

Strategic plan for the structuring of a network of products and services for the development of Triunfo, B.C.S

Plan estratégico para la estructuración de una red de productos y servicios para el desarrollo del Triunfo, B.C.S

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DOI: 10.35429/JBAB.2019.5.3.1.10

Received September 18, 2019; Accepted November 30, 2019

Abstract

A strategic plan is presented, where the characteristics of the structure of the infrastructure and the implementation of a network of products and services that allow the economic reactivation of the inhabitants of El Triunfo, Baja California Sur. For the development of this project, the documentary research is redirected and the field obtains data related to the economic activities, traditions and customs of its inhabitants. The definition of the project and establish the relevant commitments with them. Subsequently, zoning activities were carried out, inventory inventories and efforts in the area were carried out, the results of which were extremely important and a key piece for this investigation. The general objective has been fulfilled in its entirety and has resulted. The result has been achieved.

Planning, Networks, Services

Resumen

Se presenta un plan estratégico, donde cuyas estrategias facilitan la estructuración e implementación de una red de productos y servicios que permitan la reactivación económica de los habitantes del poblado El Triunfo, Baja California Sur. Para el desarrollo de este proyecto se utilizó la investigación documental y de campo obteniendo datos relacionados con las actividades económicas, tradiciones y costumbres de sus habitantes. Se acudió a la zona para tener una entrevista grupal con las autoridades y habitantes del lugar para llevar a cabo la definición del proyecto y establecer los compromisos pertinentes con ellos. Posteriormente se realizaron actividades de zonificación, levantamiento de inventarios de ordenamientos y atractivos de la zona, cuyos resultados fueron sumamente importantes y pieza clave para esta investigación. El objetivo general se cumplió en su totalidad dando como resultado el diseño de estrategias que de ser implementadas permitirán que esta población pueda convertirse en una de las atracciones turísticas preferidas por visitantes tanto nacionales como extranjeros, generando beneficios económicos importantes para sus habitantes.

Planeación, Redes, Servicios

Citation: ROBLES-ARIAS, Isela Margarita, HERNÁNDEZ-ENRÍQUEZ, Héctor Arnulfo, VALDEZ-GUERRERO, Raquel and RÍOS-CALDERÓN, Graciela Guadalupe. Strategic plan for the structuring of a network of products and services for the development of Triunfo, B.C.S. Journal-Business Administration-Marketing; Accounting. 2019. 3-5: 1-10

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Introduction

The natural and cultural wealth that exists in rural areas of the country opens a range of possibilities for the inhabitants of these regions, who have the opportunity to develop companies that provide professional tourism services, aimed at raising their quality of life, through the sustainable use of natural resources. (Meza, 2018)

The need of small towns to reactivate their economy has been one of the main reasons for which this research intends to be carried out. The project is based on the State Development Plan 2015-2021, in which a competitive society and qualified human capital are sought, where the economic niches that guide the productive activity are fishing-aquaculture, agricultural, mining, commerce, services in General and tourism. In addition, the state government is focused on supporting the latter as one of its main axes for state economic development.

Most of the tourists that arrive in the state, mainly to the municipalities of La Paz and Los Cabos, return admired of the magnificent hotel facilities, very satisfied with the excellent restaurants and with a pleasant memory of the wonderful beaches with which they have. However, they leave without knowing the wealth of resources that abound in the region, whether historical, cultural or natural.

The communities of El Rosario, El Triunfo and San Antonio are some potential towns in the state that have these characteristics.

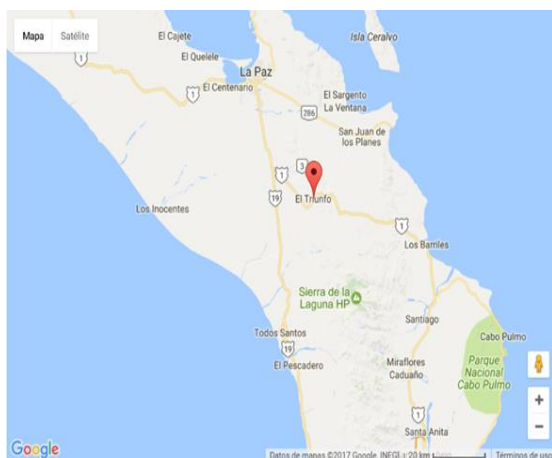


Figure 1 Geographic location of the town. El Triunfo B.C.S

El Triunfo is a beautiful mining town located 50 km south of the city of La Paz. Currently, this town is quiet and picturesque that protects important buildings, witnesses of its mining history, worthy of being visited by local and foreign tourists. In its surroundings, the town offers hills and streams where there are still several mines and ranches, framed by abundant vegetation, which can be accessed by vehicle or mountain bike.

