CROSS-BORDER TOURISM NETWORKS,
CIUDAD JUÁREZ, CHIHUAHUA, MEXICO AND EL PASO,
TEXAS, UNITED STATES

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ABSTRACT
The bi-national region of Ciudad Juárez and El Paso has a large, unexplored tourist potential, yet regional administrators do not utilize continuous or integral planning processes to facilitate private and public decisions in matters of regional tourist development or in tourism investments that could improve local economies. Major promotion of regional tourism is by cultural and historic activities, and even though the entire region receives revenues from these resources, maximum tourism potential is hampered by a lack of concentrated, cooperative efforts. To better understand regional tourism dynamics, this study explores social networks currently focused on tourism, and potential strategic alliances that could greatly increase cross-border tourism through development of a unified image and improved service-delivery operations.

Keywords: Cross-border, endogenous development, alliances, networks and tourism.

1. INTRODUCTION

The Peace Treaty of 1983 created a buffer zone along the Mexico-United States border, that for both countries presents a geo-strategic region for tourism and for commercial exchange. In this area, the cities of Juárez, Chihuahua, Las Cruces, New Mexico and El Paso, Texas, form a bio-region united by cultural, historic and natural resources with common characteristics. These resources have the potential to generate benefits for communities on both sides of the border. As in the case of Mexico, cross-border tourists made up 42% of all Mexican tourism in 2005, and nearly 23% of total tourism revenues were generated by frontier tourism and cross-border excursions from the United States. Tourist activity for Ciudad Juarez may often be viewed as a secondary result from cross-border workers and from commercial exchange with El Paso. This cross-border tourism represents only 2.4% of all 2006 Texas tourism revenues, and thus might label the city as a less interesting tourist destination. Although both cities agreed to modify their collective image as a tourist destination, primarily by means of cultural activities, the cities have not achieved the goal because necessary strategic tourism alliances have not been enacted.

This fact itself can be attributed to the belief that Ciudad Juarez and El Paso as a bi-national region, do not have in place a process of integral tourist planning that could ease private and public decisions in matters of regional tourist development and investments. Cooperative development and investment could significantly increase levels of tourist expenditures and allow both communities to harvest the benefits provided by cross-border tourism.

For these cities, and for the entire region, successful tourism requires the support and participation of all tourism stockholders, and particularly for the local populations to favor strategic alliances between public and private tourist activities in the same way that Non Governmental Organizations (NGO) and institutions of higher education do, with the goals of improving communications and incorporating the most modern tools and technologies.

A comprehensive approach to planning and cooperation will have to demonstrate the 'characteristics of a cross-border network' in which transactions are achieved in a context of reciprocity and in relationships of interdependency. However, in a territory occupied by a frontier population united by cultural and historic ties with potentiality in the endogenous development, the conception of such activities must be undertaken with the thought that always, Delgadillo & Torres(2007,2)

"…this occupation depends on and relates to the same social and economic processes that if not considered in the most elementary agreement, a territorial chaos would occur that would end in significant destruction of the environment, even before exploring its potential."
2. APPROACH TO THE PROBLEM

Tourism at borderlands has been adversely affected by the application of USA security policy (Home Land Security) that overvalues the exchange rate, discourages cross-border tourism and binational development. Moreover, a lack of correspondence between the strategy of unilateral opening of trade, especially between Mexico and the United States, consequently tourism services and commerce has adversely impacted on both sides, Ciudad Juarez Chihuahua and El Paso, Texas. What is important to consider here is the degree to which economic ties are costly to break given their domestic economic consequences (e.g., the effects on growth, employment, inflation) furthermore when two border cities are involved (Papayoanou, 1997).

