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The Port of Manzanillo from the Point of View of Economy of Organization

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ABSTRACT

Globalization has become a trigger factor in international trade due to its role as an integral part of the world economy and social standardization in the context of technological, cultural and universal knowledge which allows free access to resource with minimal effort. The study is a contribution to theories based on the Industry, the Dynamic Resources and Institutions; all around the Mexican Port System. Data was gathered using a qualitative approach of literature review about the current status of the ports and its global environment. The results were organized around the statement of the problem and research objective that guide the study. The results indicated that Manzanillo Port holds dynamic capabilities that increase its competitiveness in the global port industry as strategic locations, and its natural and human resources.

Keywords **-** International trade, industry, institutions, Manzanillo port, and resources, qualitative research design, Mexico

INTRODUCTION

The Free Trade Agreements (FTAs) allow countries to reduce their barriers to import goods, allowing consumption of products and services from foreign countries at competitive prices in local market countries. The evolution of international trade and technological innovations have brought about changes inherent in other areas such as international shipping, which hits into two groups, the size, depth and nature of vessels and, therefore, the port infrastructure to serve them.

In the context of international trade, ports serve as key development for their regions. In a peculiar sense, the Mexican port with the greatest international impact is the Port of Manzanillo, located in the Mexican Pacific coast. This port has become the number one in container movement. In this respect, Reyes, Guizar, Gutierrez and Rubio (2014, P. 697) mentioned that the cargo moving via container is the most moving in Mexican ports, a worldwide movement of cargo via containers which become the instrument of transport that has revolutionized global logistics. In addition the Port of Manzanillo was chosen because is the most important port in Mexico in size of operations, it receive around 1369 ships annually (Nauticanavigation, 2015).

Some studies about ports have been carried out around the world. These studies have addressed different issues related to the ports, for example: ports performance (Tongzon, 1995), variables that affect ports (Helling & Poisterm, 2000) and operations (Hall & Jacobs, 2010). However, it have not been indentified and study that addressed the ports with the focus in the economy organization and studies about ports in emerging markets. Thus, the relevance of this study for the literature about ports and economy organization focus.

Trade is an activity which is as old as humanity itself. As soon as an individual, the human being had control or possession of something that someone else wanted or needed, it initiated the exchange relationships (Portales, 2012, p. 12). It can be inferred that trade began as the exchange of goods or services in exchange for payment, usually money that occurs between individuals with skills to do so. Meanwhile, international trade is one that occurs between individuals of different nations.

International trade has become the key input for the world's economies to create an atmosphere of exchange of effective goods and services, same services that are necessary for economic, social and cultural development and welfare of countries in the world. No doubt, the hand of international trade is globalization, a process which is according to Lamy (2006 SP) a historical phase of accelerated expansion of market capitalism. It is a fundamental transformation of society, due to the recent technological revolution leading to a restructuring of the economic and social forces on a new territorial dimension.

On the contrary, Loyola, and Schettino (1994, pp. 4-5) mentioned that the process of globalization results in increasing the networks of relationships between production units in different regions, and, therefore, the relationship between different economies, substantially modifies the structure of the world economy. As the authors mention, globalization has brought fundamental changes in the way how nations conduct their economies, thereby, showing greater international openness, giving rise to a more dynamic world trade and putting through clearer rules and fair play.

Moving on the rules of international trade, by the year 1947,the Act of the General Agreement on Tariffs and Trade, GATT in its acronym in English, was signed. It was brought by the need to create a regulatory mechanism of protectionist tariffs and regulations that countries had begun to spread because of the wars, the Second World War being the most devastating in the history of international trade. However, the GATT was not enough for international trade malfunction, and acted only as an instrument and not as an organization that would be able to regulate those irregularities that appeared on tariffs.

In the year 1995, the World Trade Organization (WTO) emerged with headquarters in Geneva, Switzerland. WTO is the only international organization dealing with the rules governing trade between countries. The goal is to help producers of goods and services, exporters, and importers conduct their business (WTO, 2015). Currently, there are 161 member countries of the WTO, Seychelles,being the last country in the year 2015 which acceded to the international organization.

Globalization has become a catalyst for international trade and as a result, there has been an increased exchange of goods between one nation and another, and thus, has brought immediate results in the creation of new media to deliver the goods from their point of origin to final destination, or adaptation and innovation in existing processes. In a broader context, the media and types of transport have had a latent development since the industrial revolution, which

was the most fruitful period in this area until today with globalization and technological advances.

