and with a more social impact. For this it is analysed the unique government initiatives and what best practices from other countries can be applied.

1.3 Methodology

It is made of the analysis of books, eBooks, and online material from trusted sources, including specialized publications and official works.

The first part, particularities of the Tourism industry in Mexico, is an objective analysis of the evolution and elements that have played a key role, and that have shaped its status.

Also, it is an appraisal of what has been done right and benefited the industry, and what has not. Solid analysis techniques are applied such as TOWS and PESTEL. These are used to breakdown the elements, detect trends, and opportunities for change.

The second part takes the first one as a starting point and based on that it is possible to know what needs to change or improve. Examination is a pathway to identify the best practices from other countries. Practices that can be implemented in Mexico, to create a stronger tourism industry with more social impact.

Chapter 2
Tourism basics & History of Tourism in Mexico

2.1 Literature Review

The World Tourism Organization elaborates that "Tourism is a social, cultural and economic phenomenon which entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes" at the same time this definition recognizes that "tourism has to do with their activities, some of which involve tourism expenditure"

Tourism has skyrocketed as the statistics of the United Nations World Tourism Organization (UNWTO) show, in 1950 International Tourism was only 25 million, however in 2018 the figure reached 1.4 billion.

In the last decades, the tourism industry has become a relevant industry worldwide, where nowadays many countries rely on tourism, for some is either the main source of income or one of the most important. The tourism economic contribution makes a difference even though Mexico is a large economy with different sources of income such as oil and gas, or high-end manufacture including car production and medical devices. The impact of the tourism sector has been growing and it is now a major source of income, jobs, and foreign currency.

2.2 Tourism basics & History of Tourism

The tourism roots date back to ancient Greece and Rome, at that time it was used to admire the historic sites, seaside resorts, among those were the Seven Wonders of the World. This was just available for a small segment of the population of that time. Also, it is relevant to mention the non-western roots, like with the Buddhist and as well with pilgrims to Mecca (Walton, 2018).

A more recent origin of Tourism, as we know it today, is the Grand Tour. This was a trip for rich people across Europe, mostly men between the 17th and 18th with the purpose to be exposed to culture (Grand Tour, BBC, 2002).

Tourism numbers started to expand by millions from the end of the Second World War. During the WWII, many technology inventions were created, including better means of transportation. The world became wealthier, and the transportation was better than ever before.

The word "Tourism" used so often nowadays is somewhat new; as a matter of fact, records show it was used for the first time in 1811 ("Tourism", 2020. Merriam-Webster).

Today mass tourism is well-developed, this the result of the successful coordination between tourism operators, transportation companies and hotels. This type of tourism as its name says it is in mass, and it can move millions of people because it offers affordable prices.

In recent decades, a large list of tourism niches has flourished, this offers new opportunities for the industry. Also, it requires to understand the desires and mind set of the tourists within these niches, in this way tourist destinations can offer better proposals than the competition.

Ecotourism started to merge as an alternative to mass tourism, in this niche travelers are looking for natural habitats that are unspoiled. Also, they are looking to discover natural places while causing low impact in the environment. In other words, they want to be part of sustainable tourism. In this niche it is also desired that the visit contributes to the economic situation of the community.

LGBT tourism niche or Gay tourism is a large market, people in this segment look for places that are friendly with their lifestyle. As a matter of fact, the LGBT community knows and check what gay friendly places are trendy. Mexico has Puerto Vallarta, a well-know gay destination, where the "pink dollar" makes a difference in the region. This market is economically attractive for this reason for example Cruise ship companies offer cruises for this segment, another example is Walt Disney World that every year has its gay days.

Medical tourism is a niche that is growing. It refers when a person travels to a different place to receive a medical service, this can be for example a surgery or a fertility procedure. The main drivers for this are the price differences, availability of services, different regulations, or the quality. For instance, it is a common practice for Southern California residents to travel to Mexico for dental services, because in California prices are high.

There many other tourism niches, some of the more relevant are cultural tourism, culinary tourism, religious tourism, sex tourism, sport tourism, wellness tourism, wedding tourism, winter tourism and wildlife tourism. These niches, like the others mentioned above, have specific characteristics, so the planning for these niches needs to consider their particularities. These niches need a customized marketing, and the Mexican destinations need to be aware of competition for these visitors from other countries.

2.3 History of Tourism in Mexico

Mexico is a well-known country around the world, however it has just over two hundred years ago as an independent nation. It started its journey as a sovereign nation after its successful war of the independence.

Worth mentioning that the record of human activity in what is today Mexico dates back from 8,000 BC. These people were the cradle of the Mesoamerican civilization from around 2,500 BC. Mayans, Olmecs, and Aztecs are some of the most important groups of the Mesoamerican civilization. These fascinating groups and some of their traditions and lifestyle are still alive, some of those blended with the European customs (Hamnett, Brian R. 2019).

Europeans arrived in what is now Mexico at the beginning of the XIV century. It was in 1521 when Spaniards were able to control the area around what is today Mexico City, at that time it was the central part of Mesoamerica and the Aztec´s capital. Spaniards expanded from there and made a colony that lasted around three centuries, this colony was named the New Spain (Hamnett, Brian R. 2019).

Mexico is the result of the rich cultural blend between the Mesoamerican and European civilizations. This have made the country vast in history, traditions, and cultural attractions. Tourists can visit in Mexico archeologic sites such as pyramids from Mayans, Olmecs or Aztecs, but at the same time explore colonial cities built during the Spanish colonial time.

Mexico's war for independence started in 1810, this date is considered the foundation of the country, its official name is: United Mexican States. The XIX century was difficult for the country, with internal conflicts, but as well with war and attacks from other countries. One of these army conflicts was the Mexican American war that ended with the loss of more than half of the Mexican territory to the United States. Another relevant war was the French intervention in Mexico, this armed conflict lasted for years, until Mexico won the war (Meyer and Beezley. 2010).

The beginning of the XX century was hectic, in 1910 the Mexican revolution started, an internal conflict that reached almost every corner of the nation. This meant political, economic, and social instability, this conflict lasted 10 years.

The governments after the revolution started to realize the potential of tourism as a business, for this reason President Plutarco Elías Calles (President from 1924-1928) created a commission to promote tourism. This commission was part of the Ministry of Interior, with the aim to analyze the sector and determine where the investments should take place to increase visitors (Hellier-Tinoco, Ruth 2011)

In 1933 this commission became a Department, a branch from the Ministry of Economy. The new Department of Tourism had two commissions: The Official Committee and the Tourist board. The functions of the Official Committee were to reach, gather and process information in regards of potential actions to boost tourism. The Tourist board main activity was to take actions based on the key insights provided by The Official Committee. In 1937 the Department of Tourism decided to divide the country in 15 different regions. The creation of these regions allowed the implementation of more effective policies because these regions had in common similar characteristics and realities.

The Second World War started in 1939, for many years Mexico did not get involve in the war. Tourism activity was slow; however, the economy expanded. Exportations increased,

these went mostly to the US, a country that needed lots of resources and products since it was fully involved in the war. Also, the economy benefited because a lot of products were not imported anymore, but instead of that those started to be produced in Mexico. Mexico's army get involved in the war until 1944; the economic burden of this was not relevant because war ended in 1945 (Meyer and Beezley. 2010)

Tourism growth in Mexico during the Second World War was limited; however, the economy expanded, and the country started a modernization period. Infrastructure was built, this helped the tourism sector later (after the WWII) to growth at a larger scale.

The Golden Age of the Mexican film industry helped to export the Mexican cultural and lifestyle of that time. This took place between 1930 and 1960 went the film industry expanded, with constant popular movies. As a result, the Mexican culture was started to be known in far away countries, many where the knowledge about Mexico was limited at that time. These movies showed Mexican cowboys with big hats riding horses, drinking tequila, singing with a Mariachi band, also showing some Mexican traditions.

Since 1940 until 1970 the country had a tremendous economic growth, it is a period known as the "Mexican Miracle". This was a period of constant growth with a macroeconomic stability. The industries were growing, the income of the population as well, the government invested heavily in infrastructure. The internal market growth as never before, as well new industries appeared across the country, the country took economic relevance in the world stage. The government had policies that protected national companies, this included import duties and quotas, for this reason the national companies expanded. The average annual growth during these 30 years was of 6.6%, with only 2.2% inflation rate, the income of the population growth substantially and constantly (Hamnett, Brian R. 2019).

Major events in the country created a more solid notion of Mexico as a tourist destination, in 1968 Olympics took place in the country. For this worldwide event, the infrastructure was improved, the country was able to receive more and better a larger number of visitors.

The country hosted the soccer FIFA World Cup as well, for first time in 1970 and again in1986. Hosting the World Cups boosted the country's reputation, because soccer is perhaps the most popular sport in the world, followed by billions of people. The world

remembers watching the World Cups, and the popular World Champions: Brazil in 1970 and Argentina in 1986. The country together with the other North American countries (the US and Canada) will held the 2026 FIFA World Cup.

2.4 FONATUR

The government created in 1974 FONATUR, an organism that has improved in big scale the Mexican tourism industry. FONATUR is the acronym in Spanish for: National Fund for the Promotion of Tourism. This organism is a fund, aiming to create new tourism destinations, divided in three branches: construction, maintenance, and operations.

FONATUR's mission is to develop the tourism in Mexico with a social impact, making this industry competitive, reaching this in a sustainable way. FONATUR's vision is to create tourism destinations and projects that will enhance the quality of life of society

This organism develops new tourism destinations under the concept of: Integrally Planned Centers, commonly know by its Spanish acronym: CIP. Under CIP, new tourism destinations are created from scratch, most of them on the coast. Many of these projects take place in areas where there was no infrastructure, no roads, no airport, no dock. This organism creates all the concept elements of these new destinations, including the marketing that targets certain types of visitors. CIP plans and executes these projects from beginning to the end.

FONATUR's and its CIPs' projects have a big scope, however history has shown that this reachable and these projects have been a game changer for the industry. The first tourism destination created by FONATUR was Cancun, at a place with no infrastructure, no town or city nearby, a place with no name.

Cancun is nowadays a well-know destination, known worldwide, a place that receives millions of visitors each month. It is connected by non-stop flights coming from far away places, like the flight connection between Frankfurt and Cancun. Other CIPs created by FONATUR are Los Cabos, located on the cost between the Pacific Ocean and the Golf of California, Ixtapa, and Huatulco.

Chapter 3
Mexico tourist destinations

The country offers a variety of touristic destinations. The seaside resorts are the best-known; after that are the inland destinations, this include cities, colonial cities, pyramids, towns, natural sites, and UNESCO sites (also some of them are by the seaside resorts).

3.1 Seaside resorts

Cancun & Riviera Maya

Cancun and Riviera Maya are the main seaside resorts of the country and the main tourist destination of Mexico as well, these spots are visited by millions of tourists every month of the year.

Definition of these Seaside spots:

Cancun and the Riviera Maya are adjacent areas located in the Mexican Caribbean Sea in southeastern Mexico. Specifically, these areas are in the eastern part of the Yucatan peninsula, in the state of Quintana Roo.

Cancun is defined as the city of Cancun and surrounding areas, including the long hotel zone located between the Nichupté lake and the Caribbean Sea. Also, in front of Cancun is located: "Isla Mujeres" ("Island of Women" in English) a popular destination (Prado 2019).

Riviera Maya comprises from Puerto Morelos located 40 km south of Cancun to Punta Allen, this area is 150 km long along the Caribbean. Riviera Maya includes Cozumel Island, a touristic spot where cruise ships dock and where also it is located an international airport (Friedel, 2006).

Cancun is quite new; it was founded has tourist destination by FONATUR in 1974. Cancun is less than 50 years old; however, it is a city that has now almost 1 million inhabitants. Tourism is clearly the main economic sector of the city and the reason behind its constant growth (Ray, 2019).

Cancun is a planned city for tourism; however, its success has been greater than expected, as a result this sector has spread out to other areas. Visitors now explore and stay as well around and south of Cancun, to the north is not possible because there is a natural protected area.

This created another seaside tourism pole, "Playa del Carmen" located 70 km south of Cancun, this small town has become a small city with around 250,000 inhabitants. Playa del Carmen has become a destination in its own, an alternative to Cancun. Frequently travelers know that this place has a different vibe than Cancun.

Cancun is popular mainly with tourists from the US, Canada, and Mexico, while Playa del Carmen has become an alternative destination, popular with Europeans, South Americans, and Mexicans.

Cancun is more appealing to tourist from the US and Canada because the hotels there tend to be all-inclusive, something that clearly people from those country like. Also, a reason why these hotels are all-inclusive is connected to their location. Cancun´s hotel zone is a strip located between the Nichupté lake and the Caribbean Sea, this is kilometers away from the city of Cancun.

Playa del Carmen on the other hand appeals more to the European taste, this is behind its boom as a tourist destination, competing with Cancun. European tourists typically are looking for a more real and closer contact with the Mexican culture. They are looking to experience the Mexican culture, and this offered by Playa del Carmen

Playa del Carmen is a large town now, with a nice town square and pedestrian streets, like its famous and trendy commercial street: "Quinta Avenida" ("Fifth Avenue" in English). Tourists in Playa del Carmen can find hotels ranging from a hostel to high-end hotel, and in any case, they are just few steps away from both the Caribbean Sea and the town amenities. These amenities include restaurants, galleries, night clubs, shopping malls, parks, and public squares (Prado 2019).

Los Cabos

Los Cabos is located at the end of the Baja California peninsula, this destination is located between the Golf of California, also know as the Golf of Cortes, and the Pacific Ocean. It is in northwestern Mexico, in the state of Baja California Sur. Los Cabos, also know as Cabo, comprises the towns of San Jose del Cabo and Cabo San Lucas and the 33 km of ocean side between them (Kramer, 2019).

This destination was planned and built as Cancun by FONATUR. The aim was to create another tourist destination and contribute to the region. Los Cabos tourism is behind the economic and population growth in the state. It is interesting that if well it is far away by land from major cities their good cruise ships and flight connections compensate that. Los Cabos is only two hours and half away from Los Angeles which is the 3rd largest metropolitan area in North America after Mexico City and New York City. This seaside resort is different, because while Cancun's natural ecosystem is a jungle and the sea water has a turquoise color, Los Cabos is a desertic ecosystem and the ocean has a natural blue/greenish color.

Puerto Vallarta

Puerto Vallarta is a seaside resort located on the Pacific Ocean; this town is in the state of Jalisco, in the central-west part of Mexico. This seaside resort was not planned by FONATUR as Cancun or Los Cabos, but it is a successful touristic spot as well, with a steady growth. The popularity of this seaside resort started decades ago when some Hollywood movies were filmed here, like "The Night of the Iguana" in 1964. Also, some famous actors of that time like Elizabeth Taylor started to have vacation villas in this town.

