Alternative tourism through product and service networks for the development of Santiago, of the Cabo del Este Region of the Municipality of Los Cabos

El turismo alternativo a través de redes de productos y servicios para el desarrollo de Santiago, de la Región de Cabo del Este del Municipio de Los Cabos

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Abstract

A strategic plan is presented, it includes strategies that facilitate the structuring and implementation of a network of products and services in the population of Santiago, B.C.S. to achieve the economic reactivation of the community. In the development of this project, documentary and field research was used to obtain information related to this population, its inhabitants, its activities, its traditions and customs, etc. They went to the area to have a group interview with the authorities and inhabitants of the place to carry out the definition of the project and establish the necessary commitments with them. Subsequently, zoning activities, inventory of flora, fauna, gastronomy and tourist attractions of the area were carried out, the results of which were extremely important and a key piece for this research. Both the general and specific objectives were fully met, resulting in the design of strategies that, if implemented, will allow this population to become one of the preferred tourist areas for both national and foreign visitors, generating benefits mainly for its inhabitants.

Strategic planning, Service network, Alternative tourism

Resumen

Se presenta un plan estratégico, incluye estrategias que facilitan la estructuración e implementación de una red de productos y servicios en la población de Santiago, B.C.S. para lograr la reactivación económica de la comunidad. En el desarrollo de este proyecto se utilizó la investigación documental y de campo para la obtención de información relacionada a esta población, sus habitantes, sus actividades, sus tradiciones y costumbres, etc. 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 necesarios con ellos. Posteriormente se realizaron actividades de zonificación, levantamiento de inventarios de flora, fauna, gastronomía y atractivos turísticos de la zona, cuyos resultados fueron sumamente importantes y pieza clave para esta investigación. Tanto el objetivo general como los específicos fueron cumplidos en su totalidad dando como resultado el diseño de estrategias que de ser implementadas permitirán que esta población pueda convertirse en una de las zonas turísticas preferidas por visitantes tanto nacionales como extranjeros, generando beneficios principalmente para sus habitantes.

Planeación estratégica, Red de servicios, Turismo alternativo

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1. Introduction

Alternative tourism today has become a very important factor for the economy of the State of Baja California Sur, derived from the characteristics that the region has in natural attractions have positioned the same State in one of the main places to visit and carry out purely tourist activities. Every year statistical records (anonymous, 2019) are made where the economic impact and growth that occurs in tourism can be appreciated, this generates greater economic income and in turn more sources of employment.

Santiago is a small community belonging to the Municipality of Los Cabos, in the Mexican state of Baja California Sur. It is located on the side of Federal Highway 1 in Mexico, 135 km south of La Paz and about 45 kilometers north of San José del Cabo. Like Todos Santos it is almost directly above the Tropic of Cancer. It is located at the coordinates 23 ° 28.747'N 109 ° 42.748'W at an approximate altitude of 132 meters above sea level. It has a population of 783 inhabitants according to the data provided by INEGI (National Institute of Statistics and Geography, 2020)

The town of Santiago is characterized by its agricultural, livestock and tourist services activities, the latter today can be one of the main engines of the town, it has a great impact and a strong mobilization between the different places of which many of them They are natural as they are: waterfalls, hot springs, lagoons, and some others in which the hand of man has intervened as they are; the town, the parish, archaeological sites and the production of saddlery, carpentry, as well as the production of cheese, crush and regional sweets with seasonal fruit (mango, guava, papaya, and grapefruit candy among others.

Other types of activities are carried out such as purposeful hiking, flora and fauna observation, and photographic safari. However, most service providers do not have the necessary measures to be able to carry out a quality service, which causes the tourist to ignore and stop visiting these areas due to the lack of a development plan.

The purpose of carrying out this research consisted of knowing the availability of the people of the Santiago community to identify areas of opportunity for the development of alternative tourism through a network of products and services that help boost the economy of the region. In the same way, structure a strategic plan that the community can use to solve the low economic development of the area.

For the development of the research, a quantitative study, a field research and documentary research were carried out, in addition to the application of different tools for the analysis of information such as SWOT, CFKE and Ishikawa diagram, which helped to design the strategies that served to develop proposals for improvement and recommendations which will have a positive impact for the benefit of community service providers.