Numerous problems limit increasing efficiency and the capacity to compete, including lack or deterioration of host environment and market image, tourism services amenities and ancillary services. Compounding these problems is the experience and limited capacity of binational tourism actors-stakeholders and on their business organizations to carry out these tasks. Consequently is essential to search the nature of interdependence thus determines the degree to which status quo powers balance or pursue conciliatory policies (Papayoanou, 1997). For that reason, requires including the conception of complex interdependence. Keohane & Nye (1987) articulate the complex interdependence in terms of the goals, as well as the instruments, available to governments. Understanding changes in complex interdependence must necessarily involve understanding changes in priorities among state objectives, which could only be achieved through an analysis of relationships between patterns of domestic and international politics. Perhaps the ability of public administrators to exercise power in a particular domain will be challenged not just by geographic rivals, but also by epistemic competitors. Legal rationality will no longer be the only authority that justifies action (Huddleston, 2000).

Tourism has become one of the most dynamic socioeconomic sectors of the contemporary world and in the last decades of the 20th century has increased annually at an average rate from the 4 to the 5%. Tourism represents the largest movement and fastest growth of any single industry in the world, providing 194.6 million jobs globally, which translates into one of each thirteen jobs on the planet. Worldwide, tourism and related activities generated more than $6 trillion in sales during 2005. In 2006, according to the World Tourism Organization (WTO), tourism revenues represented 3.6% of the GDP and accounted for nearly 10.3% of all jobs are considered as relating to tourism.

For 2010, the WTO estimates a world-wide movement of 1006 million tourists, of which 190 million will visit the North American continent. The WTO predicts this growth of world tourism will reach a peak in the year 2020 with 1561 million tourists, with the North American continent receiving 282 million of those tourists. This 18.1% market participation rate represents an annual average growth of 3.8% of the world tourism in the period from 1995 to 2020. It is expected that tourism to North American will experience a decline of about 1.2% as more tourists visit the Asian continent.

In turn, the "economy caused by trips and the tourism in North America (Canada, United States and Mexico) represented in the year 2000, the 11.6% of the total GDP of the region, 12% of the jobs and 10% of the total investment of capital". WTO (2007) Most of this activity is known as "mass tourism", and generally pays scarce attention to the environmental or cultural impacts to the hosts.

From the adoption of the concept of sustainable development by the United Nations in 1987, the WTO has defined tourism to be sustainable development in that

"...it attends to the needs of the current tourists and of the regions receptors and at the same time protects and promotes the opportunities for the future. It is conceived like a way toward the integral management of all the resources so that can be satisfied the social, economic needs and esthetics, respecting at the same time the cultural integrity, the essential ecological processes, the biological diversity and the systems that maintain the life. " WTO (2007)

Under the 'sustainable' parameters of tourism are historic preservations, natural resources, and cultural activities, all of which must be included in the initial planning of tourism development so as to negotiate their rational and permanent use in the future, as well as to generate benefits for the current
company, while not causing environmental or socio-cultural problems in the regions of tourist activity. Sustainable tourism administration must provide for maintenance of the ecological quality and socio-cultural of the tourist regions, resulting in high levels of visitor satisfaction while simultaneously protecting the quality of life of the local population. The main purpose is to maintain the prestige of the destination and its positioning in national and international tourist markets.

From a tourism point of view, the United States represents the largest market in the world and shares its southern border with Mexico, extending 3,153 kilometers, across 47 bridges and frontier crossings, in such a way that between New Mexico and Texas on the U.S. side, and Chihuahua on the Mexico side, are created border zones offering vast natural, cultural and historic resources extremely viable for tourism development. Along the border, from West to East (Figure 1) lie the border crossings of: 1) Antelope Wells, New Mexico–Berrendo, Chihuahua; 2) Columbus, New Mexico–Palomas, Chihuahua; 3) Santa Teresa, New Mexico–San Gerónimo, Chihuahua; 4) El Paso, Texas–Ciudad Juárez, Chihuahua; and 5) Presidio, Texas–Ojinaga, Chihuahua.