Nowadays Puerto Vallarta, also know as Vallarta or PV, receive millions of tourists. These visitors come by land, cruise ships (mostly from the US west coast), and by planes. Puerto Vallarta airport receive non-stop flight from many places, including far away places like Helsinki, Finland. Visitors to PV like the town flavor, a typical Mexican town with town squares, traditional restaurants, and a pedestrian seafront with sculptures. Puerto Vallarta is also a major destination for the LGBT community (Milne, 2020).

Acapulco

Acapulco was perhaps the first international seaside resort in Mexico. This city has been important since Colonial times when Spanish connected trade through this port, one of the most common routes was Acapulco to Manila (Philippines). This city became famous as a tourist destination in 1950s when Top Hollywood actors visited and had glamorous vacation in this place, these actors included Frank Sinatra and Elizabeth Taylor. Acapulco tourism relevance started to decline in 2006, today most of the tourist are from Mexico (Berger, 2010).

3.2 Inland Destinations – Large Cities

Mexico City

There is not surprise that Mexico City is a top tourist destination, with a long list of major attractions, this draw millions of tourists. The city is in the Central south part of the country. Mexico City is the largest city in North America and in many publications, it ranks as the largest city in the Western world. It has a population of 9 million, but the Metropolitan area reaches 22 million.

Cities around the world have non-stop connections to Mexico City airport network. The city is a hub to connect to other part of the country either by air or land. It is the national capital and main economic powerhouse of the country, on the global stage is known as a key financial center.

The city has one of the highest number of museums in the world. It has some of top museums in the planet, but also many unique museums as well, like Frida Kahlo Museum. It has a long history since Mexico City was founded by the Mexicas indigenous group in 1325, later the Mexicas became the Aztecs. This area was the glamorous capital of this powerful civilization. During the Spanish Colony (1521-1810) it was the capital of the New Spain that covered a vast territory from the south of the current US state of Wyoming (north of the US) to the end of Central America (Low, 2008).

Close to Mexico City is Teotihuacan, a UNESCO World Heritage Site. Teotihuacan pyramid complex is one of the best-preserved area of pyramids in Mexico, with one of the highest pyramids in the world.

North America has only two royal castles both are in Mexico City, the most famous is Chapultepec Castle located in the Forest of Chapultepec. This forest is huge, with 686 hectares in the core of the city, more than double the size of Central Park in New York City with 315 hectares. In Chapultepec Forest, visitors can find many of top museums in the city, lakes, an amusement park, and a zoo as well. Around Chapultepec there are trendy neighborhoods and an impressive skyline.
(Meade, 2018).

Mexico City has plenty of touristic attractions appealing to a wide range of visitors. This city is vast in history, but it is also modern. There is always something to discover in Mexico City, a world class cosmopolitan city.

Guadalajara

Guadalajara is the second largest city in Mexico with a metropolitan population of 5 million inhabitants. This big city is in the central west part of Mexico, it is the capital of the state of Jalisco, in this state is located Puerto Vallarta as well.

This city is not only attractive by its size, but also by its culture and lifestyle, for a reason is know as the "Perl of the West" (in Spanish "La Perla del Occidente") and as the "City of the Roses". Guadalajara is also known as: "GDL" is in the center of the state and just 333 kilometers away from Puerto Vallarta.

Jalisco state is home of many traditions and customs that defines the Mexican culture. The famous alcohol beverage Tequila is produced here, and over 90% of the world production takes place in this state, the rest in 4 other states in Mexico (CRT, 2019). Tequila is produced from blue agave; this landscape is a UNESCO World Heritage. The town of Tequila famous for the tours where tourists can experience the Tequila production is located 69 kilometers from Guadalajara. Tequila can be reached from GDL by highway or by the famous Tequila train; in this train the passengers can drink Tequila and hear a live Mariachi band (Berger, 2010).

Guadalajara and Jalisco are also known to be the birthplace of Mariachi that is perhaps one of the most well-know traditional genre of the Mexican music. A Mariachi band uses guitar/s,

vihuela, violins, acoustic bass guitar and trumpets, with one or more of the band members singing. Mariachi is part of the UNESCO list of Intangible Cultural Heritage.

Monterrey

This city is the 3rd largest city in Mexico, located in the Northeast of the country and capital of Nuevo Leon state. The city's nickname is "the sultan of the north" (in Spanish "la Sultana del Norte"). Its metropolitan area has around 5 million inhabitants, this city is the second most important in the country in economic terms. It has headquarters of many global Mexican companies such as: CEMEX or Grupo ALFA.

This city is a business and industrial center; however, during the last decades it has invested to also become a touristic spot. It has renovated and upgraded its downtown, this is drawing the attention of tourists. In 2007 the state government ended the construction of Santa Lucia Riverwalk, an artificial river of 2.5 kilometers. This city has also a lot of modern architecture, including skyscrapers and supertall buildings (over 300 meters tall).

Tijuana

The metropolitan area of Tijuana has 2 million inhabitants, this city is in the Norwest of the country, it is also the largest city of Baja California state. This city is in the border with the US and shares more than 20 km of border with San Diego.

This city has been growing rapidly because of its geographical location, the city main industries are logistics and commerce, education, tourism, and high-end manufacture. The tourism industry includes the medical tourism, from dental procedures to surgeries. Medical tourism has grown because this city has highly qualified doctors and top-notch facilities. The medical tourists come from the US, mostly from the neighbor state of California. In California dental services, surgeries and medical service in general are expensive and many times people need to pay from their pockets for those services.

Tijuana became a tourist destination because its proximity with large US cities, mainly San Diego and Los Angeles. San Diego is just besides, on the other side of the border, with a metropolitan population of over 3 million inhabitants. Los Angeles with a metropolitan population of more than 13 million inhabitants. US tourists visit Tijuana to live the Mexican culture, this includes tequila & food, nightlife, shopping, and sport events.

3.3 Inland Destinations – Small Cities & Towns

Guanajuato City

This city is in the center west of Mexico, it is the capital of the state with the same name "Guanajuato". This Colonial era city is well-preserved, this is clear in its many squares, buildings, theaters, streets, and churches. This city is a World Heritage UNESCO Site.

Guanajuato city concentrates a lot of monuments and colonial buildings exquisitely decorated. These were built during the Spanish colonial time, during those times it was rich in mineral resources, mainly silver. The mining industry was key to the prosperity of this city during colonial times. The main mine is called: "La Valenciana" this can be visited by tourists (Visit Mexico La Valenciana, 2020).

San Miguel de Allende

This town is in the center west of Mexico, located in the state of Guanajuato. This town is rich in Baroque buildings from the colonial time. Another architectural style found here is the neo-gothic style, an example of this is "La Parroquia" church. This town is also known for its many festivals. These characteristics have created an expat community, mainly from the US, Canada, and Europe.

Chapter 4

TOWS and PESTEL analysis

4.1 TOWS analysis

This research leaned to use TOWS analysis and not SWOT, it fits better because it emphasises the external environment and in the tourism sector it plays a key role. The income in the sector relies in tourists from abroad and the international environment affect this sector greatly.

For instance, the COVID19 pandemic was an Opportunity, within the Threat of COVID19 for the industry, because the Mexican government never closed the door to foreign visitors while other countries were closed.

Threats

Mexico is trying to increase the amount of money that tourists spend in their visits. This approach makes sense since visitors spend a fraction of money in Mexico in comparison when they visit other countries like the US or France. This can be a threat if tourists think it does not worth to spend more money. This shift implies losing some tourists with a limited budget and work to gain tourists with a larger budget.

Overtourism affects not only the life of locals, but also affects the image of the touristic spots. This takes more relevance in a time where Millennials are having a bigger share from the total amount of travelers. Millennials tend to travel to places that go along with their beliefs and not necessarily where their parent use to take them, many of those places are too popular nowadays (Euromonitor - Tourism Mexico, 2021).

The exchange rate could affect the number of tourists, the Mexican peso has been gaining some value and this trend may continue. This may slightly affect Mexico, because the destination may become more expensive, however Mexico is not competing to be a cheap destination.

Fake and bias news can affect the image of the country. Nowadays people rely more than ever on the internet as an information source. Good amount of the information on the internet is not accurate and this can mislead potential tourists. Also, some traditional media tend to focus on negative news about other countries, rather having a more neutral approach.

Global or local pandemics situations can severely affect this industry, the best example of this is the COVID19. This virus affected every type of tourism from: Cruise ship tourism to Wedding tourism.

Natural disaster can be affected this industry, this includes hurricanes, floods, earthquakes either happening in Mexico or in other parts. Natural disaster from other countries can affect also because a natural disaster can occur in countries from where many tourists come to Mexico.

Global economy has an important influence, when there is a global crisis, the tourism usually drops in high numbers, an example of this was the global financial crisis of 2007-2008. In addition, regional economy crisis or political instability can negatively affect this industry.

Competition can have an impact on the growth of this sector. Many countries have seen the potential of tourism because it brings economic growth, investment, and foreign capital. This industry has become competitive, and countries take actions to be more attractive than others. National governments and local governments around the world are working together to favour this sector, consequently the list of attractive and new tourist spots increase every year.

Opportunities

This industry has been growing with visitors staying more days, and spending more money, this momentum can keep the growth and expansion of the tourism industry in Mexico. Additionally, this sector can boost its numbers because Mexico is a well-know brand, that is related with attributes that are important for visitors like friendly people and a delicious cuisine.

The country can take advantage of a stronger association with an image of vacations characterized by relaxation, good food, good time and magical places; something similar with what Corona beer did. Corona crafted one of the most successful marketing strategies in history using Mexico in it, in specific its beaches, to catapult its brand to world stage.

The rising trend of the tourism niches, such as: ecotourism, wedding, medical, sustainable, and adventure tourism. The opportunity to offer attractive tourism options to Millennials, a sector that is becoming more relevant. These tourists have a different taste compared with other generations, for instance Millennials look for tourist places where the environment is protected (Euromonitor - Tourism Mexico, 2021).

The increase in low-cost airlines can benefit the tourism industry, more flight options, and more nonstop routes to Mexico. On the other hand, most of low-cost airlines do not offer long-haul routes, so this benefit only tourist coming from the US and Canada.

International airline companies are expanding nonstop routes to Mexico, this opens the doors to receive more tourist from different places, this means the potential of a more diversified sources of tourists.

The political and economic tensions between the Western world and China means a reduction of tourist to China. Mexico can capture part of the tourist that are not traveling to China anymore.

The use of internet and informatics in the tourism industry have draw cost down, these cost reduction up to a degree have reached the final customer, the tourists. Mexico receives large and constant investment for new hotel resorts from national and international companies, this creates a healthy competence. This competition can continue benefiting Mexico's position with more options, fair prices, and better services.

The growth in tourists visiting Mexico can benefit the industry by reaching economies of scale, an example is that airport cost can go down because there are more tourists. Another example is the expansion of Mexico City airport network with the current construction of a new airport, this is more efficient operations and lower costs.

Weaknesses

There is certain level of insecurity sometimes at some points in the country, the most common is non-violent crime. This situation may look bigger when some media publish news and articles related with violence or insecurity. Also, it is important to note that the country is large with almost 2 million of square kilometers and a population of over 127 million of inhabitants.

In general, the country is safe if people exercise common sense. Criminal groups exist like in any country, but do not target tourist like in other countries. There are few unsafe spots in the country that are not touristic except for Acapulco and Tijuana. When a major security threat happens, the government take action to solve the situation. Mexico is not as secure as Europe but more like the typical security levels of the region where it belongs, North America.

Lack of visitors' diversification, nowadays the vast majority of foreign tourist come from the US and Canada. If Mexico stops receiving tourist from those two countries the tourist sector would be in crisis.

There are tourist coming from other regions, mainly Europe and South America, however since the demand is not high there are not many non-stop flights to Mexico. From those two regions the non-stop flights are mainly coming from large cities and capital cities. This situation is not attractive to visitors coming from a mid-size or a small city, since they may need to take more than one flight.

The Mexican government has waived the visa requirement for a long list of countries when people is aiming to visit the country for tourism purposes. On the other hand, countries such as Russia, Ecuador or Ukraine still need to apply for a tourist visa, this visa process is in advance, not at a point of entry into Mexico (INM Visa Mexico, 2019).

The infrastructure in the tourist spots still needs some improvement. The public transportation system is too reliable (not on time), buses need upgrades. The hospitality sector can improve their level of English-speaking skills, and facilities such as bus terminals and tourist attractions can have more bilingual signs.

Strengths

Mexican culture is hard to copy with its full authenticity. The country is well known across the globe, including traditions that are now popular as well in other countries, such as: The Day of the Death (skull face painting); Independence Day and its parade; and the celebration of 5 de Mayo. The country is known for welcoming tourists with a good customer service and be a country that smile.

Part of this culture includes its gastronomy, this area is quite extensive from tacos, tamales, enchilada, pozole to burritos (UNESCO Traditional Mexican cuisine, 2014). Tequila goes along with this gastronomy, if well it can be found worldwide, the Tequila variety is larger, and the quality is better. Also, in Mexico it is possible to take a tour about the Tequila production process.

Mexico´s natural resources are appealing to tourist, the country has over 9000 Km of coastline of warm waters with sandy beaches with scenic natural environments that typically are surrounded with palms. The country is one of the most natural diverse, it is possible to find from rainforest, pine tree forest to deserts (CIA factbook Mexico, 2019).

Religious tourism is also a strength, in Mexico City is located the Basilica of Our Lady of Guadalupe, one of the most important pilgrimage sites for Catholics, and by some Christians of other denominations.

The country can capture a diverse range of tourist, it has a strong position to attract visitors in the following types of tourism: medical, cultural, adventure, ecotourism, religious, culinary, LGBT, rural, cruise ships, seaside resorts, wedding, all-inclusive, archeological, city tourism, colonial architecture tourism, extreme tourism, sports, and worldwide events.

Mexico has the largest number of UNESCO heritage sites in the American continent with 35 sites, from these 28 are cultural sites, 5 natural sites and 2 mixed sites. The term mixed site is given when it is a cultural and a natural site at the same time. From the cultural sites there is only one in danger status, this is the Islands and Protected Areas of the Gulf of California (UNESCO Heritage List 2021).

The country is located beside of the USA, which is one of the largest economies in the world. This means over 300 million of potential tourist with a good income that are close. These potential tourists are between a short drive for border cities, to a maximum of only a 5-hour flight to reach any touristic destination in Mexico. The country is not too far from Europe, around 9 hours away in a direct flight. The country is well-connected, it is the third country with most airport in the world, this makes international and local connections efficient. It is increasing the cruise ships arrivals, this takes place mainly in the Pacific and in the Caribbean Sea (CIA factbook Mexico, 2019).

TOWS Analysis – Summary of Key points	
Threats **(External Origin)** • Overtourism is a threat to many Mexican tourism spots, from beaches to archeologic sites. • Successfully win the Millennial generation tourist market. The number of tourists from this	**Opportunities** **(External Origin)** • Expand the country's reputation as world-class touristic destination, Mexico is known as a place to relax and discover magical places: beaches, pyramids, UNESCO heritage sites etc.

generation is increasing, they tent to go to places that go along with their way of thinking.

