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## Urban-Rural and Regional economy

**Volume 3 Issue 5**

Management of strategies and technologies in profile training and entrepreneurship culture, development for regional VALDEZ-GUERRERO, Raquel. ROBLES-ARIAS, Isela Margarita2 and RIOS-CALDERON, Graciela Guadalupe

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## Management of strategies and technologies in profile training and entrepreneurship culture, development for regional

### Gestión de estrategias y tecnologías en la formación de perfil y cultura de emprendimiento, el desarrollo para regional

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#### Abstract

Baja California Sur has areas of opportunity promote alternative tourism given the orographic conditions and characteristics of the environment, there are differentiated and distinctive attractions in rural areas such as the South Micro Region of La Paz, however, these attractions have not been taken advantage of. as development strategies and for the benefit of residents, there is little influx of local, national or foreign tourism, this negatively impacts regional development, given that the tourism that is practiced today is organized and carried out by people who do not inhabit the place, they take tourists for a while and the benefit does not permeate the population. Business strategies such as the formation of the tourism cluster, encourages the active participation of residents as their own beneficiaries, the formation of profile and culture of entrepreneurship is important and enables the participation of local businessmen. Thus, we see that the objective is to design a proposal for the formation of entrepreneurship profile and culture in the settlers, including aspects related to relevant information on the profile and culture of entrepreneurship, as well as information related to organizational culture, methodological aspects: collection instruments, processing and analysis of information, closes with proposal, conclusions and recommendations.

**Cluster of alternative tourism, Technologies for regional development, Profile and culture of entrepreneurship**

#### Resumen

Baja California Sur tiene áreas de oportunidad para promover turismo alternativo dadas las condiciones orográficas y características del entorno, existen atractivos diferenciados y distintivos en zonas rurales como es el caso de la Microrregión sureste de La Paz, sin embargo estos atractivos no se han aprovechado como estrategias de desarrollo y en beneficio para pobladores, existe poca afluencia del turismo local, nacional o extranjero, esto impacta negativamente al desarrollo regional, dado que el turismo que se práctica hoy en día es organizado y realizado por personas que no habitan el lugar, llevan a los turistas por un rato y el beneficio no permea a la población. Estrategias de negocios como la formación del clúster turístico, propicia la participación activa de pobladores como propios beneficiarios, la formación de perfil y cultura de emprendimiento es importante y posibilita la participación de empresarios locales. Así vemos que el objetivo es diseñar propuesta para la formación del perfil y cultura de emprendimiento en los pobladores se incluyen aspectos relacionados con información relevante de perfil y cultura de emprendimiento, así como, información relacionada con cultura organizacional, aspectos metodológicos: instrumentos de recolección, procesamiento y análisis de la información, cierra con propuesta, conclusiones y recomendaciones.

**Clúster de turismo alternativo, Tecnologías para el Desarrollo regional, Perfil y cultura de emprendimiento**

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## Introduction

The birth of the tourist poles in Mexico, dates from the 60's, throughout this time and until today, these infrastructures have grown in Mexico and in the world as economic environments change. An important influence that has determined and diversified this market is the component and behaviour of the supply and demand of services. The set of these potentials and the geographical nature and disposition of their resources and from them the figure of the cluster has been created to name and determine a set of organizations whose development and growth is determined by the similarity of the goods or services they provide to the market.

Baja California Sur, has two tourist poles of global dimension, and its specialty is the offer of tourist services, from this main activity, other complementary services are released where there are specialized companies to provide these services such as: sport fishing services, travel agencies, real estate (real status), guided tours, diving, snorkelling, yacht trips, etc., considering an empirical analysis, these companies work according to their local or chain regulations, where this research comes from, implies the creation of an administrative unit that coordinates the activities of a whole productive chain of tourist services offered in the region and that functions as a control unit of activities to unite companies, coordinate and manage before instances and the companies themselves. market needs and the detonation of their potentials in an orderly and systematized manner.

At present, some populations such as El Triunfo lack productive activities that allow maintaining a sustainable economic dynamic, the young population begins to leave the population of origin looking for better economic conditions in more urbanized regions, first for reasons of studies and then for positions labour. The previous mining activity in the town, El Triunfo left as a legacy an extensive treasure in historical monuments, such as original musical instruments, constructions with unique styles, three pantheons where the architecture and history of English, Chinese and Mexican are, represent the culture and urbanism imported from England and China respectively.