However, El Triunfo is a population that lacks productive activities that allow maintaining a sustainable economic dynamic, its young population, begins to leave the town looking for better economic conditions in the more urbanized regions, first for reasons of studies and then for positions labor. Although these provide financial assistance to their families, it is not enough that traditions are detrimental (Morales Santos, 2017)

The mining activity in the region left as an inheritance an extensive treasure in historical monuments of mining activity, and social forms of life, legacies of music that includes its original instruments, constructions with unique styles, pantheons where the architecture and history of Chinese and Mexican English, representing the culture and urbanism imported from these countries respectively. (Meza, 2018)

That is why a strategic plan is presented, whose strategies facilitate the structuring and implementation of a network of products and services in the population of El Triunfo, B.C.S. for the economic recovery of its inhabitants. This project is an applied research, descriptive in scope, mixed focus data was obtained through field and documentary research. Various instruments were used to obtain information regarding population, economic activities, traditions and customs.

The area was visited to conduct a group interview with the sectional delegate and local inhabitants to carry out the definition of the project and establish the necessary commitments.

Subsequently, zoning activities, inventory surveys and attractions in the area were carried out, the results of which were extremely important and a key piece for this investigation.

In the 2015-2021 regional development program, the strategic axis for its implementation is the concurrence and coordination of institutions in the three orders of government, for the solution of the diverse problem posed by economic and social development in the target towns and communities.

Equally important are multi-sector strategic projects with a high local, micro-regional and regional impact that can trigger productive processes or as a fundamental condition for the promotion of historical productive activities (Ministry of Economic Promotion and Development, 2015)

In response to the needs of the regional development plan, the Technological Institute of La Paz decided to enter the transversal axes, promoting some research projects such as “Alternative tourism through service networks for the development of the community of El Triunfo de la South Central micro region of the Municipality of La Paz”.

The problem is that El Triunfo, despite its history and all these resources that characterize the population, there is a need to increase the living standards of its inhabitants since they lack productive activities that allow maintaining an economic dynamic. Even part of the population is looking for better opportunities outside their town.

Therefore, it will be necessary to identify individuals with entrepreneurial character who want to participate in it, in order to guide and / or guide them to the use of these resources.

However, are there the necessary conditions for the creation of a tourism services network in El Triunfo B.C.S.?

The scope of the investigation is based on the fact that it was limited to studying the surroundings of the historic town El Triunfo B.C.S. taking into account its historical environment, its inhabitants, tourists and development plans within the town.

The general objective of the research was to develop strategic actions for the operation of a network of tourism products and services in the community of El Triunfo Baja California Sur.

The hypothesis stated indicates that a strategic plan will facilitate the necessary elements for the formation and operation of a network of products and services promoting the promotion of tourism development and the economic recovery of El Triunfo B.C.S.

Development

In this work, the proposal of a strategic plan for the operation of a network of products and services for the inhabitants of this region, aimed at raising their quality of life, through the sustainable use of natural resources

This research is made up of three phases: An opportune diagnosis to determine the resources that are available and which of them can be exploited to obtain maximum benefit from them, such as the flora, endemic fauna of the region, tourist attractions, products and services that are feasible to offer.

In the second phase, a census survey was applied to the inhabitants to determine the following variables: (place of origin, time to live in the town, which is the typical dish of El Triunfo, if they know how to prepare it, activities that can be offered to visitors or tourists, and know the number of people interested in starting a business project to offer products or services),

In the third phase a strategic plan is presented integrated by a set of planned actions, which have been derived from the identification of needs ... to offer a network of products and services in order to encourage the participation of the inhabitants and therefore the reactivation of the locality

The conceptualization and practice of sustainable economic development must be approached from different approaches such as the type of community referred to, whether it is rural or urban, or whether it is private or public companies, as well as the individuals that make them up.

For this research project, the basic concepts of tourism, alternative tourism and its divisions, tourism services and network of services, among others, were developed since they are of paramount importance, so they are detailed below.

