

## Sustainable Development for the Competitiveness of the Cheese and Wine Route in Tequisquiapan, Queretaro, Mexico

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### ABSTRACT

*The present research aims to demonstrate the feasibility of integrating a "Wine Route in Querétaro", by taking advantage of the cultural and natural resources of the region under the concept of a cluster, product of the integration of tourism resources and services. region, related to wine, through a tour that provides an experience of knowledge and enjoyment among tourists and the wine culture within the wine region of Queretaro included within the municipalities of San Juan del Río, Ezequiel Montes, and Tequisquiapan, which together with activities related to wine, such as tours through vineyards, festivals, alternative tourism and a quality tourist plant, generates a tourism product based on the enjoyment of experiences. Marketing will support the creation and dissemination of this Route.*

**Keywords:** *Competitiveness, strategic advantage, Sustainable Development, Tourism*

### INTRODUCTION

Globalization is an economic phenomenon of commercial expansion faced by companies around the world who's positive or negative effects are manifested at the local level. Companies have the opportunity to reach the world markets and at the same time they are affected by the offers of companies from all over the world that compete for local markets.

The consumer, user or client of the tourism companies has the power to select, depending on their monetary resources, any final destination. Through the search engines of the electronic networks it is possible to obtain information about the options that a potential tourist has planned to visit. The offer is shown in practically all possible tourism variants, such as the natural environments in which they are located, the costs of lodging, food, complementary activities, safety and the environmental impact that each destination produces, as well as the possibilities of sustainable policies.

The commercial opening supported by international treaties allows the presence of products in its variety of goods and services in

practically any corner of the planet. The electronic communication networks make available to any person, information on a wide variety of topics.

The competitiveness of this sector in the municipality of Tequisquiapan is the object of study of this research and the subjects that participate in this activity to a greater or lesser degree. The maximum number of visitors was reached in 2006 and subsequently had a significant fall which has not yet gotten out. From the decade of the 50's until that year, little or almost nothing was done to prevent the emergence of other destinations and to face a sharp decline in the influx of tourists motivated by the completion of the works and commissioning of the Zimapan hydroelectric plant.

From the perspective of the members of this sector, what are the causes of the fall and the slow recovery of preferences and what measures and strategies are being implemented to overcome this problem.

The offer of a final destination consists of natural attractions and the economic environment. The Cheese and Wine Route of

the state of Querétaro, includes the services of transportation, lodging, food, specific tastings, guided tours and on special occasions, artistic shows. Querétaro is not the only state that offers this variety of tourism, Baja California, Guanajuato and San Luis Potosí, they have similar offers and represent a potential competition. This modality of wine routes has not only increased the number of options, but has also allowed the emergence of emerging offers, such as the Tequila, Mezcal or Las Misiones routes, each with different or similar characteristics.

The problem consists of the lack of coordination and commitment of those who make up the chain of service. Each vineyard operates independently, each restaurant has a similar attitude and the hotels, in addition to operating independently, do not carry out joint projects with the other branches involved in this concept.

The municipality of Tequisquiapan is part of the Route of Cheese and Wine and has been facing a negative growth in the number of visitors who use proportionally the tourist services of this final destination.

From the global reading of the results provided by institutions such as INEGI, IDEE or CONAPO, it can be inferred that the growth or decrease of an economic variable applies directly to all regions and sub-regions of the country, however, when analyzing the behavior of that variable at the local level are inconsequential or significant differences. The main objective is to describe the current competitive conditions of the sector and to know the causes attributed by the different actors in this sector that explain the existence of such conditions.

Derived from this objective the question of this investigation in:

*How are the current competitiveness conditions of the Tourism Sector in Tequisquiapan explained?*

## **THEORETICAL ASPECTS**

### **Competitively**

The World Economic Institute identifies or defines competitiveness as the ability of a country to create and sustain an added economic value in relation to its competitors in the long term. A distinction must be made between the comparative advantage bounded by natural or energy resources and the competitive advantage related to infrastructure, management skills, labor qualification, governance, etc. (Fayos-Solá, 1994).

