POLITECNICO DI MILANO

FACULTY OF DESIGN
MASTER IN PRODUCT SERVICE SYSTEM DESIGN

MeXICAN PARTY

A community based service to promote tourism in Mexico

Thesis by
ENRIQUE GUEVARA JUAREZ

Tutor
FABRIZIO MARIA PIERANDREI

Matricola 770214   A.A. 2012-2013

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CONTACT

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F1. Cenote Dzitnup, Mexico. 2013
www.hdwallpapers.in/walls/cenote_dzitnup_mexico-normal.jpg

ABSTRACT

Mexico's international tourism has been affected by the drug war. The goal of Mexican Party is provide a service that will boost tourism in Mexico.

It is a community for all Mexico lovers, which includes proud Mexicans who promote their culture to boost tourism and clean up the image of their country, and people that love Mexican culture and want to visit Mexico.

Mexican Party is a social network where you can register for free, create your profile, and search for Mexicans or foreigners who share the same love for Mexico. By joining Mexican Party you can get in contact with old friends, make new friends, ask about trav- el tips, and most importantly you can attend Mexican parties and find a place to stay if you are traveling in Mexico, or rent your extra space if you are a local.

With the aim to boost Mexican tourism and create a good image of Mexico and the Mexicans the Mexican Party community allows foreigners to actively participate in Mexican parties; participation will help with the creation of strong friendships and unforgettable memories.

ESTRATTO

Il turismo internazionale del Messico è stato colpito dalla guerra della droga, l'obiettivo è quello di progettare un servizio per promuovere il turismo in Messico.

Mexican Party è una comunità per tutti gli amanti del Messico, le persone che sono orgogliose di essere messicane e vogliono promuovere la cultura e le tradizioni messicane, e le persone che amano la cultura messicana e vogliono viaggiare in Messico.

Mexican Party è un social network gratuito dove è possibile registrarsi e creare il tuo profilo e ricercarcare i messicani o stranieri che condividono lo stesso amore per il Messico. Quindi, si può entrare in contatto, fare nuove amicizie, chiedere consigli di viaggio, e per di più si può partecipare a feste messicane e cercare alloggio durante le vacanze, o mettere in affitto una casa se si è residenti in Messico.

Con l'obiettivo di incrementare il turismo messicano e creare una buona immagine del Messico e dei messicani, La comunità Mexican Party consente agli stranieri di partecipare attivamente alle parti messicane con l'obiettivo di creare forti amicizie e ricordi indimenticabili.

> "A lot of people gave me
> a funny look
> when I told them
> I was going"

Admits Patrick Mathiasen, an American tourist on his way to Chiapas with his wife for a volunteering holiday (25W)

Mexico, Tourism and Drug War

F2. Cabo San Lucas, Mexico. 2013 www.hdwallpapers.in/cabo_san_lucas_mexico-wallpapers.html

MEXICO
Chapter No. 1.1

Officially the United Mexican States (Estados Unidos Mexicanos), Mexico is a federal constitutional republic in North America. It is bordered on the North by the United States of America 3,000 km away; on the South and West by the Pacific Ocean; on the South East by Guatemala, Belize and the Caribbean Sea; and on the East by the Gulf of Mexico (18W).

It seems like Mexico has everything! It is an amazingly diverse country that ranges from parched desert to snow-capped volcanoes, from colonial towns to modern industrial cities. Mexico has something for everyone. Truly a traveler's paradise . A country rich in history, tradition and culture.

UNESCO World Heritage ranks Mexico sixth in the world and first in the Americas with regard to its cultural diversity (28W). The Mexican culture reflects the complexity of the country's history through the blending of indigenous cultures and the culture of Spain, imparted during Spain's 300 years colonization of Mexico. Exogenous cultural elements mainly from the United States have also been incorporated into Mexican culture.

Mexico is made up of 31 states and one federal district, the capital city. It is the fifth largest country in the Americas by total area and the 13th largest independent nation in the world. With an estimated population of over 113 million (9), it is the world's eleventh most populous country, the third largest country in Latin America and has the largest populationin the region thus making it the home of more Spanish speakers than any other nation in the world (7W).

Spanish Language Programs are locatedin the most beautiful areas in Mexico, combined with the most complete and recognized Spanish Courses (23W). The programs offer group courses, private courses, combined courses and specialized courses as in different areas such as business, medicine, tourism and culture.

30,000 Archaeological sites
31 World Heritage of Humanity sites
62 Ethnic groups
3,000 years of history
Number 2 in luxury tourism
First place in Spas
Cuisine: Heritage (UNESCO 2010)
Biodiversity
174 National Protected Areas
110,000 monuments (5).

Mexican map
Safety advisories by state

- ▇ **Safe**
- ▇ **Safe in tourist areas**
- ▇ **Travel not advised**

Between 2006 and 2011, Mexico is the country with most advanced positions in Doing Business. Best positioned in Latin America, and 45 places better positioned than the Best BRIC.Mexico has become one of the most attractive destinations for Foreign Direct Investment (5).

F3. Safety advisories by STARA. 2013 www.howsafeismexico.com

MEXICAN ECONOMY
Chapter No. 1.2

The economy is strongly linked to those of its North American Free Trade Agreement (NAFTA) partners, especially the United States of America (15W). Mexico is the world's ninth largest producer of oil, exporting nearly three million barrels per day. This is less than Iran, China and Canada but more than the Kuwait, Nigeria and Venezuela (13W).

Mexico's nominal GDP (gross domestic product) is $ 1,242.216 billion dollars. In 2011, it was ranked among the 15th world's largest economies and the second largest in Latin America.

Mexico's economy is varied due to the diversity of climate and resources in the country. Its agricultural sector focuses on the production of sugarcane, maize, sorghum, oranges, wheat, bananas, tomatoes, green peppers, lemons, mangoes, and potatoes. Livestock is another important economic sector especially in the husbandry of poultry, cows and pigs.

Minerals mined include Gold, Silver, Lead, Copper, Zinc, Iron, Molybdenum, Coal, and Manganese, among others. Mexico also mines Oil which is of great importance to the economy.

Secondary activities include the auto industry. Its high standards of quality have ensured that it is recognized worldwide. The consumer electronics sector is not far behind; it is currently the sixth largest producer worldwide, and since 2009 it holds the largest production of televisions in the world.
The service sector includes tourism, commerce, banking, telecommunications, transport, health and education (1w).

Other industries representative of the economy are the petrochemical industry, cement production and construction, textiles, food, and beverage production. The recent United States economic slowdown has resulted in a lower growth rate although the economy continues to expand. For instance in 2012, the industrial sector experienced a 2.9% growth rate.

Contribution of economic sectors to the Mexican economy:

Primary Activities:
 4.2% of GDP
14% of employment.
Secondary activities:
33.3% of GDP
24% of employment.
Tertiary activities:
62.5% of GDP
62% of employment
Tourism Represents the 9% of the GDP.

MEXICAN TOURISM
Chapter No. 1.3

In Mexico, tourism accounts for an average of 9% GDP and the third largest source of foreign exchange earnings after Oil and remittances. It also provides 2.5 million jobs and provides more than $ 10 billion annually (1).

People flock to Mexico from all over the world to sample the country's cultural diversity, bask in the lush tropical settings and take advantage of relatively low prices. According to the Mexican Tourism Board has never been a better time to visit Mexico.

In 2011, Travelocity ranked Cancun Number 3 and Puerto Vallarta Number 8 in its top ten summer family destinations. Cancun was ranked the number 1 international destination on the Orbitz Insider Index Summer Travel report. According to a June 2011 Conde Nast Traveler poll, Mexico has 19 of the top 250 spas globally.

Mexico has a total of 18 AAA Five Diamond Awards, including two new lodgings and one new restaurant as at January 2011. The La Blanc Spa Resort in Cancún and Grand Velas All Suites & Spa Resort Riviera Maya join 12 other Mexican hotels that have already earned this distinction.

Riviera Maya, Mexico and two Mexican hotel properties have been recognized with a top travel destination award from Travel Weekly. Several other Mexican hotels were selected by Condé Nast Traveler Gold List 2011, Travel + Leisure World's Best Hotels 2011 and Loreto. Mexico made The New York Times list of 41 Places to Go in 2011.

During the period between January and June of 2011, 5.4 million international visitors were registered, mainly from the United States (57.4%) and Canada (18.2%).the amount of income from international visitors to Mexico was over 6 billion dollars (22).

In the past, tourists traveled mainly to Mexico City and the surrounding colonial towns of the Mesa Central. Unfortunately, the capital city's reputation has suffered due to social and environmental problems, notably high levels of air pollution and crime. Tourists still flock to the beaches of the world-famous resorts in Acapulco, Puerto Vallarta, Ixtapa-Zihuatanejo, Mazatlán, Cancún and Puerto Escondido (8W).

Mexican tourism destinations have lower crime rates than many other prominent tourist destinations. The United Nations World Tourism Organization (UNWTO) ranked Mexico as follows (27W):

Mexican map
Safety advisories by state

2007 International tourist arrivals

1st	79.1	France
2nd	58.5	Spain
3rd	51.1	USA
4th	49.6	China
5th	41.1	UK
6th	30.1	Italy
7th	23.6	Germany
8th	21.4	Mexico
9th	20.3	Austria
10th	20.2	Rusia

* millions

2008 International tourist arrivals

1st	79.3	France
2nd	58	USA
3rd	57.3	Spain
4th	53	China
5th	42.7	Italy
6th	30.1	UK
7th	25.4	Ukranie
8th	25	Turkey
9th	24.9	Germany
10th	22.6	Mexico

* millions

2009 International tourist arrivals

1st	74.2	France
2nd	54.9	USA
3rd	52.2	Spain
4th	50.9	China
5th	43.2	Italy
6th	28	UK
7th	25.5	Turkey
8th	24.2	Germany
9th	23.6	Malaysia
10th	21.5	Mexico

* millions

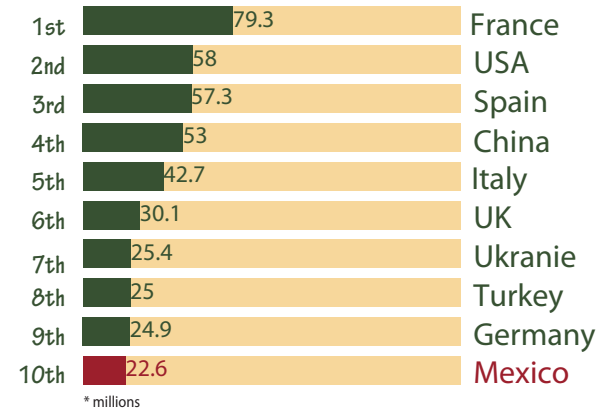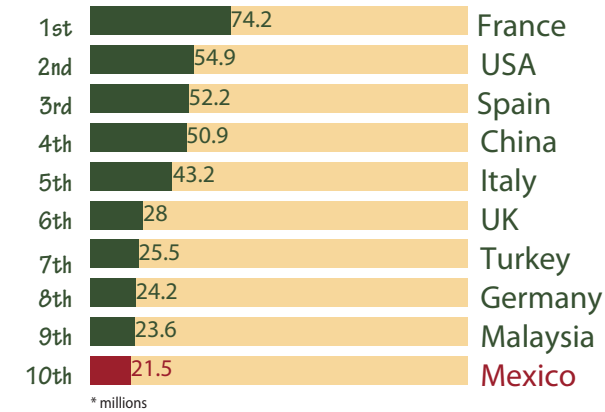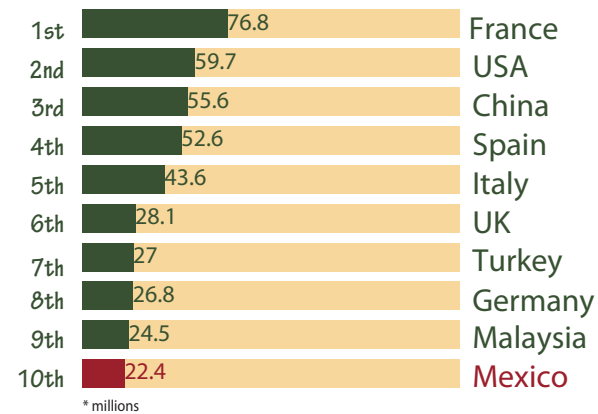### 2010 International tourist arrivals

1st	76.8	France
2nd	59.7	USA
3rd	55.6	China
4th	52.6	Spain
5th	43.6	Italy
6th	28.1	UK
7th	27	Turkey
8th	26.8	Germany
9th	24.5	Malaysia
10th	22.4	Mexico

* millions

2011 International tourist arrivals

1st	79.5	France
2nd	62.3	USA
3rd	57.6	China
4th	56.7	Spain
5th	46.1	Italy
6th	33.3	Turkey
7th	29.2	UK
8th	28.4	Germany
9th	24.7	Malaysia
10th	23.4	Mexico

* millions

2012 International tourist arrivals

1st	88	France
2nd	67	USA
3rd	57.7	China
4th	57.7	Spain
5th	46.4	Italy
6th	35.7	Turkey
7th	30.4	Germany
8th	29.3	UK
9th	25.7	Rusia
10th	23	Malaysia

* millions

G1. International tourist arrivals. United Nations World Tourism Organization (UNWTO). 2007 - 2012 www.unwto.org

TOURISM IMPORTANCE
Chapter No. 1.4

Tourism in Mexico is one of the principle economic activities that brings large amounts of income to the Federal Government. Tourism growth is therefore a primary concern for Mexico. Therefore, promoting its longevity paramount. As mentioned before, it is the most important after Oil and remittances. However, oil is a nonrenewable natural resource and it can be depleted and remittances are not secure. If anything, right now they are shrinking. For this reason, it is essential to promote and boost tourism.

From 2005 to 2010, the number of foreign tourists who traveled to Mexico and revenue collected from these visits dropped significantly. In 2007, Mexico ranked number 8 in international tourism and then dropped to number 10. During 2008 and 2009, amid a global economic crisis and the H1N1 epidemic, tourism reached its maximum drop of 15% (1).

In 2010, there was a slight increase of 5.3% in tourism with 22.4 Miillion visitors. However, American tourism declined by 10% compared to the previous year due to fear of insecurity. Even with the "recovery in growth" Mexico did not reach the earning levels of 2008 and instead experienced a foreign ex-

change loss of 8.5% or $ 1.8 billion USD in 2010 (1). The average tourist in 2010 spent 5% less than in 2008, thanks to slashed hotel rates. This discounting meant that the industry was still making less money than before swine flu, despite the revival in the number of visitors (25W).

According to the study presented in July 2011 by the Chamber of Deputies, the international tourism revenues during the critical period of January to March, the peak season, fell $ 3.66 billion in 2010 to $ 3.32 billion in 2011. The study reports that the expenditure made by foreign tourists in the border decreased by $ 453.7 million during January to May. A different study by Banamex-Citigroup confirmed the trend of declining revenue; it reported that between January and May 2011, international tourism in Mexico managed about $ 5.3 billion in profits, which were 5.9% less than the amount reported in the same period in 2010. The 1.1% drop in air arrivals registered in the first six months of 2011 compared to the same period in 2010 also contributed to the loss of revenue. In addition, the cancellation of different cruise lines such as Carnival and Royal Caribbean visiting Mazatlan, Puerto Vallarta, Acapulco, also joined this decline (1).

In 2011, the Secretary of Tourism of Mexico City, Alejandro Rojas Díaz Durán (6W) noted that "Mexico has fallen 12 places in the ranking of country-brand as a tourist destination and that is because of fear campaigns promoted by the government from the misunderstanding that we were at war, that has frightened and has alerted many countries and tourists in the world. According to estimates of the world Tourism Organization, Mexico should be getting between 40 and 50 million visitors, but only half is coming".

"Mexico has stopped receiving approximately 60 billion dollars by not increasing its tourism revenue in the rhythms and levels that other countries have done. Today Spain's tourism sector, suffering economic problems, is growing by 8 to 12 percent instead of Mexico, which has better macroeconomic conditions and it is not immersed in a crisis. Nevertheless tourism is decreasing and there are destinations today in Tamaulipas, Nuevo Leon, and Chihuahua whose hotels have not even reached 10 percent occupancy."

That not withstanding, the Secretary of Tourism confirms several great achievements made on tourism and the sector is currently doing fairly well. Recognizing the need for better image of Mexico, as well as to revive the tourism industry, President Felipe Calderon declared 2011 as the Year of Tourism in Mexico. Furthermore, he appointed as the new Secretary of Tourism Gloria Guevara, who in conjunction with the various offices of the Tourism Board of Mexico located in the United States and around the world begun a new campaign called "Mexico, the place you thought you knew."

Despite an appalling 2009, in which the outbreak of swine flu emptied hotels overnight, the number of visitors in 2013 will be close to 2008's record total of 22.6 Million. This is excluding 50 Million annual day-trippers. The numbers in August were the highest-ever for that month, despite a bomb attack on a United States consulate a few months earlier. In fact, slightly more foreigners take holidays in Mexico now than before the drug wars began (25W). With this commendable numbers, Mexico remains the world's tenth most-visited country.

From 2003 to 2010, the budget for the Ministry of Tourism increased on average 15% per year (1). It was however noted that investment alone would not bring the desired improvements. To mitigate this, the government launched the National Plan of Development of 2007-2012 (PND) which proposed strategies that will "make Mexico a leader in tourism through the diversification of its markets, products and destinations, as well as the promotion of competitiveness of companies in the sector, so as to provide international quality service" (22).

The 2007-2012 PND proposed six strategies to improve the sector. These include:

-Making tourism a national priority to create investment, jobs and fight poverty in the areas of competitive interest;
-Substantially improving the competitiveness and diversification of the national tourism; ensuring sustainable tourism development; and integrated land use planning;
-Developing programs to promote quality tourism services, tourist satisfaction and safety;
-Updating and strengthening the regulatory framework of the tourism sector;
-Strengthening existing markets and developing new markets.
-Ensuring comprehensive tourism development (22).

The industry is also working on various strategies to persuade all its customers to spend more. Miguel Torruco, who rose from hotel bellboy to president of the National Tourism Confederation, a business group, says nightlife could be improved, especially for "los baby boomers" who seldom venture beyond their all-inclusive hotels. He points to Egypt, where the pyramids generate cash through tours in the morning and again through son et lumière by night, something that Mexico's archaeological authorities ban at some sites. Other strategies include relaxing rules for casinos (25W).

F4. Xelha, Mexico. 2013 http://wallpapershdspot.com/xelhamarine-park-cancun-mexico-wallpaper.html

F5. Tulum, Mexico. 2013 http://www.philipp-winterberg.de/p/Wallpaper_Mexico_Tulum_p78.de.jpg

DRUG WAR
Chapter No. 1.5

The Mexican drug war is an ongoing armed conflict among rival drug cartels fighting each other for regional control and against the Mexican government forces. The drug wars started on December 11th 2006, when Operation Michoacan commenced (21).

The government's principal goal has been to end drug-related violence that was raging among dueling drug cartels before any military intervention. Additionally, the Mexican government has claimed that their primary focus is on dismantling the powerful drug cartels, rather than on drug trafficking prevention, which is left to U.S. functionaries (19W).

Although Mexican drug cartels and other drug trafficking organizations have existed for several decades now. They have become more powerful since the demise of Colombia's Cali and Medellin cartels in the 1990s. Mexican drug cartels now dominate the wholesale illicit drug market by controlling 90% of the drugs that enter the United States. Arrests of key cartel leaders, particularly in the Tijuana and Gulf cartels, have led to increasing drug violence as cartels fight for control of the trafficking routes into the United States (20W).

Analysts estimate that wholesale earnings from illicit drug sales range from $13.6 billion to $49.4 billion annually (19W).

Mexico, a major drug producing and transit country, is the main foreign supplier of cannabis and a major supplier of methamphetamine to the United States. Almost half the cartels' revenues come from cannabis. Although Mexico accounts for only a small share of worldwide heroin production, it supplies a large share of the heroin distributed in the United States (4).