The means and modes of transport have been evolving according to the needs of international trade demands. Portales (2012, p. 14) makes a clear distinction between these two concepts. Types of transport are the ways that can be done, i.e., water, land, etc., transportation modes are the physical drives through which it is carried out, such as airplane and boat.

On this basis, it can be classified the types of international transportation into four main groups 1) Air transport; 2) Water Transport, which in turn are divided into river, sea and lake; 3) Ground transportation, which can be motor transport and rail; and 4) multimodal transportation, which is a combination of three types of previous transport. These four groups belong to a conventional type of driving; however, there is a group that is a response to technology and innovations in this field. The average special driving in which can make getting from one place to another, not necessarily physical, what is required in this type of transport medium is passed information, energy, gas files and software.

Focusing exclusively on maritime transport, this has been one of the most dynamic transports that exists, whose evolution has faithfully gone hand in hand with the growth of international trade. It can be concluded that it is the most excellent means of transport of foreign trade since it allows transporting large volumes in long distances, at low rates, connect continents, and enhanced security. Surely this transport mean is the core of international logistics.

The growth of shipping and world trade is explained by Musso, Gonzalez Cariou and Barros (2004, p. 11) sustaining that port traffic depends on the level of industrial production, geographical organization, and the resulting entity of world trade and maritime transits. The same authors refer to that in recent decades, the port industry has been caused mainly by four factors of change:

A. The globalization trend of world economies entails the relocation of industrial, commercial and social activities, thereby, increasing international trade. Today, it is easy to produce a goodtrade in Japan and be available to an individual in Brazil.
B. The organizational and technological innovations, especially those related to maritime transport and, hence, seaports.
C. Innovations in ICT (Information and Communication Technologies), that is in those areas that complement the port-maritime, such as better roads, bridges or paths.

D. The new institutional, organizational and management models of transport industry. One example, the addition of China to the WTO, brought in less than 10 years which is 9 of the 10 largest ports in the world are from such country.

These changes have brought new port models, new ways of assessing port competitiveness and restructuring in the way of conceiving the demand for port services (Musso, Gonzalez, Cariou, and Barros, 2004).Shipping is one of the oldest industries and its influence on transport is reflected in terms and nomenclature used in the environment. According to Portales (2012), currently, 85% of international trade in goods is by this means of transport. So much importance is that this is divided into two: Height which is the inter-oceanic and coastal routing same coastline. With this, ports also receive this classification based on vessel traffic they have.

The agency responsible for regulating the safety and maritime regulations is the International Maritime Organization(IMO).The ports are to be more than a logistical link between international trade bodies. Today, the ports have become the key to development and economic growth of countries that boast of having port infrastructure. According to De Larrucea, Mari, and Mallofré, (2014, p. 93) a port is a place on the coast where ships can find shelter, loading and unloading goods. It originated in the existence of navigation, which inherent and inseparable element evolving with the characteristics of the boats.

The Ports Act, SCT (1993) defines port as the place of the shore or bank qualified as such by the Federal Executive for the reception, shelter and care of ships, comprising the port area, the development zone, access and areas of internal navigation and operation. As discussed above, this showed a very basic concept, since the ports currently function more as a detonator of the economy of a country than just pier merchandise.

Ports fulfill their function in terms of infrastructure as influencing a particular economic environment of the country in which it is found. However, a port is of great value to the nation according to its area of influence; the greater it is, the greater the impact of the port and its importance and economic interest in the country. De Larrucea, Mari, and Mallofré (2014) classified this area into two terms according to the management to be given:

A. Hinterland (hinterland): The direct area of influence of the port, where shipped goods come from and where they disembark the goods destined.

B. Foreland: turns out to be the opposite of a hinterland, where they come from goods landed and destination of the goods being shipped.

There are different types of port management, this according to the origin of capital or authority thereof. According to the origin of capital, may be a) Private management: One whose capital is from private sources, companies seeking infrastructure efficiency and customer satisfaction; b) Governance: It is the government who has the control and management of them, and seeks to work more in infrastructure efficiency; c) Mixed Management: Where there is private capital and government regulatory body which remains the same. An example is the Mexican APIs, meaning,Integral Port Administration. According to its authority, it can be centralized and decentralized, the first under a hierarchy and vertical integration, while under decentralized authority, there is coordination in decision-making.

The ports have different types of classifications depending on the area to be analyzed, i.e., by maritime traffic or navigation can be high and cabotage. On this regard, Mexican regulation through the Ports Act, SCT (1993) defines as follows: a) high, in attending vessels, people and goods between ports or sailing national and international points, and b) cabotage, when only attend boats, people and goods in shipping between ports or national points.