2. Research Objectives

General:

Design a strategic plan in order to promote the tourist and economic development of the Santiago community in the municipality of Los Cabos, through the collaboration of the inhabitants of the place in a network of services.

Specific:

1. Identify areas of opportunity for the development of alternative tourism; rural, ecological and adventure tourism.
2. Know the disposition of the inhabitants of Santiago to form a network of products and services to develop and promote the economy of the region.
3. Integrate a strategic plan to promote the economic development of the region as a tourist area.

Methodology to be developed

In this section, a more specific and personalized methodology proposal has been developed for the development of this research, based on the combination of the methodology of two models.

In other words, it is about the fusion of the “Alternative services planning model (Casal, 2002)” applicable for the creation and representation of the alternative services network, it is based mainly on the different types of services that make up the basic service package. of a company that provides tourist services. and the “Model of the strategic plan (Chiavenato, 2011). Which is based on identifying potential resources, aligning skills, recognizing strengths and weaknesses, and establishing the set of integrated measures that will be applied to ensure that the organization achieves the planned results. But it must be taken into account that this will only reach its maximum effectiveness when all the people who make it up as a whole, accept it, attend to it and apply it..

Figure 1 Strategic Research Model
Source: Own Elaboration

Investigation Development

For the realization of this project, the type of documentary and field research was carried out, implementing a mixed research approach, which is integrated by qualitative and quantitative methods, so that the information that was collected was significant, showing a broader perspective and insight into the conditions of the village.

Once the general idea of the project was designed, as mentioned previously, the area was visited to have a group interview with the authorities and inhabitants of the place to carry out the definition of the project and establish the necessary commitments to carry out carry out the various activities. Several instruments were designed and applied such as:

1. With observation, inventories were collected to determine the amount of tourist places, flora, fauna, gastronomy and architecture and tourist attractions that the community has.
2. The survey to residents of Santiago was in order to detect those interested in participating, as well as to know the disposition and openness of the population for the development of their community through the implementation of a network of products and services that would be focused on the positioning of the region in tourism matters,,

To carry out this research, two populations were considered, in the first instance the inhabitants of Santiago who represent 783 according to data from (National Institute of Statistics and Geography, 2020); Simple random sampling was used with a margin of error of 10% and a confidence level of 99%, which yielded a sample of 138.

$$n = \frac{\frac{z^2 \times p(1-p)}{e^2}}{1 + \left(\frac{z^2 \times p(1-p)}{e^2 N}\right)}$$

(1)

Taken from (Badii, 2011)

N = population size = 783
p = confidence level = 0.99
e = margin of error = 0.08
z = 99% z score = 2.58
n = sample = 198

The survey instrument was designed in Google forms so it required having internet coverage with devices such as cell phones and computers, it was applied at different strategic points in the community where the influx of people was greater. 198 people were surveyed.

Information processing.

Graphi 1 Time living in the community

Graphic 2 Traditional Santiago dish

The graph shows that 60.1% of those surveyed responded that machaca is the typical dish that the Santiago community represents, while 24.2% responded that empanadas are the typical dish of said community, 10.6 % responded that they are tamales, 2.5% responded that cheese is the typical product, while the remaining 2% responded that it is chorizo.

Graphic 3 What tourism represents more profit for Santiago

The graph shows us that the tourism that leaves the most profit is 51% who indicate that it is the national tourist, 33% indicate that it is the international one and finally 15% the local tourism

Graphic 4 Interest of the inhabitant in promoting sources of employment and development

The graph shows us that 100% are interested in participating

Graphic 5 Interest in obtaining support for financing

The graph shows us that 98% are interested in receiving advice and financing.

Select the products that you could offer to the tourist visiting Santiago

Graphic 6 Products that can be offered to tourists

83.8% of those surveyed can offer food services, while 28.3% could offer handicraft products and the remaining 7.1% responded that they could offer various products such as bags, suitcases and regional sweets.

Select the services that you could offer to tourists visiting Santiago.

Graphic 7 Services that can be provided to tourists

83.3% of the total respondents could offer food services, while 46% responded that they could offer tours and expeditions, 40.9% of the total responded that they could offer lodging services, 24.7% could offer recreational activities and 8.1% could offer entertainment services

3. Survey of residents of La Paz to determine the interest of the inhabitants of the city of La Paz about tourist attractions and products of Santiago. It was designed in Google forms, it was applied through social networks asking to answer and share with the contacts. How to obtain the sample.