Tourism

Tourism can be defined from different points of view. First, as an economic activity that is defined by its demand and the consumption of visitors. On the other hand, tourism refers to the goods and services produced to meet said demand. " This sector is made up of a number of different activities, for example, transportation to and from destinations, accommodation, supply, purchases, travel agency services, inbound and outbound tourism operators, which makes it a very broad and difficult, but not impossible to define and quantify (Casal, 2002)

Alternative Tourism are several definitions, however, there is an aspect that is constant in all of them. Alternative tourism is a new segment of global tourism that is becoming increasingly important.

This tourism tries to organize your trip to unknown places, according to your needs and times; seeks to discover sites away from mass tourism in natural environments and that stimulate their personal development. Unlike mass tourism, alternative tourism is willing to pay high prices for the existence of unique attractions, whether natural or cultural (Ministry of promotion and economic development, 2015) there are other authors specialized in the subject such as (Casal, 2002)

A set of unique, unrepeatable, personal experiences and experiences that occur in a quality environment; This is understood as the quality in the free time of the tourist, in an environment of geographical and social quality, which allows the tourist to perceive their relationships in a different way with the geographical and cultural environment, with the other tourists and their hosts, within the parameters of sustainable human development that foresees economic development and growth, social equity and environmental sustainability.

Based on the aforementioned definitions, we can conclude that: alternative tourism means those activities that invite practitioners to enjoy and respect the sites visited, these being unique scenarios, which leads them to live a different experience in which not only they are spectators, but they are involved in it taking up what SECTUR maintains, dividing this type of tourism into three pillars, Ecotourism, Adventure Tourism and Rural Tourism

Nature tourism and its link with sustainability

Nature tourism as officially defined by SECTUR, corresponds to trips that are intended to carry out recreational activities in direct contact with nature and cultural expressions that involve you with an attitude and commitment to know, respect, enjoy and participate in the conservation of natural and cultural resources. This definition in turn has been divided into three large segments according to the interest of the tourist, which are: ecotourism, adventure tourism and rural tourism. According to data from the (SECTUR, 2012)

Rural areas and Protected Natural Areas (ANP). It is in these places where there is a great tourist demand for this type of tourism, being more than 50 ANP in Mexico those that develop nature tourism activities and 69 ANP with tourist vocation according to SECTUR, which have received tourists every time in a greater number. However, the advantage of the ANP is that, if there is a good management by the administration of the same, there will be benefits and few damages. Since by federal law each ANP should have a management program that does not only involve the document but a whole series of continuous effort such as surveillance, the monitoring, monitoring of actions in general. Therefore, if the objectives of the PNAs are guaranteed, it is also guaranteed that tourism within them will be durable and generate economic benefits to the inhabitants, this already implies responsibility for natural resources, since these are the reason for visiting a place, therefore they are the reason to keep them. According to (Lucia, 2013) it takes a lot of continuous effort, sufficient economic and personal resources, as well as, that the inhabitants are committed to collaborate.

Net

The generic term "network" refers to a set of entities (objects, people, etc.) connected to each other. Therefore, a network allows material or immaterial elements to circulate between these entities, according to well-defined rules. Network, is a concept that allows explaining the dynamics of local productive systems because it responds to a logic of regional development, to a territorial logic, which indicates interdependencies in the territory in which cooperation and exchange networks are developed.

Tourist service

The Tourist Services are the set of achievements, facts and activities, aimed at producing personal benefits that meet the needs of the tourist and contribute to the achievement of facilitation, approach, use and enjoyment of tourist goods.

Tourist Services include its production, distribution, marketing, sale and provision and refer to the goods and services offered by tourism market companies, which meet the needs of tourists in the organization of the trip and through the enjoyment thereof through of intermediary companies of transport, accommodation, organizers of events and recreational activities, etc. (<https://sites.google.com/site/serviciostur/conceptos-st>, s.f.)

Tourist Services Network

The tourist service is a service composed of several different types of services, which, combined with each other, make up what is called a basic service package or network of services. (Meza, 2018)

The different types of services that make up the basic service package of a tourism service provider are the following:

- a) Basic or essential service. It is the one for which the company that provides them is right. Therefore, the basic service of the hotel is accommodation; that of the airline, transport, and that of tour operators, excursions.
- b) Facilitating services they are those that make possible the use of the basic service. Among the facilitating services necessary to provide the basic hotel service are, among others, reservation, reception, concierge services, to name a few.
- c) Supporting services. These are services that do not facilitate the use of the basic service but are provided in addition to the facilitating services to increase the "added value" to the basic package, or to "differentiate" the service offered by the company, in relation to the service offered by the competition. Some examples in the hotel service are valet parking, room service and facilities for internet connection in the room.