Another classification of great importance is the type of infrastructure that the port has in the sense it is divided into four main groups: a) Commercial-dedicated to the handling of goods and / or people; b) Industrial- dedicated to the management of related industries established in the port area goods; c) Fishing-dedicated to boat handling and products fishing industry, and d): Touristic-when engaged in tourist activity and sea cruises (SCT, 1993).

For the year 2011, according to statistics from the American Association of Port Authorities or AAPA, 9 of the world's major ports in general cargo were Asian, with only one belonging to Europe. This is a clear example on how technological change makes it more efficient port infrastructure. This is because it makes no less than a decade that the main ports in the world belonged to the old continent and these were references for quintessential port cities and the great adventures of merchant sailors. It is worth remembering the Silk Road from Venice.

For movements of containers in TEU (Twenty-foot Equivalent Unit), the same AAPA accurate statistics of 2011, it can be observed a similar pattern to the movement of general cargo. The importance of being measured in TEUs

is that the containers have become the most secure and accurate packaging for movement of goods through maritime transport. According to De Larrucea, *et al.* (2014), in 2010, the movement of containerized goods reached 576 million TEUs, and the forecast for 2020 is 1,002 million.

In this environment, the Mexican ports are not yet included in degree of importance even that Mexico is one of the countries with more free trade agreements and treaties signed to benefit from international trade. In Mexico, the authority to regulate and license ports in Mexico is the Communications and Transport Secretary(SCT by its acronymic in Spanish), which through the Directorate General of Ports performs the control and management thereof. The port operations according to Mexican Ports Act should be through APIs (Integral Port Authority) on the basis of concessions granted by the SCT. According to data from the SCT (2015), there are 16 ports of Height, which in addition to handling general cargo, it also handles bulk containers. The main ports according to their locations are:

A. Pacific:Ensenada, BC; Guaymas, Sonora; Mazatlan,Sinaloa; Manzanillo, Colima; Lazaro Cardenas, Michoacan and finally SalinaCruz, and Oaxaca.
B. Gulf of México: Altamira andTampico, Tamaulipas; Tuxpan, Veracruz, Coatzacoalcos, Veracruz; Dos Bocas, Tabasco; Puerto Progreso,Yucatan and Puerto Morelos, and Quintana Roo.

According to the data of the Secretary of Communications and Transport (SCT)in the main Mexican ports,the general movement of general cargo and also according to the movement of TEUs in 2014, the Mexican which has the busiest port of both containerized general merchandise per ton, is the Port of Manzanillo, Colima, according to the same projections, this port carries a trend growth over the rest of the ports.

Manzanillo port has become the most dynamic port in Mexico, not only for its annual cargo movement in recent years that has been growing, but also for its area of national and international influence, becoming the gateway merchandise to Asian, South American and US origin to the center and shoal (Bajio) country.

Manzanillo Port, according to the Port Authority of Manzanillo (2015) is located in the State of Colima, on the Pacific Ocean coast. It is distinguished by its security and social peace, which allows them to attract major private national and foreign investments, increasing its installed capacity. All this coupled with its strategic location as a competitive advantage, allows it to have a larger area of

influence, since 67% of national GDP is concentrated in the center and country shoal area and also lies 55% of the total population. Moreover, 46% of containers entering the country do this in Mexican Pacific port, making it become the number one in this category nationwide. The Hinterland and Foreland port of Manzanillo can be seen in Figure 1.

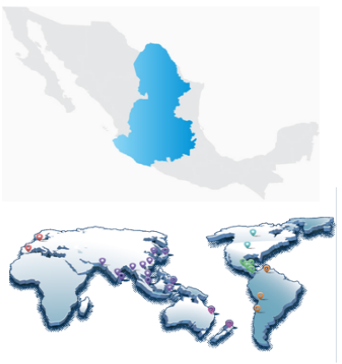
Hinterland del puerto de Manzanillo	Zona de influencia	Foreland
-Aguascalientes. -Coahuila. -Colima. -Distrito Federal. -Durango. -Estado de México. -Guanajuato. -Hidalgo -Jalisco -Michoacán -Morelos. -Nayarit. -Nuevo León -Querétaro. -San Luis Potosí -Tamaulipas. -Zacatecas.		-E.U.A. -Canadá. -Guatemala. -Colombia. -Ecuador. -Chile. -Japón. -China. -Taiwán. -Corea. -Indonesia. -Malasia. -Singapur. -Filipinas. -España. -Rusia. -Alemania. Oceanía, Australia Nueva Zelanda y Sudáfrica.