The residents of the city of La Paz are a total of 301,961 according to data from the (National Institute of Statistics and Geography, 2020), simple random sampling was used with a margin of error of 9% and a confidence level of 98% for a sample of 167.

Graphic 8 Interest of the inhabitants of La Paz to visit the community of Santiago

The previous graph showed us that 70% of those surveyed are interested in knowing the community of Santiago, while 25.3% do not know the community of Santiago and 4.7% are not interested in visiting said community.

Graphic 9 Knowledge or interest in knowing attractions of the Santiago region

The graph shown above shows that of the total of those surveyed, 67.4% know or would like to know the fox canyon, 66.3% the hot springs, 58.9% the path to the ascent to the Sierra de the lagoon, 55.8% the mission of Santiago apóstol, and 34.2% the historic hospital.

Graphic 10 knowledge of Santiago products

The graph shown above shows us that of the total of those surveyed, 43.2% have tried mango or its derivatives, while 30% have tried milk and its derivatives and another 30% have tried machaca, 23.2 responded that they have tried guava sweets and its derivatives, 21.6 have tried regional chorizo and 30% of those surveyed have not tried any of the typical products mentioned above.

Graphic 11 knowledge of products and crafts native to Santiago

The graph shown above showed us that of the total of those surveyed, 53.7% do not know any of the products or crafts from the Santiago community, 34.7% responded that they know products made from leather, 15, 8 who know representative crafts of the community, 14.7% know products made with palm hearts and 10.5% answered that they knew handmade soaps derived from Damiana.

Analysis of the information

Based on the results obtained through the first survey, it can be interpreted that there is interest on the part of the inhabitants of the community of Santiago to start or position their businesses in such a way that they are oriented to an economic development of the region for the well-being and progress of themselves and their families.

This is possible through the tourism development of the region through the creation of a network of products and services, however, an external intervention is necessary given that they lack information and require advice to be able to consolidate the network model of tourism products and services, however, the intervention should be mainly focused on the prosperity of the natives and not third parties as has happened in other regions of the peninsula.

Thanks to the information that the second survey gave us, it showed the interest of this to visit the community due to the tourist attractions of the area and the wealth of its products.

SWOT analysis

Based on the information obtained through the applied instruments, the following diagnosis was made using the administrative tool called SWOT Analysis.

Strength	Opportunity
1. Close to the municipality of Los Cabos. 2. Abundant natural tourist attractions. 3. The community has been declared a historic site. 4. Diversity of regional seasonal products. 5 Willingness of the inhabitants of Santiago to undertake business for tourism purposes. 6 It has personnel with skills to make artisan products. 7. It has attractive events and / or parties for tourism. 8. Adequate climate for tourism development and production of various endemic fruits of Santiago.	1. Positioning of the State as a tourist agent. 2. Expand Internet coverage as a means of promoting the tourist offer. 3. Growth of the tourist market in the southern part of the State. 4. Existence of educational programs for young people of upper and upper secondary level focused on tourism (CECYT and ITES). 5. Willingness of the local tourist to visit the community. 6. Development of tourist services focused on alternative tourism. 7. Design a logo that represents the products made in the región

9. There is a variety of representative crafts from Baja California Sur. 10. The artisan products that are marketed are of good quality. 11. The products are made by local artisans, and each craft is unique.	
Weakness	Threat
1. Lack of infrastructure for accommodation and food. 2. Lack of tourist signs. 3. Sometimes the sections of the roads leading to the town are affected by the rains. 4. Ignorance of the inhabitants to lower financial resources. 5 . Poor quality of services offered 6. Little organization and communication in the community. 7 Little knowledge of speaking the foreign language. 8. Lack of knowledge of the use of computer tools (computer, Smartphone) 9. Lack of training to provide quality service 10. Poor tourism promotion. 11. Lack of economic activation in the region. 12. Uncontrol of prices in services. 13. There is little network coverage for mobile telephony. 14. No card payments or bank transfers	1. Little tourist visit during some seasons 2. Tourism development of other areas and communities in the State. 3. Migration of inhabitants of Santiago due to lack of opportunities. 4. By not having the establishment's dissemination on social networks or the internet, some people do not know about this option to buy local crafts

Table 1 SWOT analysis

Cause-effect diagram

With the cause and effect diagram it is sought to outline and represent in 4 large sectors that are integrated by Government, Inhabitants, Resources and Marketing, which lead to different problems or circumstances that jointly result in a lack for the economic development of Santiago.