- Global or local pandemics situations can severely affect this industry, an example of this is the COVID19.

- Fake and bias news can affect the image of the country.

- Natural disaster can affect this industry, this includes hurricanes, floods, and earthquakes.

- A global economy crisis affects more this industry than others, furthermore a crisis affects the average amount of money spent by visitors.

- The increase in competition from other countries can impact the number of visitors to the Mexican touristic destinations, there are new touristic places emerging around the world.

- The increase in value of the Mexican peso could affect the prices for foreign tourists.

- The uniqueness of the Mexican culture with an authentic: cuisine, traditions, history, painters, handcrafts, music, and customs. These characteristics are valuable for many potential tourists.

- The increase in low-cost airlines can benefit the tourism industry.

- International airline companies are expanding nonstop routes to Mexico.

- Gain the tourists that are not visiting China because of the tension between this country and the West.

- The use of internet and informatics in the tourism industry have draw cost down.

- The growth in tourists visiting Mexico can benefit the industry by reaching higher economies of scale.

TOWS Analysis – Summary of Key points

Weaknesses (Internal Origin)	Strengths (Internal Origin)
• A certain level of insecurity in the country sometimes at some points in the country, the most common is non-violent crime. • Lack of visitors' diversification, the majority of foreign tourist come from the US and Canada. If Mexico stops receiving tourist from those two countries the tourist sector would be in crisis. • Not enough non-stop flights to Mexico from Europe and South America. Currently only from big cities or flights hubs from those two regions. • Visitors from some countries like Russia, Ecuador or Ukraine need a visa to visit Mexico. This can discourage visitors from those countries. • Infrastructure upgrade is needed in some areas, like public transit in the resort areas, also some need to expand the airports capacity.	• Mexican culture is hard to copy, it is original, and this is recognized and valued around the world. • The country is the birthplace of traditions that are followed in other parts of the world, like The Day of the Death, or of famous drinks like Tequila and Mezcal • Mexico´s natural resources are appealing to tourists, with over 9000 Km of coastline with beautiful beaches with warm water • The country has a strong position to attract visitors from many tourism niches: medical, cultural, adventure, ecotourism, religious, culinary, LGBT, cruise ships, seaside resorts, wedding, all-inclusive, archeological, city tourism, extreme tourism, and sports. • Mexico has the largest number of UNESCO heritage sites in the American continent with 35 sites, these 28 are cultural sites, 5 natural sites and 2 mixed sites. • The country location beside the USA, which is one of the largest economies in the world with over 300 million of potential tourists that have a high income.

4.2 PESTEL analysis

Political

The United Mexican States, commonly known as Mexico is a federal republic of 32 states with a representative democracy. The country's constitution divides the federal government in three branches: Executive – The President; Legislative – The Senate and The Chamber of Deputies; and the Judicial branch – The Supreme Court of Justice.

It has an incipient democracy, not long time ago the fraud was an electoral practice. Now the people are starting to believe and live in a true democracy. The country has political stability, the country elects a president every 6 years, this could cause some political instability, but nothing big.

The last three Mexican presidents have been from different political parties; however, these three administrations have not altered the tax framework, nor created new taxes. On the other hand, labor and environmental regulations have benefited from better and clearer regulations. The federal government invest heavily in the tourism sector. The government through the tourism ministry creates a beneficial environment for this industry, this ministry has a clear national tourism strategy.

Economic

The country has a stable economy, after the global financial crisis of 2007-2008 the economy has had a positive performance between 2010 and 2018. (World Bank – Mexico, 2021).

The country has a diversified economy, some of their more important sectors are energy (oil production), cars and truck production (including parts), manufacturing of electronics, high-end manufacturing (like medical devices) and tourism.

Mexico is perhaps one of the best countries to do business in the Americas because it has a solid macroeconomic stability. This stability is shown in the interest rates, inflation, and exchange rates, but also in the low unemployment, and economic growth.

A competitive country, one of the reasons of this is the high involvement in international trade. Mexican companies have successful operations around the world, additionally a long list of foreign companies have business in the country. Mexico has signed many trade agreements with nations around the world, the most important is the United States-Mexico-

Canada Agreement (USMCA). This agreement means a privileged access to one of the largest and most attractive markets in the world.

The income inequality is important, around 48% of the population is poor, in the same country there are ultra rich people, some of these families are the wealthiest in the world. During the last ten years the poverty levels have been stable, however some progress has been made in the reduction of extreme poverty. This income inequality gap is clear between rural and urban areas, and between the different regions in the country. There are parts of the country with living standards like Europe, while other parts have standards comparable with South America (Coneval – Pobreza, 2018).

Social

The large population makes the country attractive for business. Also, most of the population is in their working age. The median age is around 29 years, and the total population is around 127 million. The population growth is moderated, and the life expectancy is 75 years (INEGI – Datos, 2020).

The Mexican society emigrated heavily last century from rural areas to the cities, looking for a better quality of life. The cities typically offer better paid jobs, access to education and health services. The population of the cities boomed last century; the best example is Mexico City that currently has a metropolitan population of 22 million. The rapid growth of cities in the country has caused some problems, such as stress in society due to traffic jams and pollution.

The social realities are diverse, this is linked with the economic imbalances. Low-income society has limited access to opportunities, this includes unfortunately limited access to university education or a good job. This situation causes that a large part of society does not reach its full potential, consequently this also impacts the development of the country.

Technological

R&D is not at the level of relevance that the country has in other areas such as its economy or culture; however, it is a place that adopts early new technologies. Mexico is a country that benefits technologically from its proximity to the United States. Similar to what happens with economic inequality, the use of new technologies tends to be concentrated in cities and in the rich parts of the country.

The country has a large domestic market with technology companies competing for a market share, this brings competitive prices in technology. Internet users reached in 2019 80 million, this is the 70% of the population, this has a growth trend. The country is a large producer of technology, this includes the following sectors: pharmaceutical, computers, electronics, aerospace, medical devices, and car parts (Gobierno de Mexico SCT, 2020).

Environmental

Mexico like most of western nations has a complete legal framework that regulates and protect the environment with laws and regulations at the federal, state, and municipal level. These regulations were not followed much few decades ago, despite the existence of a legal framework. Nowadays authorities are better assuring the compliance of the environmental laws.

The society and media have played a key role for a better protection of the environment. Society protests when an ecosystem may be at risk, also the government check faster that new industries comply or not with the corresponding regulations. This new reality is good for the tourism industry because it means that places like beaches will not suffer from pollution. The regulations however are not comparable with some countries like Norway where the standards are higher and where the level of corruption is minimal. The environmental standards in Mexico vary slightly by region and state because the federal environmental standards are applied throughout the country.

Legal

The legal system of the country is divided in federal, state, and municipal laws. The main document is the Constitution of 1917, the country follows the civil law, and the Congress is responsible for modifying the constitution.

The application of the laws is affected by the efficiency or inefficiency in each part of the country, unfortunately across the three level of government the judicial system is full of red tape and is slow. The judicial system is not completely reliable, corruption is a reality. This can affect companies and makes difficult to resolve disputes between individuals or between companies.

	PESTEL Analysis – Summary of Key points
P **Political**	Representative democracy, 32 States, Government is divided in three branches: Executive, Legislative and the Judicial branch. Incipient democracy, not solid yet. Political stable country. Presidential elections every 6 years. Government policies are stable, constant improvement in policies in favour of the touristic sector, this includes investment to upgrade touristic infrastructure.
E **Economic**	Stable and diversified economy, low inflation rate and constant exchange rate. Macroeconomic stability with an economic growth trend. Competitive economy, strong player in the international trade arena, part of the United States-Mexico-Canada trade Agreement (USMCA). The income inequality is high, around half of the population is poor, also with some of the wealthiest families in the world. Also, high income inequality gap between the rural and urban areas, and between regions
S **Social**	Large population with 127 million of inhabitants, large market for business. Most of the inhabitants are in their working age. The social realities are diverse, linked to the economic imbalances. Low-income society has limited access to opportunities this impacts the development of the country.
T **Technological**	The use of new technologies tends to be concentrated in cities and in the rich parts of the country. Large part of the population use internet on a regular basis from entertaining purposes to shopping, this trend is increasing.
E **Environmental**	Complete legal framework that regulates and protect the environment. Society has a key role in the protection of the environment, they protest when ecosystems are at risk. Nowadays the government authorities are better ensuring the compliance of the environmental laws and act faster when it is needed. This helps to keep seaside resorts free from pollution.
L **Legal**	The main document is the Constitution of 1917, the country follows the civil law. The judicial system is full of red tape and slow. The judicial system is not completely reliable, corruption is a reality.

Summary Part I

Tourism nowadays

Tourism nowadays is part of a standard normal life, as a matter of fact the UNWTO statistics for 2019 shows that international visitors reached 1.5 billion worldwide, this is an increase of 4% from the year before. The tourism industry was way smaller just some decades ago, it boomed after the Second World War (UNWTO barometer, 2020).

Many factors have contributed to the exponential growth of this industry, including the simplicity and affordability to travel overseas. This industry is a key income for many places, regions and countries, the degree of the positive impact depends on the right management. A well lead tourism industry can bring prosperity to a country where it boosts the economy, improves the life of society, and can contribute to preservation of the touristic attractions. Nevertheless, reality many times is different, in the case of Mexico the tourism industry plays an important role in the economy, however this economic benefit has not reached much to society.

Mexico & Tourism

Mexico in the global stage is a relevant nation, with a prime performance in the tourism industry. This is because the country has a cultural, natural, and historical elements that attracts tourists. The tourism sector is evolving rapidly, for instance currently the tourism niches are more diverse than ever; a country to be successful needs to be leading in these new realities.

The Mexican federal government has realized the importance of this industry to bringing progress to different regions along the country. The government involvement in supporting this industry started mainly with President Plutarco Elías Calles (President from 1924-1928). From the end of the decade of the 1920s the government scaled up the actions to support this sector. In almost a century this industry moved from having a little impact in the national economy to becoming one of the main sectors.

During the Second World War the Mexican economy expanded and started a modernization period, this included the infrastructure improvement. Mexico like most of the world during the World War II had a limited number of international visitors. Nonetheless, Mexico did not participate much in WWII, so it was a period of economic growth. The economic strength

and infrastructure investment during this period made the country to be in a better position to move in bigger steps in this industry after the war time.

The creation of the Mexican identity for tourism

The country's cultural identity around the world was benefited and defined by the following events. First, the Golden Age of the Mexican film industry, this took place between 1930 to 1960, helped to export to the world a sense of the Mexican identity and lifestyle. These hundreds of films showed a country with a vast territory, with romantic Charros (Male Mexican cowboys) drinking tequila with a festive lifestyle.

Secondly, the "Mexican Miracle" a period of economic boom that took place from the 1940 to 1970. This created a modern economy and a country with a higher economic importance. This period created a society and cities with better services and communication networks. The income of the people improved, as well the population increased creating economies of scale that made the country competitive in global terms.

Thirdly, the country hosted world events, this showed Mexico has a great place to visit and discover. In 1968 the country hosted the Olympics, in 1970 the soccer FIFA World Cup, and again in 1986, becoming at that time the first country on earth in hosting twice the world cup.

FONATUR

The government created the National Fund for the Promotion of Tourism (FONATUR) in 1974. This organism is behind the success of the country in tourism since it was created. This fund aims to create new tourism destinations and it is divided in three branches: construction, maintenance, and operations. This fund develops new destinations under the concept of: Integrally Planned Centers, this means a plan that consider all the elements for a new tourist destination.

The most important destination created so far by FONATUR is Cancun. There was nothing there, FONATUR founded Cancun in 1970, they planned, built, and has maintained this world class resort. Cancun alone receive more tourist than Canada (3rd place in tourists in the Americas). FONATUR's objective is to improve the quality of life of the society by developing tourism destinations across Mexico (UNWTO barometer, 2020).

Mexico tourist destinations

The country's destinations can be classified in Seaside resorts and Inland destinations. These inland destinations can be divided in two, large cities, and smalls cities and towns. Mexico's destinations appeal to a wide range of visitors, some spots can be attractive for some type of visitors while other not too much. This diversity in touristic places makes the country to be in a strong position in many tourism niches, some of these are Ecotourism and Medical tourism.

Cancun and Riviera Maya
The main seaside resort area of Mexico is in its Caribbean Sea. This area is called Cancun and Riviera Maya, this is the most visited area of Mexico. Cancun refers to the area around the city, it is the main city of the Mexican Caribbean. Additionally, this city has the main international airport of the Mexican Caribbean, connecting with a long list of nonstop flights coming from every corner of the world.
Riviera Maya is all the area south after Cancun, this term encompasses 150 kilometers along the Caribbean Sea. Tourists in Riviera Maya can find in addition of the turquoise water and beaches with fine white sand like in Cancun many other attractions. These attractions include Archeologic sites with pyramids and cenotes (natural pit, like a small natural pond of crystal clean water). Also, amusement parks inspired by the natural wonders of the Yucatan peninsula and the Mexican culture, an example of this is Xcaret and Xel-Ha.

Los Cabos is another destination created by FONATUR; this seaside resort is located at tip of the Baja California peninsula. In specific where the Golf of California meets the Pacific Ocean, this destination is booming as well. Los Cabos refers to the towns of San Jose del Cabo and Cabo San Lucas and the 33 km of beaches between them. The tourism has spread out from Los Cabos to other parts of the peninsula.

Puerto Vallarta, known sometimes as PV, it is a seaside resort on the Pacific Ocean. This is not a planned resort like Cancun or Los Cabos, but it has become a main resort. It was a small-town decades ago that gained popularity when Hollywood movies like "The Night of the Iguana" (1964) were filmed there. Also, some famous actors like Elizabeth Taylor had vacation villas in this town. Nowadays, PV is a well-connected small city with a busy international airport, highways, and docks for cruise ships. PV is a top touristic destination in North America for the LGBT community.

Mexico City

The main inland destination is without doubt Mexico City, this mega city is the national capital and concentrates a long list of attractions. Tops as one of the cities with most and best museums on earth. The large and well-preserved pyramid complex of Teotihuacan a UNESCO site is nearby. The city features a long list of international events, concerts and activities that attracts visitors. Mexico City is benefited by a great connection to the world with 3 large international airports serving its metropolitan area.

Guadalajara is the second largest city in the country and the second most visited city as well. The nicknames of this city are the "Perl of the West" and "The City of the Roses". This city has its own charm, basically it is a city that features many things that define Mexico. This city is the capital of Jalisco state where most Tequila is produced, also it is the birthplace of Mariachi the most famous traditional music band of Mexico. Puerto Vallarta, the popular seaside resort, is in the same state, just 333 km away from Guadalajara; in its way is Tequila (town) where tourists can take tour about the Tequila production and history.

Monterrey is a city that is becoming a tourist destination. This city was only a popular destination to do business since it concentrates a large list of companies' headquarters, but now it is becoming a magnet for tourists as well. The city combines old colonial and modern architecture, is the place with the tallest buildings in Mexico. Downtown was upgraded few years ago with the construction of Santa Lucia Riverwalk, a man-made river of 2.5 kilometers.