In the case of airlines, there can be the pre-allocation of seats, the boarding pass, the executive lounges to wait for boarding and the gifts given on board to passengers in order to make the trip more comfortable and enjoyable (sleeping glasses, slippers, etc.). (Acerenza, 2006)

Methodology to develop

Determination of opportunities for the provision of alternative tourism services.

A group interview was carried out with the ejido delegate and the inhabitants of the place, the project was presented and the commitments with the interested parties were established in order to start the collection of the information and determine the tourist attractions such as endemic flora and fauna of the area, products and services that are feasible to offer in the region, for which identification cards were used, taking into consideration aspects such as:

Title
Photography
Description
Bibliography or consultation
Observations
Data of who registered

Table 1 Identification card format

Achieving the following results:

1. Matrix identification of various activities to offer.
2. Inventory of flora and fauna.
3. Architectural inventory with title, photograph, description and location.
4. Gastronomic inventory with title, photography, description.
5. Mining inventory with title, photograph, description and location.

This investigation was carried out in the town of El Triunfo, which is located in the Municipality of La Paz of the State of Baja California Sur Mexico and is located in the GPS coordinates: Longitude (dec): -110.106111, Latitude (dec): 23.803889, the locality It is at a medium height of 500 meters above sea level and the population is 276 people, of which 148 are male and 128 female who are divided by ages into 77 minors and 199 adults, of which 35 are over 60 years.

To carry out the data collection, a survey was applied and the data were concentrated by category considering the highest percentage.

It is originally from the place. 89% were born locally. The typical dish of the town according to the results was found that 39% crush, 13% chorizo and other dishes. 79% of the inhabitants know how to prepare it

The activities that can be offered for the formation of the network are: 48% of the population says that what can be seen most in the destination is the activities of coexistence and interaction with the community among these activities are the tours of the heritage historical, trade of local products, camping in natural areas. Own source

Those interested in participating is 100%. 72% are interested in receiving training to carry out the financing support management.

Analysis

The data processing was done with Excel and to determine opportunities the SWOT Matrix (Steiner, 1998) was used to detect opportunities for improvement, and the generation of strategies.

Strengths

- Potential development related to nature and sustainable development
- Historical and artistic monuments (Piano Museum and concert hall) and mythical for the practice of a good description.
- Tourism focused on the acquisition of experiences
- Inhabitants Open and hospitable character
- Optimal geographical situation 48 km from the state capital.
- Development and sale of regional products (handicrafts, gastronomy)
- Orography of the destination with possibilities for alternative tourism.
- Safe and attractive destination
- Diversity of resources to make products and services
- Potential entrepreneurs willing to participate
- An annual gastronomic festival is held.
- Craft Event in the locality.

Weaknesses

- Little management in the coordination of destinations.
- Regional products little known to tourists
- Lack of identifiable signaling of the area.
- Little connection between tourist agents
- Poor communication routes (roads, schools, telephones, bathrooms.)
- Poor internet service generating that payments cannot be made with a bank card
- Unidentified degree of user satisfaction
- Little communication of the tourist offer
- Missing formalized tourist information modules.
- Low production of regional products.
- Low qualification of staff in tourist service
- Low qualification in technicality in English.
- Low budget allocation of the Department of Tourism and state government.
- The inhabitants have few economic resources
- Lack of tourist promotion.
- Lack of a local website of the place where tourists have access to express their experience.

Threats

- Other more identifiable and attractive destinations
- Other more "excellent" destinations according to tourist perception
- Destination Brands better positioned
- Routes with better access and view.
- Destinations of very direct competition with larger budgets dedicated to their tourism strategies.

Opportunities

- Manage coordination between private and public agents.
- Form a group of instructors specialized in various topics to provide training in various areas.
- Design and implement a training plan and development of skills for production, attention and customer service, aimed at the inhabitants of the place in order to enable the formation of the network of services and products.

- Design the business units that integrate the network.
- Use of technology
- Manage necessary permits for commissioning in dependencies that apply.
- Offer basic English language courses.

Once the SWOT matrix is analyzed, 3 strategies that make up the Plan are located, determining:

1. Integrate and structure the networks of products and services.
2. Strengthen the profile of the entrepreneur interested in participating in the operation of the networks of products and services.
3. Design marketing and communication processes between networks.