Figure 2 Cause-effect diagram

CFKE analysis

El análisis CFKE que se muestra a continuación tiene como objetivo el plantear un cierto número de estrategias posibles para complementar el análisis FODA y, por consiguiente, dar solución a la problemática mediante un plan estratégico.

Correct	Front facing
Strategy 1. Prepare signage for tourist places. Strategy 2. Advise the interested party to manage it with federal support (support for women, non-refundable funds, for SMEs, etc. Strategy 3. Positioning of the region as a tourist product, unifying the providers of services and products under a representative logo of the region. Strategy 4. Teaching technical English and computer courses through agreements with universities. Strategy 5. Integration of a committee for the establishment of a network of products and services with residents of Santiago and specialized advisers.	Strategy 1. Carry out national and international promotion. (Videos, brochures, website, social networks). Strategy 2. Determine a standardized price tabulation for healthy competition. Strategy 3. Make agreements with educational institutions with careers related to tourism to carry out their practices within the region Strategy 4. Appoint an ejido chief to integrate an association of producers and farmers for decision-making. Strategy 5. Coordination with SETUES for the design of a comprehensive development plan for the region, using financial resources to encourage economic activation.
Keep	Exploit
Strategy 1. Give training courses to those interested to form competencies for the profile of tourism entrepreneurship and development in order to be able to provide and exploit a rural tourism service with standards of excellence. Strategy 2. Promotion of endemic products of the region through advertising campaigns. Strategy 4. Design tours for the appreciation of areas and natural attractions of the region.	Strategy 1. Make strategic alliances with travel agencies, hotels and tourism service providers. Strategy 2. Increase the capture of local and state tourism. Strategy 3. Provide training to the inhabitants about the new tourist trends and how to implement them in their community. Strategy 4. Coordination with the Ministry of Public Education to obtain scholarships for undergraduate and graduate level projects for the region.

Strategy 5. Improve the coordination and communication of the inhabitants to offer a unique service as a community.	development of the Santiago community. Strategy 5. Coordination of the inhabitants to request an improvement of road and telecommunications infrastructure Strategy 6. Implement payment with credit and debit cards through the internet
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Table 3 CFKE analysis

Results obtained

Introduction

The planning and design of alternative services present a series of problems that, if not addressed by means of an appropriate methodology, will be difficult to solve due to the intricacy and extensive information required, as well as the multiple agents involved in this process, which must be first of all concerted, without forgetting, of course, that all this has to take place within the parameters of sustainability that make it possible.

A close relationship between the tourist and the environment that surrounds them, both natural and human, is essential to live a personal, unique, unrepeatable experience in a quality environment so that it becomes a tourist. This consideration suggests a reflection on how to plan and design these same experiences and experiences. It requires its own methodology, which, although it is based on the experiences of conventional tourism, has another approach, in addition to providing new points of view, technical, social, environmental, psychological considerations, etc., which allow the creation of models and sustainable tourism services.

Description of the town

The community of Santiago is located approximately 135 kilometers south of the state capital and approximately 45 kilometers from San José del Cabo. It has an approximate population of 783 inhabitants according to the data provided by the National Institute of Statistics and Geography. It is a small community that is mainly dedicated to rural and artisan activities, such as food production or the elaboration of various artisan products.

This town has a warm climate given the geographical and environmental conditions of the region, however, it is an area that is characterized by being within the Tropic of Cancer. These climatic and environmental conditions allow the abundance of different species of flora and fauna throughout the region.

The majority of the population living in the region are adults and older adults, given the conditions due to the lack of opportunities for professional development, which results in young people tending to emigrate to other cities, being one of the factors for which has not been able to generate a planned and structured development of the community that avoids this phenomenon.