Drug cartels in Mexico control approximately 70% of the foreign narcotics that flow into the United States. The US State Department estimates that 90% of cocaine entering the United States transits through Mexico, with Colombia being the main cocaine producer, followed by Bolivia and Peru. Mexican drug traffickers increasingly smuggle money back into Mexico inside cars and trucks, likely due to the effectiveness of U.S. efforts at monitoring electronic money transfers (19W).

The Mexican attorney general's office has claimed that 9 of 10 victims of the Mexican Drug War are members of organized-crime groups (5W), although this figure has been questioned by other sources (3W).

Deaths among military and police personnel are an estimated 7% of the total number of victims.

Seizures and arrests have increased since Calderón took office in December 2006. Mexico has extradited more than 100 people wanted in the U.S. On July 10, 2008, the Mexican government announced plans to nearly double the size of its Federal Police force to reduce the role of the military in combating drug trafficking (16W).

The plan, known as the Comprehensive Strategy Against Drug Trafficking, also involves purging local police forces of corrupt officers. Elements of the plan have already been set in motion, including a massive police recruiting and training effort intended to reduce the country's dependence on the military in fighting the drug war .

At least one dozen Mexican "norteño" musicians have been murdered. Most of the victims performed what are known as "narcocorridos", popular folk songs that tell the stories of the Mexican drug trade and celebrate its leaders as folk heroes (19W).

The traffickers' use of new means to claim their territory and spread fear. Cartel members have broadcast executions on YouTube and on other video sharing sites or shock sites, since the footage is sometimes so graphic that YouTube will not host the video. The cartels have also tossed body parts into crowded nightclubs and often hung banners on streets stating their demands and warnings (12W).

The extreme violence is jeopardizing foreign investment in Mexico, and the Finance Minister, Agustín Carstens, said that the deteriorating security alone is reducing gross domestic product annually by 1% in Mexico, Latin America's second-largest economy (11W).

Teachers in the Acapulco region were "extorted, kidnapped and intimidated" by cartels, including death threats demanding money. They went on strike in 2011 (10W).

In the first years of the 21st century, Mexico was considered the most dangerous country in the world to practice journalism, according to groups like the National Human Rights Commission, Reporters without Borders, and the Committee to Protect Journalists (19W).

Offices of Televisa and of local newspapers have been bombed (2w). The cartels have also threatened to kill news reporters in the U.S. who have done coverage on the drug violence (21W).

Violence plus the economic crisis, unemployment, corruption and insecurity give Mexico a bad name internationally. Interpol and the Drug Enforcement Agency made the "Network Status" of the 107 most unsafe countries considering 25 variables of crimes including crimes committed by drug traffickers, proliferation of weapons, stolen cars and abductions.

Based on this variables, Mexico ranked fifth in the list. OMS places the Federal District of Mexico as one of the most unsafe cities in the world, only behind Bogota and Cali in Colombia, and Rio de Janeiro, Brazil. As reported by the National Human Rights Commission (CNDH), 16 million crimes a year are committed in Mexico (24W).

Number of deaths caused by drug war in Mexico

62 killed in 2006

2,837 killed in 2007

6,844 killed in 2008

11,753 killed in 2009

19,546 killed in 2010

24,068 killed in 2011

18,061 killed by 31 October 2012

Total deaths

60,000 to 100,000

Total displaced

1.6 Millions

F6. Mexican Drug War, Wikipedia. 2013
www.en.wikipedia.org/wiki/Mexican_Drug_War

WAR AND TOURISM
Chapter No. 1.6

Acapulco, which nowadays mainly serves Mexican tourists, has suffered an appaling amount of violence. In September 2010, 20 men from Michoacán went missing on an annual beach holiday; 18 were later found murdered, having been mistaken for drug traffickers. Guerrero, the state in which Acapulco lies, is one of Mexico's most violent, with a murder rate more than 20 times that of Yucatán.

Yucatán, home of some of the most-visited Mayan ruins, has a murder rate roughly equal to that of France. The "gringo honeypot" of Cancún has remained insulated from violence, save from an attack in August 2010 on a bar in a residential area far from the hotel strip. In the same year, seven people, including five Canadians, died in an explosion at a hotel further south, but the blast was apparently caused by swamp gases rather than bombs.

Puerto Peñasco, a purpose-built resort, an hour's drive from Arizona, hopes to be the next Cancun but, as long as the border area remains dangerous, many Arizonans will prefer the five-hour trip to San Diego.

The number of day-trippers has fallen by more than a fifth in the past decade, a trend which predates the intensification of the drug war.
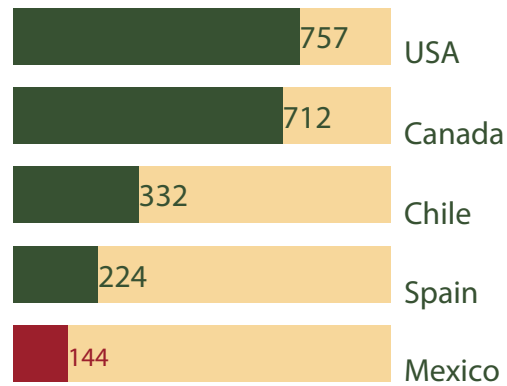
Foreign news coverage of the government's crackdown on organized crime, which has seen some 30,000 people die between 2006-2009 (most of them drug traffickers). Increased deaths since then give the impression that the country is "burning from the Rio Grande to the border with Guatemala" complained Mexico's 2009 ambassador to the United States. For an economy that relies on tourism for nearly a tenth of its income, the gruesome headlines are painful (25W).

Despite this negative data and the violence cuased by the drug war, the Mexican government continues to make great efforts to promote tourism. Promotion of the tourism sector is also done by some organizations that publish information about the safety of Mexico in order to promote tourism by informing tourists and making them understand that Mexico is not as dangerous compared to other places.
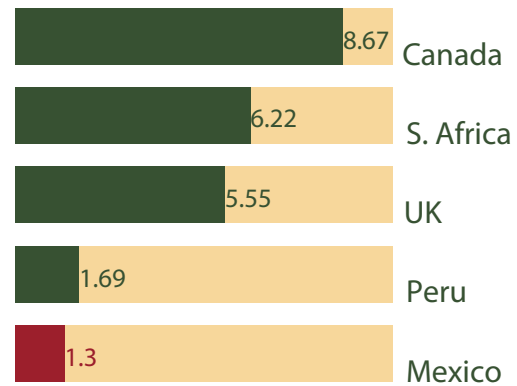
An example of this is what is published on the website howsafeismexico.com, where following charts can be found (9W):
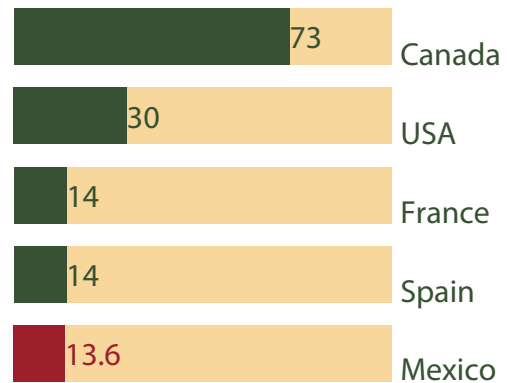
Comparison od delinquency rates
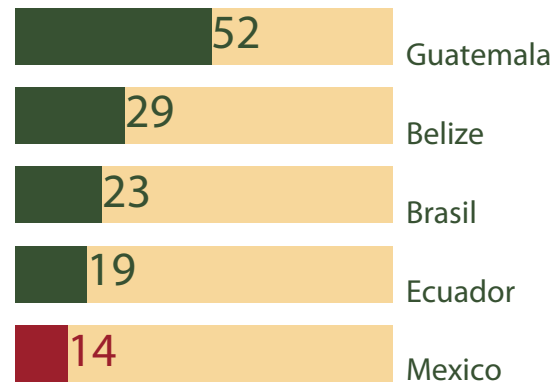**2010 - 2011**

Assault rates 2010 - 2011

757	USA
712	Canada
332	Chile
224	Spain
144	Mexico

Kidnapping rates 2010 - 2011

8.67	Canada
6.22	S. Africa
5.55	UK
1.69	Peru
1.3	Mexico

Rape rates 2010 - 2011

73	Canada
30	USA
14	France
14	Spain
13.6	Mexico

Homicide rates 2010 - 2011

52	Guatemala
29	Belize
23	Brasil
19	Ecuador
14	Mexico

G2. Delinquency rates comparison, 2013 www.howsafeismexico.com

Therefore it is not surprising that tourists think very carefully before deciding to travel to Mexico. It is not known how long the war will last, but even if it ends soon, Mexico would still need a facelift to its reputation. That is why it is important to analyze the problem and provide alternative solutions because it is essential to strengthen the tourism sector in Mexico.

The efforts of the Secretary of tourism are good but despite the excellent tourism campaigns like the tourism promotional video "Mexico in your senses" which won the Grand Prix of Brazil on May 21, 2011, and is considered the best work internationally by Mexican Willy Sousa, perceptions about Mexico have not changed (17w). Consequently Mexico's reputation has not be cleaned up by pouring money into tourism campaigns, new ideas need to be employed.

The aim of this research is to create a new service that will boost tourism and help the world see Mexico as a safe and attractive country to travel to. Service Design can be the solution to the problem, that's why in the next chapter I will discuss the Service Design and its relationship with tourism. This paper seeks to evaluate what has already been presented on the relationship between tourism and drug wars and further propose new ideas.

Survey
Mexican tourism

If money isn't the reason for you not to visit Mexico, then what is ?

62%	Safety
14%	Drug cartels
10%	Time
9%	Remoteness
5%	Deseases

G3. Reasons for not visit Mexico, survey conducted by me. 2013

F7. Drug war, Mexico. 2013 www.taringa.net/posts/imagenes/2409479/La-Guerra-contra-el-Narco-en-Mexico-2-En-Imagenes.html

F8. Mexican army. 2013 www.vivelohoy.com/noticias/8362975/la-guerra-contra-el-narco-capta-la-atencion-de-pena-nieto

> "Tourism trends suggest that travelers will be especially concerned with not just being there but with participating, learning and experiencing the place they visit" (12)

SERVICE DESIGN AND TOURISM

F9. Chichen Itza, Mexico. 2013 www.hdwallpapers.in/pyramid_of_kukulkn_chichen_itza_mexico-wallpapers.html

TOURISM INDUSTRY

Chapter No. 2.1

Being part of any economic activity and interlinked with tourism, the service industry has become an omprtant source of economic leadership. World economies over the past two decades have increased their rate of spending on services, an indicator of the sector's current importance (12).

The structure of service industry with regard to tourism is relatively complex. Both have different levels of service provision and ultimately, the consumer provides the connection point. As a result, any service industry has a complicated production process (25).

Tourism has become the world's largest industry and it has experienced consistent growth over the past few years. The World Tourism Organization predicts that by 2020, tourist arrivals around the world will increase by over 200%, making it a highly competitive business all over the world (30).

Travel and mobility is one of the most striking features of contemporary society and economy. Tourism is no longer considered a luxury confined to economically developed countries. It can now be local and it is open to more economic sectors making it a life-

style rather than a privilege and a global industry (13).

A generic product, the conceptual commodity produced by the industry, and the production process characterize any industry. The production process begins with raw inputs, and then progresses through intermediate inputs and outputs to reach final outputs.

The production process becomes the tourist's experience in a particular tourism sector; which is the product of the generic idea of tourism. The tourism industry is composed of businesses, public agencies, and nonprofit organizations that create products. The product is the facilitation of travel and activity for individuals away from their home environment (25).

Fragmented by small and medium enterprises, the tourism industry's improvement on service quality offers small and medium enterprises an opportunity to compete with larger firms. By providing better services, there will always be constant competition for tourists among different size businesses (26).

Theories about the tourism industry

Chapter No. 2.1.1

There is a debate on whether or not tourism is an industry. Some researchers assert that tourism is not an industry in the conventional sense since there is no single production process, no homogeneous product, and no locational confined market (25). Nevertheless, it is necessary to have a clear understanding of the nature of the "tourism product". Misunderstanding of the tourism product is often a constraint in a smoothly functioning tourism system (25).

The tourism product needs an explicit definition to provide greater understanding in discussions related to the nature of tourism, the planning, development, management, and delivery of its products. By helping advance the understanding of the structure and function of tourism product, developers entrepreneurs and planners create more successful products for the marketplace.

Tourism products link various services offered by different providers. Its service products generally consist of multiple services or touch points which customers access prior, during, and after their holidays. Tourism is therefore a service focusing on the customers experiences not only during their stay, but also prior and subsequent to it.

Some Definitions

Chapter No. 2.1.2

Kotler defines product as anything that can be offered to a market for attention, acquisition, use or consumption that might satisfy a want or need. It includes physical objects, services, persons, places, organization, and ideas.

Lewis and Chambers, Tourism products:
- Goods
- Environment
- Services

Gunn explains that tourism product is fundamentally a complex human experience and not just a simple objective commodity . Therefore, tourism product development must be an integrated process.

Furthermore, Jefferson and Lickorish point out that Tourism product is:

"A collection of physical and service combined with symbolic associations that are expected to fulfill the wants and needs of the buyer. "

It seems like most researches agree that tourism products should provide a satisfying activity at a desired destination. Medlik and Middleton write that tourism products are a bundle of activities, services, and benefits that constitute the entire tourism experience.

Although definitions and concepts are abundant, researcher Smith defines tourism product as more than the sum of its parts. It is the result of synergistic interaction among all the components of the model that he proposes.

This model explicitly acknowledges the role of human experience in the tourism product . It further identifies which elements can be empirically measured for an estimate of the economic magnitude of the industry.

The importance of each element varies depending on the type of product but all tourism products incorporate all of them. The success of a product in meeting the needs of tourists is determined by how well each element is designed and integrated with the others (25).

Components model of the tourism product include:
- Destination
- Attractions
- Destination facilities
- Accessibility
- Images
- Price

Tourist product levels include:
- Specific level: A discrete product offered by a single business.
- Total level: The complete experience of the tourist, from the time one leaves home to the time one returns (Components model).

Norman's Model is composed of:
- Core service
- Secondary or peripheral services.

The product levels include:
- Formal: The product that the tourist believes one is buying.
- Core: The product that the tourist is actually buying.
- Augmented: The core product plus any other value added features and benefits provided by the supplier.

Levitt's product levels:
- Core: The essential service or benefit.
- Tangible: The service actually offered for sale and consumption.
- Augmented: The tangible product plus all other added value features.

The Generic Tourism Product

Chapter No. 2.1.3

The generic tourism product is a method developed by Smith that consists of five elements:

- The physical plant
- Service and hospitality
- Freedom of choice
- Personal Involvement

Smith makes the following definitions of the elements:

- Physical plant

The physical plant is the core of any tourism product. It is the fixed tangible proper controlled by the planning and management process. It has the conditions of the physical environment and the tourism infrastructure with the natural and cultural resources on which any form of tourism is based. The physical design of the plant has a major impact on the consumer's experience. The quality of the physical plant can be assessed by evaluating whether the design enhances the user's experience, protects the environment, and makes the product accessible to tourists with a wide range of physical abilities or limitations.

- Service

The physical plant requires the input of services to make it useful for tourists. In this context, "service" refers to the performance of specific tasks required to meet the needs of tourists. The quality of service can be measured by observing the performance of employees against objective criteria that specify the types and level of technical knowledge an employee must have to perform his or her job.

Tourism as a service entails tourist's intimate participation with the organization, its employees and other fellow tourists at various stages of the production and consumption process. It is important that managers of tourism services understand the importance of tourists' involvement in the various activities. This involvement and interaction, which tourists value highly directly impacts on the overall perception of their tourism experience. This understanding will assist managers to enhance the quality of the tourists' experience by incorporating the activities that they enjoy the most (25).
The quality of the services will be discussed later on in the paper.

- Hospitality

The distinction between service and hospitality is often difficult to determine in practice. Whereas service is the technically competent performance of a task, hospitality is the attitude or style in which the task is performed. Consumers in virtually every field now expect enhanced service or something extra. This expectation of something extra has long been a part of tourism and this is what is termed as "hospitality". It is also an expression of welcome by local residents to tourists arriving in their community. Hospitality is more difficult to assess and manage than service because it is more subjective than service. One-way of developing a sense of the level of hospitality delivered by a business is through solicited and unsolicited customer feedback.

- Freedom of choice

Freedom of choice refers to the expectation that the traveler has an acceptable range of options in order for the experience to be satisfactory. The degree of freedom of choice will vary greatly, depending on the type of travel, budget, previous experience, knowledge and reliance on a travel agent or pre-packaged tours. Despite this variation, any satisfactory tourism product must include some elements of choice.

Freedom to choose can enhance a business traveler's sense of control and satisfaction. So, it is possible to enhance customer satisfaction by providing personal choice. But freedom implies not just choice but also the potential for happy surprises and spontaneity. These unanticipated events give the visitor the feeling that he or she is very fortunate to be in the right place at the right time, and thus is gaining extra value from the visit.

- Involvement

Freedom of choice and personal involvement are the more controversial aspects because they represent the inclusion of the tourist as part of the product. Involvement is not simply physical participation but a sense of engagement, of focusing on the activity. It means having access to activities and programs that capture the imagination, interest, and enthusiasm of the potential participant. The basis for successful participation by consumers in producing tourism products is the combination of all elements.

These elements set the stage for physical, intellectual, and or emotional involvement in travel services. Personal involvement also implies being able to concentrate on those activities important to the purpose of the trip which is mostly pleasure.

Pleasure involves playing or relaxing in a way that is personally satisfying and feeling sufficiently safe and secure to stroll on the beaches and other sites or strike up conversations with other tourists or locals. The sense of involvement causes time to pass without notice as the tourist explores the world around him, other people, or his own mental and emotional response to the trip.
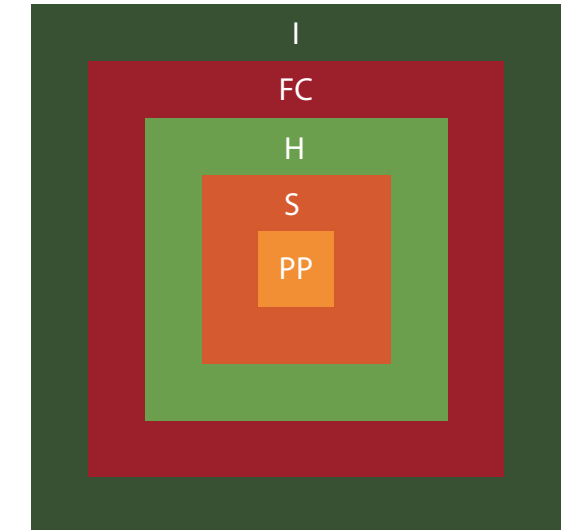
We can conclude about the Smith method that tourism is essentially experiential and not just something that is experienced but rather an experience per se. Therefore, components of experience must be included as components of the tourism product.

Therefore, the inclusion of the tourist as part of product production is essential if we are to comprehend and accept the notion that tourism is an experience. That's means customer participation or involvement as he calls it.

Method developed by Smith
Five elements

The Generic Tourism Product

PP = Physical Plant

S = Service

H = Hospitality

FC = Freedom of Choice

I = Involvement

F10. Method developed by Smith, Five elements.
"The Tourism Product" by Stephen L. J. Smith.
Annals of Tourism Research.University of Waterloo, Canada. 1994

Tourism Production Process
Chapter No. 2.1.4

In order to understand tourism as an industry, it is necessary to study the process. According to Smith, the tourism product is the result of a complex production process.

- Primary inputs or resources
- Intermediate inputs
- Intermediate outputs
- Final output or experience

The process begins with primary inputs of resources. These are then converted through additional processing, manufacturing, or construction into intermediate (processed) inputs or tourism facilities. The intermediate inputs are then further refined through managerial expertise, technical services, scheduling and packaging into intermediate outputs. Intermediate outputs are those services normally associated with the tourism industry. Consumers must form the final output or personal experiences and refine the services of the tourism industry. In the final stage, the tourist utilizes the intermediate outputs or services to generate the final output which are intangible, but highly valued experiences.

There are two special features of tourism products:

- Value is added at each stage of the production process.