The possibility of promoting economic activity from this legacy is to create a business model under the Tourism Cluster scheme for this microregion; it is contemplated to integrate the potential of the region in the modality of alternative tourism that makes possible the development of this region.



**Figure 1** Site Map Google Earth font

A challenge is the design of strategies that, integrated into a plan, are the opportunity to trigger the development of this region, as it is: to provide information and training for entrepreneurs, thereby encouraging the motivation of the innovative spirit, formation of the business profile and culture entrepreneurship in order to encourage the participation of residents and therefore the reactivation of the town impacting the market and economic flow with the participation in the opening of new businesses and sources of self-employment.

The inhabitants of the region in group interviews have expressed interest in the creation of business units using the traditions and opportunities that exist in the context of the region but recognize that they lack methodological and technical knowledge to achieve success in their futures ventures.

In the first part, the project incorporates a diagnosis to determine tourist attractions that the area has, products and services that are feasible to offer, knowledge of the endemic flora and fauna of the place, a study. In the second phase, a self-assessment was applied in order to obtain information on the level of development of the profile and culture of entrepreneurship in inhabitants of the region. In the third phase the proposal of strategies in plan integrated in a set of actions is presented.

### The Cluster as a business strategy

Every company that competes in an industry must have a competitive strategy, (Porter, 2008), either explicitly or implicitly within the activities specified in each of its functional departments of the organization, knowledge the essential dimensions of the industry are a specific guide for formulating strategies in that environment. The main characteristics that govern all economic activities are structural changes and transformations in the organization and operation of capitalism with globalization, interdependence and uncertainty about changes, the new economy is determined by three fundamental drivers:

1. The transition from the industrial era to the new era of knowledge, intellectual capital.
2. The continuous, fast and simultaneous change.
3. The globalization of markets: production, finance, agreements and commercial management and regional integration, information and knowledge flows.

The new technological support has led companies to define the new name of the game, which is the global hyper competence in local markets, where intellectual capital is the strategic factor of the sustainable competitive advantage of companies with attributes that today It is called as an IFA organization (Intelligent in organization, flexible in production, agile in marketing) equipped with capacity and speed of response.

(Villareal, 2015) The drivers of the new economy are supported by the technological revolution in information, telecommunications and computer-aided manufacturing, the accelerated march of the third technological revolution (with major transformations in computer science, microelectronics, new materials, biotechnology, nanotechnology and telecommunications), promotes and enables globalization processes of industries. Faced with these challenges, the micro-company has to venture into new strategies that allow it to be competitive in these new forums, there is no other option but to compete with the local and international market with the necessary and sufficient resources to enter the new global hyper competence game.

According to the Systemic Competitiveness Model (Villareal, 2015), there is a dynamic interaction between several systems that affects the competitive performance of companies:

- a. The system defined by the degree of economic openness and exposure to globalization.
- b. The macroeconomic system that defines the growth rate and the financing and investment conditions; the sectoral-industrial system that defines the density and solidity of the productive fabric of a country, state or region.
- c. The institutional system, defined by the rules under which markets operate and the economy as a whole operates, as does the State.
- d. The micro - business system, which is the core of competitiveness.

The operation of any of these systems affects others directly. Hence, a correct understanding of competitiveness or competitive growth is impossible without realizing that there is dynamic interaction between these systems. Villareal (2015) Defines six levels within the system and being part of these levels defines in them, ten capitals, sustained by their respective pillars of systemic competitiveness.

1. Microeconomic: Business model integrated by level of organization, production and marketing, local competition.
2. Meso-economic: Agglomeration economies, productive articulation of business organizations, sector competitiveness.
3. Macroeconomic: Competitive dynamics determined by macroeconomic variables which determines cost-prices.
4. International: With growth opening, free trade agreements, international competitiveness.
5. Institutional: Government model and its rule of law, laws, regulations and transparency.
6. Political-Social: Social capital

At the mesoeconomic level is the competitiveness consisting of:

- a. Companies: articulating the micro, small and medium business with the large one.