Bow stick (<i>Handroanthus serratifolius</i>)	
Photography
Registry	Jhonny Ramón Flores Meza
Characteristics	Tree with a resistant but flexible trunk, its green leaves and yellow flowers are used for medicinal use, especially for diabetes. The flowers are also food for some species such as the iguana and the bee. In the same way, the wood is used for the elaboration of handicrafts and palapas.
White palm (<i>Washingtonia robusta</i>)	
Photography
Registry	Jhonny Ramón Flores Meza
Characteristics	They are tall trees with resistant wood, most of them grow near streams and their leaves are homes for birds in the region. Its tender leaves (bud) are used to make crafts such as chairs, baskets, hats, among others. Also its dry leaves and its wood are used for the construction of houses, palapas, and shades.
Lomboy (<i>Jatropha vernicosa y cinéra</i>)	
Photography

Registry	Jhonny Ramón Flores Meza
Characteristics	Plant with great antiseptic and hemostatic medicinal properties (coagulants) which serves to heal wounds on the skin. During the rainy season its leaves are intense green but in autumn seasons its leaf is deciduous, so we can find them without leaves and with fruits that serve as food for birds of the region such as the white-winged dove.
Quiote (<i>Agave aurea</i>)	
Photography
Registry	Jhonny Ramón Flores Meza
Characteristics	Plant that occurs in the softwood region, its cane is used for medicinal use, especially for cleaning urinary tract. In rainy seasons its flower serves as food for animals and people. After the tree is dead, many people use it as an ornament during the Christmas season.
Damiana (<i>Turnera difussa</i>)	
Photography
Registry	Jhonny Ramón Flores Meza
Characteristics	Medicinal plant. It is effective for treating depression, cough, fatigue and stimulates the central nervous system. It can be served as tea or water for use, in the same way soaps and liquor can be made. The best time to cut the plant is after the rains when it sprouts and blooms, and it also emits a pleasant smell that is easy to detect.
White stick (<i>Lysiloma divaricatum</i>)	
Photography
Registry	Jhonny Ramón Flores Meza
Characteristics	Endemic tree of Baja California Sur, its white bark can be used for leather work (tanning animal skin), they grow from 3 to 10 meters in height. In the rainy season and in spring, the tree blooms as food for bees and its fruit is in the form of a green bean used to feed cattle. When the tree dries up, its wood can be used to make furniture, poles or for firewood in the ranches.

Mesquite (<i>prosopis glandulosa</i>)	
Photography
Registry	Jhonny Ramón Flores Meza
Characteristics	Tree that can reach 9 meters in height, the fruit that these bear are pod-shaped. Its flower is nectar for bees. They are trees that usually provide good shade for animals and their wood is very hard, which is used for making furniture or firewood.
Cat's claw (<i>Mimosa distachya</i>)	
Photography
Registry	Jhonny Ramón Flores Meza
Characteristics	Common wild tree, its seed is used to treat epilepsy. In the spring season its flower is used as food for bees and small insects.
Mount plum (<i>Cyrtocarpa edulis</i>)	
Photography
Registry	Jhonny Ramón Flores Meza
Characteristics	It is a wild tree, with mostly thick stems that reach heights of up to 10 meters of grayish color. Its fruit (plum) can be found in summer and autumn which serves as food for the animals of the region.
Torote (<i>Bursera microphylla</i>)	
Photography
Registry	Jhonny Ramón Flores Meza
Characteristics	Tree with a yellow trunk, it produces small flowers and fruits, most of which are consumed by birds such as the white-winged dove that lives in the region. Most of the year it is found in leaves, but with the arrival of summer it begins to produce them.

Pitahaya (<i>Stenocereus queretaroensis</i>)	
Photography
Registry	Jhonny Ramón Flores Meza
Characteristics	Cactus that grows from 1 to 3 meters with cylindrical green stems, covered with gray or white thorns. Its flowers are given from July to September to later bear the fruit.
Cardon (<i>Pachycereus Pringlei</i>)	
Photography
Registry	Jhonny Ramón Flores Meza
Characteristics	They can be found in varying heights. It flowers in spring and summer to later produce a fruit similar to the pitahaya which serves as food for birds. Its wood is usually used in the construction of houses in rancherías and for firewood.
Choya (<i>Cylindropuntia Fulgida</i>)	
Photography
Registry	Jhonny Ramón Flores Meza
Characteristics	Plant that varies in height, gives a small acid fruit and its root is used for medicinal use, it is made in the form of tea for toothaches, diarrhea and relieves asthma.
Viejito (<i>Mammillaria Diorica</i>)	
Photography
Registry	Jhonny Ramón Flores Meza
Characteristics	Small plant that goes from 5 to 30 cm. It is usually used for earache and its red fruit is edible.