- Consumer is an integral part of the production process.

So we can conclude that tourism products must meet marketplace demands, be produced cost efficiently, and be based on the wise use of cultural and natural resources of the destination. Tourism products do not exist until a consumer journeys to the point of production and actively gets involved in the final phase or has the experience they desire. The production process and product may not be conventional but they must be real and of substantial economic importance to communities and nations worldwide.

Is not the perview of this paper to resolve the discussion around tourism and its classification as an industry but it is important to know the theory behind it in order to give a solution of the raised problem.

SERVICE
Chapter No. 2.2

Some aspect of service accompanies all products and most services are associated with some physical items, either the service itself or the provision of the service. Products are not just physical objects but also the staff, services, places, organizations and ideas behind tourism.

Services have been described by some researchers as a "deed, act or performance" or "encounters in time" rather than physical objects, although the rendering of services may involve some physical goods or products (12).

Service encounter is a period of time during which a consumer directly interacts with a service. Encounter encompasses all aspects of the service firm with which the customer may interact, including its personnel, physical facilities, various components of the service package, and the process involved in the production and consumption. This also acknowledges the fact that customers or tourist commonly interact or participate intimately with the service production process, consumption of services or various aspects of the firm. Service encounter is the one to one interactions between the consumer and the provider. This critical time presents the opportunity to assess services critically, in particular the quality of service (12).

Product development compared with marketing is more of an academic endevour than business reality. Most service industries lack attention to product development. Rather, they emphasize on marketing, selling, advertising, and public relations over product development. Some authors assert that product development is a subset of the marketing concept but we need to consider that research and development laboratories were the single most important source of new products in manufacturing industries followed by direct suggestions from consumers, where marketing departments were ranked third (12).

Holidays are limited time periods and require investment of financial resources long before the actual service is consumed. Since most tourism products are booked and paid for in advance, customers have to rely on the accuracy of accessible information. In this regard, tourism products are always a matter of trust. The purchase depends on certain expectations regarding the desired experiences evoked by firsthand information from the tourism industry (26).

Quality of Service

Chapter No. 2.3

Quality of service plays a vital role in adding value to the overall tourism experience. It is crucial to the success of any service organization and the tourism business not only for the ensuing customer satisfaction, but also for the purchase decision of potential customers. Defining quality in services is especially difficult given the intangible nature of the service offering. Quality may vary from person to person and from situation to situation (12).

According to Normann, tourist satisfaction can be achieved only if a tourist firm's core offering is able to meet the expectations of the customer (peripheral offerings). This essentially assists the firm in providing added attractions to the core service. Based on customer expectation, a firm's quality of service needs to be consistent within a specific time frame and target market to gain customer confidence, maintain image and subsequent customer loyalty.

Company Processes

Chapter No. 2.3.1

In a company, there exists two types of processes:

- Frontstage processes that are visible to service consumers.
- Backstage processes that happen behind the scenes.

The line of visibility that distinguishes both processes need not be fixed. In the environment of information accessiblity, increasing visibility and open infrastructure, frontstage and backstage distinctions will become more blurred. Similarly, distinctions between service providers and consumers can become blurred as backstage processes gain visibility (13).

Backstage processes can offer important ways for businesses to differentiate their product and service offerings. Increasing access to backstage processes opens new doors for service innovation including the possibility of firms to leverage user participation so as to enhance the coproduction of frontstage service interfaces. Backstage made open and accessible to community development can facilitate peer production of a wide variety of service experiences. However, while peer production has great potential to transform tourist experiences, important barriers remain.

For security and privacy reasons not every backstage business process system should be exposed to public development (13).

Customers sometimes have the motivation and inclination to perceive what is happening behind the scenes. Mobile computing and location based services can enhance the ability of travelers to evaluate backstage processes. Web service technologies have the potential to let consumers directly interface with backstage processes to completely reshape and recast frontstage experiences. Thus consumers have the power to perceive, shape, and judge the services that they use. The ability to see, judge, and value backstage processes will have important implications on innovation.

Customers

Chapter No. 2.3.2

Travelers are significant consumers of services including information services. Today, customers are unwilling to compromise for mediocre service. Product development is a prerequisite for satisfying tourists changing demands and insuring the long-term profitability of the industry (12). Involvement, combined with freedom of choice, warm hospitality, competent service, and a good physical plant (five elements of Smith method) guarantees a quality and satisfying tourism product.

Customers assess service quality by comparing the service they receive or perceptions of what they get with the service they desire and their expectations. The initial point of service design is the customer and thus it is essential to gather adequate knowledge about their travel motivation. It is imperative that tourism organizations understand both the expectations and needs of customers and further design products and services to match and exceed those expectations (12).

During the service period, customers experience the product with all their senses and compare these subconsciously with their expectations towards them. The matching or even exceeding of their expectations is crucial for generating customer satisfaction (confirmation), while poor quality leads to

dissatisfaction (disconfirmation). A satisfied guest is not only more probable to return and eventually become a loyal customer, but is also more likely to recommend the product (26).
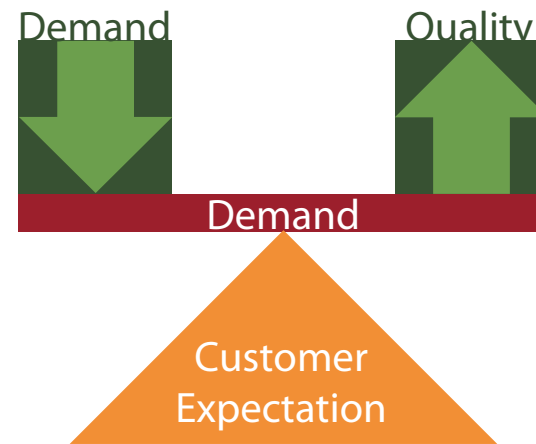
In order to get loyalty, an online firm must understand that the Internet is a customer centric environment where the customer should be considered less as a marketing target and more as a partner. The goal should be helping customers buy what they want and not what suppliers want to sell. In a recent study, it was found that the Internet offeres the opportunity to identify market segments more closely, to reach a far wider market, and to develop closer relationships with customers (27).

When the service provided supports the consumer relationships and effective actions are taken on the part of the firm, there is potential for the development of long lasting relationships. Friendship and loyalty cannot be substituted by offering discounts and perks. Studies have shown that direct benefits in the form of discounts or lower prices are less effective than the perceived friendship a company maintains with its costumers. The premise of the golden rule is that long term customers are of great benefit to a firm. The level of returns rises over the years if the relationship is cultivated provided the firm devotes resources to building loyalty and customers perceive benefits from the relationship (27).

Relationship between service demand and quality
By Jay Kandampully

Customer expectation balance

F11. Relationship between service demand and quality by Jay Kandampully.
"Case studies:
The impact of demand fluctuation on the quality of service: a tourism industry example"
Managing Service Quality, MCB University Press. 2000

According with Stockdale, the following are some strategies for building customer loyalty (27):

- Branding:

Customers often attribute anthropomorphic characteristics to brands and identify with them. Effective communication practices reinforce the customer's identification with the firm and encourage reciprocation.

- Customer loyalty schemes:

One study found that the tourism market cares about established loyalty programs. Empirical evidence suggests that such programs are ineffective and that customers are influenced by more intangible elements such as an environment of trust, status, and information loyalty should still be build on.

- Community sites:

The tourism industry is well suited to the business community model, which is growing in popularity. It tries to build loyalty with a sponsored online community. Communities allow businesses to communicate with their customers and also allow participants to exchange ideas and consult each other (peer-to-peer interaction). High level of interaction encourages the sharing of travel information and mutual support between customers.

- Developing a framework:

The full potential of the social and collaborative systems to enhance tourism experiences has yet to be reached. "Peer production" or the collaboration of volunteer communities is emerging as a major economic force impacting the software industry, journalism, the arts, education, tourism, and many other sectors.

Communication
Chapter No. 2.4

Communication is a central facet of building relationships with customers. Efficient mutual understanding and good communication builds on the consumer co production role. When costumers become stakeholders, the commitment to the relationship between firm and costumer is reinforced.

A study on managing customer relations showed that more than 44% of firms in the 2006 study ignored customer e-mails. Little more than a third of replies were made within 24 hours and few responses actually dealt with the customers' questions. Such behavior impacts customer satisfaction and relation to the firm. Untimely responses also affect customer's propensity to complain. The frustration customers feel as a result of delayed responses impacts on the development of loyalty, supporting the view that efficient communication is an essential element of relationships. The delays in responding to customer concerns significantly increase dissatisfaction and complaints. This then leads to loss of loyalty (27).

Collecting customer data is part of maintaining a relationship strategy as it enables greater understanding of the different market segments. It also supports identification of the most valuable customers through data collection on the habits aqnd preferences.

This data can be used to create a knowledge base to support the management of customer relationship buildin. An effective customer driven knowledge base can be used to tailor products and services, to follow trends in customer behavior, and to respond more quickly to changing customer demands.

The ability to customize also supports micro segmentation of the target market. Personalized content is offered to different customer segments identifying the unique characteristics of individual customers and prioritizing their needs. Segmentation is a key element of building a customer relationship strategy (27).

Travel agents accumulate information knowing their customers through face-to-face consultations. With the online agencies, this is not possible. However, the use of information technology tools can facilitate the identification of customers and their requirements in the physically distant online environment. Internet enables firms to gather more information on customers and to assimilate purchasing patterns. In this way, no transactional customer preferences and behavior are ignored.

Internet (although a many to many medium) is best considered as one to one for companies when ot comes to customer communication. Communication allows the company to respond to needs by customizing products and services to fit each customer.

The ability to respond to customers in this way is essential for gaining the competitive advantage (27).

Online firms that target tourism are in a competitive environment where intense competition heightens the need for strong brand identity and for developing strategies to increase customer loyalty.

Competing Tourism
Chapter No. 2.5

The competitiveness of any service product ultimately depends on customer satisfaction. This is determined by the consumer's assessment of expectations and the experiences. Expectations are crucial for generating customer satisfaction and needs to be constantly designed and measured. Competition in the tourism industry will be driven by intense preoccupation with the quality of service to enhance the overall tourism experience. Tourism organization's competitiveness will depend on a fully professional approach to affect the tourism experience.

Firms may look alike but their services vary greatly in terms of customers' experience. The quality of service an organization is able to offer in manifesting an enjoyable experience to the customer has become the great differentiator and the most powerful competitive weapon that a firm possesses.

Delivering superior quality of service has been recognized as the most effective means of ensuring that a firm's offering stands out from a crowd of similar competitive offerings (26). It is fundamental to make a strategic decision to adopt customer-oriented concepts that will ensure the effective management of resources and the services that will consistently meet customer expectations.

A firm's service orientation is a decisive factor in the improvement of profit, growth for both customer and employee satisfaction and loyalty. One strategy that firms must use to get and maintain loyalty is to improve employee interaction with customer and to improve customer satisfaction in order to distance itself from the competition. Employee training and empowerment are cited as major factors in the effectiveness of the competitive advantage (12).

Small sized tourism service providers can face their weaknesses by presenting a persistent service, within a target orientated structure,. A comprehensive offer of authentic tourism products provides a consistent improvement of the perceived service quality.

The impact of technology and competition on the tourism industry irrespective of the firm's size, location or number of years of operation limits the available options a firm may use when seeking to sustain their business. It has become imperative that tourism firms seek alternatives that extend beyond their old management paradigms.

The only option for the tourism service to excel is to seek innovative concepts and strategies for new product development that influence demand. Strategies which can induce customers to voluntarily alter their demand and manage both demand and quality simultaneously (26).

Demand and Capacity of Supply

Chapter No. 2.6

Tourism services are perishable and have continuous fluctuation in demand due to seasonality. While the consumption of tangible goods may be delayed for future consumption, inspection of quality services are generally produced and consumed almost simultaneously. These differences make the delivery system and quality control systems utilizable in the product industry inappropriate in tourism services. Therefore, alternative strategies are required to facilitate the efficient management of both demand and capacity or supply (12).

Thus, the effective management of capacity has a considerable impact on the quality of service perceived by the customer. When the demand for tourism service is higher than the firm's capacity, the firm effectively loses its chance to serve those customers. Similarly, when the demand is less than capacity, the firm loses revenue owing to unused resources. Excess capacity or low demand will not only impair the firm's profit, but will also affect the quality of service experienced by tourists (12).

The strategies proposed by Kandampully to solve the demand and supply problem are as follows:

- Chase and level strategy: Here, the firm chases demand by employing part time employees or offering flexible working hours.

- Yield management is used to alter demad by careful forecasting, making maximum bookings and choosing high yield customers.

- Intelligence enhancement is used to analyze historical trends in demand and supply.

- Developing and maintaining coping mechanisms that recognize dimensions within a total service delivery system.

- Service packagin that provide an opportunity to manage both service quality and demand simultaneously.

Service packaging
Chapter No. 2.7

A service package is the sum of the goods, services, and interactions which a tourist receives at different points in time and stores perceived memories of his or her tourism experience. Firms commonly provide a package that includes a composition of physical items, products, services, interactions, image, and experiences.

Goods or services aren't marketed. What is marketed is a bundle of benefits often including both tangible and intangible aspects. Firms offer a number of packages that present opportunities to attract specific market groups at different time frames of the season that are also available during slack periods. The proliferation of international mass tourism within various customer segments has been accompanied by increase in the popularity of package tours (12).The concept of service packaging assists the firm to alter customers' perception of the tourism product based on the composition of various services in the package (12).

Service packaging can be used as a strategy that will enable tourism firms to effectively manage their resources and utilize their full market potential. It improves customers' experience and assists tourism organizations in their ongoing effort to match capacity with demand.

Service packaging also enhances the quality of the service offered to tourists with expectations which embody different levels of quality and the opportunity to alter demand while maintaining a consistent quality of service (12).

Design packages
Chapter No. 2.7.1

As we have established, firms develop and offer services and products intended to satisfy customer needs. Design packages are made to meet these specific customer needs and wants. When tour packages are designed in accordance with customers' needs and expectations, the company is able to exceed customers' expectations and simultaneously add value to their service offering and to the overall image of the destination.

Customer satisfaction can be enhanced if tourist needs and expectations are considered during the design of the tourism packages offered. For this reason, how these packages are designed and executed has a significant impact on how tourists experience both the tour package and their ultimate destination (26).

Firms need to modify products and services according to the varying needs of the customer, that's why is important to study the service delivery process in order to design new products and services or fix the existing problems.

A useful technique for visualizing the service delivery process is the so-called critical incident technique This technique helps to identify and document the various touch points of customers within a destination.

Critical incidents are touch points and incident oriented methods based on the assumption that customer satisfaction is derived from the judgment of concrete incidents during the service delivery process. For this reason it is important to gain customer insights in order to get that there exist various service design tools such as shadowing, mapping, interviews, user journals, or observation techniques (26).

Information may be collected from the firm's web page. However, strategic planning will help identify which type of data to process and for what purpose,. Today, real time data is very helpful for this process.

Service Design, Tourism and Technology

11% of customers still prefered to seek information and purchases on a person-to-person basis.

Nevertheless, self-service opportunities are attracting more customers as firma develop their sites and are more effective in planning their offerings to customers (12).

F12. Mexico City. 2013 www.garuyo.com/trend/mexico-datos-curiosos

SELF-SERVICE
Chapter No. 3.1

Research indicates that the influence of factors such as technology, demographics and lifestyle patterns will dramatically alter the tourism industry (12). Tourism has been at the forefront of business development on the Internet. This presents new challenges for industry players. The opportunities offered on the Internet have led to an environment of increased competition, alliances, takeovers and mergers. The battle for consumers is fierce and customer retention contributes to significant competitive advantages (26). In 1978, Gershuny foresaw the post-service economy developing from the trend for consumers to purchase durable goods "that would allow them to produce and consume services for themselves" (27).

Web technologies and e-commerce interactions are more flexible, reliable, and automated. The provision of self-service technologies in the travel and tourism industry has increased rapidly with the widespread use of e-commerce. This has led to traditional firms investing in e-commerce strategies and the emergence of new online agents.

Consumers are able to plan and book their travel requirements with little direct interaction with industry players. This has dramatically changed the role of intermediaries by moving the emphasis from selling travel products to facilitating information searches and booking services (27).

In the competitive electronic environment of e-tourism a major challenge for firms is to retain customers by building effective relationship in order to gain competitive advantage and survive in the changing business landscape. The use of self-service technologies benefits firms in terms of cost savings and in drawing the customer into a proactive or coproduction role that has the potential to enhance the relationships (27).

However, consumers display low levels of loyalty to any particular site and appear to be motivated by the search for bargains, moving towards more reliance on self-service technologies but with higher expectations of choice, value, customization, and convenience. Companies are wondering if building strong and lasting customer relationships is still worth it rather than encouraging consumer autonomy by developing more self-service technologies (27).

Nevertheless, customer loyalty is potentially more powerful online where the environment is new to many, and uncertainty exists, therefore customers look for firms they feel they can rely on. In this situation trust (sense of security) is more powerful than price (27).

Although the value that motivates online consumption behavior has been attributed to functional, conditional, social, emotional, and epistemic utility. Empirical researchers have traditionally interpreted value more narrowly as the tradeoff between quality and price. In examining the price dimension, value researchers concluded that the "price" customers pay can extend far beyond money to include investments of time and effort. Indeed consumers' motivations for e-commerce adoption and use reveal that price is not the only and primary reason; from the consumers' point of view e-shopping offers not only time and place convenience and as well as enhanced value through price comparisons but also pleasure consumption possibilities, as shopping experiences themselves can also be rich in consumer value (23).

Self-service online may be limited to information searches or may support the customer through transactional facilities and after sales service. The range of services can extend from product and service information, inventory levels and locations, price, and quality, to order forms, online transactions, help, and feedback (27).

Benefits of Self-Service
Chapter No. 3.1.1

- The development of the World Wide Web has pushed self-service technologies into a new phase with a lot of firm benefits such as:

Economic benefits by reducing the cost of communicating with Customers to improve access to information with the firm; also reduce administration and operational costs through promotion of self-service facilities. It has increased customers and employees satisfaction and with a lowering of entry barriers increased market size, greater customer retention and recognition of high profit and profitable customers that improve sales through better market segmentation (27).

- The benefits to the customer are:

Self-service has increased ability for customers to service their own information requirements and to conduct their own online purchasing. Customers have access to all the information they need to do business with a company. In sum it has provided control, convenience, flexibility and efficiency, ease of use, and perceived usefulness (27).

The business press continues to suggest that the majority of consumers prefer person-to-person contact.

Research reports that the telephone continues to be the communication channel of choice, that's why some researchers argue that self-service will never eliminate the need for call centers and the need for live agents. Self-service culture is therefore both a necessity and a challenge.

Loyalty and trust are seen as essential elements of relationship management with trust identified as the single most important factor in online customer relationships. Successful trust building can overcome the lack of traditional face-to-face meetings but requires that firms deliver on promises to sustain customer loyalty (27).

Customers will only use self-service technologies if they can identify a clear benefit for themselves. By developing self-service technologies that are easily accessible and appropriate to consumer readiness travel and tourism players encourage the creation of loyalty and status to reinforce the mutual commitment betwean firm and customer. This has the dual benefit of increasing loyalty ties with customers and gaining cost savings from increased use of self-service offerings.

That's why it is important that the firm provide all information that the customer needs giving the custmer knowledge and understanding of what to do in website. It is also important to increase customer's motivation and ensure they have the necessary skills to complete tasks (27).

Information technologies underlie enhancing the delivery of experiences. Information technologies are key drivers in the move toward mass customization that aims to satisfy individualized desires and expectations. Information technology gives firms the ability to track transactions, develop useful predictive modes of customer preferences, and empower tourists to filter and augment their own experiences. Tourism competitive advantage is increasingly driven by the advancement of information technology and innovation (13).