Figure 1: Bioregion Map Chihuahua-New Mexico-Texas

Historically, private and governmental attention to the geo-strategic region of Ciudad Juárez and El Paso has not been from tourism or potential tourism activities, but rather from the treatment of the area as a primary corridor for commercial exchange and manufacturing opportunities among Mexico, the
United States and Canada. For the State of Chihuahua, and for Mexico altogether, the generation of vital manufacturing jobs in this region has greatly overshadowed interest in tourist activities.

The development of sustainable tourism requires: 1) cultural and natural resources that can be integrated into programs of activities for tourists; 2) services to identify, promote, and maintain the resources, and 3) the contributions of stakeholders. Activity plans must simultaneously support lodging, food services, and entertainment while providing accessibility, physical infrastructure, and common use of equipment and services. Even more significant is the existence of a local community with a tourist vocation, with a cultural identity, and with a local government that promotes and guarantees social cohesion for the development of regional tourism through the use of viable investments and management utilization of professional promotion and commercialization sufficient to create and maintain a recognizable trademark.

The cities of Juárez (CJZ) and El Paso (ELP) are not strangers to these considerations. For all participants it is necessary to analyze, to discuss, and to arrive at by consensus their own ideas as to the actions required between sectors and stakeholders to maximize the possibilities of bi-national tourism. Analysis of the reality of tourism in the bi-national region CJZ and ELP presents both potentialities and conflicts, as well as other indicators that configure its sustainable development inside the political and economic systems at all levels - local, national and international.

In this sense, an evaluation is required of the representative actors in the private sector and in municipalities and adjoining counties. Such an evaluation between the intermediate organizations and the academic sector may reveal the possible integration of efforts and the coordination and implementation of actions for the development of the tourism in CJZ-ELP, taking into account that: "One of the main forms of synergy or complement of the projects is the establishment of strategic alliances between organizations and communication networks, in order to enlarge their conceptual capacity and their execution". Because, the networks of strategic interdependence in which they were enmeshed; but whether valuable knowledge or skill was acquired, enabling them to act more effectively, remains a matter of controversy (Keohane & Nye, 1987).

Necessarily, a viable source of exploration will be the networks, as well as endogenous development, because: "The networks are dynamic [and] they have validity in a determined period of time", and according to Antonio Vázquez,

"...endogenous development is an interpretation that helps to understand the determinant role of the interaction among technology, organization of the production, urban development and institutions in the economic dynamics and, therefore, is useful to propose measures that stimulate the capital accumulation processes" (2007)

In summary, a model must be planted to explain the cross-border tourism relations by learning organizations between Ciudad Juárez, Chihuahua, Mexico(CJZ) and El Paso, Texas, United States(ELP).

3. OBJECTIVES

3.1 General objective

To propose a model for the cross-border relations in tourism activities of CJZ and ELP that demonstrates the potential strategic actions of those tourism administrators and actors that will be conducive to sustainable development of tourism in the cross-border region.

3.2 Specific objectives

- To evaluate the consensual participation arrived at by the leaders and actors on cross-border tourism.
• To identify the indices of the commitment of all the sectors involved in agreements and consensus reached around the orientation and multiplicity of the tourist offering of CJZ and ELP.
• To energize the image of the binational region as a tourist destination.
• To integrate the learning organizations network.

4. THEORETICAL FRAMEWORK

The problems of society are increasingly complex and interdependent. Hence, they are not isolated to particular sectors or disciplines, and they are not predictable. They are emergent phenomena with non-linear dynamics, uncertainties, and high political stakes in decision-making. The logic of the included middle is capable of describing coherence among different levels of reality, inducing an open structure of unity (Thompson. 2004). The tourism sector in borderlands Mexico-United States has been locked in a deep crisis for several years, with characteristics of low profitability, de-capitalization, poor quality of life among the city and rural population, deterioration of natural resources, deep poverty, and increased out-migrating population for Mexico to USA.

Taking the above into consideration, there is a need to reflect on the prevailing conditions of tourism operations. We have to emphasize the influence of the existing tourism structures in the actual processes; their intervention is still given with the incorporation of new technologies, which have demonstrated their success in different spaces. Because is consistency the incorporation in the new, more integrated value chains based on product characteristics required producers to adopt new mechanisms of production, including more sophisticated record keeping and attention to a multiple quality standards in order to participate in the market (Cornelia & Bendini, 2007).