- b. Sectors: forming industrial and productive conglomerates (cluster).
- c. Regions: forming regional development poles

This in turn implies: Organizational competitiveness, logistics competitiveness, intellectual capital and regional innovation system. The competitiveness sustained in the Organizational Capital, this is governed by the logic of the productive articulation between companies, between productive sectors and industries (cluster) and finally between regions and countries. This articulation, when efficient, generates agglomeration economies. The productive articulation is in turn in three sub-levels, in which they incorporate specific efforts of business organization and government promotion, which are: Business chains, productive or cluster conglomerates and regional poles.

Logistic capital refers to the development of physical, transport and technological infrastructure that facilitates the reduction of transaction costs between companies, and also incorporates the infrastructure for the development of human capital and for innovation and basic technological absorption such as: roads, industrial ports, waterways, airports, energy infrastructure and telecommunications that are also efficient and internationally competitive.

Intellectual capital implies innovation and builds a sustainable competitive advantage supported by the effective use of the latest technologies. The ability to maintain a competitive advantage in research and technological development is explained by the creation and development of an optimal institutional environment, which includes elements such as:

- High rates of investment in Research and Development.
- The ability to attract the best talent from anywhere in the world.
- The ability to constantly innovate along the value chain in production processes.
- The ability to form strategic alliances between public institutions and companies.

In the new cluster approach, the individual or the company is visualized, in the search for its own benefit, but also that of the group as a system, it optimizes the competitiveness of your company and generates agglomeration economies, which you achieve through:

- Strategic alliances with: competitors, customers and suppliers
- Joint between companies; business chambers
- Chain of trust between: sectors, companies, workers and government.

In the world of globalization of markets and openness to international competition, the basic competitive advantage lies in the ability to achieve improvements in cost, quality and comprehensive customer service. The benchmark in cost and quality is the global market, as the local market is no longer isolated or protected; maintaining this perspective is a basic condition for survival. In the hypercompetence race, this type of advantage is necessary only to enter the market and nothing guarantees permanence within it.

The sustainable competitive advantage is obtained by closing the competitiveness gap with respect to the leader in the race and expanding it with respect to the competitor behind. Improvement and continuous innovation is the only way to guarantee competitiveness over time. The only way to obtain this advantage is through the development and strengthening of sustainable competitive companies IFA type: Intelligent in organization, Flexible in production and Agile in marketing. (Villareal, 2015)

The regional perspective emerges as a better way to represent current economic realities. At the base of this approach is what is called cluster analysis or productive chains.

These concentrations of companies that obtain an economic advantage derived from their interactions can be related in two ways: between "equals" through cooperation and competition or playing the role of suppliers or customers in the value chain.

Organizational competitiveness, the mainstay of productive or cluster conglomerates, resides in the ability of companies to articulate themselves competitively in groups (business chains, productive conglomerates / clusters and regional poles), taking advantage of the agglomeration economies that are a good articulation productive within the framework of an adequate territorial planning.

The empirical evidence of the last years in the cluster study, derives that it is possible to isolate elements necessary for the success in the development of dynamic regional poles favorable to the sustainable competitiveness of the cluster:

1. Recognition of the potential of knowledge-based industries by regional and local leaders.
2. Identification and support of regional and active strengths.
3. Catalytic influence of local components.
4. Need for business management and survey of business practices.
5. Availability of various sources of investment capital resources.
6. Cohesion provided by formal and informal information chains.
7. Need for research institutes for education.
8. Ability to attract and retain the best long-term human capital.

To these competitiveness criteria, the emergence of the development of the Global Value Chain is added, within which the activity of numerous industries is organized, under increasingly stringent standards and where not to participate results in the exclusion of the career competitive.

Therefore, it is relevant to determine the profile and culture of entrepreneurship that characterizes those interested in participating, as well as the training and development of skills or competencies required for entrepreneurial training to real and potential entrepreneurs that integrate the conglomerate of business units for the formation of the cluster of alternative tourism in order to motivate the development of the Micro Region South of La Paz.

### The provision of alternative tourism services

Alternative tourism is a concept that groups tourist-recreational activities and that people carry out during their trips and stays, which, despite the different themes, converge that the focal attraction around which they revolve is nature.

This type of tourism emerges as a contrast to conventional tourism, because it seeks that the trips are carried out in localities with a great environmental capital, in spaces and unknown places, that stimulate the development and the personal improvement. On the other hand, practitioners of this type of tourism are willing to pay large sums of money to meet unique attractions of a natural or cultural nature.