E-Service Quality
Chapter No. 3.1.2

Some researchers examined the impact of Web users' cultural profiles on their e-service quality (E-SQ) expectations. E-SQ is a crucial factor that can significantly determine customer satisfaction, purchase, loyalty and retention for a Web site. The findings provided evidence that Web users with cultural profiles have different expectations on the e-SQ dimensions. Zeithaml, Parasuraman, and Malhotra defined e-SQ as the extent to which a Web site facilitates efficient and effective shopping, purchase, and delivery (24, 32). There is a debate in the literature as to whether existing measures of service quality as the SERVQUAL apply to e-services.

Five traditional SERVQUAL dimensions:

- Reliability
- Responsiveness
- Assurance
- Empathy
- Tangibles

Responsiveness in the e-commerce world is very important because timesaving and convenience are the most heavily reported reasons for buying online. Effective responsiveness in the e-commerce world would be reflected in prompt e-mail response, Web site customization, and the provision of proactive online service. The reliability dimen-

sion covers constant connection to the Internet, meaning faster downloads, no system crashing, and order fulfillment. Assurance is also considered as critical because on the Internet a company must inspire trust and confidence to the consumer. Coupled with the lack of Empathy online, the provision of online assurance becomes quite difficult. Empathy is reflected on emotional appeal, tangibles are captured by design and visual appeal. (24).

Researchers such as Voss advocate the use of SERVQUAL for online firms. He argues that the dimensions may be useful for e-commerce with the exception of empathy due to is roots in human interaction. Voss noted that video, animation, sound, simulation and other multimedia features may continue to enhance the tangibility aspects of the Internet. Many authors have tried to present new ways of measuring the quality of services, especially e-services. The model used by Sigala and Sakellaridis was the developed by Loiacono call WEBQUAL (24).

Sigala and Sakellaridis found on their studies that the highest expectations scores are:

- Trust
- Responsiveness
- Viable substitute

While the lowest is:

- Flow emotional appeal

Based on their research, they suggest the fallowing strategies:

1. Trust and responsiveness are equally important to all Web users irrespective of their cultural background. Therefore, firms need to allocate resources for providing high online trust and responsiveness irrespective of users' culture.

2. Consumers' technological infrastructure must be fast and feature reliable connections to download high bandwidth Web sites with security or flash features. Web site traffic must be measured and tools should be given for ensuring acceptable downloading times. and should be tested with different browsers, Internet connection speeds, and systems.

3. Users' concerns for security and information privacy can be addressed by publishing highly clear and transparent privacy policies online as well as adopting security procedures. Moreover, online managers should consider privacy policies not only as a legal commitment but also as a critical tool for establishing and maintaining trust, reputation, and long-term relationships with their customers.

4. The privacy and security policies should be placed where they will be very easy to find, while they should be highlighted and or provided by a hyperlink in Web pages where the consumer would be more concerned about them.

5. Because of the lack of a person-to-person interaction, consumers give a higher importance and relevance to cues that are related to the technical aspects of the online transaction, as well as the logistics of receiving or returning the product. Therefore, online managers need to assess their sites for factors such as clarity, ease of use, technical support, return policies, and adequate shipping options.

6. Providers serving high masculinity users e.g., Japan, Italy, Austria, Venezuela, Italy and Mexico, must ensure easy Web site interaction and personalization, while their design should allow easy reading and understanding and have online activities that provoke emotional and positive appeal.

7. Companies targeting users from long-term orientation cultures e.g., China, Hong Kong and Japan, should allocate extra resources for making the Web sites unique, creative, entertaining, and consistent with other media and avoid cluttered pages. To achieve that they could use games, contests, bright colors, and frequent changes that tend to enhance interactivity and appeal to users with high power distance or long-term orientation.

Given the limited human interaction online, the impact of the dimensions on online service quality is not surprising. The fact that trust and responsiveness are not affected by cultural profiles actually reflects the high concerns on privacy, security, and bad online practices by firms and or hackers. Data also shows that the students take a utilitarian approach when shopping travel online. They require service on time and prefer sites that are easy rather than fun to use (24).

Javernpaa & Todd (1996) categorized customers' concerns:

- Product perception.
- Shopping experience.
- Customer service.
- Consumer risks.

Palmer & Griffith (1998) proposed a model of website design for marketing, which includes technical characteristics and marketing functions.

Huizingh (2000) distinguished website content from structure.

Wan (2000) organized features of website design into a process-value framework.

WEB DESIGN
Chapter No. 3.2

Website design and functionality is widely accepted as a crucial factor affecting consumers' selection, use, patronage, and purchase behavior on online shops. Studies have shown that the design of online stores plays the same role as the layout and atmospheric qualities of traditional stores. Web stores design is more influential than the layout of conventional stores, since webpages are frequently the only way that customers know which products are available and other information needed to complete electronic transactions. Websites must provide potential customers with enhanced services and cues based on what they find better and easier understand, help evaluate, and select among different services that they cannot experience (feel and touch prior purchase).

Just as the physical environment in a traditional retail store impacts the various psychological and behavioral shopping outcomes certain atmospheric qualities of the e-shopping context are likely to affect the use and results of e shopping. Sensory website features like stimulating colors, music tempos and asymmetric design affect consumer online behaviors and experiences by creating induced arousal and pleasure.

The e-environment includes promotion, pricing, transaction, and services, while value referrers to information, friendliness, responsiveness, and reliability. Website success relies on the information, service, design, and playfulness a system offers (23).

Experience economy, retailers have to redefine themselves as a source of memories rather than goods, as an "experience stager" rather than a service provider. The importance of different website features and functionalities depends on the type of value or benefits that consumers seek from e-shopping experiences. Customer centric website design should consider the experiential values that online tourists seek. E-shopping experience must deliver value if it is to turn one-time lookers into bookers or repeat customers. To create and manage such relationships online providers need to develop websites that are sensitive and cater to the full range of components that define experience-based value (23).

Holbrook in 1994 developed an experiential value typology suggesting a value landscape divided into four quadrants framed by intrinsic and extrinsic sources of value on one axis and active and reactive value on the other (8).

Experiential value is said to offer both extrinsic and intrinsic benefits:

- Extrinsic value is typically derived from shopping trips that are utilitarian in nature, often initiated as an errand or work, extrinsically oriented shoppers are often happy to get through this type of exchange encounter.

- Intrinsic value derives from the appreciation of an experience for its own good. Intrinsic costumers have a subjective and personal value perceptions that result from the fun and playfulness of the experience rather than task completion.

On "Designing Experiential Websites in Tourism and Hospitality: A Customer-Centric Value Approach" Sigala conducts a study to identify a list of website features and functionalities that make consumers decide to use or purchase from the user preferred travel websites. With the objective to provide useful

guidelines for good website design.
Some of the conclusions of the study are:

- Customer's return on investment and service excellence has the higher scores.

- Shopping efficiency and excellence rather than playfulness and enjoyment is the most vital values or experiences that users seek in their preferred travel websites.

- Contact, interactivity, shopping convenience, care, and service are not affected by any online experiential value but customization, cultivation, community, and character are.

- Customers experiential values do not affect the importance of website features referring to contact, interactivity, shopping convenience, care, and service.

- Website features aiming to create a website user community were more expected by women.

- Online consumers seeking playfulness expect websites to have features that cultivate customer relationships and a community of consumers or users in which they can help and get helped as well as have fun.

- Aesthetics such as music, colors and other sensory items are important in creating and fostering a website character.

Aesthetic values are derived by character website features. Character helps websites build a positive reputation and differentiate themselves from other websites in the consumers' mind. Character is the overall image that the website can project to consumers by the coded stimuli such as text, style, logos, slogans etc (23).

Playfulness values are more associated with cultivation and community features. The im-

portance of community features confirms the impact and existence of the recently developed concept of telepresence on online consumer behavior. Telepresence describes the extent to which consumers feel their presence in the virtual market space. Games, contests, chat rooms, and other features that marketers develop online for increasing website playfulness and customer loyalty (23).

Cultivation can be created by exploiting customer databases by proactively providing information and cross-selling opportunities, while community is fostered by providing facilities and tools; for example, chat rooms, bulletin boards, etc. that enable communication amongst current and potential customers (23).

Sigala suggests that websites can offer the following cultivation features:

- E-mails with coupons or discounts can give consumers a sense of a good deal.

- E-mail alerts informing flight delays or cancellations, new flights, renewals of travel insurance.

- Message board with press releases or alerts.

Other researches that worried about this topic are Kim and Fesenmaier who discovered that the fundamental role of destination Web sites is that of information service provider.

Current destination Web sites are largely acting as online brochures rather than taking advantage of the Internet for creating deeper and longer lasting relationships with existing and potential visitors. Internet is one of the most persuasive media for destination marketing to influence tourists' travel planning process.

There exists some design strategies for increasing Web site effectiveness, but these efforts have overemphasized the importance of usability while ignoring other potentially important aspects, including the persuasiveness of the Web site. (Persuasion is the Web site's ability to evoke favorable impressions toward the site).

The Web site should evoke a favorable initial impression at the moment the consumer has access to information because they can easily leave the site through one-time click to find another potentially more persuasive Web site. It is important that various tools are utilized to create a highly persuasive Web site design that can influence a trip planner's decision-making process (7).

Information searchers who experience favorable first impressions on web pages are more likely to stay on the Web site and use it for trip planning. If a Web site fails to appeal to and evoke good impressions for Web site visitors they are more likely to stop browsing the Site. For this reason marketing increasingly tries to design more effective Web sites

as a persuasive tool for influencing travelers' decision-making process (7).

When information searchers access a Web site a rapid and almost unconscious but complex thought process is activated to form an overall impression. Such a reaction is instantaneous but rational whereby the brain tries to categorize and filter a Web site into a certain type to make a quick choice about the particular Web site and even subsequent decisions. Web site visitors with favorable first impressions toward the site may disregard or downplay possible negative aspects (7).

In their study, Kim and Fesenmaier divide the requirements or design factors that Web sites must include to avoid user dissatisfaction:

- Hygiene Factors (Basic value) that includes: Informativeness and Usability.

- Potential Factors (Adding value) that includes: Credibility, Inspiration Involvement, and Reciprocity. Each of these is one Hypothesis as we saw on the figure.

The results of the research by Kim and Fesenmaier showed:

- Inspiration, related elements had the greatest impact on first impression formation. Visually appealing stimuli are the most important tools for converting Web site lookers to users and or making them stay longer on the Web site. The more inspiring a destination tourism Web page is perceived to be the more likely information searchers are to form a favorable first impression toward the Web page.

- Usability, the more usable a tourism destination Web page is perceived to be the more likely information searchers are to form a favorable first impression toward the Web page.

- Credibility, the more credible a tourism destination Web page is perceived to be the more likely information searchers are to form a favorable first impression toward the Web page.

The study also confirms that the higher a links position in a list of links the greater the probability that information searchers online will click on that link. That is call effect of Primacy: the selection of search results also depends on the order of exposure. An increase in the interactivity of Web sites contributes to a corresponding increase in the level of liking (7).

This highlights the importance of Involvement because it is perceived as a motivational force directly related to various behavioral outcomes, including the number and types of choice criteria and extensiveness of information search.

They also believe that the majority of tourism web pages meet the basic needs of travel information seekers in terms of information and usability. However, other design characteristics i.e., credibility, inspiration, involvement, and reciprocity all related design elements were not addressed.

Travelers easily gravitate toward Web sites that are easy to learn and exhibit clear navigational paths.

Web site design must provide obvious and appropriate cues indicating the quality of the information source thereby requiring a minimum level of mental effort (7).

Some customers require more support in accepting online features and they are more dependent on technical services that solve simple technical problems. Online demonstrations and FAQs are essential in any firm that wishes to attract and keep customers in the e-environment. Significant cost savings in self-service technologies can be made through the implementation of tools such as FAQs (27).

Tourism web sites research on the impact of culture have two major reasons:

1. Tourism and hospitality Web sites frequently target multinational and multicultural audiences.

2. Web sites are trying to develop successful localized and national gateways of their Web stores (24).

"Cultural convergence" may have occurred as a result globalization and the access to cultures, behaviors, lifestyles, and expectations that the Internet fosters. Nowadays there is a sense that traditional values are no longer rigid and too important. Kim and Fesenmaier argued that the Internet has created a new "cultural region" (24). Where extant cultural classification schemes such as traditional dimensions cannot be applied. That's why is important to determinate new schemes for the new technologies.

COMMUNITY
hapter No. 3.3

Website features fostering a website character are important for attracting e-shoppers that are motivated and influenced by the website aesthetic experience. Interactivity and shopping experience, care and service, are considered by all experiential types of e-shoppers as hygiene and standard expected features of any website (23).

The influence of e-shopping experiences on website features and functionalities may be moderated or impacted by consumer age, Internet skills, cultural profiles and or life stage or even by the type of the product purchased, atmospheric responsiveness, and consumers personality traits. All these factors can influence consumers decisions on where and how to shop. E-shoppers have different expectations on website features and functionality depending on the values and experiences they are seeking online. E-shoppers seeking playfulness expect cultivation and community aspects, therefore customization and cultivation aspects are essential prerequisites for websites that want to develop a reputation of excellent service (23).

Community and cultivation are good at creating a feeling of personal belonging and importance, which in turn can significantly motivate e-shoppers to play and enjoy themselves and interact with other customers or

the company. Popular features that are used to achieve the latter are contests, games, and virtual communities (23).

People with common interests already interact through the Internet using web blogs, chats, review websites, and open communities focusing on special interest tourism or certain destinations. "Prosumers" are no longer only consuming information
tion but rather producing and sharing it with an open community (26).

According to Fogg, computer systems and applications can influence human behavior by playing three different roles (7):

- Tool
- Medium
- Social actor

The industry must support shoppers' requirements for social interaction, entertainment, rich information, and at the same time respond to the trend to provide customers with the autonomy to search for information and to complete transactions (27).

Web systems have infrastructures designed to invite more community participation in how places are presented, customized, and experienced. Irrespective of consumers shopping orientations it is vital that website design includes items to help consumers in all stages of the decision process (23).

Recommendations Services and Rating Websites
Chapter No. 3.3.1

As we saw, services are intangible experiences and are a matter of trust, that's why it is difficult for customers to evaluate the product prior to experience so tourism services are heavily dependent on word of mouth recommendation. This kind of publicity can have positive and negative aspects because the service provider cannot influence directly mouth-to-mouth advertising (26).

The Web gives travelers more power to research, interpret, and shape their own experience as well as the experiences of their fellow travelers. Immediate access to information facilitates self-fashioning in other ways. Communication technologies enable customers to share product reviews through respective websites. Tourism Customer rating websites become more and more popular and provide customers with open access to online customer reviews in parallel with a real time price comparison. The tourist is increasingly well informed, more quality sensitive, and more willing to quickly react towards shifts in the tourism market following postings on tourism rating websites and by reviews from other customers; discrepancies between these sources cause mistrust while compliance produces trust (26).

Travel recommendations will become a much more pervasive experience based on richer and more comprehensive data about individuals. Recommendation services and services that facilitate social exchanges between travelers helps them to avoid unwanted experiences, likewise situational awareness will help tourists make informative decisions (13).

Personalized recommendation services aim at suggesting products and services to meet users' needs and preferences (2).

MOBILE THECHNOLOGIES
Chapter No. 3.4

Internet is the primary source of tourist destination information and it is quickly evolving towards wireless adoption. New mobile applications running on these devices provide users with easy access to remote services at anytime and anywhere. Besides, intelligent software agents can run on these devices and can provide personalized assistance for tourist during their trip by catering toward the preferences and support requirements that differ from tourist to tourist and adapting to change during their trip (13).

Companies are using mobile phones as devices to gain customer insights. Intelligent software agents are running on mobile devices that help recommend, plan, schedule, and negotiate personalized activities under individual's instructions and preferences with interactive decisions. Also, rich information resources delivered through mobile devices can help tourists learn more about the history and culture of different places (31).

Location-Based Services
Chapter No. 3.4.1

As seen previously travel and tour planning is a process of searching, selecting, grouping, and sequencing destination related products and services including attractions, accommodations, restaurants, and activities. Personalized recommendation services aim at suggesting products and services to meet users' preferences and needs, while location-based services focus on providing point of information to mobile users based on users' current positions (2).

In the tourism management domain mobile and wireless technologies have been pointed out as one of the most interesting areas of technological innovation for enhancing Internet applications for tourism. Identified primary functions of location-based services for travelers include localization of persons and objects, routing between them, as well as search for objects such as hotels, restaurants, shops, or sights, and information about traveling conditions. Eventually, tourists are typical consumers who have strong mobility-related needs and have shown significant interests in acquiring location-based services during trips (2).

Due to the fast growing of user needs in the mobile tourism domain, how to provide personalized location-based tour recommendation services has become a very important topic for researchers and services designers. Some research works on addressing the design and implementation issues for delivering personalized and or location-based tourism services, emphasizing on supporting the dynamic generation of personalized multimedia content in respect to the tourist's interests, preferences, current location, environment, and mobile device used, aiming at effectively coordinating and integrating disparate information and service resources anytime and anywhere (2).

It also proposes a ubiquitous tourist assistance system that is built upon multi-agent and semantic web technologies for providing personalized assistance and automation to the tourists with different preferences and often changing requirements during their trips with a critique-based mobile recommender system that lets users expressing session-specific preferences in addition to the long-term collected preferences (2).

Most research related to mobile, context-aware activity scheduling to date has focused on tourist guide applications.

This type of application provides the user with a static tour on a mobile device but does not support dynamic and context-based trail management. For that reason it is necessary to form an application framework comprising trail generation and trail reconfiguration point identification modules for managing mobile and context-aware trails; efficiently

and effectively integrating personalized and location aware information to support the recommendation and rescheduling of personalized tour plans (2).

Geo-location combined with geo-referenced information on the Web promise to help transform travel experiences. Recommendations can be delivered with mapping services in real time on mobile devices. GPS-data allows a geographical analysis of touch point evaluations and touch point sequences, which are highly valuable information for destinations (26).

The future of travel and tourism is on location-based recommendation services (LBR-services). Firms that have access to more comprehensive profiles of the preferences of each individual traveler will be able to deliver more effective and mass customized services.

Sigala and Sakellaridis, propose a system architecture and design methods for facilitating the delivery of location-based recommendation services to support personalized tour planning. Based on tourists' current location and time, as well as personal preferences and needs, various recommendations regarding sightseeing spots, hotels, restaurants, and packaged tour plans can be generated efficiently.

With the recent advances in Internet, mobile technologies, infrastructures, there are increasing demands from tourist for information systems with service coordination and integration. However, disparate tourist information and service resources such as airlines, hotels, tour operators, etc., make it difficult for tourist to use them effectively when planning their trips and or during their trips (31).

Multi-Agent Information System
Chapter No. 3.4.2

It is a mechanism to discover the agents who provide services requested. Its ability to aid Internet and mobile users to organize information and service resources providing a platform to bring the multiple types of expertise for decision making. A MAIS provides an infrastructure for multiple agents and users as well to exchange information under a pre-defined collaboration protocol. Communications can be established among agents after the corresponding agents are discovered (31).

Yves T.F. Yueh and his team propose a Virtual Travel Agent System (VTAS), which is built upon these technologies, which can provide effective coordination and integration of disparate information and service resources anytime and anywhere. Formulating a scalable, flexible, and intelligent MAIS architecture for VTAS with agent clusters based on a case study of a large service oriented travel agency.

Involving the support of different solutions on multiple platforms, travelers can access the tourist information, services, and resources dynamically. Furthermore agents can provide adequate computerized personal assistance to individual tourists and facilitate the protection of privacy and security (31).

- Matchmaking Agent - Provides capabilities to retrieve, select, and compose packages that are really similar to tourists' needs and preferences contained in one's profile stored in the knowledge base. Select the more appropriate package and schedule an appropriate timeframe, given a tourist profile.
- Ranking agents - help the tourists to rank the information obtained from the search processes according to their preferences.
- Confirmation Agent - Once the package has been evaluated, they are presented to the tourist through the alert agents.

Yu and Chang said that the information and decision requirements for supporting personalized location-based tour planning services include:

- User profiles containing personalized preferences, needs, constraints, and self-specified evaluation criteria.
- Mobile tourists' time and location information.
- Tourism related destination, attraction, and accommodation information.
- Decision associated model, knowledge, and process information.