Resultados

1. Integrate and structure the networks of products and services

Strategy: Form a special working committee with those interested in participating in the provision of tourism services.

Objective: Identify interested persons to integrate and structure the networks of products and services.

Strategic action: Next, the proposed tasks to be performed are listed:

- Formally bring together those interested in providing tourist services.
- Select the services you are willing to launch.
- Appoint managers for each of the services that are planned to work.
- Form work teams for each of the proposed tourist services.
- Search for instructors specialized in tourism services or assign and train those responsible for training work teams.
- Define needs and requirements for each of the proposed tourist services to be carried out (Material, accessories, people, equipment, infrastructure, etc.).
- Structure the network.

2. Strengthen the profile of the entrepreneur interested in participating in the operation of the networks of products and services.

Strategy: Design a training program so that stakeholders know how to finance their project.

Objective: Provide advice and training to stakeholders on viable supports or financing for the networks of products and services.

Strategic action: Next, the proposed tasks to be performed are listed:

- Include as a theme: What financial supports exist and how can I get it?
- Include as a theme: What is a business plan and how to prepare them?
- Structure a base business plan model for stakeholders.
- Link and / or agree with those interested in the Business Incubation and Innovation Center of the Technological Institute of La Paz.

Strategy: Design a training program for stakeholders to integrate controls and / or procedures that allow them to provide quality services and / or products.

Objective: Provide advice and training to those interested in quality, controls and procedures, useful for the operation and operation of the networks of products and services.

Strategic action: Next, the proposed tasks to be performed are listed:

- Include as topics: Quality, Internal Control and Customer Service.
 - Design of processes and controls for the production of products and services, under a quality scheme.
3. Design marketing and communication processes between networks.

Strategy: Design a tourism campaign to offer, advertise and inform the products and services of the network in order to persuade, stimulate or motivate your purchase.

Objective: Select and use the advertising media that allow promotion of the products and services offered on the networks.

Strategic action: Next, the proposed tasks to be performed are listed:

- Place a tourist campaign on national and international channels to sell the destination.
- Gather the stakeholders or participants for the conformation of the tourism campaign.
- Publish the content as an event.
- Launch the campaign in agencies.
- Campaign through digital media.

Strategy: Design a communication channel or channels for product and service networks. Objective: To structure a diversified communication system that is effective to consolidate the productivity and competitiveness of product and service networks. Strategic action: Next, the proposed tasks to be performed are listed:

- Design communication channels
- Join the communication channels.

Strategic Plan for the formation of a network of products and services

Strategic plan					
1. Integrar y estructurar las redes de productos y servicios.					
Strategies	Objetives	Improvement actions	Deadline for execution and Responsible assigned	Unit of measurement	Assigned Responsible
Form a special working committee with those interested in participating in the provision of tourism services	Identify interested people to integrate and structure product and service networks	Formally bring those interested in providing tourist services. Select the services you are willing to launch. Appoint managers for each of the services that are planned to work. Form work teams for each of the proposed tourist services. Search for specialized instructors in tourism services or assign and train those responsible for training work teams. Define needs and requirements for each of the proposed tourist services to be carried out (Material, accessories, people, equipment, infrastructure, etc.).	From 2 to 6 months / El Triunfo Delegation, B.C.S./ ITLP Postgraduate Division	Number of participants Number of agencies Number of views Number of possible channels Number of possible channels List of needs	Delegation of San Antonio, B.C.S./ ITLP Postgraduate Division / ITLP Graduate Division / Interested ITLP Graduate Division / Interested Delegation of San Antonio, B.C.S./ Postgraduate Division of ITLP Interested

Table 2 Strategic Plan for the formation of networks of products and services for El Triunfo B.C.S

Strategic plan					
3 Strengthen the profile of the entrepreneur interested in participating in the operation of the networks of products and services					
Strategies	Objetives	Improvement actions	Deadline for execution and Responsible assigned	Unit of measurement	Assigned Responsible
Design a training program so that stakeholders know how to finance your project.	Provide advice and training to stakeholders on viable supports or financing for product and service networks	Include as a theme: What financial supports exist and how can I get it? Include as a topic: What is a business plan and how to prepare them? Structure a base business plan model for those interested. Link and / or agree to those interested with the Center for Incubation and Business Innovation of the Techno Institute	2 to 4 months Delegation of El Triunfo, B.C.S./ Postgraduate Division of ITLP / ITLP Incubation Center /	Number of participants Number of participants Base model	ITLP Postgraduate Division
Design a training program for stakeholders to integrate controls and / or procedures that allow them to provide quality services and / or products	Provide advice and training to stakeholders on quality, controls and / or procedures, useful for the operation and operation of product and service networks	Include as theme: Quality. Include as theme: Internal Control. Include as theme: Customer service. Design of the processes and controls for the elaboration of product and services, under a quality scheme of La Paz	From 2 to 4 months Delegation of El Triunfo, B.C.S./ ITLP Postgraduate Division / ITLP Incubation Center	Number of participants Number of participants Number of stakeholders	ITLP Postgraduate Division ITLP Postgraduate Division