Morin (1977) explain, according with the classic science, order and disorder are opponents, deny and refuse, to make ‘an impossible partner’. Thus the thermodynamic idea, on his second notion, formulate an univocal transition for probabilistic character to order (like organization) ongoing to disorder, this approximation on evolutionism biologic and social progression, orienteering in reverse order, the conception of the relation with disorder that going through (like organization).

Nowadays they are emergent phenomena for the need for transdisciplinarity is ubiquitous. Thompson (2004) mention that, It is called for in fields of human interaction with natural systems (e.g. agriculture, forestry, industry, megacities) and in fields of major technical development (e.g. nuclear- and biotechnology, genetics). Furthermore, it has proved successful in fields where social, technical, and economic developments interact with elements of value and culture.

Morin (1997) suggest the “tetralogic loop”, for differentiate order to organization, because he comprehended organization like behavior disposition with the all components relationships to act in response as one unit system. Therefore, to approach the Mexico-United States borderlands tourism phenomenon, the representation of the loop, conceived by Edgar Morin under the theory on complexity, is proposed. To this idea, the steps (called levels) within a process in which the use of technology already exists (see figure 2), are incorporated. Nevertheless, between this and the administration process, a turning point exists, which prevents the product from reaching adequate efficiency and marketing levels for its correct entrance into the market. In this case: Policy relevant learning is an organizational as well as a psychological phenomenon. Shifts in social structure and political power determine whose learning matters. Furthermore, organizations must have an institutional memory and socialization procedures if lessons learned by one cohort are to be assimilated by another (Keohane, R. O. & Nye, J. S. 1987).

The graph represents the changes on paradigms that must be given from one level to another; in order for this to happen it is necessary to avoid turning points between one level and the other, to keep consistency with the expectations between the use of new technologies, administration, tourism product, marketing and entrance into the market.
Huddleston (2000) assumed that: The basic dilemma is that governments increasingly confront problems that have their roots in other jurisdictions, problems that are genuinely global in origin and scope. If the current climate of neo-Liberalism encourages free trade while deregulating land, labor and capital. The market has been the driver, and the state the facilitator, so one of the proposals could be innovation on network management on tourism process by the state not only finances the activity. Like Jacques Derrida's version of deconstruction

It is salutary in that it focuses on the political power of rhetorical oppositions -- of tropes and metaphors in binary oppositions like white/black, good/bad, male/female, machine/nature, ruler/ruled, reality/appearance -- showing how these operations sustain hierarchical world views by devaluing the second terms as something subsumed under the first (Fox, 2005).

Therefore, it could be probably thoughtful on Tourism Product/ Efficiency, Efficiency/ Learning, Learning/ Trainee. It has been thus possible to discover the scenario about the Cross-Border Tourism Networks. The knowledge about the way in which the perspective elements of the Loop integrate and their relationship with the innovation and the requirements of the management formation in the tourism processes, allow the disassociation of binational tourism activity, in this case, the Cross-Border Tourism, and its integral context. Like Morin, Woods (2003) consider, if the dynamic interplay of the rationalities of bureaucracy it’s promising a conception of the trialectic that encompasses these exogenous points of orientation provides a more accurate picture of human agency. It suggests a theory of human agency that envisages people capable of aspiring to and giving approximate (flawed) expression to super-ordinate ideals and values; capable, that is, of an ethical rationality.

As market, actors set and enforce the quality standards concerning characteristics of the production process (Cornelia & Bendini2007). But in Tourism, differ, Decelle ((2004) adjust the idea of tourism: products are ‘experience goods’ par excellence, validated ex post facto by consumers, who commit their experience to memory and build upon it. This feature seems consistent with the trend towards ‘customization’. In figure number 2, it is possible to observe the different levels and change expectations, and for these, the following aspects have been considered:
– 1<sup>st</sup> level: Cross-Border Tourism. Existing limitations; the knowledge of tourism expectations; Different types of tourism.