Thus, Alternative Tourism is more than a fashion or a simple term to attract visitors, it is the name given to a well-defined market segment of great relevance in contemporary society. (2012, 2012) SECTUR defines Alternative Tourism, also called Nature Tourism, as "the trips that are intended to carry out recreational activities in direct contact with nature and the cultural expressions that surround it with an attitude and commitment to know, respect, enjoy and participate in the conservation of natural and cultural resources." Within alternative tourism there are different modalities, related to each other by using environmental capital as the axis of activities such as: Ecotourism or Ecological Tourism, Rural Tourism and Adventure Tourism.

### Inventory of Tourist Attractions

SECTUR defines it as "It is the ordered catalog of places, objects or events of tourist interest in a given area. Its preparation involves two steps: a) registration of information and, b) evaluation of tourist attractions".

Based on this, (Casal, 2002) suggests two types of inventory: the inventory of ordinances for the first point, which in turn is divided into two large groups: needs and resources; and the inventory of attractions for the second point, which is also divided into two groups: real and potential. Rural communities have much to offer to all those who are willing to face a different world from the one they know, leaving aside the exuberance of the city and entering a world where man depends directly on the natural environment that surrounds him.

What attracts the most attention to tourists are customs both in their folklore, such as dances, clothing and legends, and in the environment in which they operate to live. (Meza, 2018)

Another of the points offered by these communities is their gastronomy, since all their products are obtained directly from the natural environment, so that food has a unique process that gives them a characteristic flavor and impossible to match in an urban environment. All this together with the natural environment in which these communities are located results in a perfect place to relax and meet new things, different lifestyles and reunion with their roots.

## Method description

### Developing

Determination of opportunities for the provision of alternative tourism services The project was presented through a group interview with the authorities and inhabitants of the place and the commitments with the interested parties were established in order to begin the collection of the information and determine the tourist attractions that the area has, products and services that are feasible to offer in the region, as well as the knowledge of endemic flora and fauna of the place, for which identification cards were used, taking into consideration aspects such as:

Title
Photography
Sample Video
Interview audio
Bibliographies or queries
Notes / Observations:
Log Data
Who registered?
Registration date:

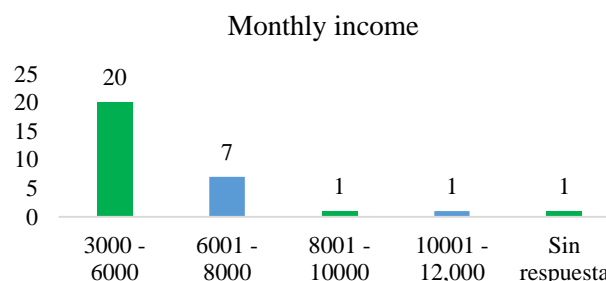
**Table 1** Identification card format  
*Own Source*

As a result of this information, the result is that there are areas of opportunity for the generation of business units for the integration of the alternative tourism cluster, with the participation of 30 entrepreneurs interested in participation in the areas of:

- Ecotourism: observation of nature, natural attractions of the area, observation of flora, fauna, of ecosystems, workshops to save the environment and environmental education.
- Adventure tourism: mountaineering, rappelling horseback riding and climbing
- Rural tourism: rural photography, gastronomy, natural medicine, agritourism, Eco archaeology, ethnotourism, arts workshop and mystical experiences.

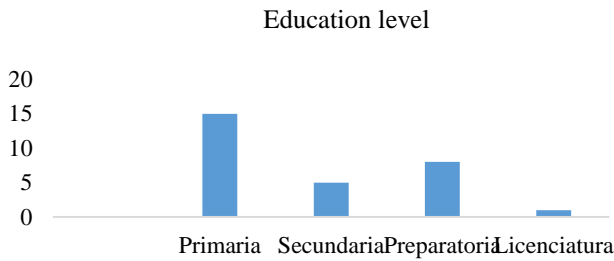
Taking into consideration that these opportunities are for the generation of business units for the integration of the alternative tourism cluster, the need to apply other instruments to determine the capacities and competencies of the inhabitants of the region is estimated and specifically taken into consideration The El Triunfo population, located in the La Paz Municipality of the State of Baja California Sur Mexico and is located in the GPS coordinates: Longitude (dec): -110.106111, Latitude (dec): 23.803889, the locality is at a medium height of 500 meters above sea level and the population is 276 people, of which 148 are male and 128 female who are divided by ages into 77 minors and 199 adults, of which 35 are over 60 years old.