Guanajuato City, a World Heritage UNESCO Site, is one of the most visited small cities, the city centre is a well-preserved place with many colonial era buildings. The architecture is rich because it was a wealthy city during those times. Guanajuato had one of the richest silver mines in the world when those buildings were made.

TOWS Analysis

The first part of TOWS analysis is made by the external factors (TO) that influence the tourism industry in Mexico. First the Threats (T) are the external negative elements affecting the industry, while the Opportunities (O) are the external positive elements.

Threats, Overtourism can affect the touristic spots and create a negative image of the destinations as well. Millennials are gaining importance as tourists; this creates new demands because they have a different way to travel; they are looking for experiences that go along with their way of think.

Global pandemics such as the COVID19 can severely affect the tourism sector. Global economic crisis or natural disasters can disrupt this sector. The increase in competition from other tourist destinations from other countries could be a threat for the Mexican destinations. Finally, today there are a lot of fake and bias news, these can spread a bad image of the touristic destinations that does not correspond to reality.

Opportunities, the growth momentum of last years can continue making the country to improves its position in global terms. The uniqueness of the Mexican culture makes it hard to be copied by other countries. Connected with this uniqueness is the fact that the country has the highest number of UNESCO heritage sites in the American continent.

It is opportunity for this industry the expansion of international airline companies that are offering more nonstop routes to Mexico. Additionally, more low-cost airlines are connecting the US with Mexico. The increase in millions of visitors is creating a greater economy of scale, bringing lower costs and greater competition.

The second part of TOWS analysis is made by the internal factors (WS) these elements are part of the reality of the country. First the Weaknesses (W) are those internal negative elements affecting the industry, while the Strengths (S) are the internal positive elements. It is important to know both to manage them in the best way, minimize the effects of the Weaknesses and benefit the most from the Strengths.

Weaknesses, there is a lack of visitors' diversification, the majority of foreign tourist come from the US and Canada. On top of that, most of them are coming from just few states in the US. The country has not taken actions to promote and to diversify the origin of tourists. The country has not promoted enough more non-stop flights to Mexico from Europe and South America. Today only big cities or flights hubs in those regions offer non-stop flights.

It is complicated from tourists from some countries like Russia, Ecuador, or Ukraine to visit Mexico because the Mexican government ask them to apply for a tourist visa.

Strengths, the country is recognized for its culture, and it has icons followed by potential visitors from around the world, some examples of this are: Frida Kahlo, Mexican wrestling (in Spanish "Lucha Libre"), Tequila and Mariachi. Visitors can experience the Mexican culture by visiting the Frida Kahlo Museum in Mexico City or attending a Mexican wrestling show.

The country's strong position to attract visitors from different tourism niches, like medical, adventure, religious, culinary, LGBT, cruise ships, seaside resorts, wedding, all-inclusive. The 9000 kilometers of coastline line, most of them are beautiful beaches with warm water. Its location beside the USA, one of the largest economies in the world, with a large population of potential tourists.

PESTEL Analysis

Political, Representative democracy, Incipient democracy. Political stable country. Presidential elections every 6 years. Government policies are stable with constant investments to upgrade touristic infrastructure.

Economic, Stable, and diversified economy. Macroeconomic stability with an economic growth trend. Competitive economy, part of the United States-Mexico-Canada trade Agreement (USMCA). A country with a big gap of income inequality, half of the population is poor.

Social, most of the inhabitants are in their working age. The social realities are diverse, linked to the economic imbalances. Low-income society has limited access to opportunities this impacts the development of the country.

Technological, Large part of the population use internet on a regular basis; however, the use of new technologies tends to be concentrated in cities.

Environmental, A country with a complete legal framework that regulates and protect the environment. Nowadays the government authorities are better ensuring the compliance of the environmental laws and act faster when it is needed.

Legal, the country follows the civil law. The judicial system is bureaucratic and slow. The judicial system is not completely reliable, corruption is still a reality.

Linkage between Part I and Part II

This first part of this thesis is the foundation, background, and picture of the tourism industry in the world and in Mexico. This includes the tourist history of Mexico, the general current reality, and the characteristics of the main tourist spots. The main destinations are approached not only with numbers, but too with their particularities that draw or not certain type of tourists.

Part I provides an analysis using TOWS and PESTEL, the outcome is strategic information, which is like a 360 degrees picture of this industry in Mexico. This information is a solid starting point for Part II in the next pages. The following part has rich insights about the present and future of this sector. It includes what could be the best moves for this industry that is under challenging time because the COVID19 global pandemic situation.

Chapter 5

Tourism in challenging times, COVID-19

This chapter focuses on the tourism during the COVID-19 pandemic, this situation has affected the sector exponentially. This has caused a big collapse in every single indicator of tourism; therefore, this chapter elaborates the magnitude of this. Also, this chapter explains the new tourism realities and how the industry is rewriting the way it operates.

5.1 Impact on Tourism by COVID-19

The tourism sector is one of the most affected by the ongoing COVID-19 pandemic. This sector has been hit hard in 2020 and 2021 and the tourism levels are far from the 2019 levels. This affects not only the people and companies in the sector, but the countries, because the tourism brings money and generates taxes for the countries. According to a study of the United Nations World Tourism Organization (UNWTO) the COVID pandemic will cost the tourism industry around the world in 2021 $ 2 trillion USD, the same figure than in 2020.   ("UN News", 2021. Coronavirus pandemic).

COVID-19 has affected some elements of the tourism industry more than others. This is the case of the Air travel that involves more constraints and regulations compared with long-distance car travel. The New York Times shows information from: Arrivalist, this information reveals that long-distance car travel bounced back faster than Air travel in the US ("The New York Times" (2020). How Bad Was 2020 for Tourism?)

The pandemic has affected some geographical areas more than others, this is related with the number of cases, the restrictions, testing rules and the clarity of regulations. Some areas have had a partial recovery, this is the case of South Europe and North America, this recovery has been clear in some top destinations, such as: Croatia, Mexico, and Turkey ("UN News", 2021. Coronavirus pandemic).

The tourism was affected more, specially at the beginning of the pandemic by the lack of clear information, this was mainly for international travel. Some regions like Europe were affected more, because European countries are smaller compared with North America, and international travel happens more often. International travel in Europe was considerably affected by the different regulation in each country, the unclear information and the accessibility to this information by foreigners.

5.2 New Tourism realities

The covid pandemic is not the first pandemic in history, but the first in the history of the tourism industry as we know it nowadays. The industry has not a reference point of a similar crisis of this extent, so the new tourism reality has been created as the pandemic unfold. Also, there is not a single new tourism reality but many tourism realities, this is determined by the number of cases, predomination of new COVID-19 variants (Delta, Omicron), different countries restrictions (country of origin and country of destination) and government rules.

Many countries have implemented regulation to stop tourists during the peaks of the pandemic waves, sometimes also the ban of incoming non-essential travel. This has been the case in many European countries, at some points these measures were relaxed, and the arrival of tourists was allowed. Tourists were welcome if they were coming from countries with low numbers of cases.

Countries with tendency to have regulations have evolved by having later a clearer system, and shared tools (Apps, QR codes). An example is the European Union that has implemented a traffic light system, these system ranks countries by colors according with the number of cases. This works like a street traffic light, where "Red" means countries with high numbers of cases, "Yellow" countries with some important figures of cases, and "Green" for countries with low numbers of cases. The traffic light system has helped to identify easier the situation of countries of origin and destination, in consequence countries in Europe can provide clear information if it is possible to enter, and if so, what are the entry requirements. Also, many European Union (UE) countries have implemented the COVID passport, also known in some places as the COVID App, to streamline the accreditation of vaccination.

On the contrary, other destinations only exceptionally have taken strong actions to stop the flow of tourists and have leaned mostly to implement some regulations or partial regulations. An example of this is the United Mexican States (Mexico) that has not requested during the pandemic neither to show proof of vaccination nor to show a COVID-19 testing for entering the country by any means of transportation. Popular destinations in Mexico like Cancun applied partial regulations during the pandemic peaks such as reduced capacity in hotels, restaurants etc. with restrictions such as 50% maximum of the capacity or even 30%.

Chapter 6

Best tourism practices around the globe

6.1 Unique tourism practices of countries around the world

Turkey with Turkey Airlines layover with free tour

Before COVID-19 Turkish Airlines, the major airline from that country offered a complementary tour. There were a variety of tours to choose from, this included a selection of different places to visit in the Greater Istanbul area, and with different time duration. This was offered to Turkish airlines long-haul passengers when they had a layover in Istanbul airport of at least certain number of hours before their next flight. The tours were classified depending on the length of the passenger layover, in this way they knew which tours fit them without worrying about their next flight.

This was a win-win practice, first many tourists did not mind anymore to flight some time more to Turkey and having then a complementary tour. An example of this was North Americans coming to Europe with a connecting flight in Istanbul because of this, tourists were happy with the Airline and decided to book with them. Secondly, Turkish Airlines gained customers, differentiated from competitors and this uniqueness spread by word-of-mouth. Thirdly, and the most important for the tourism sector, was that those passengers visiting Istanbul briefly, potentially will return to Turkey to visit the country more extensively.

Summer Educational Programs in Europe

Countries in Europe offer short education programs during the summer, these courses target many times not only students, but also the general public. These programs can be as short as 3 days or as long as 6 weeks; however, the most common length is: 1 week, 2 weeks or 4 weeks. These courses easily fit the students' schedule, because during summer they are free from school and many of them want to travel.

The topics of these courses are diverse, some of them are about culture, while others could be about languages. The long list of courses makes them to be attractive for almost anyone trying to learn something new. Usually, these courses are organized by solid institutions, typically the summer school branch of universities.

<u>Visa waived for tourists</u>

Different countries like Argentina, or block of countries like the European Union do not require visitors' visa to holders of certain passport, like the Mexican or US Passport. If this requirement was in place, tourists may decide to visit a different country, especially if the tourist visa is a lengthy, complicated, or expensive process. Waive visa is not easy in some cases because of geopolitical reasons or for security reasons. The visa requirement is a way to screen foreigners and to protect the country from people with bad intentions.

<u>Creation of touristic attractions, the case of Dubai in the United Arab Emirates (UAE)</u>

The government of the United Arab Emirates (UAE) has been investing in creating touristic attractions. Its largest city, Dubai, is famous nowadays by its Architecture (modern skyline), Top Malls, Fine-dinning, and Experiences like sand dunes tours or international events. This city was not in the tourist map two decades ago; however, the Emirates spotted the opportunity of the tourism industry to diversify its economy and as an important source of income. The UAE invests on a permanent basis in tourism, for this aim the country builds infrastructure, hosts international events, and makes sure its Air connections to the rest of the world are efficient.

<u>Strong partnership with a large national airline company, the case of Emirates Airlines</u>

Dubai in the United Arab Emirates (UAE) has a long-standing partnership with the Emirates Airlines (backed by Dubai´s royal family). Both parts have a common goal, to connect Dubai to the world. The company has grown exponentially, nowadays with a fleet of 270 planes, carried 56 million passengers between 2019 and 2020 and connecting Dubai with 157 destinations.

The company has created a great partnership with Dubai airport, that is own also by the state, this synergy has made of Dubai airport a global hub. This hub connects air travels in the same way other major airport hubs do, like London with Heathrow or Frankfurt airport in Germany.

6.2 Summary of practices

These practices are unique to each country or countries where this takes place. These practices boost tourism, and these practices can be classified in two different types.

One type is **Enhancer Practices**, it increases the attractiveness of a country, it involves the shaping of elements and procedures that make a destination more appealing, in this way tourists have more reasons to visit a country.

The other type is **Facilitators Practices**, it is the reduction or elimination of a barrier, this includes the ease of travel, commonly involving the air transport of passengers. In the case of transportation, it is either that now a route is available or is operating in a better way, facilitating international tourist travel.

It belongs to **Enhancers** the practice of: Summer Educational Programs in Europe, Creation of touristic attractions, the case of Dubai, and partially Turkey Airlines layover with free tour. In the Summer Educational Programs practice it becomes more attractive to visit Europe because in addition to visit and discover this continent with vast history and culture. The visitor can learn from a well-structured program organized by a recognized university. Often this learning is related with the history and culture of the country where the summer program is taking place.

Creation of touristic attractions, the case of Dubai, it is probably the best example of a **Enhancer Practice**, basically Dubai would not have been known by foreigners and not even received a fraction of income it receives from visitors if the UAE had not decided to increase the tourist attractions of the city just few decades ago.

Turkey Airlines layover with free tour belongs to both types of practices, it belongs to **Enhancer** because it is more attractive to visit Turkey, Istanbul in specific. Tourists under this program do not need to pay for this short tour/short visit. They contribute a bit to the economy with some expenses during their layover and tour; potentially they will visit Turkey in the future.

It belongs to **Facilitators**: Visa waived for tourists, Emirates Airlines partnership with the government and airport, and partially Turkey Airlines layover with free tour. In the practice of Visa waived for tourists, a barrier is eliminated, many times the visa process is either lengthy, complicated, or expensive. In the case of Emirates Airlines, this state-owned company has eliminated the distance barrier, nowadays in many cases a direct flight connects tourists from around the world to Dubai. Emirates Airlines has decisively contributed to make Dubai Airport a global hub.

Turkey Airlines layover with free tour belongs to both classifications, it belongs to facilitators because the airline company has a stronger presence globally with more customers, offering more flights at better prices to more millions of passengers. The airline facilitates the flights connections to Turkey.

Best Tourism Practices can be classified in:	
Enhancers A practice that increases the attractiveness of a country or a destination.	**Facilitators** A practice that involves the reduction or elimination of a barrier. Commonly involving the improvement of means of transport.
Best Tourism Practices that belong to **Enhancers**:	Best Tourism Practices that belong to **Facilitators**:
1.- Summer Educational Programs in Europe	1.- Visa waived for Tourists
2.- Creation of touristic attractions, the case of Dubai	2.- Emirates Airlines partnership with the government and airport
3.- Turkey Airlines layover with free tour (a hybrid practice with elements of Enhancer and Facilitator)	

Chapter 7

Investment of the Mexican government in Tourism

This chapter is made of three sections. The first section elaborates about the government investment in this sector, the second is about the survey applied to experts in Tourism and the last section includes the analysis about the result of the survey. The government investment in tourism is part of the survey; therefore, it is explained in the first section.

7.1 Investment Projects

Mexico has a 6-year political cycle; a federal election takes place every 6 years, and a new president is elected. There is not re-election in the country. The current president is Andres Manuel Lopez Obrador, also know by the acronym of his name: AMLO. He started his administration in 2018 and will end in 2024. AMLO is the first president from the political party MORENA, with majority in the Congress.

The current federal administration leaded by AMLO, has the expansion of the tourism sector as a priority and strategic for its economic plans. The federal government has the following investment projects, few of these are already in the execution stage:

7.1.1 Mayan Train

Mayan Train, or in Spanish "Tren Maya", this project is in the execution stage.