Figure 1. Hinterland and Foreland of Manzanillo Port.

Source: Own elaboration based on data from Port of Manzanillo Handbook (2015).

The Puerto de Manzanillo is operated by the Port Authority under the guise of APIMAN, which according to the Ports Act is the one which enjoys the tender for 50 years of use and enjoyment of the port facilities. As part of the reforms that were made in the year 1993 in infrastructure and port facilities nationwide, thus, it gives rise to a restructuring of the Mexican port system. Based on the information raised with the background of economic theories of organization, the following dilemma arises:

How do they affect the Dynamic Resource-based Theory, Industry-based Theory and Institutional-based Theory on the operation of the Port of Manzanillo?

The current situation of the port of Manzanillo consolidates it as one of the most dynamic American Pacific ports and greater growth prospects in the movement of containers not only to its strategic location, being connector with US and Canadian products from Asia, but also by economic agreements that Mexico has signed with over 50 countries around the world, thus, increase trade between it and its trading partners.

Based on the data from SCT, the port of Manzanillo is number one in container movement in Mexico. For its part, the Economic Commission for Latin America ECLAC in 2013, Manzanillois the 4th port in Latin America (below ports like Colon, Panama; Santos, Brazil and Balboa, Panama). Likewise, the AAPA in 2011 in its statistics placed the port of Manzanillo at number 71 of the annual ranking for container movement. However, considering that each port of the world is manifested as an individual agent and trader and whose competence is not only international but also national, it is not surprising that the Port of Manzanillo also has this premise, for this reason, it is considered as an organization represented through its authorized administrator, the API Manzanillo.

With the above provisions, economy organizations theories come into play, especially three of the most important in strategic management: the theory based on Dynamic Resource, theory based on industry and the theory based on the institutions. The port of Manzanillo has to cope with a constant competition with two Mexican ports, Lazaro Cardenas and Veracruz. Manzanillo should in turn consider appropriate to take advantage of its natural and human resources strategies and meet those changes in Mexican institutions that are constantly changing, such as the restructuring of the port system.

FRAMEWORK

The Industry based Theories

The theories are basically attributed to Porter (1991) and Peng (2012). The theories assume the needs of the company which is expected to cope with competition from other players in the same industry or commercial sector. According to Saloner, Shepard and Podoly (2001), the objective to study the industry is to provide the tools for the management of the firm, thus, it is necessary to answer two questions:1) What characteristics of the context are important market and determinants of the profitability of the firm?; and 2) What strategic actions can be taken to improve the performance of my business? The study was based on Michael Porter's five forces model as a strategic tool used to investigate the port of Manzanillo.

This was an attempt to address these questions: a)Intensity of rivalry among competitors: The number of competitors is important because the greater the number of companies in most industries is the possibility of income and the market is vast and sufficient for all. b) The threat of potential entries: Holding

companies seek ways to prevent new companies from entering. To be competitive, there is no small enemy and because of this, barriers can be defined by input costs or scale production that makes it more difficult for new competitors. It can also attack potential inflows through product diversification, thus, the competition will be even greater for companies seeking to join the market.

In adittion, c) the bargaining power of suppliers: Here, suppliers can make use of their power to tax and increase prices or lower the quality of inputs. D) The bargaining power of buyers: This affects mainly industry where competition is between few buyers, or the products are not being of quality that buyers expect. And E)The threat of substitutes: Here, those products from the focal industry and without direct competition can affect industry of company product.

Porter on the other hand, also speaks of three generic strategies that reinforce the model which were explained previously. These strategies are cost leadership, differentiation and focus, (Peng, 2012). While the former refers to the low costs that can have for being sometimes leaders or pioneers in the production of a product, differentiation is focused on what happens to be the know-how of the company, how does feel special the customer and, finally, the approach is concerned with niche market to which is intended by its product or service.

B. Resource-based theory and dynamic capabilities

The Resource-based view theory was advanced by Barney in 2008 postulates that strategic behavior of an organization is related to resources. The failure or success of strategies depend on the company's resources which determine its strengths and weaknesses. This view is supported by Vargas-Hernandez, Guerra-Garcia Bojorquez, and Bojorquez, (2014), who acknowledge that the use of resources and capabilities by enterprises or companies translates to effective strategy. A similar view is shared by Mahoney (2010) who contends that dynamic resources and capabilities have impact on competitive advantage of an organization. He points out that the resources and capabilities are useful for an enterprise if they are operationally and strategically flexible. He further points out that operational and strategic flexibility enables an organization to adapt and respond to changes in the operating and industrial environments respectively.