Table 4 Flora Inventory

Rattlesnake (<i>Crotalus durissus</i>)	
Photography
Registry	Jhonny Ramón Flores Meza
Characteristics	It is a poisonous species, it can reach up to two meters in length, its skin is scaly, its spine is very prominent. Their hibernation season begins in November in which they get into their burrows and we can see them again in February.
Hare (<i>Lepus Californicus</i>)	
Photography
Registry	Jhonny Ramón Flores Meza
Characteristics	It is a species of grayish mammal with white spots and the tips of the ears and the tail is black, its body can reach 50 cm in height and it can weigh up to 2.5 kg.
Mount cat (<i>Lynx rufus peninsularis</i>)	
Photography
Registry	Jhonny Ramón Flores Meza
Characteristics	It is a species that is adapted to living in desert areas and scrub areas. It is a medium-sized feline and can reach up to 20 kg, is reddish-brown in color and usually feeds on hares, rodents and chickens.
Roadrunner (<i>Geococcyx Californianus</i>)	
Photography
Registry	Jhonny Ramón Flores Meza
Characteristics	It is a grayish-black bird, has great agility in its legs and can reach 30 km / h. This species reaches up to 52 cm in height. It is also known by the local inhabitants as “churea”. It nests in bushes and cardones and usually feeds on small insects and reptiles such as snakes.

Fox (<i>Urocyon cinereoargenteus</i>)	
Photography
Registry	Jhonny Ramón Flores Meza
Characteristics	This species usually lives in deserts and grasslands, in its adult age it reaches 50 cm and can weigh up to 5 kg. It has gray fur in winter and brown in summer. It feeds on some fruits like cacachila and some birds like pigeons.
Mule deer (<i>Odocoileus hemionus</i>)	
Photography
Registry	Jhonny Ramón Flores Meza
Characteristics	It is a robust mammalian species. Males have antlers that branch dichotomously. Its coloration is dark reddish in summer and almost black in winter and It feeds on tender leaves and stems. Their adult weight can range from 50 kg to 120 kg.
Desert iguana (<i>Dipsosaurus dorsalis</i>)	
Photography
Registry	Jhonny Ramón Flores Meza
Characteristics	It is a medium-sized lizard that reaches up to 61 cm including its tail, it is pale gray with a brown reticulated pattern. It is usually found in bushes, bushes and rocky beds. They can withstand high temperatures and usually make their burrows in sandy mounds.
Stick iguana (<i>Ctenosaura hemilopha</i>)	
Photography
Registry	Jhonny Ramón Flores Meza
Characteristics	It is an endemic species of Baja California Sur, reaching up to 100 cm. It feeds on flowers and some insects and usually lives on dry logs.

White winged dove (<i>Zenaida asiática</i>)	
Photography
Registry	Jhonny Ramón Flores Meza
Characteristics	It is a species of gray or olive brown bird, it can reach up to 30 cm in length. They have a ring of blue fur that surrounds each eye that is red in color just like their legs.
Cardinal (<i>Carninalis cardinalis</i>)	
Photography
Registry	Jhonny Ramón Flores Meza
Characteristics	It is an average-sized songbird with a body length between 21 and 25 cm. It is easy to distinguish between the male that is bright red while the female is grayish in color.
Buzzard aura (<i>Cathartes aura</i>)	
Photography
Registry	Jhonny Ramón Flores Meza
Characteristics	It is a scavenger bird with a red head and black plumage. It can reach up to 183 cm in length and can weigh up to 2.6 kg
Chipmunk (<i>Otospermophilusatricapillus</i>)	
Photography
Registry	Jhonny Ramón Flores Meza
Characteristics	Small pale gray rodent, it can be found among bushes where cacti, choyas, mesquite, white wood and torotes predominate. It feeds on leaves and fruits such as curiela del monte and date flower.