Key Facts:
The project is to build a railway to connect the Yucatan peninsula. The trains will be connecting tourists to destinations in this big area, this includes towns, cities, and archeologic sites. The Maya Train will be a 1,525-kilometer (948 mi) railway. The construction started in April 2020 and will finished in 2023 and it has a cost of US$7.4 billion ("Tren Maya", 2021. FONATUR).

Reasons for this project:

The Yucatan peninsula is truly beautiful natural area, it compromises the states of Yucatan, Quintana Roo and Campeche; however, the train project will also connect to tourist spots located in the neighboring states of Tabasco and Chiapas. In the eastern part of the Yucatan peninsula is located the Caribbean Sea, where Cancun is; and on the west of the peninsula is the Golf of Mexico. This area has a long list of Mayan archeological sites, many of them are well-preserved Pyramids such as: Chichen Itza, a UNESCO World Heritage Site.

The most visited tourist area in Mexico is the Mexican Caribbean that comprises Cancun and Riviera Maya (south of Cancun). Cancun has a major airport hub; the second busiest airport in the Mexico after "Benito Juarez" the main airport in the Greater Mexico City area/Valley of Mexico. Nowadays, most of tourists arriving through Cancun airport stay there or at Riviera Maya (150-km coastline south of Cancun) but not many visit other great touristic spots along the Yucatan peninsula.

Project Execution:
This project is coordinated by FONATUR and is divided into 7 sections. Each section is being built by a different contractor. Section 5, the most important part, was divided in two subsections, the 1st subsection is from Cancun to Playa del Carmen and the 2nd from Playa del Carmen to Tulum. The first subsection is the most complicate because it will cross urban areas and is along the busiest highway of the state. Also, this first subsection is likely to be an elevated railway section of around 68 km (42 mi). The first subsection of section 5 is a complex railway part that requires an execution in time and in order; therefore, the Mexican government decided for the Secretariat of National Defense (SEDENA) to build it.

7.1.2 New airport for Mexico City

The new airport for the Greater Mexico City area and national airport hub is named "Felipe Angeles" also known by its acronym "AIFA" this project was concluded on March 21, 2022.

Key Facts:
The airport was built in the fields of The Military Air Base No. 1 of Santa Lucía. This airport has an exclusive runaway for The Militar Air base and two for civilian/commercial airplanes (passengers and cargo).

The project had a cost of US$3.4 billion, the construction started in October 2019 and ended in March 2022. The airport started operations on March 21st, 2022, and the operations will gradually increase. The project is building another infrastructure in the area, including a new highway and a train connecting to Mexico City. Also, the government is working to connect Toluca airport to Mexico City using the elevated Train Mexico-Toluca, currently under construction. ("Nuevo Aeropuerto Internacional", 2021. SEDENA).

Reasons for this project:
Mexico City is the largest city in the country and the most visited city in the country, the city of Cancun is in second place. The main airport serving Mexico City is saturated, the last years the airport have carried more flight operations than the recommend maximum amount. The airport demand has an increase trend in operations, beside of course the worldwide decrease of flights during the peaks of the COVID-19 pandemic. Also, the fuel consumption and pollution are high because often planes queues to take off. The economy of the city is expanding, and major events will take place such as the 2026 FIFA World Cup (a join World Cup taking place in Mexico, the US, and Canada).

Project Execution:
This project was built by Secretariat of National Defense (SEDENA) that is government ministry in charge of the Army and the Air Forces. The government put SEDENA in charge of the construction of the new airport because it is in the grounds of The Military Air Base No. 1 of Santa Lucía. Other reasons were to save costs and deliver the project on time with premium quality and design.

7.1.3 New airport for Riviera Maya / Tulum Airport

The government is planning to build an airport in Tulum, to serve the south part of Riviera Maya. This project is in the pre-execution stage, technical studies are in progress.

Key Facts:
This new airport will be a hybrid airport like AIFA, it will have a commercial airport, and an Air Base, each airport with its own runaway. The airport will be located Tulum, this town is famous because of the popular Mayan ruins of the same name beside the Caribbean Sea.

This airport will between Cancun and Chetumal airport. Tulum airport will be 131 km (81 mi) south of Cancun and 253 km (157 mi) north of Chetumal airport. Cozumel airport is located just 80 km (50 mi) away, but this airport is in not in the mainland (Cozumel Island), and it is rather small.

Reasons for this project:

The tourism has expanded south of Cancun and there is not an airport in that area of Riviera Maya, Cancun airport is at the north end of Riviera Maya and popular areas like Tulum are 131 km (81 mi) from Cancun airport. The south of Riviera Maya where this airport will be located, has a clear tourism growth, new hotels are being built, and tourism attractions are expanding. It is near famous Mayan ruins like Tulum and Coba. Also, Cancun´s airport in some way monopolize the airport traffic in the area, the construction of this airport will boost competition.

Project Execution:

This project will be built like AIFA airport by Secretariat of National Defense (SEDENA). This Secretariat is the government´s ministry in charge of the Army and the Air Forces. The government is aiming with this decision to save costs and deliver the project on time as it happened with the construction of AIFA.

7.1.4 Cancun Upgrade Projects

There are few large upgrade projects to Cancun. These projects are: Nichupte Bridge, Expansion of Freeway 307, and Cancun Monorail.

Key Facts: Nichupte Bridge will connect by the middle the other side of the lagoon where the main hotels are located with Cancun; this means a faster connection of Cancun's hotel zone with Freeway 307, where Cancun city and airport are. This bridge will offer a shorter route and an option to avoid congested Boulevard Kukulcan at rush hour. This bridge will be 8.7Km (5.4 mi) bridge, with a cost of US$200 million.

Expansion of Freeway 307 will add 1 lane more in each direction, this project will cover 131 km (81 mi) from Cancun in the north to Tulum in the south. This is the main highway of

Riviera Maya; it runs parallel with the Caribbean Sea and connects the state of Quintana Roo from north to south.

Cancun Monorail will connect Cancun with the hotel area, the airport, and the Mayan train. The monorail will have 7 stations and will cover 45.6 Km (28.3 mi). The investment will be US$1450 million.

Reasons for these projects: Nichupte Bridge will serve a double purpose, save time connecting faster the hotel zone with the city and freeway 307; and it will be a landmark for Cancun. Expansion of Freeway 307 is aiming to cope with the increased demand, nowadays there are more drivers using this Freeway, this is the result of the tourism expansion along Riviera Maya. The Cancun monorail will offer a better connection and transit system in Cancun area; also, helping to connect tourists to the upcoming Mayan train.

Project Execution: From these three upgrading projects, the Expansion of Freeway 307 is taking place, with investment from the federal government. The other projects are not in execution now.

Nichupte Bridge and Cancun Monorail are plans. If these projects take place, it is like to be funded by the private sector or a combination of funds from the federal government and private sector.

Chapter 8

The Survey design

8.1 Survey Respondents

The survey was designed to target specialists in this area. These specialists either have a Ph.D. or a master's degree, also they are either university professors in tourism or perform activities in the academia in Mexico in that field. The respondents are knowledgeable about Tourism in Mexico, for this reason the survey is made of quantitative and qualitative questions. They are well informed about the current trends and needs of the tourism sector. Specialists were chosen to have rich answers and can draw meaningful conclusions. This was a survey applied to specialists; therefore, the number of surveys did not have to be large. Eight specialists took this self-administered survey.

8.2 The parts of the survey and its objectives

The survey is made of three parts, each part with specific objectives; however, all of them aiming to new insights and to discover different perspectives. The result of this survey will magnify the outcome of this work. Also, it will let to draw a valuable conclusion, with practical insights for the tourism industry.

First part of the survey

The first survey part focuses on the large investment projects from the government to expand the tourism industry. This part asks the respondents what investment projects they know. The goal in this part is to know their previous knowledge of projects in the sector. This done before presenting the investment projects that this survey evaluates, to avoid bias in answers.

The second subsection of the first part has the objective of evaluating the four large investment projects presented in the last chapter, these are summarized in the survey. Then, it is asked "Why are you giving this score?" this to know the reason or reasons for the rankings, as well the thinking behind, their perspective and considerations. After that, it is asked "What is the best of this project (if there something)?" and "What is the worse of this

project (if there is something)? in this way there is a holistic understanding of the positive and negative consideration of the respondents about these projects.

Second part of the survey

The second survey part focuses on the unique tourism practices of other countries to attract visitors. The first subsection of this second part presents in a summarized way those unique practices. This subsection has a space for the respondents to elaborate any other unique tourism practice they may know from one of those countries or from another.

After that, the next subsection contains a table where each practice should be ranked in a scale between 1 to 10. The number "1" is the lowest score and "10" is the highest score. The table asks too if they think these unique practices can be implemented in Mexico, respondent can choose between "yes" or "no".

If another practice is mentioned by the respondent, this can be ranked as well in the same table, and they can choose also if they consider if "yes" or "no" the practice can be implemented in Mexico. At the end of the table a space is provided in case the respondents want to add comments.

Third part of the survey

The third part focuses on gaining new information and insights from the respondents. They know about tourism in Mexico since they are experts in the area with years of experience, for this reason this part is called "Your proposals". The first two questions ask about their perspective for the tourism industry in Mexico, the first question in the next 3 years and the second in the next 10 years. In both they can rank their perspectives using a scale of "1" to "10", where "1" is the lowest and "10" is the highest score. These scores are a quantitative measure; however, after each question it is asked: "Why?" this is to know the reason or reasons behind the rank and to get qualitative information.

The third question in this section asks: "What actions do you consider that the government should implement to boost tourism? This qualitative question aims to bring to light aspects that were unknown and reveal new insights.

The fourth question asks, "What place(s) in Mexico do you consider (if there is) that are under visited as tourist destination (that has/have potential)?" the objective of this question is to know new information. In specific other places that can enhance "the touristic menu" of Mexico, this goes along the line of the increasing global trend of "tourism niches".

The fifth and sixth question are about the tourism industry and the Mexican society/people. These questions are in accordance with the thesis objectives in identifying the ways in which this industry can bring more benefits to the Mexican society/people. The fifth question asks "5.-What benefits do you think the tourism industry should bring to the Mexican society/people? Do you think it is happening?" and the sixth question asks, "What policies should be in place for the tourism industry to benefit more the Mexican society/people?"

8.3 The Survey

This is a sample of the survey applied:

Tourism in Mexico – Survey

My name is German Rodrigo Ramos Quezada, I am a student of the master's degree of Business Administration at the Czech University of Life Science, in Prague in the Czech Republic.

I am writing my thesis with the title: "Tourism Industry in Mexico, Past – Present – Future, Taking the industry to the next level."

I would appreciate your support answering the following survey about Tourism in Mexico.

This survey is being applied only to specialist of the Tourism in Mexico, mostly professors in this field.

It is divided in three short areas: Current investment plans, best practices from other countries and your proposals.

The survey will take you only around 15 minutes.

Please feel free to answer this survey either in Spanish or English.

Optional question: Around how many years do you have in contact with the Tourism industry either as a professor or in other role related with tourism?

Optional question: Are you currently or recently (within last year) a professor in tourism?

Part 1 - Current Investment

Please list the investment plan(s) that you know from the Federal Government to help/expand the Tourism in Mexico?

1.-

2.-

3.-

4.-

Please rank the following Investment Plans between 1 to 10, where 1 (is the lowest score) to 10 (is the highest score), also please answer: **Why** are you giving this score? What is **the best** of this project (if there something)? and What is **the worse** of this project (if there is something)?

Mayan Train:
The railway construction in Yucatan peninsula to connect visitors to a variety of touristic attractions
1MT.- Please type your ranking (scale of 1 to10):
2MT.- **Why** are you giving this score?
3MT.- What is **the best** of this project (if there is something)?
4MT.- What is **the worse** of this project (if there is something)?
New airport for Mexico City:
The new airport Felipe Angeles (AIFA) that is being built to serve the Greater Mexico City area
1AIFA. - Please type your ranking:
2AIFA. - **Why** are you giving this score?
3AIFA. -What is **the best** of this project (if there something)?
4AIFA. - What is **the worse** of this project (if there is something)?

New airport for Riviera Maya / Tulum Airport:
The plan to build an airport in the Tulum, Quintana Roo state
1Tulum. - Please type your ranking:
2Tulum. - **Why** are you giving this score?
3Tulum. -What is **the best** of this project (if there is something)?
4Tulum. - What is **the worse** of this project (if there is something)?

Cancun Upgrade Projects:
The draft plan to upgrade communication in Cancun with: Nichupte Bridge, Expansion of Freeway 307 (add 1 line in each way), and Cancun Monorail
1Bridge. - Please type your ranking for Nichupte Bridge proposal:
1Freeway. - Please type your ranking for the Expansion of Freeway 307:
1Monorail. - Please type your ranking for Cancun Monorail proposal:
2Cancun. -What is **the best** of these 3 projects for Cancun (if there is something)?
4Cancun. - What is **the worse** of these 3 projects for Cancun (if there is something)?

Part 2 - Practices from other countries with the aim of attracting tourists

Please rank the following tourism practices to attract visitors (in the table below) from the following countries.

After that, please explain if you think a similar practice can be applied to Mexico or not? If yes, how would you customize that practice to Mexico? (space in the table below).

Also, please type any other Tourism practice that you know from a different country that can be put in practice in Mexico (even though you do not think is the best or perfect) (space for that in the table below).

Tourism Practices:

A- Turkey and Turkey Airline layover with free tour:

Before COVID19 Turkish Airlines, the major airline from that country offered a complementary tour. There were few to choose, this included a selection of different places to visit and different number of hours in length). This was offered when a passenger from Turkish airlines had a layover at Istanbul airport of at least certain number of hours before their next flight.

B- Summer Educational Programs in Europe:

Countries across Europe typically offer summer courses aiming to students or the general public about culture and diverse range of topics (including languages). This

draws visitors to enrol these summer courses with a duration from few days to few weeks.

C- Visa waived for tourists:

Different countries like Argentina, or block of countries like the European Union do not required Visa to holders of a Mexican Passport. This favour and reduce the travel restriction for tourists to those countries.

D- Creation of touristic attractions, the case of Dubai in the United Arab Emirates (UAE):

The investment to create touristic attraction, in Dubai includes: Architecture (modern skyline), Top Malls, Fine-dinning, and Experiences (like sand dunes tours or international events).

E- Strong partnership with a large national airline company, the case of Emirates Airlines:

Dubai in the United Arab Emirates (UAE) has a long-standing partnership with the Emirates Airlines (backed by Dubai´s royal family). Both parts have a common goal, this is connecting the world with Dubai.