In their work the importance of customer rating score is highlighted. In addition to information requirements, functional requirements specified include user profile management, tourism information management, and location-aware personalized recommendation of attractions with pictures and map-

based positioning and visualization. They propose a system where once the tourist activates the location-based tour planning recommendation services the tourist's current location is identified and current time is recorded personal preferences and criteria are retrieved or specified online. The Tourist object composes of Needs and Preferences, Search Range and Criteria, as well as Current Location and Time objects (2).

In conclusion, Yu and Chang developed a prototype system that enables the delivery of the personalized location-based planed recommendation services using the smartphones for accessing the application. All this takes into account tourists' location-awareness, time, needs and preferences, as well as constraints and criteria to guide and facilitate the supporting pre trip and or during the trip's personalized tour planning.

The tourism related information services, tourism related location-based services, as well as Google map services are supportive services that allow tourists to access tourism information and tourism attractions. The core tour planning recommendation services also use these supportive services to generate content descriptions for recommended attractions or the tour plan and display the result in the tourist's mobile device. Based on the proposed functional framework personalized location-based recommendation services can be generated to support tourists in making decisions (2).

Another example is the work of Stickdorn and Zehrer and their prototype; a software for mobile phones to capture customer journeys which can then be aggregated and analyzed by destination service providers. The project aims to enable service designers and in later project stage even customers autonomously to capture customer journeys digitally with ordinary mobile phones in order to identify in detail the strengths and weaknesses of touch points and enable a service orientation.

Such applications for mobile phones enable the customer to add and modify touch points with a dynamic database, generated by other customers journey, as well as propose name suggestions for each new touch point which then can be aggregated and analyzed to identify in detail the strengths and weaknesses of touch points and enable service orientation on destination level is the goal. Also by adding date, time, and position (GPS) the customer is able to add text to each touchpoints for a more detailed description. Furthermore, the software allows adding photos, videos, and voice recordings for a more convenient and detailed touch point description (26).

Through the digitalization of the customer journey service designers are enabled to deal even with most complex tourism products. Critical touchpoints both exceedingly positive and negative ones can be the initial starting points for a subsequent design pro-

cess. The consolidated documentation then permits service design consultants to identify in detail the strengths and weaknesses of touch points. According with Kansa and Wilde, locations will become dynamically responsive to the needs, expectations, and desires of their visitors in two primary ways:

Experience Filtering:
Location-based services can help tourists achieve these goals by enabling tourists to avoid experiences that distract or diverge from their goals. More and more of one's experiences of travel will be in tune with individualized goals and expectations.

Experience Augmentation:
Location-based services can make tourism activities more memorable, informative, and entertaining by enriching the environment with additional information. Such augmented reality technologies can enhance and transform the tourist experience of place.

Service Oriented Architectures (SOA) and web services can be leveraged for augmented reality applications. They can also transform places into fictional realities and make tours of fictionalized landscapes and places even more immersive and memorable (13). The growing capabilities of mobile communications and location-aware services will accelerate these trends towards ever more individualized touristic experiences. Computation is rapidly becoming more mobile and this shift has important implications for

how we travel and experience destinations. Technologies will enable users to create and engage with user generated content much more conveniently with mobile devices while they experience tourist destinations. However digital representations of places will not likely replace tourism.

Tourism is a highly embodied practice that involves walking, traveling, relaxing, eating, smelling, and all sorts of other activities with no easy virtual surrogate. Blending the real and the virtual with "augmented reality" technologies will probably have a greater impact (13).

Despite all the technology mobile services related to personalized tour recommendation services are still very primitive. Therefore, it is only possible to integrate information about tourists' preferences, needs and constraints, location and time information, destination and attraction information, as well as recommendation models and rules in order create recommended personalized tour plans. Location-based services will do more than filter away places a visitor has no interest in seeing.

These services will also play an increasing role in enhancing the enjoyment of places by making them more immersive and captivating catering to different needs and tastes of the tourists (13).

As discussed earlier, tourists want to be active users, they like to make their own tour plans while on the trips and moreover have a high frequency in rescheduling their trips to suit the dynamically changing conditions and needs. The location-based recommendation services based on content and or collaborative filtering technologies can use data about travelers and destinations as well as more exchanges of experiences between travelers; facilitating tour planning process in mobile tourism applications (2).

While not every tourist will be interested in digging deeply into a tourist attraction, some will and they will want to share their observations. Location-based services, especially if aggregated, can make such observations easy to discover by other travelers. Social software systems as Flickr, Socialight and API can enhance the social and emotional motivations for tourism by allowing tourists to connect and share experiences, play, and share emotional reactions with one another (13).

We can say that it is very important to consider the users (tourist) and especially their needs in order to design new and better services nurturing loyalty. The travel experience is namely, the social ambience that is created with the presence of employees, fellow passengers and local's interaction. The tourist will consider a tourism offer that fails to provide social ambience less satisfactory. A common resource used by travel agencies

is to create packages to accomplish this. The design of the tour package will not only influence customers' tourism experience, but will also affect the image of the destination and ultimately the tourism industry as a whole. Each experienced service within a destination affects the image of a tourism destination; consequently design package becomes an important factor in maintaining the image and wellbeing of the destination (12).

The nature and extent of these packages is seemingly limitless. For me customer segments are important as the limitation of a package. Today all tourist firms' work with such packages but that doesn't solve the problem or provide new strategies for the tourism industry. For this reason, my research doesn't focus on this type of service packaging strategy or the creation of an e-commerce travel agency. I am looking to remove the smear of Mexico through a new service rooted in social media that offers the possibility to promote tourism in Mexico.

Stickdorn and Zehrer think that operators aim to maintain three functions:

 - To achieve higher sales volume
- To reduce economic and cultural distances
- To contribute to the image that travelers hold of different destination areas.

Marketing is geared at building a strong and positive associative link or image about the destination and creating seductive experi-

ences so that the positive images encourage potential tourists to visit the destination (7). Later on, I will show a market study of Mexico to see it's strong and weak points, but as I mentioned at the beginning, in marketing issues the Mexican government pays close attention to attract tourists.

If we want to change the image of Mexico, it is necessary to create a new service to provide good experiences to tourists in order to create a good image of the country. As I mentioned, tourism can be defined as a service experience, commonly created through numerous combinations of activities, benefits, and interactions. It is an experience during which a visitor encounters and interacts at an intimate level with the service provider, other participating visitors, and the physical, natural, and cultural environments including local people.

Many tourists prefer hostels, bed & breakfasts, and likewise smaller establishments due to the authentic experience of the tourism product, which hereby can be intensified through genuine contact with local residents (26). Experiences made during travel help reinforce select social relationships that may be strained and attenuated by work obligations. For example, a family vacation often serves as a means of reinforcing family ties through the shared experience of travel (13).
Usually during travel everything is more intense and special; it maybe because the cycle of routine is broken and relationships are

continuously formed with strangers for a couple of days. During traveling experience become special because they are shared among people who do not make up our typical life setting.

The traveling experiences referred to are more common in young people who open up to new technologies and make new friends and relationships through Internet. Students may better reflect the nature of actual users and consumers in the computer mediated environment. This is supported by a Travel Industry Association report (2005) saying that one third (33%) of online travelers is aged between 18 and 34 years.

When proposing a new kind of tourism firm design recommendation and ranking services should be taken into consideration. Good recommendation and top ranking for the service can help in terms of advertising, because in now a day's, advertising becomes more of a helpful service than an annoying distraction (13). By providing recommendation outlets not just for the firm's service but also service partners such as shops, restaurants, and cinemas (31) users are not just consumer; instead they become part of a group that provides information by being the recipients, just another way of creating new models and taking advantage of user friendly trends.

"Parties are the only luxury in Mexico"

The Mexican splurges in the hope of attracting abundance and if it doesnt happen appearances are kept.
Octavio Paz (20)

THE ANALYSIS

F13. Ballet Folklorico. 2013 www.ydiabaehrpr.wordpress.com/2012/10/03/ballet-folklorico-de-mexico-de-amalia-hernandez

TOURISM
Chapter No. 4.1

In order to develop the service it is important to research about tourism as concept.

Tourism is travel for recreational or business purposes and according to The World Tourism Organization tourists are defined as "traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes." (27W).

The concept of "Outside their usual environment" is very important since nowadays people look to experience new things and meet new people around the world with the help of social networks even from their home countries.

There are some different types of tourism, but the most interesting for me, and the one that adapts to solve the problem is the "Socio-cultural tourism", which is different than cultural tourism in that the latter is more focused on architecture and heritage but "Socio-cultural tourism" is more focused on lifestyle.

Tourism can be divided time-wise into planning, enjoying, and post experience; and it can be focused on technology, marketing, and socio-cultural opportunities. The solution is focused on the socio-cultural part, especially on enjoyment since vacations are all

about experiencing and sharing special moments and events, and as we know tourism is more about experiences.

On the other hand in order for a traveler to fully enjoy his experience planning things in advance is crucial. In addition, another important aspect of traveling is meeting new people and forming relationships and so it is also necessary to take into consideration the "post-experience" aspects of tourism.

Nevertheless, the focus is most related to the traditions, customs, beliefs, behaviors and relationships between people for example; family relations, cross cultural differences, ethnic values, religion, attitude, dress, music, food, etc.

All of these things are found in traditional cultural events such as baptisms, Christmas, New Year's celebration, birthday parties, carnivals, thanksgiving, weddings, etc.

The goal is to connect tourists with all of these traditional events mostly the parties because it is where the young are; later on I will talk about the target or user according with the research that I found. All kinds of parties embody special moments in which we can find all of the beliefs, behaviors, and relationships that were previously mentioned.

Parties' traditions and customs vary greatly between cultures, ethnic groups, religions, countries, and social classes but at the same

time there also exist common elements and themes across cultures parties are fun and allow the meeting of new people. It is the perfect occasion to learn about the traditions and customs of other people and for this reason it is important to create a match between parties and tourism.

Positioning
The new service expected

F14. Positioning. Own figure. 2013

Tourism
Brainstorming

Parties offers all the cultural
elements in one experience

Traditional events

PARTIES

Religion
Cross cultural difference
Family relationships
Food
Dresses
Music
Dance
Ethnic values
Attitude

Traditions and customs
Beliefs, Behaviors and Relationships

TOURISM
brainstorming

Socio-cultural

F15. Tourism brainstorming and parties. Own figure. 2013

F16. El grito de Independencia de México, Mexican Independence party. 2013
www.fotos.starmedia.com/2011/09/el-grito-de-independencia-de-mexico-77868.html

TOURISTS

Chapter No. 4.2

Family members, friends, and international friends told me about what they most like about travelling and what they would like to add to their touristic experiences. The majority of people answered that in addition to museums, excursions, architecture, nature and culture; they would like to get to know the local people and engage in conversation with them, tourist would like to get to know local lifestyle and learn about local traditions in the hopes of expanding their social network.

Travelling is not just about observation it is also about experiences and emotions. When one sees a photo of a past trip one doesn't just see a moment instead one remembers all the experiences one had when visiting that place. Those memories include the food eaten, the people met, the conversations had, etc.

As previously discussed it is very important to create a service that helps tourists to be able to meet locals and allow them to participate in unforgettable experiences and make new and possibly long-lasting friendships, that's what tourists want.

Tourist
Needs

100%
Of respondents said...

They would like to go out with locals
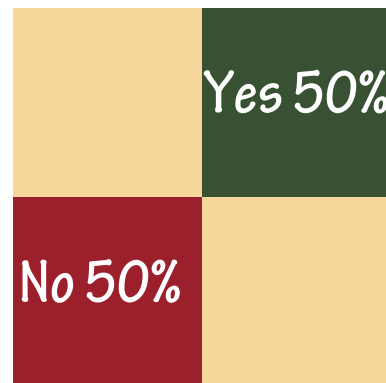
What do you enjoy more about travel?

33%	Traditions and Culture
27%	People
20%	Food
12%	Architecture
8%	Museums

interact with locals, get engage to them

dresses

customs

relationships

taste traditional food

behavior

living the Experience

dance local music

be involved in traditional events

fun

make international friends

meet new people

F17. Tourist needs. Own figure. 2013

G4. Enjoy more about travel, survey conducted by me. 2013

Online
Interaction

Have you met someone online?

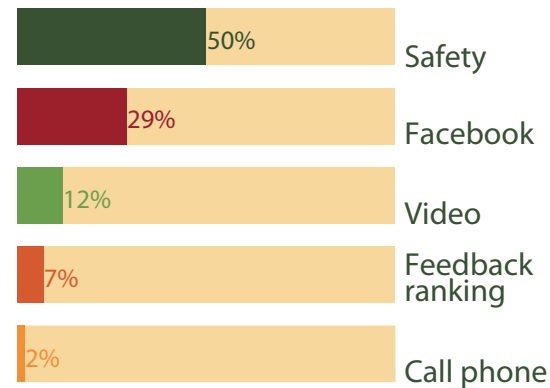Yes 72%

Yes 72% No 28%

Do you trust o people that you meet online?

Yes 50%

No 50%

Yes 72% No 28%

What would give you more confidence to meet in person someone who meet online?

50% Safety

29% Facebook

12% Video

7% Feedback ranking

2% Call phone

Tourists **MATCH!!!** Locals

G5. Online interaction, survey conducted by me. 2013

F18. Match, own figure. 2013

MEXICANS
Chapter No. 4.3

Mexico is a beautiful country full of traditions and culture. Mexico ranks sixth in the world and first in the American continent by number of UNESCO World Heritage Sites with 31" (28W). Tourism in Mexico is one of the principle economic activities that bring large amounts of income to the federal government. It is recognized in the National Plan of Development of 2007-2012 as a national priority, for which strategies have been introduced that look to position Mexico as a leader in touristic services in the international community.

According to the fifth labor report put forth by the Secretary of Tourism (22):

During the first semester of 2011, 5.4 million international visitors were registered, mainly from the United States (57.4%) and Canada (18.2%).

During the period between January and June of 2011, the amount of income from international visitors to Mexico was over 6 billion dollars, of which 84.1% corresponded to international tourists.

The Mexicans surveyed said that they would accept foreigners into their parties and most of them don't want to earn money for providing the service.

Mexican
Opinions

What do you like about Mexico?

27% Traditions and Culture

22% Mexicans

21% Food

18% Archaeology

12% Architecture

How do you describe the Mexicans?

49% Hospitable

25% Partygoers

17% Fun

8% Dangerous

1% Use drugs

G6. Mexican opinions, survey conducted by me. 2013

This is because Mexicans are in general very open to foreigners since the culture is amiable and hospitable and also most Mexicans are aware that tourism is an important part of the economy.

In first-world countries, however, where many foreigners make up the lower class they are not seen in such a positive light but this does not occur in Mexico. Mexicans know that tourists are not coming to look for work but rather to spend money and for this reason Mexicans are likely to treat tourists well so that they will return and spend more money.

Ever since the Spanish conquered the Mexican territory, the Mexican society has been considered to be a lover of all things foreign. This is where the term "Malinchismo" comes from, referring to the Malinche, a native indigenous woman who served as a translator during the conquest and mediated between the Spanish and her people.

Lucy Popescu, in her article "Malinchismo", describes it as: the taste for something foreign or exotic. More often than not it is used in a pejorative sense against Mexicans who enjoy the company of foreigners and prefer their ways and ideals instead of homegrown culture. Octavio Paz suggests the term is linked to foreign intervention born out of "the curse that weighs against La Malinche." (14W).

This interest in all things foreign has been conserved in Mexico up to the present day and it is very common to see discrimination between Mexicans while giving preference to foreigners.

This happens a lot, for example, at nightclubs, where foreigners are allowed entrance without having to wait in line and many times without having to pay a cover charge or even for their beverages. In contrast Mexicans may be left to wait hours outside or even be prohibited from entering. In general tourist have an advantage in Mexico.

Nobel Laureate Octavio Paz, in his book " The Labyrinth of Solitude," describes Mexicans and reflects on "Malinchismo". He said that the Mexican revolution left the country in a reflective stage that led to self-contemplation and awareness. Much like teens trying to discover themselves, such state generates a conscious loneliness. Teens join groups like the "Pachuco" (old fashioned Mexican groups) to feel different which speaks out for their loneliness but not their inferiority.

According to Paz, Mexicans use masks to protect their privacy. The mask and lies reflect their shortcomings, what they were and want they want to be. "The Mexican does not want or does not dare to be the same" (20).

We instinctively believe, that everything from abroad is dangerous as a result of the history of Mexico. Time periods such as the conquest, colonial, independence times, and wars against France and the United States ("our good neighbor"), have left Mexicans feel like the gods have abandoned them. Still they have a way to forget it all; a shout is enough to claim their presence to the outside and to close their eyes to the past: "Viva Mexico hijos de la Chingada" (20).

Paz defines the "Chingada" as a raped woman, the result of the conqueror forcibly penetrating indigenous women so it represents the "non-Mexicans," the "Malinchistas". Malinchistas is connected to Malinche's collaboration with the Spanish invaders.

Contradiction is part of the Mexicans, "Any excuse is good to stop the march of time" (20) and festivities are the best excuse. During parties, the Mexican feels complete and safe because "the past and the future at last reconciled" and "everything happens as if it weren't true, as in dreams" (20).

Mexicans remain contradictory, although "Malinchismo" is something negative; many Mexicans still are "Malinchistas" and even racists with other Mexicans.

But something positive can be taken from this, it is the fact that maybe, Malinchismo makes Mexicans more welcoming and this can be used as an advantage to design an advertising campaign to boost tourism.

The webpage toursinmexico.com has a section giving advice to Americans about their trip to Mexico and some of them are:

- In Mexico, the people tend to stand closer during a conversation than Americans do. Backing away may be considered unfriendly.

- As you form friendships in Mexico, the greeting will change quickly from a handshake to a hug. Men have more friendly physical contact than generally seen in the U.S.; these gestures should be accepted willingly (26W).

This speaks to the amicable behavior of Mexicans and some of the cultural differences that will help us to understand and define the user of our service later on.
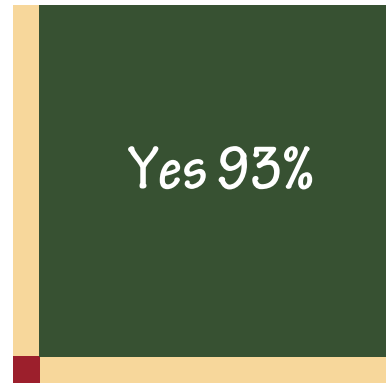
During my undergraduate studies I worked with a group of about 20 students for UDLAP as a "guide" for international students.

I performed this work for free with the only reward of making international friends. The work was very demanding and many people wanted to get into this job but not all were accepted, this is because Mexicans like to meet foreigners and are willing to work without pay for the opportunity to make international friends and have fun.

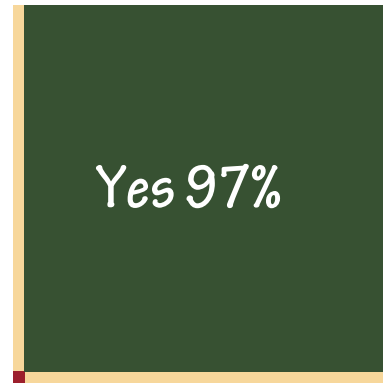when I ask to some Mexicans about answer a survey, this was what they responded:

Mexican
Opinions

Do you want to meet tourists?

Yes 93%

Yes 93% No 7%

Do you want to learn
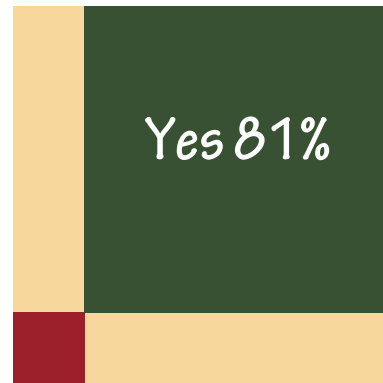about other cultures?