The comparative advantages provide the distinctive of the tourist destination; the competitive advantages are the added value perceived as the quality of service, image, education and tourist education, the introduction of innovations, the use of better information channels, which among others make up the package of the offer. Comparative advantages in combination with competitive advantages provide a synergistic effect on the sustainability of destinations.

Changes in the world tourism market have modified the traditional concept of tourism, confronting it with new challenges and opening new opportunities. The tourism competitiveness of a country sustains the effective integration of the three factors that directly intervene in it; the social, productive and institutional factors. These factors, which are of local origin, have repercussions at the micro and macroeconomic level, whose purpose is to maintain the presence of supply in the markets. (Bravo, 2004)

Classical economic theory has as main reference of competitiveness the analysis of costs and prices (Dwyer, L., Forsyth, P. and Rao, R. (2000);, while Crouch and Ritchie (1999) base the competitiveness of destinations in six categories: human factors, material resources, knowledge, historical and cultural resources, capital and infrastructure.

The World Council of Tourism and Travel and the Cristel DeHann Tourism and Travel Research Institute of the University of Nottingham, created the Monitor of Competitiveness (CM) that contains 23 indicators used to quantify competitiveness in tourism. There are indicators that measure quality; however, the quality indicator integrated in the CM is specific to quality in the tourism sector.

The tourist competitiveness monitor is divided into eight groups that include the 23 indicators:

- Price competitiveness
- Human factor, calculated on the fixed population and the number of tourists
- Infrastructure development
- Environment
- Technological development.
- Human resources, calculated on the work factor using a United Nations index on education.

- Opening, related to the tax rates applicable to tourism.
- Social development, related to quality of life established by the United Nations (Lillo et al, 2007).

A characteristic that distinguishes the advantages of competitiveness is the accumulation of intangible and natural resources that are translated into hardly reproducible innovations that belong to the destinations of each region or locality (Mochón, 2004).

### **Theory of Resources and Capabilities of Barney (1991)**

The companies of goods or services structure their competitive advantages are their ability to offer bines or services differentiated from their competitors with the opportunity to offer lower prices. Placing oneself in an optimal position of differentiation and prices gives the company a strategic advantage and it is in this objective that the problem lies. The focus on the importance of the resources and capabilities that it has is the answer for a long-term sustainability.

The resources are of two types; tangible (facilities, assets), and intangibles (the qualification of its personnel, image). Amit and Schoemaker (1993) cited by Lillo *et al* (2011), point out that resources and capacities are converted into goods and services, through the application of assets, linking mechanisms, organizational climate, information systems, incentives and trust between the management and its employees.

Ventura (1994) makes emphatic statements between tangible resources (physical and financial assets) and intangible resources (human capital, reputation and skills), which together make up the organizational routines that give companies their competitive advantages. Monfort (2004) presents a more oriented approach to tourism businesses, noting that long-term sustainability depends on the disparity of its offers derived from the different resources and capacities it has.

### **Development Sustainable**

The globalization of markets during the 21st century has forced companies to boost the creativity of their personnel to find innovations that allow them to maintain positions of impact in their different fields. The tourism industry is not immune to this pressure to implement plans that lead companies in the field to develop

strategic advantages, which as mentioned in the previous paragraph must be competitive and comparative.

In the year of 1983 the United Nations before the impact of the economic development on the environment, decided to create the Commission of Development and Environment under the direction of Gro Harlem Brundtland. This Commission produced a report that is known as "The Brundtland Report" (Brundtland, GH, 1987) that mentions the concept of sustainable development as a "norm" that economic development must follow to preserve the right of future generations to reach and maintain its own development. This report defines economic development in the following terms:

*"It is in the hands of humanity to ensure that development is sustainable, that is, to ensure that it meets the needs of the present without compromising the ability of future generations to satisfy their own"*