F- Other that you might know, if so, please write it here:

G- Other that you might know, if so, please write it here:

Practices from other countries with the aim of attracting tourists, rank them between 1 to 10, where 1 (is the lowest score) and 10 (is the highest score)

	A	B	C	D	E	F	G
	Turkey Airline layover with free tour	Summer Educational Programs, the case of Europe	Visa free for touristic reasons	Dubai´s creation of touristic attractions	Partnership with a large national airline, the case of Emirates Airlines	If you have mentioned above other practice, write here a name for that:	If you have mentioned above other practice, write here a name for that:
Rank them, between 1 to 10							
Can be applied to Mexico? write							

YES or NO							
If you have any comment about this, please write it here:							

Part 3 – Your Proposals

1.-What do you think is the perspective for the tourism industry in Mexico in the next 3 years? please rank it between 1 to 10 (1 is lowest and 10 is the highest score)? Why?

2.-What do you think is the perspective for the tourism industry in Mexico in the next 10 years? please rank it between 1 to 10 (1 is lowest and 10 is the highest score)? Why?

3.-What actions you consider that the government should take to boost tourism?

4.-What place(s) in Mexico you consider (if there is) that are under visited as tourist destination (that has/have potential)?

5.-What benefits do you think the tourism industry should bring to the Mexican society/people? Do you think it is happening?

6.-What policies should be in place for tourism industry to benefit/benefit more the Mexican society/people?

Thank you so much for your responses!

Your answer will make a difference in this thesis research.

Chapter 9

Survey results and analysis

9.1 Part I of the survey

The results of the first section from the part one shows that the two best known projects by the respondents are the Mayan Train (Tren Maya) and the New Airport for Mexico City, of those two projects, 100% of them mentioned the Mayan Train, and 75% of them know the New Airport.

Also, 37.5% of them mentioned that they know the Magic Towns Program (in Spanish: "Pueblos Mágicos"), this program offers support from the Mexican Ministry of Tourism (SECTUR) to towns with a unique glamour, this can be related to cultural magnificence, natural beauty, traditions, art, folklore, architecture, and/or history. This program offers support in many areas including economic support to improve these towns, in order they can be more attractive and can receive more tourists.

Results – Mayan Train (MT)

The Mayan Train (in Spanish: "Mayan Train") is the current construction of a 1,525-kilometer (948 mi) railway in the Yucatan peninsula. This project will connect the Riviera Maya/Cancun with other touristic destinations in the peninsula. The project received an average ranking of 7.2, by the respondents. They were able to rank between a range from "1" to "10", where "1" was the lowest score and "10" the highest score, these ranking parameters were used as well in the other parts of the survey.

The 7.2 average rank shows a moderate-positive evaluation of the railway project. The respondents elaborated that the best of the project is the infrastructure benefits to the states in Yucatan Peninsula and the economic development of the south-east of the country. Also, it was mentioned the project can bring the economic impact of tourism closer to the general population, and not only to large corporations such as hotels chains, like it is happening

now. The worst of the project is that the construction and railway operation could harm the ecosystems.

Results – New airport for Mexico City (AIFA)

The new airport for Mexico City (AIFA) was a project under construction when the survey took place, and airport that is serving from March 21st, 2022, the greater metropolitan area of Mexico City. Also, with the next year it will become a national hub since this is the largest and richest city in the country, the main economic center, and a top destination for tourists.

This project received an average ranking of 8.28 by the respondents. Showing a clear positive evaluation, higher than the railway project, that has also a positive ranking. The respondents revealed the following reasons for their ranking, the question asked: "why?" they mentioned: because it is a needed project since the capacity of the current airport is insufficient; also, because passengers' need to have options; and because it will decentralize the airport services.

The survey reveals that the best of the project is: the speed of the construction; that Lake Texcoco will be preserved (this airport scrapped the previous plan to build an airport at Lake Texcoco); and it is an air terminal being built according to current needs. The following question asked the opposite "What is the worse of this project (if there is something)?" respondents' belief that the project could create traffic jams in the area.

Results – New airport for Riviera Maya / Tulum Airport

This project aims to build a new airport in Riviera Maya in the town of Tulum. Tulum is an area that have gained steady popularity with tourists in the recent years, new touristic hotels are being built in the area, many of them top-notch hotels. The closest airport is Cancun airport but located 2 hours away by car. The respondents ranked this project with an average ranking of 8.14, this is a positive-good ranking, in the scale of 1 to 10, where 10 is the maximum rank.

Respondents gave this rank because they consider that Tulum airport: will be located at a area where there are many new hotels and attractions; it is a better alternative to many tourists going to the center are of the Mexican Caribbean, this project will make tourists' connections more comfortable. The survey showed that the best of this project is that: it will provide to many tourists with a better connection and service; and it is a modern project that upgrades the infrastructure in the area. On the other hand, the survey showed that the worst of this project is that: it could create environmental problems, such as noise and pollution.

Results – Cancun Upgrade Projects

This last section of the part one of the survey focuses on the upgrade projects for Cancun.

The first project is the proposal to build a bridge over Nichupte lagoon, currently at certain hours there is traffic, this is the area where most of hotel in Cancun are located, the bridge could solve this problem and make shorter to get to certain locations. Respondents ranked this project with 8.0, the highest ranking of the upgrade projects.

The second project is the expansion of Freeway 307 from its current 4 lanes to 6. Respondents ranked this project with 8.3. The third project the proposal to build a monorail was ranked as well with an average of 8.6. After that, the correspondents were asked about: "What is **the best** of these 3 projects for Cancun (if there something)?" they answered that these projects can bring modern infrastructure to Cancun. These new elements should facilitate the movement of tourists and locals around the city. Finally, respondents were asked: "What is **the worst** of these 3 projects for Cancun (if there something)?" There was not much mentioned about this, just a light concern that the projects could bring some environmental issues.

9.2 Part II of the survey

This second section is about the rank and evaluation of the best practices from other countries, practices that attract tourists. The rank goes from "1" the lowest rank to "10" the highest rank. Also, it was asked if either: "yes" or "no" these experts in the area consider that these practices can be implement in Mexico to increase the number of tourists.

The first practice ranked was Turkey Airlines layover with free tour, it received a rank of 7.85, this is a moderate positive rank and 85% of the respondents believe that this project can be implemented in Mexico. The second practice about Summer educational programs like it happens widely in Europe was ranked with 7.7. This practice was really well evaluated with 100% of the answers saying "yes", this is something that should be implemented more in Mexico.

The third practice about waiving the visa requirement to tourists received an average rank of 9.28, this is a really positive rank. Also, 100% of the respondents were in favor to implement this practice, this would be to holders of certain passports that require at moment a tourist visa to enter Mexico, as long it does not compromise the safety of the country. The fourth practice the creation of touristic attractions, like is the case of Dubai in the United Arab Emirates (UAE), received a rank of 8.14 and 85% of the respondents believe that this practice can be implemented in Mexico. The fifth practice is about the strong partnership that happens between the government of the United Arab Emirates (UAE), the airport of Dubai, and Emirates Airlines, this airline is owned by the government, this partnership effectively connects visitors to UAE and particularly to Dubai. It received a 7.6 rank, but surprisingly only 50% of respondents believe that this practice can be implemented in Mexico.

In this part the survey provided space where respondents were able to add a practice or practices that they know, this can be from anywhere around the world that aims to boost tourism. It was mentioned wine tours and art residency, commonly know as Artist-in-residence, both practices were marked with "yes" as the answer to the question "Can be applied to Mexico?"

9.3 Part III of the survey

The third part is hybrid, it contains quantitative and qualitative data. This part is named as well as: "Your proposals" this is because after ranking the forecasts for the tourism industry in the next 3 and 10 years, the respondents were able to elaborate about ways this industry can be boosted in Mexico and have a more social impact.

Question 1 and 2 - Tourism forecast

This first two questions asked to rank the tourism perspectives in Mexico. The respondents were able to rank between "1" to "10", where "1" is the lowest and "10" is the highest score. After that they were asked "Why?", to know the reason or reasons of their forecasts. In other words, the question "Why?" seeks to discover possible factors that could boost or restrict the tourism sector in the upcoming years. The forecast was asked for the next 3 years, medium-term; and in next 10 year, long-term.

Respondents gave a rank of 8.41 for the forecast in the next 3 years, this quite good if we considerate the ongoing pandemic situation. The forecast in the next 10 years is 7.75, this is a good long-term forecast.

Question 3 – How to boost tourism

The third question is a qualitative question, that asked "What actions do you consider that the government should take to boost tourism?". Respondents considered that it is necessary to give support to local communities, small and mid-size business in the sector. Also, they explained the relevance of governmental tourism policies to bring sustainability and innovation. Finally, it was mentioned that it is key to control and reduce the insecurity and the international perception of it.

Question 4 – Discovering Tourism destinations that are under visited but have potential

The fourth question asked, "What place(s) in Mexico do you consider (if there is) that are under visited as tourist destination (that has/have potential)?" the results were rich in destinations, respondents mentioned places with history that are not seaside resorts. These destinations can be organized in two groups: north-center of Mexico, the states of Chihuahua, Coahuila, Durango, and Zacatecas; and destinations in states in the center of the country, states such as Mexico State with the destination of Valle de Bravo, San Miguel de Allende in the state of Guanajuato, Taxco in the state of Guerrero and the state of Hidalgo.

Also, respondents mentioned a list of beach/seaside destinations as a places with potential to attract more tourists, these can be classified in four groups: the first are destinations in the Golf of California and center of Mexico´s coastline on the Pacific Ocean, this includes the beach areas of the state of Sonora, Sinaloa, and Nayarit. Each of these states have now one touristic spot; however, their importance is not high. The state of Sonora has Puerto Peñasco also known as Rocky Point, Sinaloa state has Mazatlán and Nayarit state has Nuevo Vallarta. Nuevo Vallarta is just a few kilometres away from Puerto Vallarta; however, Puerto Vallarta is way more well-know, this is located beside in the state of Jalisco.

The second group of seaside destinations with potential are beach areas in the Gulf of Oaxaca this gulf is also know as Gulf of Tehuantepec, this gulf in the Pacific Ocean is in the south of the country, in the state of Oaxaca. The gulf of Oaxaca has the following tourist spots: Puerto Escondido located at the beginning of this Gulf; and Huatulco, it was also known as Huatulco Bays (in Spanish: Bahías de Huatulco). Huatulco Bays is an area made of nine bays.

The third group is the Gulf of Mexico, the gulf indirectly forms part of the Atlantic Ocean, in this big area there is not a relevant touristic spot. These beaches are less beautiful compared with the beaches in the rest of the country. For example, the beaches there do not have the turquoise watercolor like in the Caribbean. Also, the sand in the Golf of Mexico if well it is soft, it lacks the "silk" feeling and in some areas the sand color is rather dark, tourists are used to the beige or white color. This seaside has warm waters like most of the beaches in Mexico, with warm water temperature all year around.

The fourth group is made up of a specific area in Mexican Caribbean. The Mexican Caribbean also know as Riviera Maya is popular with tourism; however, in the survey respondents elaborated that the island of Cozumel has a potential that has not being developed. The tourism in this island is a bit static and the operations of Cozumel airport as well, this airport is outdated.

Question 5 – tourism industry benefits for society

The survey asked "What benefits do you think the tourism industry should bring to the Mexican society/people? Do you think it is happening?" this question is one of the most important because an objective of this thesis is to find ways the tourism industry could have a more social impact. This question is a steppingstone into this area, that together with the following question covers this aspect in the survey. The results show that the benefits have been for the large transnational companies in the sector, many of them foreign companies, and the economic benefits are not well distributed, not reaching the society. Also, tourism should bring better income and benefits for the employees in the sector, with a positive impact in the infrastructure they use. It should increase the quality of life, with good cities and towns for the locals, not just for tourists.

Question 6 – Tourism industry benefits for society

This question asked, "What policies should be in place so the tourism industry benefit more the Mexican society/people?" The answer mentioned policies that directly benefit the local communities, social welfare benefits, where the communities are heard by authorities and ministries. The touristic companies should respect and protect the environment and clearly contribute to region development where they are conducting business. The need that tourists leave their all-inclusive resorts and visit the towns and cities where these touristic destinations are located; in this way they will have a closer culture experience while consuming local products and services.

It was mentioned the need to develop the tourism in the different areas across Mexico, and this can be done by developing better and faster ways to reach those places, and it is key to bring safety, reduce crime. Finally, it was mentioned the need to develop further the Magic Towns Program (in Spanish: "Pueblos Mágicos").

Chapter 10

Conclusion Chapter

10.1 Steps to Boost the Tourism in Mexico – The Proposed Plan

What should be the vision for the new investment in tourism?

Tourism is an important sector for the Mexican economy, providing jobs and enhancing the image of the country. Also, it is an industry that has expanded tremendously the last decades around the world, it is a sector with potential. Today the countries around the globe recognise and value the contribution of tourism for their economies, consequently there is a strong competence to keep and gain new tourists. The COVID-19 pandemic has hit the sector hard, different countries and regions of the world have adopted different approaches, as described in a previous chapter. The investment in tourism needs to be smart, with a holistic and long-term approach, for that it is key to determine the objectives.

Objective: Tourism industry with a truly positive impact on society.

It was set at the beginning of this work the importance of creating an industry that has more social impact. It is relevant to remember that a really massive tourism can threat ecosystems, historical places and alter the life of locals. Additionally, massive tourism does not necessarily mean much more income to locals and the country. The survey made clearer something that was somewhat distinctive before, the large transnational companies mainly in the beach resorts operate with an all-inclusive scheme. This way of operation of those large corporations makes them to keep all the economics benefits for themselves, while paying low wages.

The tourism sector has many indicators, the most common is the global rank about how many millions of tourists each country, destination or airport receive. These indicators can be inaccurate to expose the performance of a country in tourism or about an investment made in the sector, an example of this is the case explained in the last paragraph about the all-inclusive scheme done by large transnationals. For this reason, other indicators should be checked as well. The other indicators that can help to have a crystal-clear picture, are

the ones talking about the amount of money spent by tourists, the length in their stay, and the increase in income and quality of life of the local population.

How to increase the social impact?

The tourism sector in Mexico has helped to improve communities and areas in the country. Some of these areas had before economic problems, really low population, and limited infrastructure. Some of these areas have had a tremendous transformation in few decades and have generated a lot of wealth, all this thanks to the tourism sector; however, most of the benefits have been mainly for the transnational corporations. These huge corporations, mostly foreign corporations, have received most of the benefits of tourism. These corporations operate in many tourism areas, this includes hotels, restaurants, fast-food, car-rental, golf courses, night clubs, stores, cruise ships, etc. The foreign transnationals usually send all the profits back to their home countries. Additionally, these corporation do not protect enough the environment in their touristic activities. The solution is not eliminating those transnational companies from the sector, but to regulate them and give local small businesses the opportunity to prosper.

One of the key actions to start changing this reality is improving the wages and labour conditions. Employees in the tourism sector receive low wages while the companies where they work, charge a high price to tourists. Many companies charge to tourists first-world prices, while paying employee third-word country salaries. Mexico is an upper-middle-income country, but employees receive low wages and low labour conditions. The government needs to progressively move those wages up, by setting a minimum wage for employees in the tourism sector. These regulation needs to close any chance of loopholes that may prevent this gradually improvement in wages. This change needs to be made while keeping the good relationship with the companies, even it can be created a similar principle (but in labor) to what is today "fair trade" for products.