Name of the attraction	Category	Type
Fox cannon Or sun of May Picture	Natural site	Waterfall (waterfall)

Location	Located on the outskirts of the community of Santiago is 10 km.	
Characteristic	It has a dirt road. To get to the waterfall you have to walk 300 meters. Where we can find a stream of calm water of crystalline green color. In this area we can find a large amount of flora and fauna landscape in which you can take photographs and interpretive hiking.	
Santa Rita	Natural site	Thermal waters
Picture
Location	It is located 9.3 km from Santiago on a dirt road.	
Characteristic	Its waters are mineralized that are found in the running of a stream, have healing properties and reach 55 ° C. Same that gives a feeling of relaxation to the body. It is surrounded by very rich and diverse flora and fauna for Photography and hiking.	
Dark pool	Natural site	pool
Picture
Location	It is located 9 km from Santiago and is entered by car on a dirt road.	
Characteristic	To descend to the pool it is necessary to walk downhill 500 meters. It claims to be one of the deepest pools in the region, its depth reaches 15 meters and it is surrounded by a stone cliff. It can be crossed by swimming from shore to shore which is 6 meters long.	
San Dionisio canyon	Natural site	Stream

Table 5 Fauna Inventory

Picture
Location	Located 9 km from the community of Santiago with a maximum of 20.	
Characteristic	You can travel by car the 20 km on a dirt road, it has a stream that is born in the biosphere reserve "Sierra de la laguna" maintaining its flow throughout the year, the best months to visit are after the rains when there is greater flow of water and its colorful landscapes.	
The shelter	Natural site	Interpretive hiking hike
Picture
Location	Located 14 km from the community of Santiago.	
Characteristic	The 14 km dirt road can be reached by car. It is a ranch where they offer walks to different points. They teach you the flora and fauna corresponding to the place.	
Baja sierra adventure	Natural site	cycling
Picture
Location	Located within the town of Santiago	
Characteristic	Small eco-tourism company that provides cycling services, starting from the outskirts of the community and ending in the center of the town of Santiago, especially for people who like this Type of entertainment. At the same time, you can observe the wealth that the places where the activity takes place have.	

Table 6 Inventory of Tourist Attractions

Name of the attraction	Category	Type
Santiago Apostle Church	Architecture	church
Picture
Location	Santiago. 250 meters from the main entrance	
Characteristic	Church located within the mission routes, was built in 1721 and since then several modifications and maintenance have been carried out. It is one of the historical and representative places of the community.	
Ecological cabins sol de mayo	Architecture	cabin
Picture
Location	It is located 10 km from the community of Santiago	
Characteristic	Simple cabins for camping, it has the necessary accessories to spend a pleasant stay near attractive natural sites.	
Hospital el carrizalito	Architecture	Hospital
Picture
Location	It is located 22 km from the community of Santiago, and 13 km from the federal highway entering through the community of the camp.	
Characteristic	Remains of an abandoned hospital, it was built for people with tuberculosis for the years 1940-1960.	

Table 7 Architectural inventory

Beef Machaca	
Description	Typical food of the region, which can be found in certain establishments in the community, its preparation varies with some ingredients but the most common are green chili, potato and onion. It can be accompanied with beans, cheese and a cup of coffee.
Picture
Mango sweet	
Description	Sweet made from mango pulp while the fruit is ready. It is usually found in stores, expos and restaurants. The sweet can be kept refrigerated for up to 12 months after it is made. The production months are from June to August.
Picture
Guava sweet	
Description	Sweet made from the pulp of the fruit with sweetener (sugar) for better conservation. We can find it in community stores, exhibitions and by ordering directly with the supplier.
Picture
Ham	
Description	Regional sweet made from whole milk with sweetener (sugar) that can be found in different presentations. (bars, circular among others.)

Picture
Dried peaches	
Description	Dehydrated pulp of mango fruit. It can be found seasonally directly with the supplier starting in June and can also be found at expos or fairs that take place in the community.
Picture
Honey	
Description	Viscous product with a sweet taste. It can be obtained in spring and winter seasons, which is considered a regional product and is found in different presentations.
Picture
Regional chorizo	
Description	Regional pork prepared with marinade, can vary in the preparation and in the same preparation as food. It is usually found in various presentations in the preparation of the dish and can be sold throughout the year.
Picture

Regional cheese	
Description	Product made from cow's or goat's milk with hare or venison rennet. It is usually found throughout the year, but the months with the highest production are from December to February.
Picture

Table 8 Gastronomic inventory

Name of the attraction	Category	Type
Traditional holidays	Scheduled events	Religious and cultural festivals
Picture
Location	Santiago. Community square	
Characteristic	Traditional festivals to celebrate the saint "Santiago Apostle" accompanied by religious, cultural, sporting and gastronomic events. Its celebration is every year on July 25	
Furniture "chumbo"	Crafts	Carpentry
Picture
Location	Santiago.	
Characteristic	Manufacture of furniture (rocking chairs, chairs. Tables and others) with wood from the region and palm hearts.	