Furthermore the theory postulates that Dynamic resources and capabilities can must be heterogeneous and immobile. Firms in the same industry which rely on each other should fundamentally have different resources, capabilities and the resources which are expensive to use and give high potential ought to be immobile at least in the short run as argued by Barney (2008).The dynamic

resources and capabilities consist of tangible or intangible assets used by a firm to develop and implement their strategies as argued by Peng (2012). Tangible resources are financial and physical while intangible include human resources, innovation and reputation (Hernández, Guerra, Bojórquez & Bojórquez , 2014).

Additionally, the theory states that for resources and capabilities to offer competitive advantage they must possess certain attributes of being valuable, rare, hard to imitate and requires some Organization (VRIO).

The resources limit the management and growth of an organization when they are not used to achieve generic goals hence it is necessary to distinctively categories resources by not merely distinguishing them as tangible and intangible as argued by Penrose (1959). However, Hernández (2014, p. 116) claims that "some of the factors limiting the growth of enterprises are as follows: The ability of management: a) the conditions within the company; b) The markets of products or factors: the conditions outside the company; and c) Uncertainty and risk: a combination of internal attitudes and external conditions" . Discussion on how resource based theory apply to the port of Manzanillo should be provided.

Institutions-based theory

Institutions -Based theory was advanced by Di Maggio and Powell (1983). The theory postulates that institutions formulate rules which shape human interaction, guide behavior, duties performed and determine social interactions. Institutions reduce uncertainty through creation of organizational structures. Rules, codes of conduct, skills, strategies, organizational culture and structures determine the success of organizations. Organizations include political bodies (political parties, the Senate, a city council, a regulatory agency), economic bodies (firms, trade unions, family farms cooperatives), the bodies (churches, clubs, sports social associations) and educational institutions (schools, universities, vocational training centers and groups bound by a common goal (North, 1990).

OBJECTIVE OF THE STUDY

To study the port of Manzanillo from the perspective of the economics of organizations, especially based on the theories of Dynamic Resources, Industry and Institutionalism.

METHODOLOGY

The method used for this research is qualitative, which is to review those qualitative aspects through literature review and comparison and descriptive statistical analysis of comparative data in accordance with the evaluation criteria. The data collection was carried out using diverse documents where describe the situation of Port of Manzanillo from perspective of the economics organization.

In adittion this method was used for this research due to is the best way to obtain reliable information about ports. In this paper was used papers

RESULTS AND DISCUSSION

Due to the data analysis the following themes were evident from the point of view of the industry (ports of the Republic of Mexico which are in the same range of navigation), Manzanillo port is a large entity which belongs to Integral Port Authority, (API).All ports directly compete with one another because, geographically, Mexico is accessible by two oceans to the two ends and center of the country.

The port of Manzanillo is the main port of Mexico with a cargo movement of 2.36 million TEUs in the year 2013, followed by the Port of Lazaro Cardenas with 996.654, its main domestic competition in the field of containers, and the port of Veracruz with 847.370. These three ports had played in past years the title of Mexico's main port, but in recent years, it has shown that the rightful place is for the Colima´s port.

Port of Manzanillo was assessed based on porter's three generic strategies. The findings indicated that the cost leadership API cannot implement a different rate for the use of infrastructure, but as part of its dealers, it is possible. This is to say that its private companies realize it. The constant competition between tendered companies that specialize in container handling in the port (OCUPAS, TIMSA, SSA and CONTECON) work third shift leaving costs of a first turn maneuvers. With this, services are not hurt as to the costs for customers. With regard to other ports specializing in Cruise Terminal, Manzanillo handles a coupon rate of 25% on all services and port infrastructure, giving it an advantage over other ports in tourist height as Acapulco, Puerto Vallarta and others.

In accordance of differentiation strategies the port of Manzanillo has differentiated cruise and petroleum terminals in polygon 1 and polygon 2 consists of container terminals, general cargo fisheries, refrigerators, cars, bulk seed and

bulk industry. Ship cargo movement in containers augmented by railway and motor transport, which is ,15 minutes away, has led to good management in packaging.

And finally the port of Manzanillo is opting to specialize in container handling more than other types of packaging, as this is the best and safest way to handle large quantities of goods over long distances.