The federal government, the states, and the municipalities need to invest in infrastructure that includes not only where the resorts are located but also where the local people live. The education is relevant to change this reality, this will work in two ways. Firstly, the population will have better skills to perform better their job and take better positions (not only non-locals). Secondly it will open their eyes about their rights as employees because they will have more life skills and more knowledge.

The government should keep working in projects like the Mayan train. This project will make possible for tourists to move easily and in a nicer way around the Yucatan peninsula. In this way tourists will go out of their all-inclusive resorts to visit cultural and ecological gems in the peninsula. Tourists will be visiting and staying in small communities, they will shop in the local stores and eat at local restaurants. Tourists will have a better, nicer, and closer experience of the Mexican culture from handcrafts to the variety of the Mexican cuisines.

Develop more other Mexican Destinations

Mexico is a relevant player in the global tourism scene, but the most popular touristic destinations are concentrated in just few areas of the country: Riviera Maya and Mexico City. Those two areas also receive most of the investment. It is fair to mention that the railway construction of the Mayan Train aims to move tourists from the Quintana Roo state, where is Riviera Maya/Cancun to the to neighboring states. There are relevant touristic destinations in each of the 32 states of the Mexican federation, but besides Quintana Roo and Mexico City the other states receive a lower number of tourists. Also, some of these destinations do not have the best infrastructure and from these, few destinations are in areas with high levels of crime.

It is not easy and takes time and resources to develop other destinations, especially destinations that can reach the international favorite status like it is today Riviera Maya/Cancun or Mexico City. These new destinations need to consider that is more important to receive quality of tourists, rather than quantity, in other words to receive tourists that spend more and stay many days. This is not only because the destination may receive more income, but because most of the destinations in Mexico can be affected if they receive too many millions of tourists.

Massive tourism can bring negative effects, beaches can be environmentally affected by too many tourists; the pyramids, and historical places can deteriorate; and cities with too many visitors can be altered, making chaotic the daily life of residents. This is a reality in many touristic destinations around the world, this happens for example in Paris and Barcelona; however, there are few cases where the destination is flexible to receive more millions of tourists, examples of this is Las Vegas and Dubai.

The development of other destinations is a way to spread the increase in tourists, in this way the country could receive more visitors without spoiling the current favorite destinations. The country is large, consequently there is room for many more millions of tourists, the country has interesting destinations across its territory, but those places need a push. More top destinations mean that the economics benefits of this sector will reach other areas and states.

What destinations to develop?

The main destinations are in the center-south of the country with Mexico City and in the Yucatan peninsula in the south-east of the country with Riviera Maya/Cancun. The tourists come mainly from the USA, much more than from any other country. I propose to develop further: Tijuana-Ensenada area in the north-west corner of Mexico and Los Cabos at the tip of Baja California peninsula

Tijuana-Ensenada

The Tijuana-Ensenada touristic area can encompass the following spots: (the city of) Tijuana; the beach area of Rosarito, this is half an hour from Tijuana (21 km/13 mi away); Ensenada city an hour and a half from Tijuana (104 km/65 mi) and the Wine region of Valle de Guadalupe also an hour and a half from Tijuana (103 km/ 64 mi) this region is somewhat near of Ensenada. Tijuana is a place with city attractions, Rosarito is a beach destination, Ensenada is a great beach and cruise ship destination, and Valle de Guadalupe is a wine valley where visitors can take a wine tour and experience the Baja Med cuisine.

Culinary tourism - Baja Med cuisine

Tijuana-Ensenada is an area where visitors can experience the local Baja Med cuisine, this is made of local seafood prepared with great elements of the Mediterranean cuisine such as olive oil. The seafood dishes include tuna, red lobster, mussels, clams, oysters, shrimp, manta rays, and sea cucumbers. This food also includes dishes with chicharron (pork skin), Salicornia (small bush) and cotija cheese. The food goes excellent with the local wine.

Unique location

Tijuana-Ensenada area is a destination that must be further developed, up to now this destination has become a tourist spot of medium relevance, all this just by chance. The main driver of its popularity is its location, Tijuana is on the border with the state of California in the US, and it just two hours and a half (224 km/139 mi) away from the big metropolitan area of Los Angeles, this is the second largest city in the US. Tourists come from California to Tijuana to experience the Mexican culture, this includes food, people, and architecture. Also, some of the tourists coming to Tijuana are tourists that are visiting Southern California, many of them international visitors in the US.

Niche Tourism

This destination can be developed further as well for niche tourism. The city of Tijuana has partially developed the niche of medical tourism, Californian residents visit the city to receive medical treatments, for example dental services. Another niche are visitors that go to the city to buy items, but mainly for services, an example of this is when a car is brought for a major car repair at mechanic in Tijuana. In both examples, the main reason to have both services, the dental services, or the car repair, done in Tijuana is the big prices difference between the US and Mexico. Most of time, the quality in those services can be similar than in the US. Besides those two niches, it is a destination for retirement, US pensioners live in Tijuana area for long periods of time, specially in winter when big parts of the US are having freezing temperatures.

Where to Invest and What to Improve?

This destination needs to have more investment in infrastructure, and city projects, to make it more liveable, this includes parks, streets, cultural centers etc. The city needs to improve its safety, focusing on reducing crime. Additionally, work needs to be done to change the international image of the city from an unsafe city that is mostly a border crossing point to a city that is safe and charming to visit and discover, where tourists can experience the Mexican cultural.

Los Cabos

Los Cabos is at the tip of the Baja California peninsula, between the Pacific Ocean and the beginning of the Gulf of California in Mexico. This destination, known as well as Cabo, was developed by FONATUR, the same governmental branch the developed Cancun. This destination was created to boost the economy of the region, this state had a minimal population before it was developed as touristic destination. Nowadays, the main economy sector of Baja California Sur State, where is Los Cabos, is tourism. This sector contributes to the economy with jobs and attracts national and foreign investment.

Make Los Cabos a top international destination

Los Cabos is growing, but it is still some far away to become a top international destination like it is Cancun or Paris. Those two destinations are recognized around the world and are in the wish list of most travellers. It is relevant to be a top destination because it creates a solid place in the world of tourism. A top destination is difficult to replicate because it has a unique profile that is globally recognized. These places are charming classic destinations; therefore, rarely go out of style, and visitors keep going.

Unique Charm

Los Cabos comprises San Jose del Cabo and Cabo San Lucas, these big towns, and the area around the tip of Baja California peninsula are known as: "Los Cabos". Baja California Sur State, where is Los Cabos, is commonly known as: "Baja Sur", and the way many tourists recognize this unique area. Tourists who have been in this destination know the charm of visiting Los Cabos; this destination usually stands out among other seaside resorts.

Los Cabos charm comes from a blend of its natural features, the activities that can be done, and the exotic vibe of the environment. Los Cabos is between the Pacific Ocean and the beginning of the Gulf of California this brings a rich variety of beautiful color tonalities in the sea water. The tonalities vary from a clear turquoise to a greenish color, also to a navy blue. Los Cabos is surrounded by a natural setting made of a mix of semi-arid vegetation, rocky

cliffs and sand dunes, the colors and textures of these semi-arid and rocky areas make a unique contrast with the sea water.

This destination is famous for sport fishing, this includes fishing tours and fishing tournaments. Los Cabos' waters have majestic fish like Marlin, but many other, including Tuna, Dorado, and Wahoo. Snorkeling and Scuba diving is popular because of the diversity and beautify of the fish in the area, and the water clarity. Whale, seals, and sea lions watching is an activity that attracts tourists of all ages. Visit the dunes is an activity that can be done in many fun ways, dunes can be visited riding a horse or a camel, but also in quad bike or a fast buggy.

Los Cabos is an exotic place, firstly it is remote from other cities, only nearby is the city of La Paz, capital of the state. La Paz is smaller than Los Cabos, but sometimes also visited by tourists that appreciate the beauty of its beaches, the seafood; and the seals, and sea lions watching. Secondly, it offers a unique natural setting and architectonic styles, for instance San Jose has a colonial architectural style. Thirdly it is recognized for its world-class luxurious hotel, resorts, golf courses, restaurants, and spas.

Where to Invest in Los Cabos?

Los Cabos needs to diversify the origin of its international travelers, nowadays visitors come mainly from the US and Canada. If this destination aims to attract tourists from other regions of the world, in addition to promote this destination in those markets, it needs to enhance and create attraction and activities that are relevant for those new international travelers.

Europeans and South Americans tourists when they are traveling to Mexico, they like to do activities that allow them to experience Mexico's culture and lifestyle more closely. This mean for example to visit a local market where residents eat and shop; there are these places, but need to be upgraded, without changing the Mexican style and vibe they have.

Los Cabos needs to secure the water supply, the city is growing, and the demand for water as well, for this reason the water supply needs to be secure with a long-term approach.

There is the project to expand the desalination plants; however, bureaucracy has held the execution of this investment by the state government.

The location of this seaside resort makes it vulnerable to hurricanes, there is the need to invest to create a more resilient city. This investment needs to consider not only the economic aspect, but also the environmental and social part. It is important to mention that a resilient city is made from a good infrastructure, contingency plans, and solid institutions.

What to Improve in Los Cabos?

Los Cabos needs to improve its safety, and reduce the crime, this requires working in reducing poverty and creating a frame where the tourism sector offers good jobs with good wages. The tourism sector currently provides low wage and poor labor conditions, it is common that employees in this sector lives in poverty. The environment is not protected enough, so good environmental practices need to be in place, without excessive bureaucracy. Local people who work in tourism live in areas without the proper infrastructure; locals live in urban and semi-rural areas than lack of elemental spaces, like schools, parks, lakes, and roads. Finally, this area needs a better and more reliable transit system.

The Drivers of Change

Federal government, Ministry of Tourism (in Spanish: Secretaría de Turismo), FONATUR and the states governments have a key role in developing and executing policies, as well, reviewing the effectiveness of those policies. The government also has the main role of financing investment, and a coordinator role when the private sector is investing. The government policies determine the degree of success of a tourist destination and the success of the whole industry. The government is responsible to create a framework in which the sector can flourish. This framework is made of a stable macroeconomic national indicators, low crime, safety perception, a good international country image, good and stable international relations, clear and practical policies for tourism during pandemic times, and infrastructure investment.

10.2 Final Remarks – Findings

Where to go?

The Mexican tourism industry has a unique position on the global stage; however, it has room for improvement. Firstly, the sector needs to benefit more the Mexican society, to become an industry with a positive impact in the well-being, income, and quality of life of society. This sector can make a bigger difference in the country's economy. Secondly, the need to think holistically and long-term, this means protecting the environment, creating a safer country, and executing better policies for tourism with laws, investment, creative solutions, and education, to ensure the success of the tourism sector.

These two areas to improve, more benefits for society and a holistic long-term approach, needs to go hand in hand with a higher amount in the tourism receipts, in other words the expenditure per tourist. Mexico receives tourism receipts well below its world ranking of international tourist arrival. The country received 45 million of international tourists in 2019, the last regular year before the COVID-19 pandemic and ranked in 7th place worldwide. Mexico received more tourists than Germany, this country received 39.6 million of international tourists, ranked in 9th place; and the United Kingdom received 39.4 million, ranked in 10th place. The international tourism receipts tell a different story about Mexico, it ranked in 16th place, the country had in 2019 US$ 12.3 billion in tourism receipts; however, Germany received US$ 41.6 billion in 9th place and the UK US$ 52.7 billion in 5th place (UNWTO barometer, 2020).

The country must continue doing what it does well and what differentiates it from other successful countries in tourism. Mexico tourism sector needs to keep delivering the Mexican experience to tourists, a country known by its top-notch friendly customer service, exquisite cuisine, music, handcrafts, unspoiled natural environments, and rich history from pyramids to colonial cities.

The country is a brand, and the Mexican brand has big growth potential, for that a better training and education to employees and managers in the sector should be in place. Also, with safer destinations where tourists can explore more closely the culture and lifestyle of Mexico. The country needs to unleash the potential of its distinctive culture, the country needs to promote and capitalize from its colonial cities; from tequila, wine, and mezcal; and

niche tourism. Mexico should go big in the following niche tourism: archeologic, ecotourism, adventure, culinary tourism and medical. Tourism can growth using the famous cultural icons and traditions like Frida Kahlo and The Day of the Death; and with the 32 UNESCO heritage sites that are in the country (UNESCO Heritage List 2021).

Government role

The direction and execution need to be done by the Federal government, FONATUR and state governments. This research shows that the government is having a solid comeback in heavy investment in the sector, with strategic projects such as the new airport for Mexico City; a new railway, Mayan train, across the Yucatan peninsula; and the new airport in Tulum for the central area of the Mexican Caribbean.

The government should investment in Tijuana-Ensenada and Los Cabos and bring these destinations to a premium international level. The government needs to protect the ecosystems, natural environments, historical places and reduce crime in the country. Tourism can be a way to reduce the crime when the jobs in the sector have good benefits and wages.

Best Practices to use

From the best tourism practices from other countries, the most suitable for Mexico are the summer programs, like it happens in Europe, in this practice the country through the universities can start offering summer programs to international students and other visitors. In these courses the participants can learn from a variety of topics, like history, culture, art, cuisine, and language. Another best practice is to have the visa requirement waived for tourism from more countries, this cannot apply to all countries because of control and national security, but it can be expanded.

Mexico is big in tourism, and it is getting a momentum to become a more relevant player; however, this growth should be directed to increase exponentially the benefits for its society and economy. Participants in this industry and the federal government need to work smart,

in coordination and with a long-term approach. This vision should include the development of other top destinations, Tijuana-Ensenada and Los Cabos are ideal for this. The government must continue to take care, how has it been so far, of Mexico City and the Riviera Maya/Cancún, and start protecting better their natural environments and historic places. The government should continue to develop infrastructure, work faster to reduce crime, and train the parties involved in this sector, a sector that is evolving rapidly. Mexico needs to remember its uniqueness, a country with flavor; with a past, present and future; a nation were tourists come to enjoy the sunshine, history, cuisine and live the tasty Mexican experience. After all, Mexico is like the motto that Mexicans say, "Like Mexico there are not two" (in Spanish: Como México no hay dos).