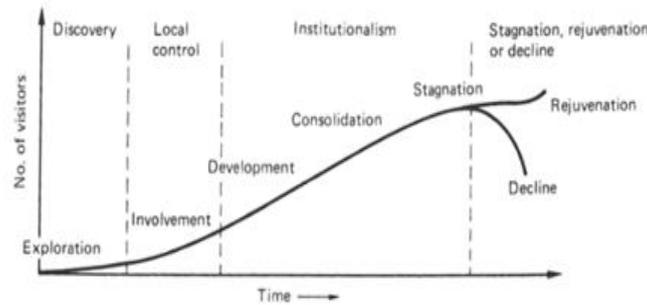
Sustainability means that it has the quality of sustainable and, Sustainable is what can be sustained and especially in ecology and economy, which can be maintained for a long time without exhausting resources or causing serious damage to the environment. The objective of organizations, particularly companies, seeks to remain in their respective markets as long as possible, developing the necessary strategies for that purpose. Tourism companies have the particularity of having in their offers, products and services closely related to the environment and on the other hand, they face, like all companies, the presence of competitors that seek to occupy the dominant position of the market.

The previous figure shows the development of a tourist company based on a model by Richard W. Butler (1980) that explains graphically the orientation of its activities in a time line. The author points out that the tourist destination follows the same cycle and this cycle in turn is determined by the development plans involved. During the consolidation stage, a point of stagnation is inevitably reached, moment of the cycle in which renewal or decline occurs.

If there was no sustainable development and renewable and / or non-renewable natural resources were exhausted, the only possible sequence is the decline of the destination or tourist service. On the other hand, sustainable planning renews the cycle through, mainly,

innovation. Butler (1980) and Brundtland (1987) highlight the importance of indicators of

competitiveness in the sustainability of companies and tourist destinations.



**Fig1.** Based on the life cycle model of the tourism area (Butler, 1980).

The World Economic Forum (WEF, for its acronym in English, 2013), establishes a direct relationship between sustainability and the results thrown by the indicators of competitiveness in each of its dimensions of analysis, among which stand out;

- Policy and regulation
- Environmental sustainability
- Security
- Health and hygiene
- Prioritization of travel and tourism
- Infrastructure
- Prices
- Human resources
- Affinity
- Natural resources and
- Cultural resources

Among these dimensions, human resources have the greatest number of variables.

Sustainability is a factor of tourism development that necessarily involves the participation of society, the productive sector and the authorities. This involvement is reflected in the new conceptualizations of governance and new economic institutionalism.

### **Tourism: The Globalized Markets**

Tourism is one of the best examples of the globalized market, a very peculiar market in which the offer is distributed throughout the planet and the one that acquires the product and / or service must travel to the final destination. This particularity generates economic activities in the transfer of visitors from their place of origin to their final destination.

The scope of tourism activity has led to the creation of international organizations that, in

addition to disseminating certain regulatory criteria, support the development of world tourism. The World Tourism Organization (WTO) is part of the United Nations Organization and the member countries belong to both organizations.

During the second half of the twentieth century, trade relations between countries changed drastically, the emergence of international treaties, the formation of trade blocs, changes in tariff restrictions on imports and exports and the new international regulations on financial information, they modified the markets for goods and services, to become what we now call the globalized commercial market. (Latham, 1997)

The current economic environment, has characteristics consistent with the accelerated technological development, which is extremely dynamic and changing, resulting in uncertain situations regarding the planning that companies perform to position their goods and services in the markets corresponding to the different sectors. On the one hand, as Zysman (1996) states, globalization leads governments and companies to make continuous changes, to adapt, by developing new strategies.

Globalization, in the words of Hobsbawn (1998), is a phenomenon that makes us smaller and smaller, that annuls the concepts of distance, time and closed economy, social, economic and political events must be viewed from the perspective of a single event that agglutinates them (Rigo 2012).

At the beginning of the eighties, it was said that globalization was based on the homogenization of the tastes and needs of consumers who acquired goods made with technologically superior techniques, whose costs were significantly lower than those of local suppliers. (Levitt,

1983), However, it is practically impossible to conceive the idea of a company or country that has the scope to supply the global demand in a unique way. Companies need to learn all over the world, how to carry out activities that allow them to weave networks to take advantage of different local environments (Forsgren et al, 2005).