– 2<sup>nd</sup> level: Administrative field. Management has not improved; there is not co-binalional innovation; Low profitability; High operating business costs; Lack of loans; and Formation of human resources is considered expenditure.

– 3<sup>rd</sup> level: Efficiency. Research of new technologies supporting tourism operations; Explore on new processes; Examine on field products with high performance in tourism.

– 4<sup>th</sup> level: Marketing of Cross-Border Tourism Products. Problems in the distribution of Cross-Border Tourism products; Low knowledge of Cross-Border Tourism’ products market; High competition among traditional products; Lack of alternative tourism markets; Products’ diversification.

The cross-border tourism, at the moment require, be more productive will be trying to fashion new administrative institutions that can ride out the storm of globalization without sacrificing accountability, competence, and legitimacy. I do not pretend to know what these might look like. I would guess, though, that the difficulty of forging global representative institutions will give added impetus to privatization, which allows accountability to a nebulous public to be redefined as accountability to distinct customers (Huddleston, 2000).

Other point of view is posit that job satisfaction may be the result of a behavioral cycle reflecting the individual’s way of aiming at attractive outcomes (Schmidt, 2007). So exploration is also conceived between levels. Between the level that corresponds to Administration and to Marketing, it is necessary to correctly administrate the resources and guarantee the best entrance into the market. If marketing requires also high production standards (quality, costs and periods of time), its relationship is also influenced by the administration and the research existing with the new technologies.

Figure 3: Levels of change

Source: Own development, adapted from Morin (1993).

So, a critical question for research is how different sets of elites perceive and redefine the constraints and opportunities of the international system and the appropriate goals and means of states (Keohane,
In the case of governance Peters & Pierre (1998) refers to something that deliberately transcends the borders of government and where governmental structures coordinate and give direction to collaborative, public-private efforts. As a consequence it’s required to maintain the coherence of the tourism industry and its linkage with society as a whole. It is in fact not possible to think about innovation in tourism without acknowledging the need to mobilize the population which must, in particular, be prompted to cultivate the fundamental values of warmth and hospitality (Decelle, 2004).

5. INVESTIGATION QUESTIONS

The cross-border region of the Juárez-El Paso requires to be questioned the viability of the expectation of the tourism as economic activity centered in a bioregión that permit a development of the communities in both sides of the border, for it is required to answer the following questions:

- Which is the role of the stakeholders in the management of the development of the cross-border tourism by means of networks?
- Is it possible contributions in binational tourism by leaning organizations network?
- Up to what point the leaders can form alliances and networks in cross-border form?
- How would they be able to contribute the stakeholders in the management of the development of a binational tourist mark?

6. HYPOTHESIS

6.1 General Hypothesis

H1. The stakeholders in tourism at the binational region Ciudad Juárez-El Paso, by means of cross-border networks carried out endogenous development.

6.2 Secondary Hypothesis

H2. The leaders in tourism will agree to develop a binational tourist product for Ciudad Juárez-El Paso

H3. The cross-border tourism network can develop a trademark of binational tourism

7. ENVIRONMENT OF STUDY

The environment of the study is focused the in analysis of social networks centered in the activity of the tourism of the cities of Juárez, Chihuahua and El Paso, Texas, under the dynamics of the cross-border endogenous development by ‘learning organizations network’.

8. POPULATION

For the present study they have been considered primarily to the leaders, actors and stockholders of the tourism communities of Ciudad Juarez, Chihuahua and El Paso, Texas. Which they conform a cross-border net among Mexico-United States.