In order to carry out the data collection, a previous meeting was held and in agreement with the delegation of the place and with the participation of the inhabitants interested in the participation in the cluster with provision of services of alternative tourism or sale of products, as well A socioeconomic study applied to a total of 31 people was carried out. The study included: economic income, educational level, housing, services, savings culture among others, from which it is obtained:

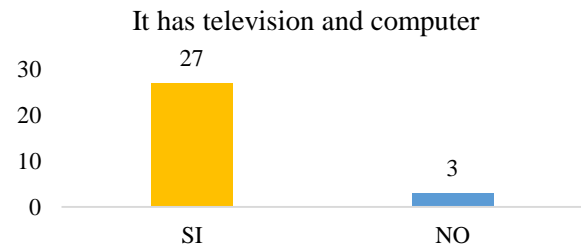


**Graphic 2** Economic income, inhabitants of the place  
*Own Source*

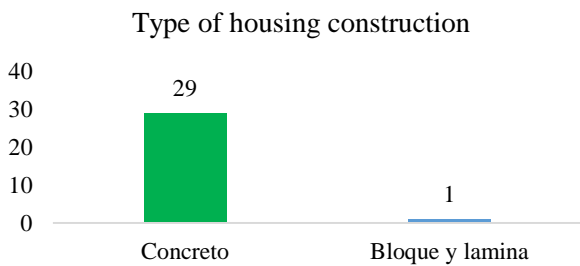




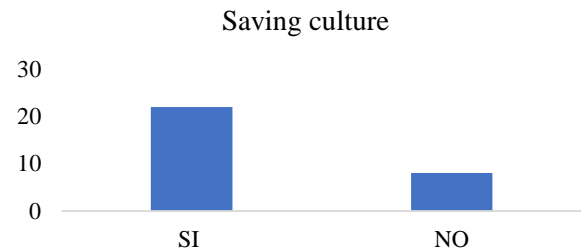
**Graphic 3** Educational level inhabitants of the place  
*Own Source*



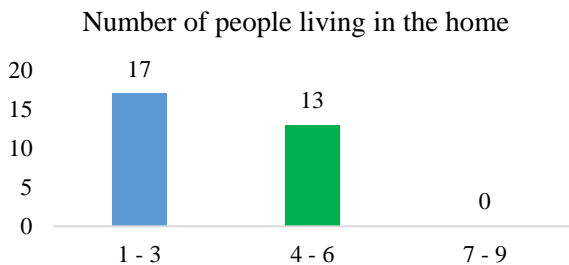
**Graphic 8** Communication systems in the homes of the locals  
*Own Source*



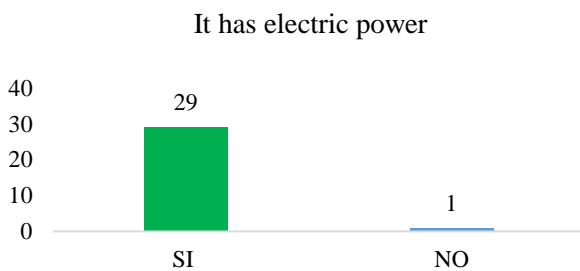
**Graphic 4** Type construction housing inhabitants of the place  
*Own Source*



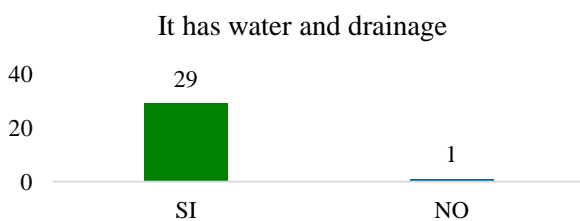
**Graphic 9** Culture of saving the inhabitants of the place  
*Own Source*