The port of Manzanillo from the point of view of dynamic resources

The port of Manzanillo has privileged natural resources, particularly its geographic location and its vast hinterland, not only nationally, connecting it to the main industrial centers of the country with the largest economies in the world. The port of Manzanillo accounts with a static capacity of 49.069 TEU and dynamic capacity of 2'132,667 Teu's without causing complications of saturation in their yards (API, 2015). Around the VRIO framework, presented below aspects of added value and competitive advantage.

Related to the value the Port of Manzanillo has a natural formation in its location within the bay, its access channel and docks ciaboga have a draft of 16 meters, without dredging. This gives rise to ships deep draft Post-Panamax can dock in the port docks. Create a competitive advantage over other ports on two fronts, the first such large-capacity vessels are the transportation of containers and the second does not need constant dredging to maintain its depths. Another competitive advantage is the convergence of 30 shipping companies at the port that gives dynamism to maritime transport.

And in the case of rarity the port of Manzanillo has a peculiarity regarding various ports of Mexico. It has only one point of access by the sea, on top of that, its size is too small and does not give rise to growth in infrastructure (docks, patios, etc.). However, it has become a multimodal port connection due to convergence in the trucking, rail and sea.

In the case of mitation enters the process of coordination of operations and portauthority's communications system, creating an informal institution called Community port which is responsible for reviewing the strategies needed for their daily work. The experience in customs clearance is one of human resources with whom the port customs brokers account and those that streamline foreign trade procedures.

And the organization as previously mentioned, the small size of the port could be a disadvantage it has, but the joint work of all entities has resulted in shipments of containers lower to two days, giving an average of 3 working days.

As part of the frame of institutions, Port of Manzanillo is regulated by various authorities and laws, from the field of Foreign Trade, Customs, Ports, Navigation and social. From the point of view of foreign trade, the Foreign Trade and Customs Act governing the processes and procedures for foreign trade and customs clearance, Customs and authority regulates the handling and use of goods at the port found either deposited or in transit; from the port area, the Ports Act is one of its top in structure, order and handling. The SCT as the authority in charge of regulating port infrastructure, and, therefore,allocates concessions to the APIs for 50 years.

Port harbormaster in Navigation and respective Navigation law govern shipping and navigation processes in an international legal environment. Finally, the same API plays the role of manager and regulator of private operating companies that have a bid assigned by the same, with a term of 20 years for the management, control and protection of goods.

An institution that certainly affects the action of the port is the CROM, since as the role of union seeks to ensure the welfare of its workers. However, this creates a number of problems for the port since the laborer staff do not receive training as members of their union, work demands are too high, and the costs increase year after year with a "negotiation" that is disadvantageous for all port operators, the damage caused by crane operators, chassis, forklift or any other union personnel are covered by the companies that hire them. As seen is this institution that defines the rules regarding port operations personnel, it makes more expensive the end customer prices and operating times.

The API as a state-owned company (parastatal company) is governed by the SCT and its time as part of its commitments acquired is the offer in infrastructure in communications not only port ones, but also those who support and rectified the collateral damage caused by the impact of the port within a city. This is the reason why it is that within its port development plans include investments in road infrastructure projects and remodeling the city. Note that the polygon 1 is located in the very historical city center of the city of Manzanillo, thereby, enabling a tourist boardwalk between the cruise terminal and oil terminal of PEMEX, while the polygon 2 is found among the colonies of San Pedrito, Tapeixtles and Brisas, hindering access in and out of the area, and it is committed to creating alternative access through road construction and remodeling.

CONCLUSIONS

Mexican height ports have a constant management by the Port Authority who in turn is regulated by the SCT, which work together on the issues of interest to the ports to be competitive. In the area of institutions, it showed that the ports are regulated or restricted by various institutions that benefit or hinder the way to the international competitiveness of a port. Manzanillo, despite all those factors that have against the institutional sphere, has shown that teamwork is the answer to these rules of the game port.

In the specific case of Manzanillo, the star port today in the national port area and other ports should be turned to him and see those strategies that the port is performing on industry to make its relevant adjustments,to analyze if possible based on the specific resources that make imitations or to structure similar strategies.

Manzanillo has a dynamic capability that allows management of up to 2.13 million teu's with smooth saturation, while its strategic location gives it a catchment area to the most important industrial centers of the country and the most important economies in the world (China, Japan, USA, South Korea, etc.). Its natural and human resources allow flexibility in foreign trade offices as part of their competitive advantage against the other ports of the country.

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