Yes 97%

Yes 97% No 3%

Do you want to teach tourists
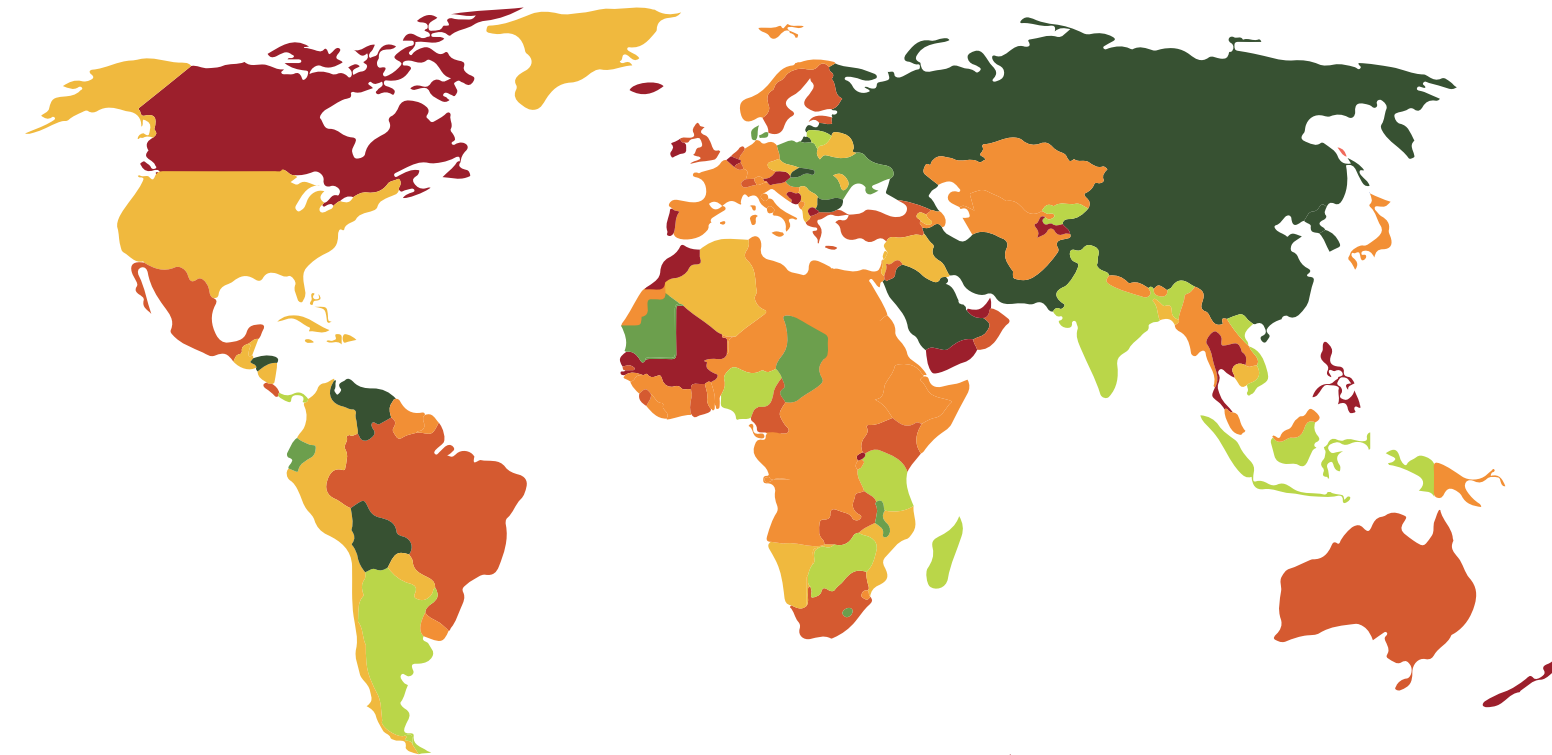about your culture?

Yes 95%

Yes 95% No 5%
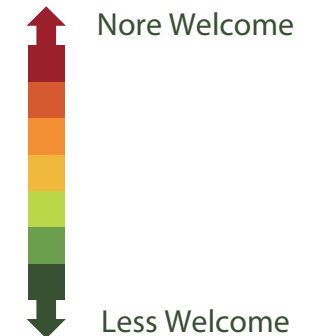
Do you invite a foreigner,
that meet online at your party?

Yes 81%

Yes 81% No 19%

Attitude of population
Toward foreign visitors

Nore Welcome

Less Welcome

100%
Of respondents
said...

Have friends from other countries.

G7. Mexican opinions, survey conducted by me. 2013

F19. Attitude of population toward foreign visitors. 2013
http://www.washingtonpost.com/blogs/worldviews/wp/2013/08/12/40-maps-that-explain-the-world

SCANNER

Chapter No. 4.4

Secretary of Tourism has advertising campaigns around the world with a very strong brand but as we saw tourism campaigns requires the creation of a new strategy to boost tourism and the image of Mexico and Mexicans, so it is necessary to analyze market brand "Mexico" in order to find their strengths, weaknesses and the area where to work to solve the problem.

Mexican Tourism

MAIN ENTRANCE
Foreing currency, Generate jobs, Boost the economy...

SECONDARY ENTRANCE
To encourage private sector growth.
80% are snall and medium enterprises.

Marketing and Distribution

- 109 Fairs
- 2,729 Exhibitors
- Magellan, Award
- Maya World 2012
- Ocean Star Cruises
- Increase connectivity
- 2011 Mexico in France
- International congresses
- Expand to other markets
- 2011 Year of tourism in Mexico
- Fitur, Award of Don Vasco Route
- Mexican cuisine as world heritage
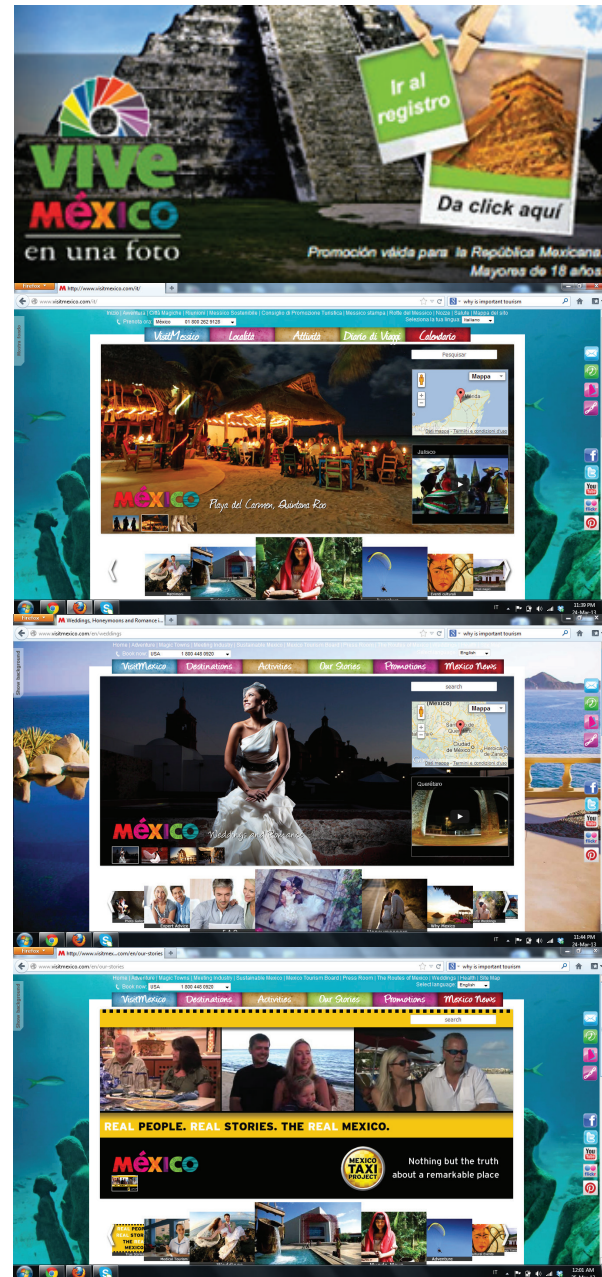- World Summit on adventure tourism

Innovative Aspects

- Web page
- Weddings
- Live Mexico in one picture
- Mexico Taxi Project
- Travel Agency

Advertisings

F20. Mexico logo, secretaria de turismo. 2013 http://www.visitmexico.com

F21. Mexico, marketing and distribution. 2013 http://www.visitmexico.com

Innovative Aspects

Popular Opinion

Product and Service Offers

F22. Innovative aspects. 2013 www.visitmexico.com
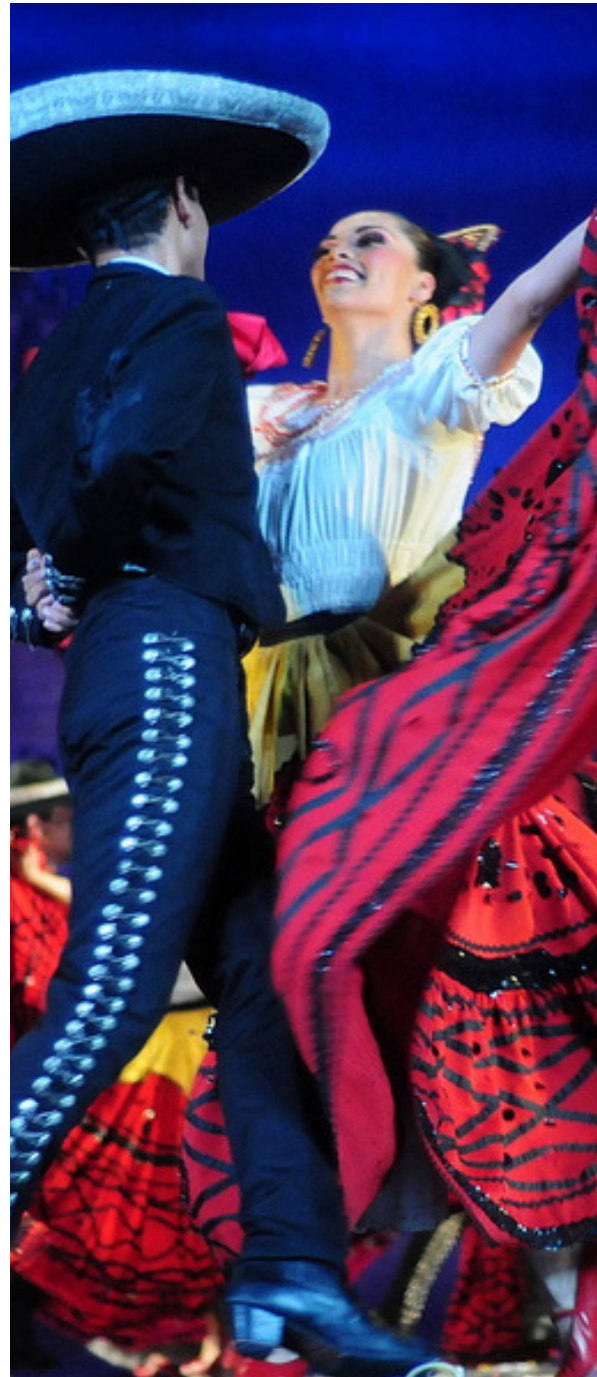F23. Popular opinion, Collage of images found online. 2013

F24. Mexican food. 2013
www.esmas.com/mujer/fotos/cocina-15-platillos-tipicos
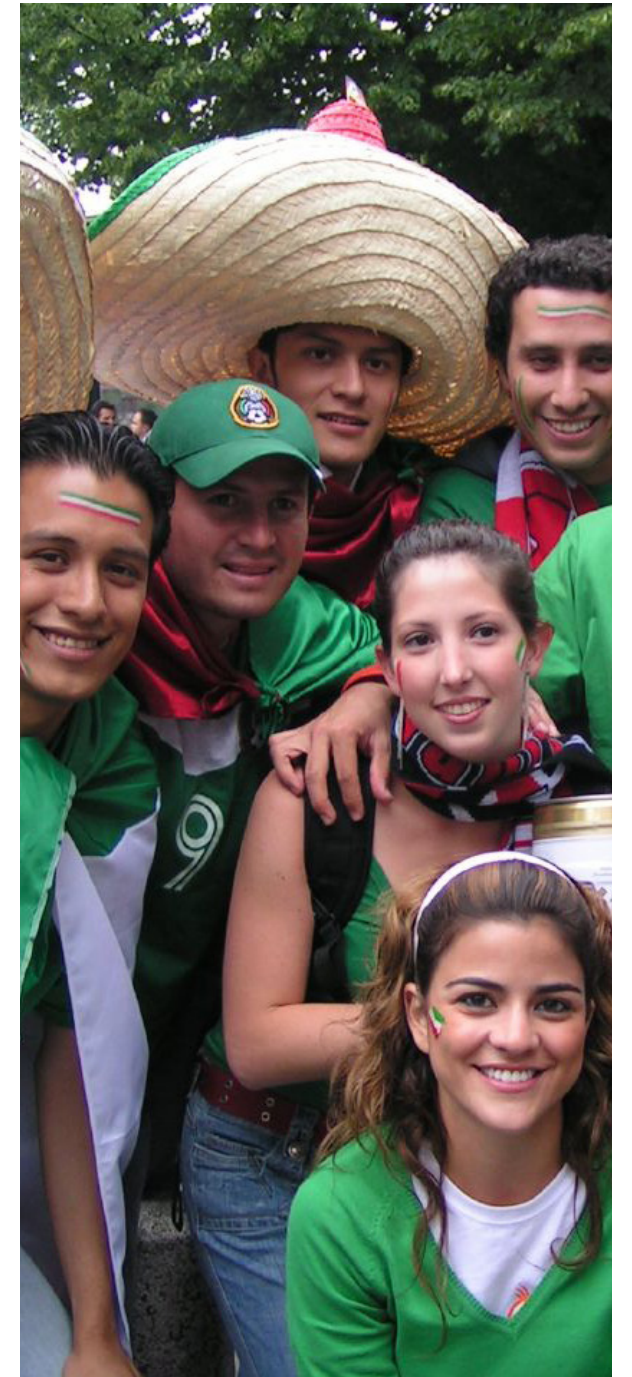F25. Maracas. 2013
www.wepik.com/mitrabajo.aspx?p_CveConcurso=30&p

F26. Piñatas. 2013
www.wordsandpalabras.wordpress.com
F27. Ballet Folklórico. 2013
www.descubreixtapazihuatanejo.com/179/posada-navideña

F28. Mariachi. 2013
www.siempre889.com/noticias/guadalajara-tendra-encuentro
-nacional-del-mariachi
F29. Ballet Folklórico. 2013
www.flickr.com/photos/ceronne/170802547/sizes/o/in/
photostream

Touchpoint

PRODUCT TPOLOGY

- ☐ Product
- ☐ Service
- ☐ Comunication
- ☐ Architecture

PRODUCT FIELD

- ☐ Fashion
- ☐ Finance
- ☐ Utilities
- ☐ Tourism

SYMBOLOGY

- None
- First time
- Random
- Yearly planning
- Brandcore strategy

	ADVERTIZING
	Magazine
	Cataloge
	Lookbook
	Above the line
	Below the line
	EVENTS
	Fairs
	Exhibitions
	Competitions
	Spomsorshop
	COMMUNITY
	Website
	Social network personal
	Social network pagrs

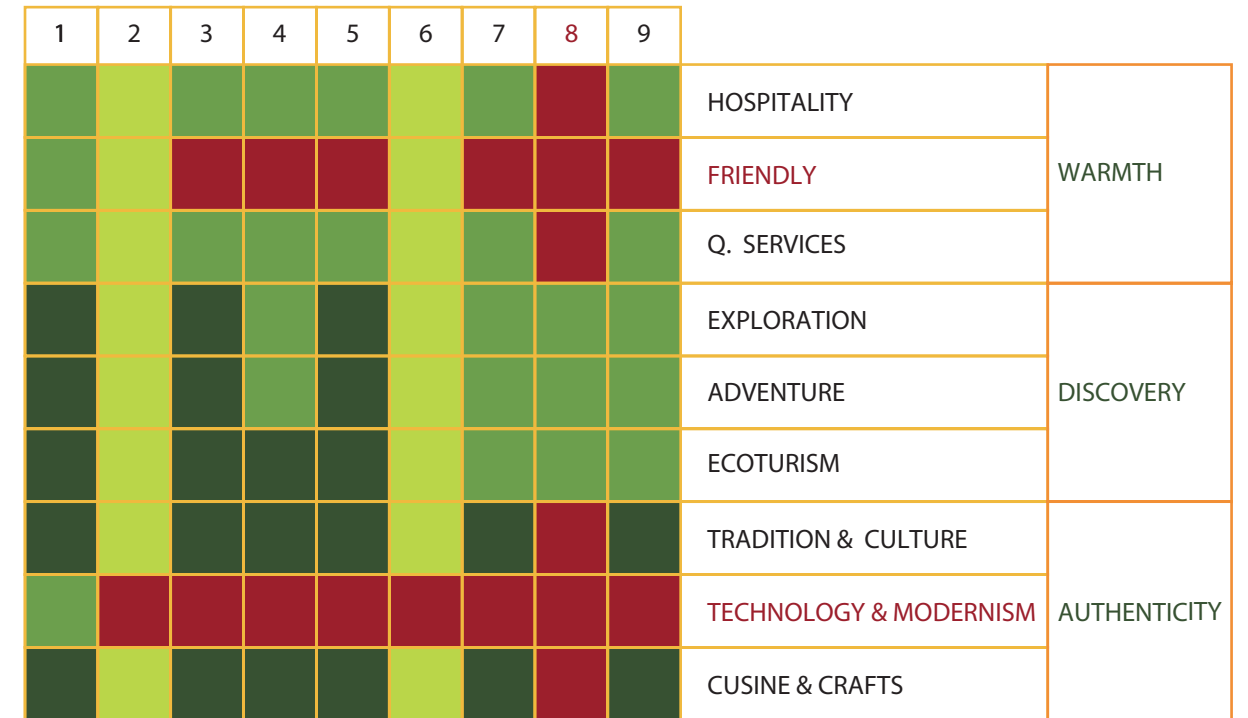|	DISTRIBUTION CHANNEL
	Visual Merchandizing
	Exhibition stand
	Corner
	Flag ship store
	Showroom
	Concept store
	CORPORATE BUILDINGS
	Info points
	Offices
	BRAND EXTENTION
	Hotel
	Restaurant
	Resort
	SPA

	MERCHANDIZING
	Gifts
	Sponsorship
	PACKAGING
	Secondary pack
	Main pack
	SERVICES BEFORE
	Web virtual
	Desk, physical points
	SERVICES DURING
	Web virtual
	Desk, physical points
	SERVICES AFTER
	Web virtual
	Desk, physical points

F30. Touchpoint, scanner. Own figure. 2013

Position Map

Mexico vz Japan

Personal contact

MÉXICO
THE PLACE YOU THOUGHT YOU KNEW
DISCOVER MORE AT www.visitmexico.com

Handicraft / Past

Technology / Future

Technology / Future

Mexico vz Denmark

Dangerous

MÉXICO
THE PLACE YOU THOUGHT YOU KNEW
DISCOVER MORE AT www.visitmexico.com

Warmth / Cozy / Friendly

Cold / Distant / Reserved

Denmark

Safe

Value Map
Analysis

1	2	3	4	5	6	7	8	9		
									HOSPITALITY	
									FRIENDLY	WARMTH
									Q. SERVICES	
									EXPLORATION	
									ADVENTURE	DISCOVERY
									ECOTURISM	
									TRADITION & CULTURE	
									TECHNOLOGY & MODERNISM	AUTHENTICITY
									CUSINE & CRAFTS	

1. SERVICES
2. PACKAGING
3. MERCHANDIZING
4. BRAND EXTENTION
5. ADVERTIZING
6. CORPORATE
7. EVENTS
8. COMMUNITY
9. DISTRIBUTION

SYMBOLOGY

- Good
- Not applicable
- Normal
- Bad

F31. Position Map. Own figure. 2013

F32. Value map, analysis. Own figure. 2013

Value map

Warmth	Hospitality
	Friendly
	Quality services
Discovery	Exploration
	Adventure
	Ecotourism
Authenticity	Tradition and culture
	Technology and modernism
	Cuisine and crafts

Opportunity Map
Secretary of Tourism, Mexico

Protect	Friendly
	Warm
	Energetic
Strengthen	Authentic
	Unique
	Efficient
Build	Modern
	Diverse

Opportunity Map
Results

Protect	Friendly
	Warm
	Hospitality
Strengthen	Technology
	Modernism
	Services
Build	Comunity
	Events
	Trust

F33. Value Map. Own figure. 2013

F34. Opportunity map. Own figure. 2013

F35. Opportunity map, results. Own figure. 2013

> **"As you form friendship in Mexico, the greeting will change quickly from a handsshake to a hug"**

Men have more friendly physical contact than generally seen in the U.S.; these gestures should be accepted willingly (26W)

F36. Mexican party. Own figure. 2006

THE SOLUTION

Logo
Mexican Party

FIESTA EXPERIENCE

F37. Mexican Party, logo. Own figure. 2013

THE SERVICE
Chapter No. 5.1

Name: Mexican Party
Slogan: Fiesta experience
Metaphore: Mexico Lovers Community

Mexican Party is a Community for all Mexico lovers. People that are proud to be Mexicans and want to promote Mexican culture and traditions in order to boost tourism, and people that love Mexican culture and want to travel to Mexico, live there, or just come back because they miss Mexico and the Mexicans.