**Graphic 5** People inhabit homes the place  
*Own Source*



**Graphic 6** Services inhabitants of the place  
*Own Source*



**Graphic 7** Services inhabitants of the place  
*Source Own*

In the same way, an open questionnaire was applied to know if there is interest of the inhabitants of the region in participating in the provision of services of alterative tourism or sale of products in the community emphasizing the knowledge of tourists and their needs, the natural resources of the area, knowledge of economic activities and income where the information was obtained:

- They see potential benefits in the tourism sector
- Community with interest in focusing on tourism, but do not know how
- There are activities in the region that denote tourism increase
- There are currently more local and foreign visitors
- It has seen improvements in relation to the increase of tourism
- It is of interest to respect their traditions
- The visitors have not generated problems
- They consider that their main resources are the earth, water and nature
- They have noticed that lately there are changes with new businesses and improvements in the community
- They ignore the existence of programs of conservation of natural resources in the region.

The self-assessment was applied in order to obtain information on the level of development of the profile and culture of entrepreneurship for inhabitants of the region, this information allows: to know about strengths and weaknesses in relation to the situation of profile formation and entrepreneurship culture, and in addition to knowing the commitment of the performance of the capacities that will result in the improvement of the activities as an entrepreneur, in which the Likert valuation scale was used since it is easy to apply, it offers a graduation in the opinion of the people regarding the attitudes or willingness to react favourably or unfavourably to a stimulus, includes components: cognitive (beliefs), affective (feelings) and behavioural. It is a method in which people directly contribute data: in questionnaires and scales, they provide projective data a direct observation of behaviours is made, and it is simple to answer.

Criteria referred to by (Moya Muñoz, 2016) "Competencies for entrepreneurship" have been considered in its structure, such as those described below:

Criteria	Grouped attributes
1) Leadership	Ability to set goals, track, guide and motivate others in achieving goals, creating an environment based on mutual trust and personal / professional development
2) Uncertainty tolerance	Ability to adapt and work in different and varied changing situations
3) Resource management	Ability to organize and establish the necessary action plans to achieve objectives set with available resources: technical, economic and human.
4) Negotiation	Ability to resolve conflicts of interest by achieving satisfactory agreements for both parties, creating a collaborative environment with lasting commitments that strengthen the relationship.
5) Creativity	Ability to propose new and different solutions, resolution of real problems, analysis of requirements by customers or by activity.
6) Teamwork	Ability to foster an environment of collaboration, communication and trust between team members and with partners, encouraging them towards the achievement of common goals.
7) Risk management	Ability to function in risky and uncertain scenarios, make assertive decisions, with well-informed research attitudes, and a sense of responsibility.
8) Business vision	Ability to detect and generate opportunities, interpret variations in market trends and recognize the dangers and external forces that have an impact on the competitiveness and effectiveness of the business.
9) Need for independence	Ability to make own decisions, assume responsibility for results achieved, favorable or unfavorable without thinking of guilty or benefactors.
10) Troubleshooting	Ability to provide feasible solutions to current and predictable problems that respond to customer expectations.

11) Communication	Ability to transmit effectively: ideas, intentions, knowledge, information; ask questions, understand and actively listen to carry out a purpose
12) Learning capacity	Ability to evaluate frequently and in depth the own behavior located in the real context, unlearn and look from another perspective what was considered safe, make improvements in behavior from the analysis of previous experiences.
13) Results orientation	Predisposition to act with interest to achieve previously established objectives, with strategic goals and activities, seeking competitive performance.
14) Proactivity	Ability to act in advance, showing interest and concern for customer requirements (internal / external).

**Table 2** Self-evaluation criteria referred to the level of development of the profile and culture of entrepreneurship *Own source based on criteria proposed by (Moya Muñoz, 2016)*