9. SAMPLE

The proposed sample for the investigation is not probabilistic. For its selection and its size apply the 'snow ball' method. In the first wave will apply a questionnaire semi structured to 65 leaders or representative actors of the tourist activity in both cities, of which 35 they will be of Ciudad Juarez,
while 30 they were taken in El Paso. We detected 585 actors. Define the principal actors attributes involved in tourism. A second wave consist on recording tape or video approved interviews

<table>
<thead>
<tr>
<th>City</th>
<th>Questionnaires semi structured</th>
<th>%</th>
<th>Actors involved in tourism activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cd Juárez (CJZ)</td>
<td>35</td>
<td>54%</td>
<td>315</td>
</tr>
<tr>
<td>El Paso (ELP)</td>
<td>30</td>
<td>46%</td>
<td>270</td>
</tr>
<tr>
<td>Total</td>
<td>65</td>
<td>100%</td>
<td>585</td>
</tr>
</tbody>
</table>

10. METHODOLOGY

The methodology to utilize was mixed and divided in two waves. On first wave applied the qualitative method of interviews with public officials, businessmen, actors and stakeholders on tourism, while the quantitative method by an questionnaire with snowball technique feed a data base, with all the actors attributes from the binational tourism environment (CJZ-ELP). As it is observed in the figure 4, the attributes of the actors represent the variables that arise of the questionnaires and interviews, which supply the essential existing relations

Upon utilizing the theory of networks is possible to understand the behavior of the actors in its environment and thus to try proposals of actions directed to do efficient and efficient the administration, by means of the synergy of the social companies constituted by the stakeholders. For it they applied the different measures of centrality for the case in question, as is appreciated in the figure 4.

Figure 4: Recruitment data

Source. Own development, adapted from Scott, J. (2002)

Finally in a second wave of the study, the database will be submitted to the social networks analysis (SNA), through the utilization of two packages Pajek and UCINET. The software of Pajek is a package that permits of graphic form to represent the different relations. For such motive will take
advantage of also the package of UCINET (Borgatti, Everett & Freeman, 2002) that processes and stores the data by means of the use of headquarters. From here the importance of the interpretation from the results of the SNA by means of the different attributes that conform the qualitative information of the actors with relation to the network in the binational tourism.

11. FINDINGS

American local government has been more creative in the selection and implementation of policy instruments than is true at the national level, his behavior and his proceedings it could be considerate like ‘learning organization’. The public is therefore likely to concede to this level of government the latitude needed to manage and implement effective partnerships (Peters & Pierre 1998). On reviewing literary authors learning organization offers to actors-stakeholders an adequate approximation for the binational tourism expectative at borderlands.

The approximation to the Mexico-United States borderlands tourism phenomenon under the Loop: Innovation and Management Networks into tourism processes, originates the need for solving the problem that exists in network management, under the hypothesis of an inadequate treatment in managing the existing resources, and the lack of innovating processes required in operating the tourism. For such purposes, verifying first the administrative field is suggested, but under the Network Management frame.

Network Management is required in managing the resources, accounting, finances and training. With this tool, verifying the use of the resources that are available and its reorientation to desirable schemes is possible. This second level, which corresponds to the administrative field, represents the link between the third level of tourism efficiency fundamament in the yield by existing products and the compatible conjugation of management tendencies from other economic activities. Once you have the different levels, it is possible to break up the interaction between them, so that their composition is given in the relation shown in figure 5, authorities should begin to work on innovation in a context where individuals, institutions and companies work together (Jóhannesson, 2002). Therefore this approach focuses on dialectical relations between actors and structures, seeking to break down the unhelpful dualism between agency and structure. Actor interactions, power configurations, and network relations in connection with tourism-related policy making (Bramwell, & Meyer, 2007).

![Figure 5: Relations during the learning organizations](source: Own development.)
- R1: Processes’ innovation – Management changes
- R2: Management changes – Formation of Human Resources
- R3: Generates feedback between the formation of Human Resources and Management changes.
- R4: Generates feedback between Management changes and processes’ innovation.
- R5: Synergy goes from learning organizations to the processes’ innovation.