Mexican Party is a social-network where you can register totally for free and create your profile and search for Mexicans or foreigners who share the same love for Mexico. It exists so tourist or people can get in contact, make new friends, ask about travel tips, and most importantly attend parties inside and outside of Mexico, and find place to stay during their travels.

Vision:

Create unforgettable memories and strong friendships for participants who see the value of giving personal significance to Mexico. With the hope to placing Mexico in the top of the list of most visited countries in the world; also by facilitating connections global harmony would be promoted.

Mission:

Boost Mexican tourism and create a good image of Mexico and the Mexicans by making a match between Mexicans and foreigners that love Mexico. Creating a community that allows foreigners to actively participate in Mexican parties, and safe and unforgiving place to stay. With the goal of creating strong friendships. The aim is to provide a service for foreigners that will help them feel more identified and moved by Mexico.

Wow works:
Chapter No. 5.1.1

This service works like a matchmaker between Mexicans and foreigners. They must register on the website to have a profile where you can add information, pictures, video, etc., so other users can find you and have contact with you.

You will be able to add a party and or available place, so users can find your and ask to attend or you can find people and send the invitation to them. After a period of awareness among users the host can accept or reject the people interested in attending the party or place, and send the information to the people that are invited. This decision is made by the evaluation of the profile, blog, and emails that are provided on the web page; also social networks like Facebook or Skype can facilitate communication and trust between users.

After the experience the host can return to the web page and rank the gest and put the feedback on the personal blog of the guest so other persons are able to see if the guest is a good member to invite to other parties. Also the guest can do the same about the host in order to have feedback for both parts.

Mexican Party offers the platform to have users and party profiles and provide blog, ranking feedback, chat room and useful in-

formation about security but is the responsibility of users to make sure that people they are in contact with are reliable. The agreement about cost of participation will be the responsibility of the users.

THE IMAGE
Chapter No. 5.2

The colors:

The company has a young and contemporary image the charter is festive and has bright colors. The use the colors of the Mexican flag would be a very obvious resource and unattractive that's why are using other colors, which retain the Mexican spirit, with shades of green, orange and red.

The slogan:

"Fiesta experience" Fiesta means "party" in Spanish is already recognized internationally but mostly it is related to the Mexicans and their culture.   The word "experience", is what tourists want and as we saw in the previous chapters is essential part of tourism services and the trips.

The metaphor:

"Mexico Lovers Community" referring to people who love Mexico, both Mexicans and foreigners, however it can also be mistakenly interpreted as "Mexican lovers" and that reminds us of the "Latin lover" which includes Mexicans. The latter interpretation can be used for our advantage since it also represents all the passion and the feelings that involve participating in this community where there will be thousands of stories, fun, vacations, characters, love, heartbreak, etc.

Colors

Typography

AR Darling
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

Tekton Pro
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

Myriad Pro
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

#9e1e25

#d35223

#ef8e2a

#f0ba30

#c4d334

#709f41

#405633

F38. The image, colors and typography. Own figure. 2013

COMPANIES
Chapter No. 5.3

As the main objective is to boost Mexican tourism and the project is not a profit company therefore it is not useful to have a travel agency. Later on extra service could be added in order to have an advantage over other companies. Working with travel agencies or other companies could help make profits but we'll talk about profit later on.

Since the goal of this service is to allow tourists to attend parties it is important to analyze companies that already provide similar services in order to gain insight for our start-up. There are websites, companies, travel agencies, tourist guides, open markets, exhibitions and fairs that a tourist can visit for learning about different cultures. But there is nothing that relates the touristic experience to intimate events such as local parties.

The intention is to have a social network and create a community where tourists can find local friends and useful information and recommendations for their trips. That's why is a little bit about travel agency knowledge will be useful but the new twist will be that the site will also help create experiences and emotions for the tourists. For this reason the company is mostly focused on services that offer to share experiences and make new friends; some services that will be similar to the startup are:

Airbnb:

As Airbnd, Mexican Party wants to connects people to unique travel experiences, with the easiest way for people to monetize their extra space and showcase it to an audience of millions.

Couch Surfing:

This is a community in which one may register to find people who offer to host you on their "couch" without charging rent. The goal is to create a community that looks to attend parties for fun, possibly as an alternative to going out to a restaurant or a nightclub.
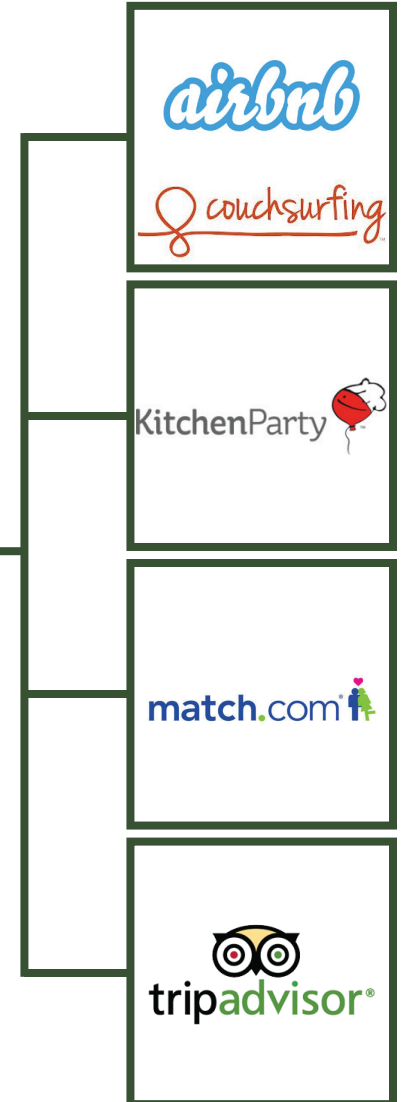
Match:

This is a website in which you can register to find a date. Using a similar system to this one, we can make a "match" between Mexicans who use the service and tourists and through the website they can find a profile and space to get started on emailing, chatting, sharing information, and using other social networking such as Facebook, Skype, etc.

Kitchen Party:

This is all about creating a festive environment by interacting with new people over a meal. In Mexican party you can search for a party as kitchen Party web page, by place and date.

Comparation

You can find...

	Place
	Party
	Friends
	Travel tips

MEXICAN PARTY

airbnb
couchsurfing
KitchenParty
match.com
tripadvisor

F39. Companies. Own figure. 2013

USERS
Chapter No. 5.4

Mexican Party is for a lot of people; the only requirement is that they must love Mexico.

Mexicans living in Mexico:

This users like other cultures, surely have traveled out of the country or intend to do so and is well educated and speaks different languages, at least English. Have an average age between 20-35 years and is a university Students or professionals who are proud of being Mexican and want to contribute to their country by promoting their traditions and culture in order to boost tourism. He or she wants foreigners to know the wonderful place that Mexico is and has the intention to help tourists take a good picture of Mexico and make them want to come back soon with other tourists. Also who wants to earn extra money renting their extra places.

Foreigner that plans to visit Mexico:

This user is planning a trip to Mexico for a short time or a long stay and wants to have amazing experiences and learn about the Mexican culture and traditions. He or she wants to party a lot and meet Mexicans and hang out with them. The foreigner would need to have an open mind and want to taste the real Mexico and not just the touristic face. Surely he or she is well educated and

speaks Spanish or wants to learn. Have an age between 20-35 years and be a university Student or professional.

Foreigner that is in Mexico:

This user is a foreigner that is already in Mexico. He or she is probably is there on vacation, is working, doing a study abroad program, or learning Spanish so any opportunity to practice Spanish is very welcome.

Mexican that lives in another country:

This user was born in Mexico but lives abroad because of work or because he or she are studying abroad. This person misses Mexico and would like to meet other Mexican citizens that live on the same city. He or she is also proud of being Mexican and wants to help Mexico by promoting its traditions and culture with foreigners even while outside of Mexico.
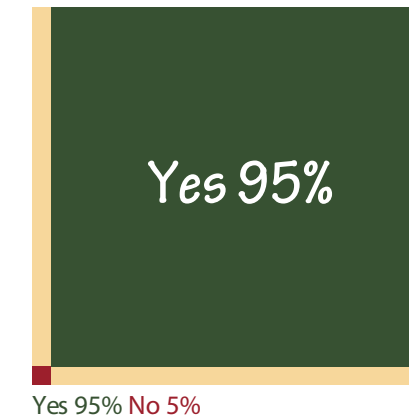
Foreigner that is not in Mexico:

This user is similar to foreigners that plan to visit Mexico, he or she might be curious and want to lean about the traditions, but he would first like to be introduced to them at home. He would use this service to find Mexicans living in his area who are throwing parties or restaurants to attend. Or they went to mexico and they miss it and want to continue meeting mexican friends and parties.
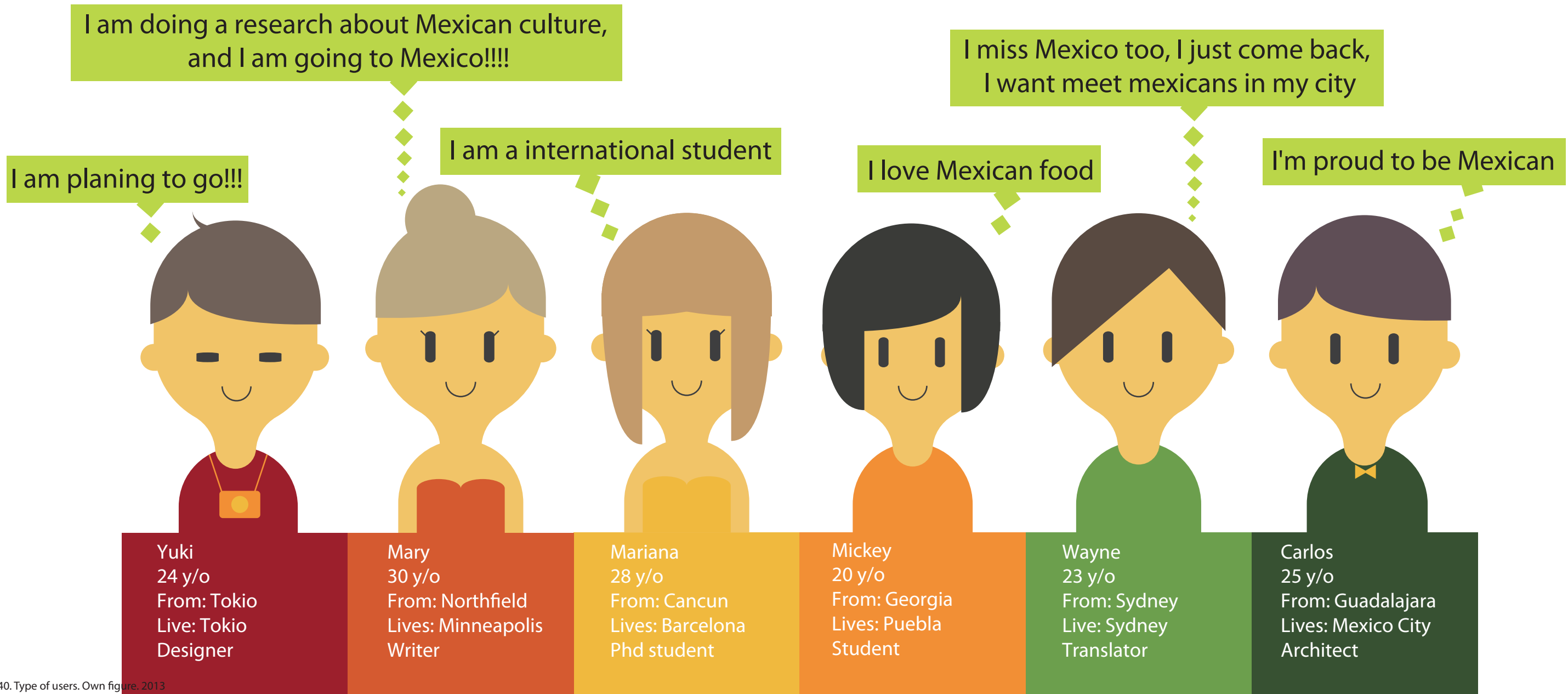
Would you like to attend a local party in a foreign country?

Yes 92%

Yes 92% No 8%

Would you like to attend to a Mexican party in your country?

Yes 95%

Yes 95% No 5%

G8. Local party. Survey conducted by me. 2013

Type of users

F40. Type of users. Own figure. 2013

BENEFITS

Chapter No. 5.5

The most important benefit of the service is to boost tourism and the positioning Mexico as one of the most visited countries in the world. At the same time change the bad image of Mexico and Mexicans due to the drug war.

Foreigners can learn about the traditions and culture, food, music, dance, lifestyle of Mexicans, and also have unforgettable experiences during their trip while making Mexicans friends. Mexican Party community will also offer them tourist advice. The Mexicans will have the responsibility to promote the traditions and cultures of Mexico as well as provide a good image of Mexico to the foreigners. The benefits of this social interaction will help them learn about other countries, practice other languages, make international friends and have the opportunity to receive help when they are traveling outside of Mexico, And for locals the opportunity to earn extra money with their extra empty spaces.

Friendship is something very worthwhile and in a globalized world is important to have an international social network for job and development opportunities, Mexican Party will have the commitment to foster unity and global harmony and contribute towards the end of racism.

Benefits
Mexico

BOOST MEXICAN TOURISM

F41. Boost Mexican tourism. Own figure. 2013

Benefits
Users

PARTIES
Chapter No. 5.6

Mexican Parties is about cultural exchange. Through the parties foreigners can learn about Mexican customs, traditions, food, music, dance, life style, etc., and Mexicans will also learn similar things from the foreigners. The parties will not have to be traditional Mexican events; contemporary parties will be enough to start social interactions.

All that is needed is Mexican contemporary or traditional music and tipical food. There will always be issues of interest to the tourist who attends any kind of party at a foreign place. Issues like lifestyle and ways of celebration can always be of interest.

Even if is not a "Traditional Mexican Party" I think it will be entertaining for the tourist attend to our celebrations. There are a lot of events that the tourist can attend as:

Birthday parties,
Piñata party,
Reyes magos,
Calendaria day,
Sweet sixteen,
Weddings,
Baptisms,
Mexican nights,
Independence Day,
5th of May,
Day of the deads,
Ofrendas,
Carnivals, fairs,
Posadas,
Events organized by establishments, etc…

What happens on your trip influence in your perception about the place that you are visiting

Yes 97%

Yes 97% No 3%

Inviting foreigners to Mexican parties, can help promoting tourism?

Yes 98%

Yes 98% No 2%

F42. Benefits. Own figure. 2013

G9. Parties. Survey conducted by me. 2013

What would be your primary motivation for attending a Mexican party?

- 33% Enjoy / fun
- 24% Mexican friends
- 22% Mexican food
- 14% Dance
- 7% Tequila

What do you think that you can learn in a Mexican party?

- 27% Make new friends
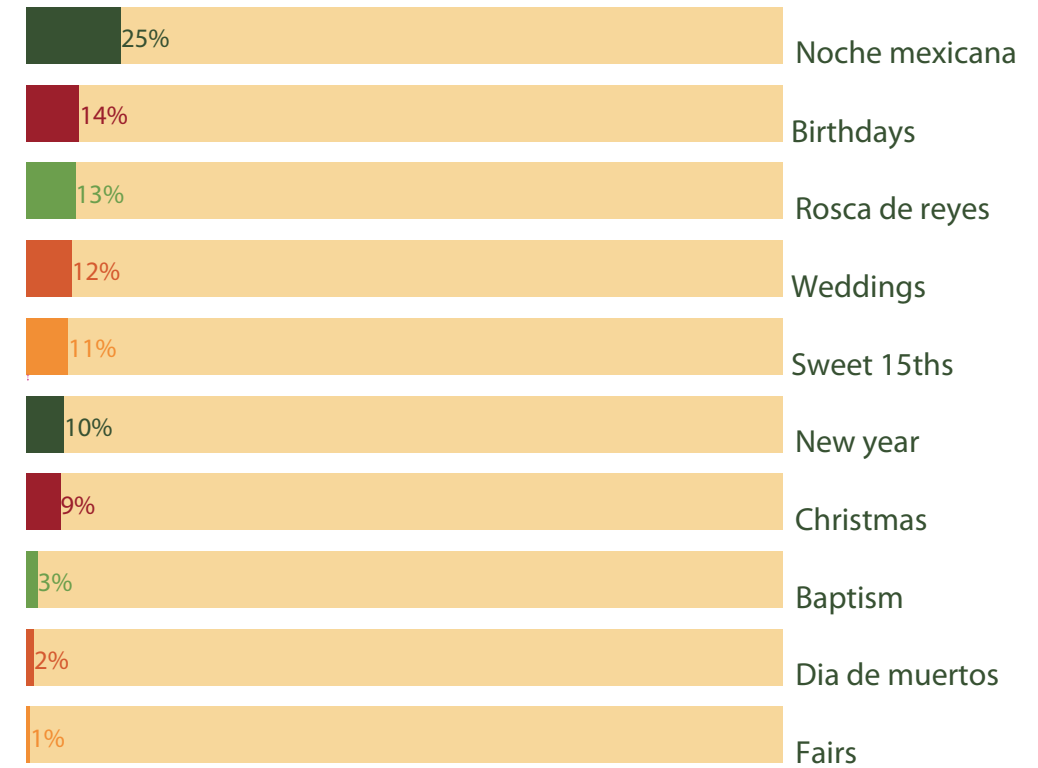- 23% Culture
- 18% Lifestyle
- 17% Cuisine
- 15% Dances

100%
Of respondents said...

They want to attend a local party in a foreign country

They want to attend a mexican party

To what type of party would you invite tourists to?

- 25% Noche mexicana
- 14% Birthdays
- 13% Rosca de reyes
- 12% Weddings
- 11% Sweet 15ths
- 10% New year
- 9% Christmas
- 3% Baptism
- 2% Dia de muertos
- 1% Fairs

G10. Parties. Survey conducted by me. 2013

G11. Parties. Survey conducted by me. 2013

F43. Day of the dead. 2013
www.behance.net/gallery/Dia-de-Muertos-en-Oaxaca-Day-of-the-Dead-in-Oaxaca/8474243

F44. Carnaval. 2013
www.visitmexico.com/en/festivals-and-festivities-in-hidalgo

F45. Mexican wedding. 2013
http://alejandrogarciablog.com/

F46. Dia de Reyes Magos. 2006 Own figure

STORYBOARD
Chapter No. 5.8

Giulia is an Italian girl planning a trip to Mexico. She wants to make her trip special, get to know Mexican culture and make Mexican friends while she is traveling.

She created a free account on Mexican Party to make Mexican friends and ask for advice about her trip.
That's how she met Pepe, a Mexican guy who is organizing a "Noche Mexicana" party and he also has an extra room where she can stay during her trip.