Rancho El Refugio	Crafts	Saddlery
Picture
Location	14 km from Santiago, in the sub-delegation of San Dionisio.	
Characteristic	I work with the skins of animals of the region such as cow, deer, snake for the elaboration of saddles for horses, belts, purses, hats, wallets, covers among others.	

Table 9 Other inventories

Based on the CFKE analysis, the following strategies were selected:

Short-term strategies

1. Prepare signage for tourist places.
2. Positioning of the region as a tourism product, unifying the providers of services and products under a representative logo of the region

Medium-term strategies

1. Advise the interested party to manage it with federal support (support for women, lost funds, for SMEs, etc.
2. Make strategic alliances with travel agencies, hotels and tourism service providers.

Long-term strategies

1. Carry out national and international promotion. (videos, brochures, website).
2. Give training courses to interested parties to form competencies for the profile of tourism entrepreneurship and development.

Balanced Scorecard (BSC)

PERSPECTIVA	OBJETIVOS ESTRATEGICOS	ESTRATEGIAS	INDICADOR	VALOR A ALCANZAR	RECURSOS	SEÑALIZADORES
MERCADOTECIA	Incrementar el atractivo del turismo en la comunidad de Santiago	1. Posicionamiento de la región como producto turístico enfocado a los proveedores de servicios y productos bajo un logotipo representativo de la región.	Implementación y reconocimiento del logo a nivel estatal	75%	Materiales Técnicos Formación Financiera	Productores de la comunidad de Santiago
		2. Realizar programas nacionales e internacionales (teléfono, folletos, páginas web).	Incrementar en el turismo nacional e internacional	85%	Tecnológicas Financieras Humanas	Mediadores que ofrecen productos y servicios en Santiago
		3. Realizar alianzas estratégicas con agencias de viajes, turismo y prestadoras de servicios turísticos.	Número de alianzas	10 alianzas	Técnicos Materiales Financieras Humanas	Mediadores que ofrecen productos y servicios en Santiago
CAPACITACIÓN	Desarrollar las competencias necesarias de los habitantes	1. Asesorar al interesado para gestionar el apoyo federalista, apoyo a la mujer, a fondo perdido, para pymes, etc.	Número de beneficiarios de programas	30% de los habitantes de Santiago	Humanos Tecnológicos Financieras Materiales	Habitantes de la comunidad de Santiago
		2. Impartir cursos de capacitación a los interesados para formar competencias para el perfil de emprendimiento y desarrollo turístico.	Mayor en la calidad de los productos y servicios turísticos ofrecidos	85%	Humanos Tecnológicos Financieras Materiales	Mediadores que ofrecen productos y servicios en Santiago
INFRAESTRUCTURA	Acordar con la comunidad para el turismo	1. Elaborar señalización para los lugares turísticos.	Porcentaje de actualización de atractivos turísticos	85%	Financieras Técnicos Materiales	Mediadores que ofrecen productos y servicios en Santiago

Table 10

Conclusions

In conclusion, we can say that Santiago and its surroundings have high potential to carry out activities that generate an economic income with which the people and their families of the same community of Santiago can benefit through its products and services. . However, it is the same people who lack the planning, organization and lack of knowledge to undertake and carry out said activities, also considering that most of them do not have the resources and means necessary to empower and carry out projects to that stay operational and have a positive impact on the community market, thus creating job opportunities for more people within the same community

Another aspect is that the few people who carry out or generate an activity that generates income do not have the necessary training and certifications to carry out, being able to improve the quality of either their products or services.

Also due to the little support that the government provides to the community, or which can only be seen in times of electoral campaigns, and later the same government allocates resources to other communities or other projects of less relevance or impact. You can also appreciate the ignorance of people to be able to lower economic support and the lack of communication between them to carry out the exploitation of said resources and the little support that is received from the government or the different agencies

Taking the previous results as an argument, it is necessary to implement tools to organize and structure the information in order to develop a strategic plan that serves as an instrument for the creation of a network of tourism products and services in the community of Santiago.

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