Each standard and each category valorizes some point of view and silences another. In consequence, the focus is configuring the network management administrative field node (see figure 6), that will allow generating the necessary learning organization human resources for the fulfillment of the third and fourth levels, as unavoidable step for sequence restructuring of the loop. So contributes to an understanding of the use of a relational approach in net, and also of transitional paths in such contexts.

This manner of tourism management area requires an understand the mechanisms of power as a result of contribution networks, of strategic alliances among county municipalities, and of private initiatives in the binational region of CJZ-ELP. Favorable resource identification will facilitate adequate and effective organization of territorial agreements involving the management of learning organization network sustainable tourism development.

Figure 6: Network Management Dynamic Node

Source: Own development.

The approach for innovation on wider social networks in which institutional competence, mutual flow of information and equal opportunities for learning and education are decisive factors for productive accumulation of cultural and social capital (Jóhannesson, 2002)
At the end, proposal refers to reorientation of learning organization network in Mexico-United States borderlands' tourism, not only in the tourism themselves but also as a feasible model under the vision of improvement of the processes that change, through the formation of human resources, to generate a continuous synergy in innovating operating processes and tourism management. These will reflect, afterwards, effectiveness and merchandising nodes, which, once satisfying their requirements will have access to the market with better possibilities in a transnational trademark, quality products development and granting competitiveness.

CONCLUDING REMARKS

The study intends to explore the endogenous development and concepts of bi-nationality, cross-border relations, and territoriality in response to current concept of global tourism, where the constraints are not political or geographical but rather the sustainable environment and territorial resources are part of the study. Such exploration will be made by the social networks analysis (SNA), because to employ of SNA will permit an evaluation of a cross-border region or bio-region under the concept of the social capital and the power represented by the socioeconomic theme. So each participant was classified according to his organization or place of employment. Then the head of each organization with credited not only with own participation, but with the sum of the participation was constructed, and the top 30 the organization leaders were determined(Freeman, 1968)

In the world globalized, is observed that, "[…] the modern companies require of elaborate agreements to guarantee the minimum bases of code of the territory, to obtain their protection, to revert the deterioration and improvement their use in all the activities and spheres of the life on the land". Because of it splits of the conception of a cross-border competitive, that splits of it localities to the global thing by means of the offering of a 'binational trademark' for the increment of the flow the tourism (productivity) and this sense the focus "they are achieved only by means of the correct coordination of a great number of pertinent variables. In order to do productive to the people, the managers should proceed in the correct way during all the cycle of employment", by means of the local socioeconomic development in a cross-border region. This development as considers it Aghon (2001) the role of the regional institutions should seek to assume functions of mediation, to cushion the ecological and social impact of the structural change, to facilitate the development of the backward regions, to mobilize endogenous resources, and to promote strategic sectors in form specifies among others.

They supported in the 'characteristics of the network', upon having as reference the transactions inside a context of reciprocity, relations of interdependency among the actors of the business, characterized by an assembly of weak links whose interaction prints fortress to the network being supported in the access to the information, under a system of multiple interconnections and of answers and reactions of the businesses and the actors. The ones that their relations between the businesses and actors can be asymmetric, of hierarchical character, being converted the power in an element of the operation of network. Additional El Paso, alike to American local government is likely could be close and continuing interactions with the private sector in its own area, so that these relationships may well emerge naturally even with his cross-border partner at Juarez (Peters & Pierre 1998).

On the other hand, both communities coincide in the intention to improve its image as destiny, various efforts to both sides of the Brave river have done itself, sample of it they are emphasized the Festival International Chihuahua and the recently inauguration of the arts center north Step in Juárez, that intend to minimize the image of violence, while the Museums and Cultural Affairs Department (MCAD), has a proposal that is based of bicultural activities, to encourage the market of congresses.

Nevertheless both initiatives lack to the moment of the reciprocal support desired, though, by the lack of connection of the leaders and actors, or by the absence of an integrative plan in tourism by the two cities, the certain thing is that I need itself to qualify its potentiality under a trademark in tourism shared, whose sponsorship itself focus in improving the tourist image.
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