The evolution of tourism adjusts, like other activities, to the neoclassical economic model of supply and demand. Given the scope of this research, the offer is conditioned to the tourist accommodation services offered by the municipality of Tequisquiapan and the demand is related to the broad spectrum of tourist expectations in their characteristics as visitor or hiker.

The WTO classifies the tourist in two large groups that consume the goods and services of the tourist offer, the hikers and the visitors. The first category considers to visitors who *do not* spend the night in the final destinations and the second to make additional use of hosting services.

Analysis of this model can identify three basic elements of the offer: The tour operator, the municipality and the service provider

**METHODOLOGICAL ASPECTS**

Under the ontological perspective of the problem, a paradigm that provides a perspective described by involved in this research arises. Objectively the problem is already determined by the figures indicate that proportionally tourism in this municipality has decreased. Epistemologically the study is based on a theoretical framework that presents the state of art in the tourism sector, competitiveness,

sustainability and life cycle model of tourist destinations.

Data collection is performed based on semi-structured interviews applied to managers of the secretaries of state tourism and the municipality and managers of the hotels located in the region, taking into account the adequacy of the indicators proposed by the Monitor competitiveness drawn up by the World Council for Tourism and travel in collaboration with the Cristel DeHann Tourism and travel Research Institute at the University of Nottingham. It is an inductive course set by simultaneous and interdependent factors (Creswell, 1999)

**RESULTS**

In this paper, two lines of research were followed:

*Line Investigation 1:* Oriented to the views of the various units of Local, State Government and the Ministry of Tourism of the State in relation to competitiveness factors and thus detect the relevant information in m u b j e c t tourism development.

Within 1 Plan National Development there is a section which is the Tourism Sector Program 2013-2018 published in the Official Journal of the Nation, widely posed in the situation and the guidelines be followed to strengthen this important source of foreign exchange and work.

Mexico went from 20.6 million to 25.0 million international tourists from 2000 to 2012, which means an average growth of 1.47 %, compared with growth of world tourism which reached a rate of 2.89 %.

The income for Mexico had an increase of 2.89% annually and globally of 4.65%.

**Table1.** Per Capita Expenditure on International Tourism

Reference year 2012	Mexico	world
Number of tourists in millions (2012)	25.0	1035
Spending thousands of dollars (2012)	\$ 12.7	\$ 1075 0
Average spending per capita in dollars	\$ 508 .0	\$ 1038 6
World Tourism Increase	1.47%	2.89%

*Source:* Based on data from the World Tourism Organization

Interestingly, international tourists visiting Mexico spends 48.9% of the world average. Turkey was the fastest growing country and Hong Kong with the fastest growth in income from tourism.

Spreads in the results are due in the opinion of SECTUR competitiveness of l productive

performance of service providers. 65% of international tourism and domestic tourism 31% prefer the sun and beach tourism. The five factors that affect competitiveness are; *The Productivity*, as a generator of value added and quality, *Innovation*, as ability to design creative activities and functions that enable them to be more profitable and efficient.

*The Diversification*, ability to introduce new products to the existing customers and prospects,

*Specialization*, ability to provide unique experiences in each market segment specific.

*Professionalization*, planning, management, monitoring and control of human resources in the sector.

*Sustainability*, considering the current and future impact on economic, social and environmental, making rational use of resources. Government institutions at all three levels must ensure the creation of the infrastructure necessary for the development of this important activity, ensure the safety of the population and visitors, prevent abuses in the conditions of the goods and services they offer, design schemes that protect the health and facilitate the granting of financial investments

### **Research Line2**

Oriented update the inventory tourist destination and address the tourism service providers to know their perception with regard to the current situation of tourism in their home destinations.

First results of the study are presented 32 of the 62 registered hotels, including the daily cost of a room in double occupancy.

Secondly the results on the type of cuisine or resented 50 restaurants and bars of the population, of which data were obtained from 30 of them.