MEXICAN

Pepe, Mexican
25 y/o
Architect
Guadalajara

They talked a lot, in all the social networks, they exchanged pictures videos and they became very good friends online.

Ciao   Hola

Pepe decided to invite Giulia to his place and party, and she accepted the invitation.

F47. Storyboard. Own figure. 2013

Giulia finally arrives to Mexico.
They finally meet in person.

When Giulia returns to Italy, She feels sad because she misses a lot Mexico and Pepe.

But they still keep in touch online and Pepe is planning to travel to Italy to visit her, so they will meet soon again!

Ciao

Hola

Giulia can find Mexican friends and parties in her city, so she won't miss mexico that much.
She just meet Mariana a Mexican student that is planin a party in Pisa.

Ciao

Hola

Maria, Mexican
22 y/o
Student
Pisa

And the Fiesta experience continue...

SYSTEM MAP
Chapter No. 5.7

Registration

Registration

Profile, place and party

Search for a party

MATCH

MEXICAN

TOURIST

Online comunication

Bla, bla bla bla bla.....................

Meet and have fun!!!

F48. System map. Own figure. 2013

ONLINE
Chapter No. 5.9

Mexican Party works by a web page where users can register and create their profiles and start making new friends and attend parties. As I mentioned before in our day's mobile technology is very popular; so it is very important to have the web page in a mobile version. With a mobile version the users can visit the site anytime, everywhere, and communicate with other users during their trip and ask for tips and party spots.

The marketing aims are to put ads on Google, and online, as well as the Facebook page to spread the service. Also agreements with travel agencies, local establishments, event agencies, Universities, exchange programs, language schools and Secretary of Tourism must be made to create partnerships.

Plataform
Webpage, Facebook page and mobile device

www.mexicanparty.org

ADVERTISING
Chapter No. 5.10

On Facebook and Google
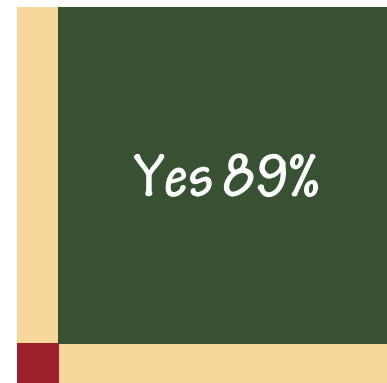
F50. Advertising. Own figure. 2013

MONEY

Chapter No. 5.11

In order to create the sense of community, it is important to consider the user as part of the service or friends and not customers. But is important that tourists cover their expenses at the parties or at least bring something to the party. The same mannerisms used at home are necessary. Most people when invited over bring something as guests so a minimal contribution to the host is necessary. Mexican Party cannot decide the cover of participation because it depends on each party and the host. As the survey tell us, some people don't want to ask for money (86%), that's why users need to make an agreement between themselves.

So, how will the Mexican Party survive? The idea is to work close with the Mexican Secretary of Tourism allowing the access to government money necessary for maintenance of the web page as host and domain. Also locals have the opportunity to make extra money renting the extra spaces to the tourist, that is where money is involved and Mexican Party can take some part of this transaction. The 3% for the succes booking for the local and the 6% for the traveler as Airbnb does.
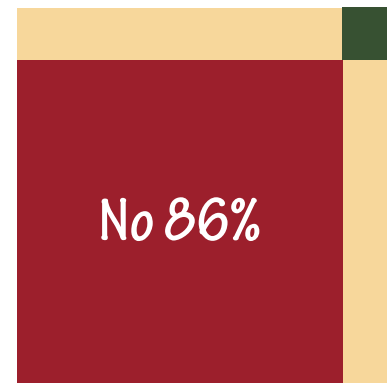
Party charge

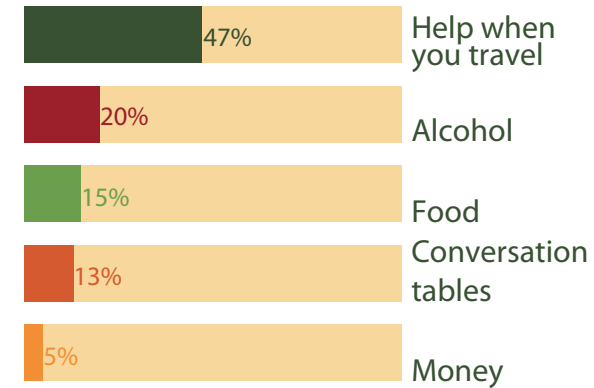Do you will be able to pay to attend a Mexican party?

Yes 89%

Yes 89% No 11%

Would you charge a fee to invite tourists to your party (for-profit)?

No 86%

Yes 86% No 14%

What type of fee would you charge the turists to go to your party?

47% Help when you travel

20% Alcohol

15% Food

13% Conversation tables

5% Money

G12. Mexican parties. Survey conducted by me. 2013

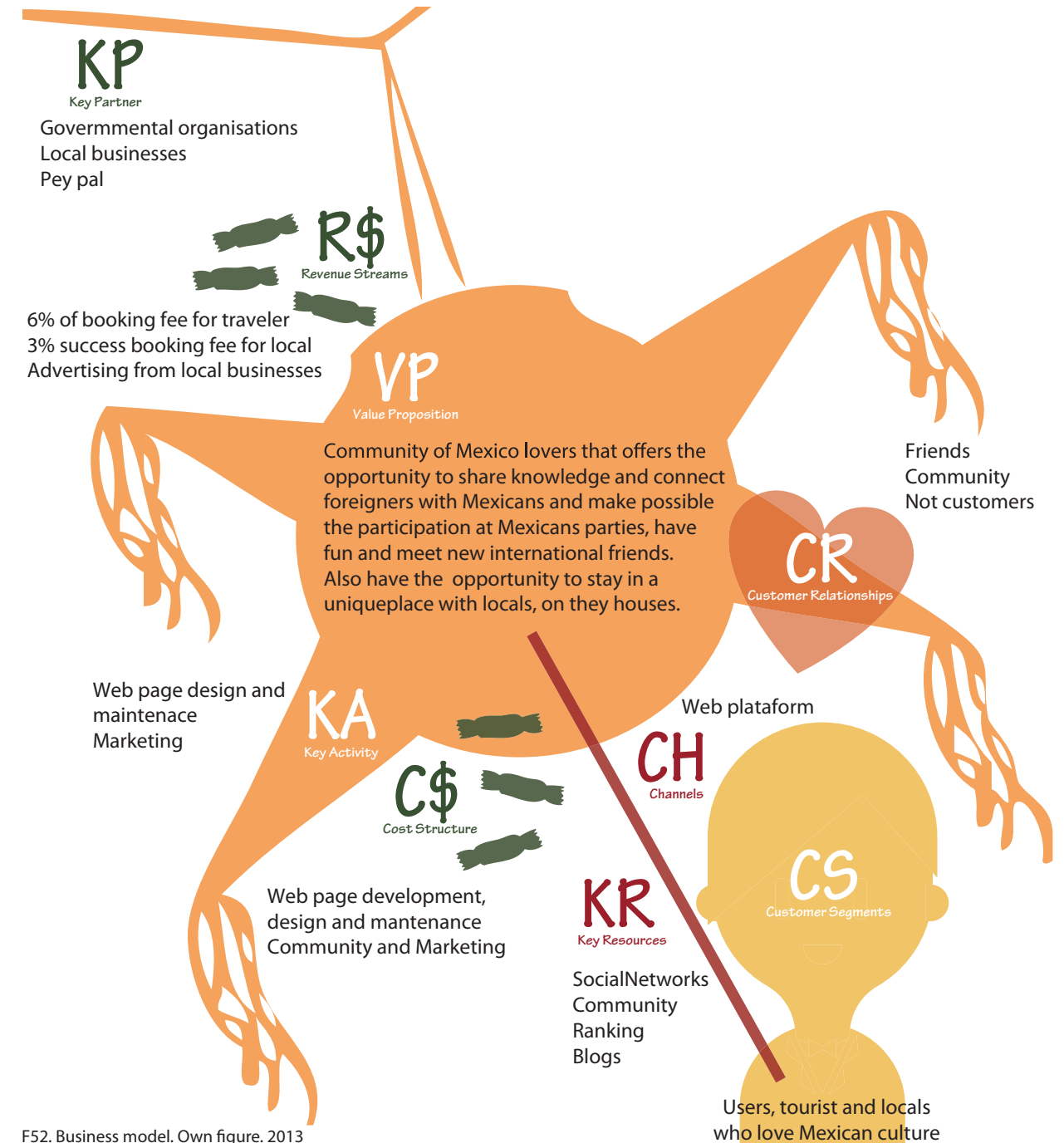G13. Party charge. Survey conducted by me. 2013

BUSINESS MODEL CANVAS

Chapter No. 5.12

KP
Key Partners

KA
Key Activity

VP
Value Proposition

CR
Customer Relationships

CS
Customer Segments

KP — Key Partners
Pay pal.
Local renters.
Traveler Networks.
Governmental Organisations as Secretary of Tourism.
Local businesses such as restaurants, bars, clubs, hotels, etc.

KA — Key Activity
Plataform development and maintenace. Comunity and events. management Marketing. Online payment.

VP — Value Proposition
To make a community of Mexico lovers that offers the opportunity to share knowledge and connect foreigners with Mexicans and make possible the participation at Mexicans parties, have fun and meet new international friends.
Also have the opportunity to stay in a unique place with locals, on they houses.

CR — Customer Relationships
Community of Mexico Lovers, all users are part of the service and all are friends and help each other, they are not customers.
Users can found 24/7 support, online comunity rankings and suggestions.

CS — Customer Segments
Mexico lovers that as Mexicans and foreign, youngs well educated, interested in traditions and culture, open minde wanting to make new friends and international relationships. Travelers, looking for place and parties with locals to improve their experiences, and locals who want to rent a extra place. Expats and students also.

KR — Key Resources
Web page (plataform).
User community.
Social Networks.
Profile and announced bases.

CH — Channels
Web page on computer and on mobile device, blog and ranking Social Media.

C$ — Cost Structure
Web page (plataform) development, design and mantenace as (hosting, domain, IT profesional and Web Designer, online payment).
Community and Marketing management, as advertising on Facebook, Google and online travel agencies.

R$ — Revenue Streams
6% of booking fee for traveler.
3% success booking fee for local.
Advertising only from the local businesses that are organizing events with profit purposes.
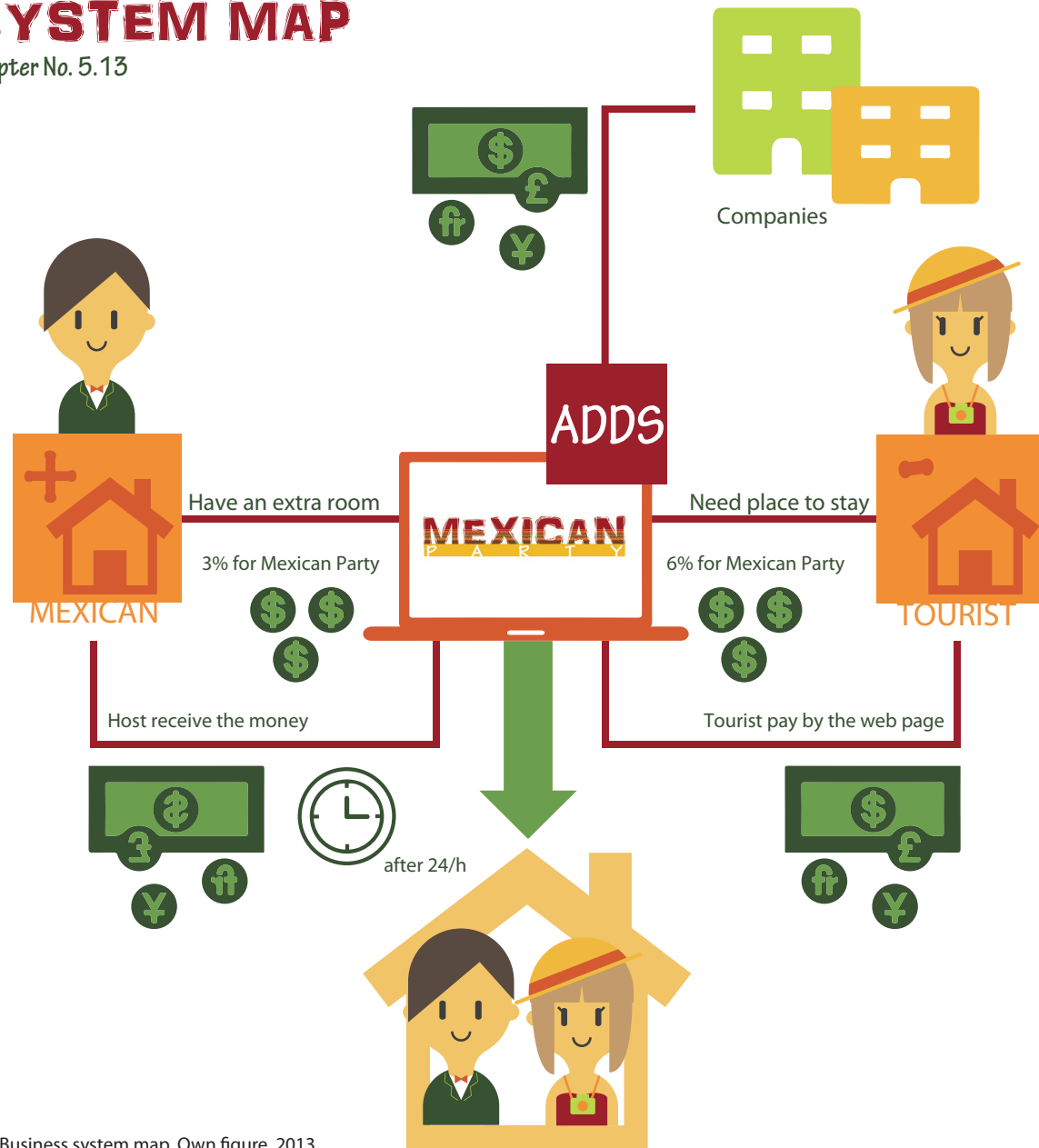Also by donations from organizations such as the Secretary of Tourism.

F51. Business model canvas. Own figure. 2013

KP
Key Partner
Govermmental organisations
Local businesses
Pey pal

R$
Revenue Streams
6% of booking fee for traveler
3% success booking fee for local
Advertising from local businesses

VP
Value Proposition
Community of Mexico lovers that offers the opportunity to share knowledge and connect foreigners with Mexicans and make possible the participation at Mexicans parties, have fun and meet new international friends.
Also have the opportunity to stay in a uniqueplace with locals, on they houses.

Friends
Community
Not customers

CR
Customer Relationships

KA
Key Activity
Web page design and maintenace
Marketing

Web plataform

CH
Channels

C$
Cost Structure
Web page development, design and mantenance
Community and Marketing

KR
Key Resources
SocialNetworks
Community
Ranking
Blogs

CS
Customer Segments
Users, tourist and locals who love Mexican culture

F52. Business model. Own figure. 2013

BUSINESS SYSTEM MAP

Chapter No. 5.13

ADDS

Companies

MEXICAN

Have an extra room

3% for Mexican Party

MEXICAN PARTY

Need place to stay

6% for Mexican Party

TOURIST

Host receive the money

Tourist pay by the web page

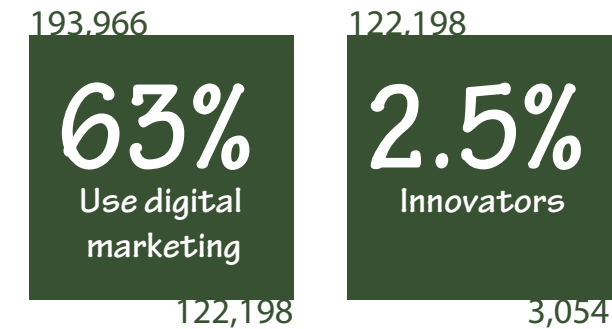after 24/h

F53. Business system map. Own figure. 2013
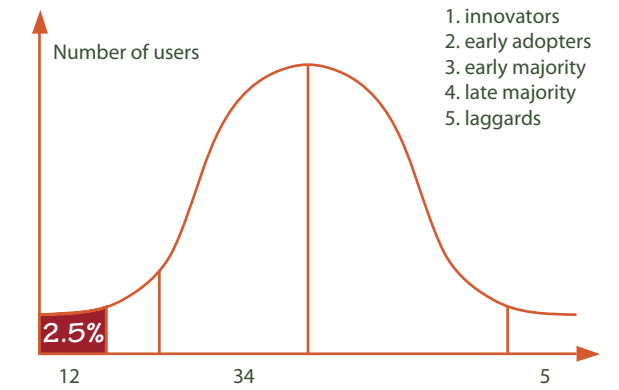
POTENTIAL MARKET

Chapter No. 5.14

Advertisements

Mexican companies

Agricultural **714**
Mining **226**
Electricity and water **237**
Building trade **21,144**
Manufacture **33,087**
Trade **532,778**
Transportation, comunication and services **193,966**

193,966

63%
Use digital marketing

122,198

63% of 193,966= **122,198**
2.5% of 122,198= **3,054**

3,054 x 1825€ (advertising) =

One year = **5,695€**
Two years = **11,390€**

122,198

2.5%
Innovators

3,054

5,695€

F54. Potential market. Own figure. 4W, 22W, 29W, 30W, 31W
Own figure. 2013
G14. Users. Own Graphic. 2013

Number of users

1. innovators
2. early adopters
3. early majority
4. late majority
5. laggards

2.5%

12   34   5

Hosting

In Airbnb, a night is booked

2008   2009   2010   20112   012

A day   5 min   1 min   10 seg   2 seg

1 per day x 46€ = **46€**
46€ /day x 365 year = **16,790€**

16,790€

46€
Average cost of the places in méxico city by airbnb

9%
Revenues

1,511€

1,511€ ——— 7,206€

One year = **7,206€**
Two years = **14,412€**

SPENDING
Chapter No. 5.15

REVENUES
Chapter No. 5.16

Variable and Fixed cost

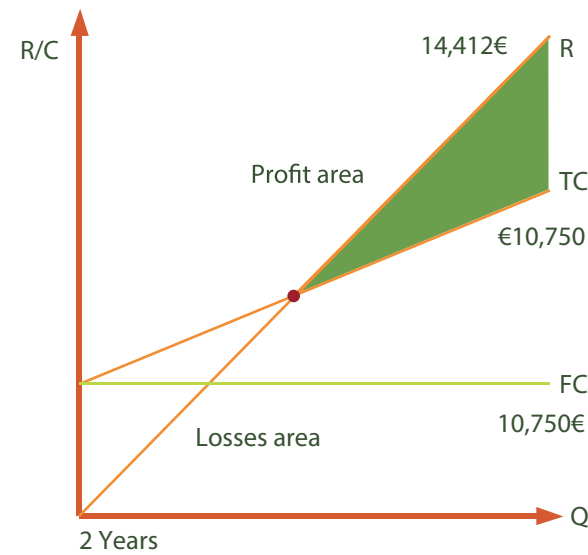|	VC	FC	Total / year
Activities			
Resources		Web page development, & mantenance	1,725€
Partnerships			
Customer Relationships			
Distribution and Diffusion		Advertising on Facebook Google	3,650€
			5,375€

One year = **5,375€**
Two years = **10,750€**

VC= variable cost
FC= fixed cost
ROI= return of investment
OM= operating margin
IC= invested capital
TC= total cost
R= revenues

	1st Year	2nd Year
Revenues	7,206€	14,412€
Total cost	5,375€	10,750€
Operating Marging	1,831€	3,662€

			ROI%
ROI 1st Year	OM IC	1,831€ 43,000€	0.04%
ROI 2nd Year	OM IC	3,662€ 43,000€	0.08%

R/C

14,412€   R

Profit area

TC

€10,750

FC

Losses area

10,750€

Q

2 Years

F55. Revenues. 2013
G15. Revenues. Own Graphic. 2013

F56. Voladores de Papantla, flyings. 2013
http://www.everystockphoto.com/photo.php?imageId=11245098

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