### Analysis

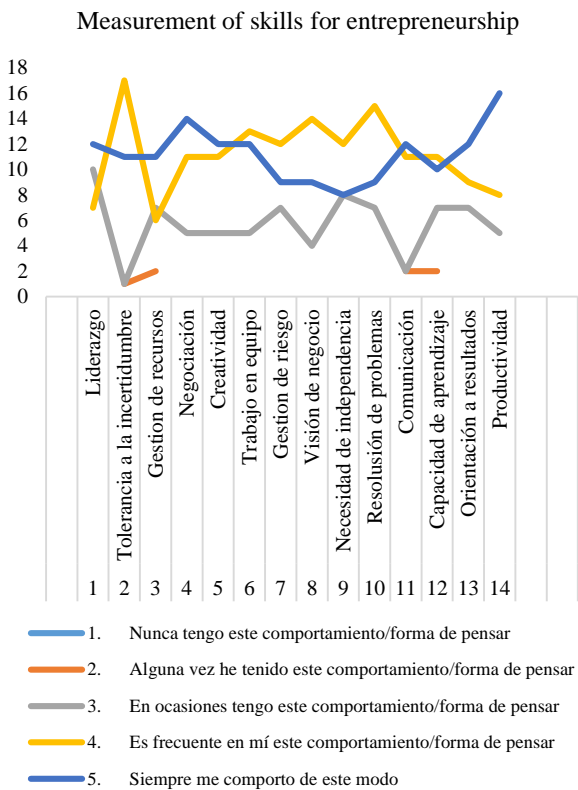
The analysis was carried out using a Likert assessment scale, processed in Excel for graphing and with the use of the SPSS application to determine frequencies, reliability, mean, variance and standard deviation (scale statistics), to subsequently determine opportunities through the SWOT matrix, and consider for strategy design.

Thus the information obtained was concentrated in a matrix, to later make the graphs in Excel

Criteria		1	2	3	4	5
1	Leadership	2		10	7	12
2	Uncertainty Tolerance	1	1	1	17	11
3	Resource management	4	2	7	6	11
4	Negotiation	3		5	11	14
5	Creativity	3		5	11	12
6	Teamwork	4		5	13	12
7	Risk management	3		7	12	9
8	Business vision	4		4	14	9
9	Need for independence	3		8	12	8
10	Problem resolution			7	15	9
11	Communication	4	2	2	11	12
12	Learning capacity	2	2	7	11	10
13	Orientation to results	3		7	9	12
14	Productivity	1	1	5	8	16

**Table 3** Matrix self-evaluation of the level of development of the profile and culture of entrepreneurship for inhabitants of the region *Own Source*

The information was plotted in Excel obtaining:



**Graphic 10** Measurement of skills for entrepreneurship  
*Own source, application of the self-assessment questionnaire*

With this information, weaknesses in the development of skills and competencies are detected in: resource management, teamwork and communication aspects, in a smaller proportion there are aspects such as: negotiation, creativity, independence and work for results. In counting, it can be observed that there are strengths in the interested persons through observation in the graph and the determined criteria that compose it where the formation of the profile and culture of entrepreneurship is evidenced. See Graphic 10

SPSS application, taking:

\$ Participants frequencies				
		Answers		Percentage of cases
		N	Percentage	
Concentrated a	1	1	0.2%	3.3%
	2	16	3.0%	53.3%
	3	100	18.8%	333.3%
	4	183	34.4%	610.0%
	5	232	43.6%	773.3%
Total		532	100.0%	1773.3%
a. Group				

**Table 4** Frequencies of participants

Case Processing Summary			
		N	%
Cases	Valid	30	54.5
	Excluded a	25	45.5
	Total	55	100.0

a. Deletion by list is based on all procedure variables.

**Table 5** Summary case processing percentage

Reliability statistics	
Cronbach's alpha	N of elements
.394	18

**Table 6** Cronbach's alpha coefficient ranges from 0 to 1. The closer it is to 1, the more consistent the items will be (and vice versa), it must be taken into account that, the longer the test, the greater the alpha ( $\alpha$ ).

Mean	Variance	Standard deviation	N of elements
100.57	3712.530	60.931	18

**Table 7** Scale statistics

Application of the SWOT Matrix (Steiner, 1998), to detect opportunities for improvement, and the generation of strategies.

**Strengths**

Potential development related to the nature and sustainable development Historical and artistic monuments (Piano Museum and concert hall) and mythical for the practice of a good description.

Tourism focused on the acquisition of experiences Inhabitants Open and hospitable character Regional products (crafts, gastronomy) Orography of the destination with possibilities for alternative tourism.

"Safe" and attractive destination Good geographical location in the center of very tourist destinations. Diversity of resources to make products and services Potential entrepreneurs willing to participate Private and public sector qualified and open to new promotional trends and the use of information technologies.

**Weaknesses**

Little management in the coordination of destinations.