Third, the services provided by tour operators primarily associated with the offer of Route Art, cheese and wine.

Fourthly a picture with the most significant opinions of 64 interviews with staff working in the property has presented entos mentioned, the instrument was developed taking into account the eight dimensions proposed by the Monitor Competitiveness (CM) mentioned above.

It was recently reported that international tourists visiting Mexico, according to figures from SECTUR grew by 50% over the last 5 years (Excélsior, 11.8.2017), however in view of Aaron Manzur the Municipality of Tequisquiapan is far from reaching the figures of the 90's, indicators show a decrease in the number of visitors from 2006 to 2014, going from 103 thousand 244 tourists 91 000 061 of these visitors, 1.08% corresponds to international tourism, a figure it has not presented growth over the past 12 years.

Secretary of State Tourism estimated that in 2017 5.6 million tourists visit the state of Queretaro of which 20% do tours of the interior of the state. The total number of tourists expected this year amounted to 2 million 170 thousand tourists and only 112, 000 pass through Tequisquiapan, representing 0.05% of the state total. (Personal communication with SECRETARY Tourism Tequisquiapan November 2016)

To set the classification criteria of the restaurants in the city of Tequisquiapan, the regulations of the government of Navarra, Spain, mainly because of the specificity of the elements of categorization was used. In Mexico there are several regulations, however, the proposed requirements are few and not very clear, allowing confusion to differentiate between restaurants, taverns and cafes.

Providers service considered in this section are carriers of passengers group and taxis, bidders globe and travel guide services, outside all the lodging and food.

### **CONCLUSION**

Considering the tourism industry as one that aims to offer tourists different experiences and emotions, certainly all the elements that surround the tourist experience of the traveler, and that will determine their level of satisfaction, they are directly related to the work done by the professionals; the human component plays, then, a key tourism development (Lillo, Ramon and Sevilla, 2007) paper. Human Resources personnel are now in direct contact with the tourist, being one of the main leaders of tourism in a destination.

The strategic importance of the human capital as a distinctive ability leads us to consider the need to design policies for education and quality training in tourism (Lillo, Ramon and Sevilla, 2007), policies that until today have not It has been implemented for mountain guides who spend from those with excellent training to those who have never received the slightest sports training, technical, much less quality in tourism.

Tourism is an economic activity that every day becomes more important in the macroeconomic variables of a country. According to UNWTO tourism reaches levels of 10% of GDP that ranks among the top three places of importance and a strong tendency to occupy the former.

Tsang and Hsu (2011) report bibliographical studies on the proliferation of articles on tourism

have been carried out by organizing them into three groups; a) those who report the *rankings* of the different authors and institutions, b) analyzing the methodologies and techniques used in research c) depending on the subject matter contained in the articles. Torres (2010) takes another classification based on the characteristics of geographical order and can take the statements of Sancho (2006 p. 57) referred to the lack of journals validity and recognition dedicated to tourism, which generates a wide range magazines emanating from different disciplines with a tourism focus.

All these elements make it difficult to know the growth of publications on tourism and relate to this activity. The methodology used in this research related to the state of art that keeps this topic is mainly quantitative bibliographic order and seeks to collect and analyze articles on tourism. An additional difficulty comes from tourism publications that may be contained in "tourist" magazines although not exclusive to certain items appear in "non-tourist" magazines. For example, some tourist items may have a geographical approach (Fernández, A., Garcia, M. and Ivars, JA, 2010), marketer (Lopez and Lopez, 2008), economic (Aguiló, 2010) or business(Hernandez, JM, Campón, AM and Folgado, JA 2011)

Even when the supply of Route Cheese and Wine is itself a strong appeal to a variety of tourist demand, this is not enough and is complemented by activities of nature tourism, adventure tourism or extreme, but generally is associated culinary tourism that complements the tasting of cheese and wine makers.

A geographical advantage of the state of Queretaro is not to have other competitors because in our country only the state of Baja California has a similar offer, competition with other offers alternative tourism as it is the Route of the Missions.

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