Table 3 Strategic Plan for the formation of networks of products and services for El Triunfo B.C.S

Strategic plan					
3. Design marketing and communication processes between networks					
Strategies	Objetives	Improvement actions	Deadline for execution and Responsible assigned	Unit of measurement	Assigned Responsible
Design a tourism campaign to offer, advertise and inform the products and services of the network in order to persuade, stimulate or motivate your purchase	Select and use the advertising media that allow the promotion of products and services offered on the networks.	Place a tourism campaign on national channels and International to sell the destination.	From 2 to 6 months / Delegation of El Triunfo B.C.S./ ITLP Postgraduate Division	Number of possible channels	Delegation of San Antonio, B.C.S./ Postgraduate Division of ITLP
Design a channel or communication channels for product and service networks	Structure a diversified communication system that is effective to consolidate the productivity and competitiveness of product and service networks.	Bring together interested parties or participants for the conformation of the tourism campaign. Publish the content as an event. Launch the campaign in agencies. Campaign through digital media. Design communication channels. Unify the communication channels.	2 to 6 months 2 to 6 months 2 to 6 months 2 to 6 months	Number of participants Number of Attendees Number of agencies Number of views Number of possible channels Number of possible channels	Delegation of San Antonio, B.C.S./ ITLP Postgraduate Division / Participants Delegation of San Antonio, B.C.S./ Postgraduate Division of ITLP Delegation of San Antonio, B.C.S./ Division ITLP Postgraduate Postgraduate Division of ITLP / Participants Postgraduate Division of ITLP / Participants

Table 4 Strategic Plan for the formation of networks of products and services for El Triunfo B.C.S

1. Activities and number of interested in participating.
 - Mountaineering
 - Ride

- Mountain biking
- Hike
- Rural photography
- Gastronomic workshop
- Craft Workshops
- There are 30 people interested in participating

2. Training Program Design: Support and Financing in the state of Baja California Sur

Chores. Different federal and state agencies were consulted to obtain information on the different programs they offer to help increase productivity in MSMEs through financial support and incentives. These programs are many and varied. Some of the units such as the Ministry of Social Development (SEDESOL), Ministry of Agriculture, Livestock, Rural Development, Fisheries and Food (SAGARPA), and Ministry of Economy (SE).

The training plan was designed integrating all its elements: descriptive letter, budget, Formats, (List of needs, checklist, attendance list. Teaching materials, Course evaluation, among others).

3. A Business Plan Model was developed.
4. Financial simulator

Acknowledgement

This research is the product of the authorized research project "Alternative tourism through service networks for the development of the Southeast Micro region of the Municipality of La Paz BCS" has been funded by the National Technologist of Mexico, through the Technological Institute of La Paz to which we thank through the Academic Body "Organizational Process Management"

Conclusions

Based on the analysis carried out and the results obtained, the hypothesis proposed is verified, since the proposed strategic plan facilitates the necessary elements for the formation and operation of a network of tourism products and services in the community of El Triunfo, B.C.S.

Similarly, objectives were set, and it was within the proposed strategic plan where strategic actions were developed for the formation and operation of a network of tourism products and services in the community of San Antonio, BCS, so that the objectives are considered initially established were achieved.

Through the development of this research, it was possible to know one of the populations with great potential to become a tourist destination frequented by national and foreign visitors in the state.

As you can see through the information obtained, the small town of El Triunfo has a great variety of resources that could facilitate the realization of activities that can attract a large number of tourists without any problem. In addition, the inhabitants showed real interest in participating in the economic development of their community. The inventories showed that there is a great variety of flora and fauna in the surroundings, as well as gastronomic products, and of course, old structures, buildings or ruins that reflect the important history that supports this population. With this, it has been confirmed that there are the necessary conditions to be able to implement activities and / or services through alternative tourism, which will be fundamental for the economic uprising of its inhabitants

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