- Regional products few known to tourists
- Lack of identifiable signalling of the area.
- Little connection between tourist agents
- Poor communication routes (roads, schools, telephones, bathrooms.)
- Unidentified degree of user satisfaction
- Little communication of the tourist offers
- Missing formalized tourist information modules.
- Low production of regional products.
- Little awareness of the concept of "Excellence"
- Low qualification of staff in tourist service
- Low qualification in technicality in English.
- Few economic resources of the department of Tourism and government.
- Low economic resources of the inhabitants of the region.
- Lack of tourist promotion.
- Lack of a local website of the place where the tourist has access to express their experience.
- Marketing strategies are missing

### Threats

Destination Brands better positioned

Routes with better access and view.

Destinations of very direct competition with higher budgets dedicated to their tourist strategies.

### Opportunities

Manage coordination between private and public agents.

Design and implement a training and development plan of skills and competences in: production process, attention and customer service, for the inhabitants of the place in order to enable the formation of the cluster.

Design the business units that integrate the cluster.

Design the administrative unit of the cluster in order to conglomerate the business units, as well as integrate the value chain that encompasses the entire organizational system.

Strengthen the profile and culture of entrepreneurship in those interested in integrating the cluster with the intervention in an information program, knowledge of concepts and benefits, determination of objectives and strategic actions.

Use of technology to implement tourism destination marketing strategies, as well as detect opportunities and innovation and development for the cluster.

Manage necessary permits for commissioning in dependencies that apply.

Manage certifications of quality standards as applicable for the development of products and services

Basic English language courses.

Manage the promotion of the region through the Ministry of Tourism.

Once the SWOT matrix is analyzed, 5 strategies that make up the Plan are located, determining:

1. Manage coordination between private and public agents
2. Training and skills development plan in: production process, customer service and service
3. Under the Coach scheme, Design the business units that integrate the cluster. IFA Type: Smart Organization, Flexible Production and Agile Marketing
4. Design the administrative unit of the cluster in order to conglomerate the business units, as well as integrate the value chain that encompasses the entire organizational system
5. Intervention program, knowledge of concepts and benefits. to strengthen the profile and culture of entrepreneurship.

### Results

Strategic Plan for the formation of the profile and culture of entrepreneurship.

Process / Strategy	Method	Indicators	Unit of Measure
Manage coordination between private and public agents.	Communication program -Thematic content -Bitácora and agreement management	Log tracking covering 100% of content in the estimated time	%
Training plan and development of skills and competences in: production process, attention and customer service	Plan design -Content, skills to develop. - Resource planning.	Number of participants, covering 100% of content in the estimated time for the course program	%
Under the Coach scheme, Design the business units that integrate the cluster. IFA Type: -Smart Organization -Flexible production -Agile marketing	-Market study -Project engineering -Organic design -Financial analysis -Description and analysis of impacts	Number of participants in the cluster, covering 100% of the design of the business unit in the estimated time conglomerating	%
Design the administrative unit of the cluster to conglomerate business units, as well as integrate the value chain that encompasses the entire organizational system	Value chain integration: -Innovation -Manufacture -Logistics and distribution -Marketing, use of technology in order to implement marketing strategies. -Public and private management -Identification and compliance with applicable quality standards and certifications. -Training and training. -Resource management.	Business administrative unit conglomerating 100% of the Business Units in the estimated time.	%
Intervention program, knowledge of concepts and benefits. to strengthen the profile and culture of entrepreneurship.	Determination of objectives goals, strategic actions and deadlines	Number of participants in the cluster, covering 100% of the program	%

**Table 8** Proposal to strengthen the profile and culture of entrepreneurship of the inhabitants of the southeast region of the municipality of La Paz

Own Source

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### Conclusions

The development of the regions requires the active participation of the inhabitants as their own beneficiaries, however it is very necessary to develop government programs that include aspects of profile formation and business culture to ensure their success, the use of resources from the context of the region and the implementation of good practices related to environmental care and sustainable development, are derived from implementing diagnoses of the current situation, in addition to the implementation of development plans that include very strong performance indicators.

### Recommendations

Allocate resources to trigger the development of the regions, improve communication processes and rapprochement with the communities of the region in order to enable the knowledge of the different options for government resources management by stakeholders, the development of skills and competences, the profile formation and entrepreneur culture are required to optimize and manage those resources, so important is the implementation of strategic plans for regional development.

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