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Surveys Responses

Part 1

Survey from:	Dr. F.M.L.	Mta. A.A.	Dr. J.R.S	Dr. R.P.A	Mta. M.H.A	Mta. I.C.Q	Mta. M.M.L	Mta. M.R.Q	Averages & Key notes
Investment plan(s) that you know from the Government in tourism	1.- Pueblos Mágicos 2.-Tren maya 3.- Aeropuerto Felipe Angeles	1.-Nuevo aeropuerto 2.-tasa cero en eventos 3.- Asistencia a ferias como IMEX 4.-Tren Maya	1.-El Tren Maya. Para fortalecer la infraestructura turística en el sureste de México. 2.- Aeropuerto de Sta. Lucía (Reemplazar proyecto Aero. de Texcoco)	1.-Programa Institucional 2020-2024 de FONATUR 2.-Proyecto Regional Tren Maya 3.-Proyecto Nuevo Aeropuerto CDMX	1.- Programa Pueblos Mágicos 2.- Tren Maya 3.- Aeropuerto Santa Lucía	1.- Tren Maya 2.- Aeropuerto Intl. Felipe Ángeles 3.- Modificaciones a la Ley General de Bienes Nacionales, para que las playas no sean privatizadas 4.- Apoyo a comúnid. indígenas reciban beneficios del turismo	1.-Tren Maya 2.- Ruta del vino en diversos estados 3.- Pueblos mágicos 4.- festivales culturales	1.- Tren Maya	-Tren Maya 8/8=100% -Pueb. Mágicos =37.5% -New Airport 6/8=75% -Prog Institución. 2020-2024 FONATUR 1/6 -Modificaciones a la Ley General de Bienes Nacionales, playas no sean privatizadas 1/6 Apoyo a comunidades indígenas 1/6 -Ruta Vino diversosEdos.
1MT	3	7	5	10	8	10	9	Answer issue, not counted	= 7.4 Average
1	Because we don´t have enough information about these	Atraerá a más turismo por la facilidad de movilidad q tendrá, pero está gastando muchos recursos que probablemente no se tengan.	No es necesario este Proyecto turisticamente	Porque va a potencializar el turismo para toda la península de Quintana Roo.	verificar el daño ambiental en las zonas	Porque ampliará y diversificará la oferta turística de la Riviera Maya, que es la región con mayor proyección internacional y por la captación de divisas, además de que permitirá que comunidades locales que estaban al margen de los beneficios del turismo obtengan dividendos.	creo que es Bueno para la región, además de ser otro Sistema de transporte	Impacts negatively the indigenous communities areas and their right to land ownership. -Tren Maya is not consulting about it indigenous communities	
3MT	no one	va a conectar destinos turísticos importantes puede generar flujos de turismo	probable la conexión entre Cancún y Tulum/Bacalar	El desarrollo del sur del país.	desarrollo local	Mayor captación de divisas y el beneficio de la población, no solo de las grandes cadenas hoteleras.	que va a activar una región un poco olvidada	Possibly trickle-down other industries & increase the tourism revenue, helping local econ.	-El desarrollo del sur del país - Mayor captación de divisas y el beneficio de la población, no solo de las grandes

4MT	I don´t know	hay necesidades más urgentes en este momento que tender en el país	Impacto negativo en los ecosistemas y ANP's y producirá y exceso de capacidad de carga de turistas	Posible afectación a flora y fauna	Problemas ambientales	El posible daño que se cauce al medio ambiente. Espero que sea mínimo y que el Proyecto Sembrando Vida que plantará mil millones de árboles mitigue esto.	Impacto ambiental	The Indigenous' lands dispossession by the federal Mexican government.	- Posible afectación a flora y fauna
1AIFA. -	Answer issue, not counted	6	9	9	5	10	9	10	= 8.28 Average
2AIFA.-	It's unsafe	es más chico de lo que se requiere a largo plazo	Es indispensable tener un nuevo aeropuerto	Va a ayudar a mejorar y descentralizar los servicios aeroportuarios.	las instalaciones proyectadas no son suficientes para el tráfico aéreo	Porque era muy importante y necesario contar con un nuevo aeropuerto. Porque no tendrá los problemas que el Proyecto de Texcoco, que invadía zonas naturales, de recarga acuífera, de aves migratorias, y tiene el problema de hundimientos por el terreno pantanoso.	Se super necesita otro aeropuerto	The new airport will give people more options, particularly those who live close to Estado de México. Thus, they won't have to go through Mexico City's traffic to catch a flight.	Es indispensable tener un nuevo aeropuerto. descentralizar los servicios aeroportuarios. The new airport will give people more options
3AIFA.-	no one	que está dentro de la ciudad	oportunidad para conservar el lago de Texcoco	La rapidez con la que se está desarrollando.	posible desarrollo económico local, plusvalía de la región	Se contará con una terminal aérea de acuerdo con los tiempos modernos y las necesidades de una gran capital con gran tráfico.	funcionalidad	Giving more options to people who want to travel by airplane.	conservar el lago de Texcoco La rapidez con la que se está desarrollando terminal aérea de acuerdo con las necesidades Giving more options to travel by airplane.
4AIFA.-	I don´t know	destruyó el Proyecto del otro	no hubo una licitación	Posible afectación al entorno por	problemas viales en la región	Que podría ocasionar conflictos de tráfico en esa	distancia	Probably people living in the	Posible afectación al entorno por

		aeropuerto y se desperdició lo invertido	abierta y transparente	congestionamientos de tráfico.		area de la metrópoli, aunque también aumentará la plusvalía.		area will be bothered by the airplane's noise.	congestionamientos de tráfico.
1Tulum.-	5	9	10	7	8	10	8	(rank not provided)	= 8.14 Average
2Tulum.-	It's necessary	Me parece un Proyecto que va a traer más turismo extranjero	(comments were not provided)	Porque es un proyecto de menor escala	zona turística por excelencia	Ofrecera mejores alternativas al turista en esta parte de la Riviera Maya, ya que la terminal de Cancún está muy concurrida y a 131 km. o 2 horas	ya es la región con mayor turismo internacion al y esto va a traer mas	(comments were not provided)	zona turística por excellencia / mejores alternativas al turista, más cerca y por lo tanto más cómodo
3Tulum.-	No one	Mas conectividad	mas conectividad y conectividad	-Mejora y moderniza la infraestructura y -Va a impactar favorablemente en el caso del tren maya.	desarrollo económico de la región, mayores vuelos internacional es directos	Conectividad, mejor servicio.	comodidad	(comments were not provided)	más conectividad y mejor servicio. Mejora y modernización de infraestructura comodidad
4Tulum.-	I don't know	el impacto ambiental que causará	(comments were not provided)	Posibles afectaciones ecológicas al entorno.	Problemas ambientales	El ruido y contaminación.	impacto ambiental	(comments were not provided)	Problemas ambientales, como ruido y, contaminación
1Bridge	7	9	9	7	8	10	6	(rank not provided)	= 8.0 Average
1Freeway	7	10	8	10	8	7	(rank not provided)	(rank not provided)	= 8.3 Average
1Monorail	7	10	10	9	8	8	(rank not provided)	(rank not provided)	= 8.6 Average
2Cancun.-	no one	posicionarán al destino con mayor movilidad	mas movilidad	Modernización de infraestructura y facilitación de accesos	ampliacion autopista	El Puente Nichupte	mejor imagen al turista internacion al	(comments were not provided)	mas movilidad Modernización de infraestructura y facilitación de accesos
4Cancun.-	I don't know	el impacto Ambiental que genera	(comments were not provided)	Posibles afectaciones al entorno en términos ecológicos.	ninguno, todos aportan a las vías de comunicac.	(comments were not provided)	poca relevancia para el resto del país.	(comments were not provided)	–almost no negative comments— Posibles afectaciones al entorno en términos ecológicos.

Part 2

Survey from:	Dr. F.M.L.	Mta. A.A	Dr. J.R.S	Dr. R.P.A	Mta. M.H.A	Mta. I.C.Q	Mta. M.M.L	Mta. M.R.Q	Responses & Key notes
A Turkish Airlines	Answer / issue, not counted	10	8	7	8	10	8	4	= 7.85 Average
A Turkish Airlines	yes	yes	No	N/A	yes	yes	yes	yes	# n/a = 1 6yes/7= 85%
B Summer Programs in Europe	Answer / issue, not counted	7	9	9	9	8	10	2	= 7.7 Average
B Summer Programs in Europe	yes	yes	yes	N/A	yes	yes	yes	yes	# n/a = 1 7yes/7= 100%
C Visa waived for tourists	8	10	10	10	9	9	9	Answer / issue, not counted	= 9.28 Average
C Visa waived for tourists	yes	yes	yes	N/A	yes	yes	yes	yes	# yes = 7, # no = 0 # n/a = 1 7yes/7= 100%
D Creation of touristic attractions, the Dubai case	7	10	8	N/A	9	10	10	3	= 8.14 Average
D Creation of touristic attractions, the Dubai case	yes	yes	No	N/A	yes	yes	yes	yes	# yes = 6# no = 1 # n/a = 1 6yes/7= 85%
E Strong partnership, the case of Emirates Airlines	5	5	10	6	8	9	8	10	= 7.625 Average
E Strong partnership, the case of Emirates Airlines	no	no	yes	N/A	no	yes	yes	Answer / issue, not counted	# yes = 3, # no = 3 # n/a = 1 = 50%
F Another							Wine tours or tequila mezcal culture		Wine tours or tequila mezcal culture
F Another							yes		yes
G Another							Art residency		Art residency
G Another							yes		yes
								Each project should be adaptable to integrate new restrictions &/or policies.	

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Part 3 – Proposals

Survey from:	Dr. F.M.L.	Mta. A.A	Dr. J.R.S	Dr. R.P.A	Mta. M.H.A	Mta. I.C.Q	Mta. M.M.L	Mta. M.R.Q	Responses & Key notes
1.-	Answer not clear, not counted	Answer issue- not clear, not counted	10	8	8	8	9	7.5	= 8.41 Average
1.- Why	Low resources for Tourism industry	considero que en estos próximos 3 años no hay un buen panorama para el turismo ya que el actual presidente no le aposto a esta actividad económica, quito por ejemplo el fondo de promoción turística (CPTM), la pandemia que afectó gravemente a este sector, me parece va a ser un tiempo de recuperación.	hay una gran riqueza en recursos naturales y culturales y una participación más activa de las entidades federativas	Mucho va a depender del comportamiento de la pandemia y del número de vacunados.	Destinos y productos turísticos de calidad, sin embargo, se requiere tiempo para la recuperación por cuestiones de la pandemia	(No comments were provided)	Buenos proyectos en marcha, ya somos el principal destino en Latinoamérica.	The tourism growth potential will depend on a variety of factors, such as: perception of Mexico as a dangerous country (due to the growth of organized crime, drug trafficking, and insecurity from the outside	-Mucho va a depender del comportamiento de la pandemia y del número de vacunados. -recuperación por cuestiones de la pandemia
2.-	5	7	8	9	9	9	8	7	= 7.75 Average
2.- Why	better perspective for next years	A pesar de lo anterior considero que por parte de la iniciativa privada hay más unión y proactividad por lo que considero si habrá un avance considerable en los siguientes 10 años.	Es necesario impulsar los esquemas de certificación especialmente orientados a la salud humana	Previo a la pandemia el PIB turístico crecía más que el PIB total, el panorama es optimista dependiendo del manejo de la pandemia.	En teoría, debería mejorar la situación turística a nivel nacional	(No comments were provided)	posiblemente mucho deterioro ambiental e inseguridad.	climate change and pollution are having a huge impact	
3.-	Help medium and micro tourism 'business	- Invertir en seguridad para ofrecer un país donde los turistas se sientan seguros	Política turística integral orientada la sustentabilidad y a la	Establecer las condiciones adecuadas para que se realicen inversiones	Apoyos a comunidades locales, marketing de destinos, pero con	Atacar la inseguridad, aplicar medidas para practicar	Incrementar la seguridad.	reduce crime, and effectively address the problem of femicide in Mexico	-Help medium and micro tourism 'business/ Apoyos a comunidades locales -Política turística sustentabilidad y a la

		- Invertir en infraestructura turística - Invertir en Conectividad turística	innovación. Promoción	en el sector, pero al mismo tiempo cuidar q se respete al medioambiente y a las comunidades autóctonas.	enfoques específicos hacia mercados determinados previamente	un turismo sostenible			innovación. Promoción -Atacar la inseguridad, aplicar medidas para practicar un turismo sostenible
4.-	Huatulco, Nuevo Vallarta, Cozumel	Chiapas	Estados del norte de México por ejemplo los destinos turísticos de Chihuahua, Coahuila, Durango y Zacatecas	Lugares con valor histórico y que no son las playas	Riviera Maya, Oaxaca, Mazatlán	Las playas de Sonora y Sinaloa y Golfo de México	Todo México tiene potencial, ya conozco todos los estados y hay joyas en cada uno.	-Taxco, Guerrero -Valle de Bravo, Estado de México -San Miguel de Allende, Hidalgo	-Lugares con valor histórico y que no son las playas -Estados del norte de México (Chihuahua, Coahuila, Durango y Zacatecas) -Huatulco, Nuevo Vallarta, Cozumel -Oaxaca, Mazatlán -Taxco, Guerrero -Valle de Bravo, Estado de México -San Miguel de Allende, Hidalgo -Las playas de Sonora y Sinaloa y Golfo de México
5.-	Help with social programs help	Crecimiento económico y Desarrollo en los destinos turísticos, muchas ocasiones no, pasa por que son extranjeros quienes cuentan con las propiedades turísticas y los ingresos van fuera del país, dejando muy pocas ganancias a la sociedad y destino	Mecanismos para conservar y proteger los recursos y atractivos culturales. - -Una política de conservación, y medidas para su protección	Los beneficios fundamentales han sido para las empresas del sector. - Necesario que los beneficios también mejoren los entornos de población	Debería de estar apuntalando los tres pilares, el social, el económico y el ambiental. Parcialmente	Qué haya mejores ingresos y prestaciones para los empleados del sector.	Derrama económica en ciertos puntos, pero no está bien distribuido.	It brings revenue for locals, which is important to keep the local economies working.	Los beneficios fundamentales han sido para las empresas del sector. -Derrama económica en ciertos puntos, pero no está bien distribuido. -Necesario los benef también mejoren los entornos de las poblaciones. -Mejores ingresos y prestaciones para los empleados del sector.

| 6.- | Programa sectorial de turismo y Autoevaluación de Pueblos mágicos | Incentivar a más mexicanos y apoyar a que sean estos los que desarrollen el turismo con propiedades mexicanas, así como, aumentar los sueldos en el sector Turismo ya que es una de las actividades económicas peor pagadas en México. | Tomar en cuenta la participació n de las comunidad es locales donde se está expandiend o el turismo y que se refleje en beneficios de bienestar social. | Obligar a que las empresas respeten el medioambi ente e incidan en desarrollar a las sociedades oriundas de esas zonas con gran riqueza natural. | Política que aplique directament e los beneficios a las comunidad es receptoras | Estrategia s para que los residente s de los destinos obtengan, también, beneficios económic os del turismo. -Turistas salgan de los hoteles y conozcan los pueblos o ciudades, consuma n produc. de la región. | Desarrollar experiencia s en distintas partes de México y llevar a los visitantes a esos lugares con mejores conexiones y seguridad. | In the midst of COVID, the Mexican authorities are not requesting COVID tests to enter. Mexican authorities should request proof of full vaccination, plus COVID tests to enter. In that way, tourism would bring money and its people would stay safe. | |