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## **Organizational intervention in the municipal tourism department of San Luis Potosí capital city**

### **Intervención organizacional en la dirección municipal de turismo de San Luis Potosí capital**

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#### **ABSTRACT**

This paper describes an organizational intervention in the “Care for Persons with Disabilities” program of the Municipal Tourism Directorate of San Luis Potosí City, whose aim was to diagnose and reverse the low occupancy of seats reserved for persons with disabilities at municipal cultural events, particularly large concerts. Using a participatory action research methodology that combined interviews, surveys, and focus groups with public servants, users, and association leaders, multiple barriers explaining the problem were identified: limited accessible outreach, transport obstacles, lack of companions, inadequate communication channels, and a weak sense of identification with the cultural offerings. Based on this diagnosis, a multichannel and collaborative improvement plan was designed, including measures such as accessible information campaigns, alliances with associations, implementation of adapted transport, companion volunteer programs, adjustments to infrastructure, and continuous monitoring mechanisms. This experience not only strengthened the institutional capacity of the Directorate to guarantee the right to leisure and culture under conditions of equity, but also showed how an organizational intervention can act as a bridge between normative mandates on inclusion and their real fulfillment. The case demonstrates that, with citizen participation, political commitment, and a strategic focus, it is possible to achieve sustainable changes in public management, improve organizational performance, and contribute to the effective implementation of inclusive public policies in tourism.

**Keywords:** Social Inclusion; Accessible Tourism; Organizational Intervention; Disability; Public Policies.

#### **RESUMEN**

El presente trabajo describe una intervención organizacional al programa “Atención a Personas con Discapacidad” de la Dirección Municipal de Turismo de San Luis Potosí Capital, cuyo objetivo fue diagnosticar y revertir la baja ocupación de los cupos reservados para personas con discapacidad en eventos culturales municipales, particularmente en conciertos masivos. Mediante una metodología de investigación-acción participativa, que integró entrevistas, encuestas y grupos focales con servidores públicos, usuarios y líderes de asociaciones, se identificaron múltiples barreras que explican el problema: escasa difusión accesible, obstáculos de transporte, ausencia de acompañantes, canales de comunicación inadecuados y falta de identificación de las personas con las ofertas culturales. A partir del diagnóstico, se diseñó un

plan de mejora multicanal y colaborativo que incluyó acciones como campañas informativas accesibles, alianzas con asociaciones, implementación de transporte adaptado, voluntariado de acompañamiento, ajustes en la infraestructura y mecanismos de seguimiento continuo. Esta experiencia permitió no solo fortalecer la capacidad institucional de la Dirección para garantizar el derecho al ocio y la cultura en condiciones de equidad, sino también evidenciar cómo una intervención organizacional puede actuar como puente entre los mandatos normativos de inclusión y su cumplimiento real. El caso demuestra que, con participación ciudadana, compromiso político y enfoque estratégico, es posible lograr cambios sostenibles en la gestión pública, mejorando el desempeño organizacional y contribuyendo al cumplimiento efectivo de políticas públicas de inclusión en el turismo.

**Palabras clave:** Inclusión Social; Turismo Accesible; Intervención Organizacional; Discapacidad; Políticas Públicas.

## INTRODUCTION

In the field of public policy, an increasingly crucial challenge is emerging: transforming rights that exist only on paper into tangible experiences for citizens. As Aguilar (2006) and Roth Deubel (2016) point out, public policies often fail not because of regulatory deficiencies, but because of the gap between what is planned and what can actually be done in complex and contrasting territories.

Policies for tourism and social inclusion reveal tensions between institutional design, administrative operations, and the real conditions of access faced by vulnerable groups, who are often marginalized from these policy-making processes, resulting in a mismatch with the real needs of the people they are intended to serve. One such group is people with disabilities, who face physical, communication, and even attitudinal barriers that prevent them from fully participating in the cultural richness of their communities (Minnaert et al., 2012).

This research addresses this issue specifically through an organizational intervention in the Municipal Tourism Department of San Luis Potosí Capital and, within it, its Department of Social, Solidarity, and Sustainable Tourism (SSS). This area, designed to guarantee the right to leisure and recreation for populations that are usually excluded (such as people with disabilities), represents a paradigmatic case of how public organizations attempt to use organizational tools to fulfill mandates of justice and inclusion.

Social tourism, viewed as a public policy, has gained ground worldwide as a way to ensure that the benefits of tourism reach everyone, understood not only as an activity that generates money but also as a fundamental cultural right (ISTO, 2023; World Tourism Organization (UNWTO, 2016).

The problem that prompted the study was the Directorate's own detection of a mismatch between the objectives aimed at achieving tourism inclusion, which is part of its program for the Care of Persons with Disabilities (PwD), and the operational results at mass events: specifically, the persistently low occupancy of the seats reserved for persons with disabilities at concerts held as part of the declaration of the city of San Luis Potosí as the American Capital of Culture. Although spaces and facilities have been created to ensure the participation of persons with disabilities, records show low participation by this group, with less than 50 % of the reserved seats at most concerts.

In this regard, the overall objective of this study is to diagnose the causes of the underutilization of seats reserved for persons with disabilities at concerts promoted by the San Luis Potosí Capital Tourism Department, based on an organizational intervention that will increase their effective occupancy and strengthen the agency's capacity to guarantee the full exercise of the right to cultural and tourist participation under conditions of equity and inclusion.

### **Theoretical framework**

The theoretical framework of this intervention draws on two main strands: (1) approaches to organizational intervention and performance improvement in public environments, and (2) the concepts of social tourism and inclusion within public policies. The relevant theoretical foundations are set out below.

**Organizational intervention in public administration:** Organizational intervention (OI) is defined as a planned action for change within an organization, aimed at improving its effectiveness, solving specific problems, or strengthening its capacity to meet objectives (French & Bell, 1999).

Some authors conceptualize it as a professional practice grounded in the behavioral sciences, which applies diagnostic and change techniques to modify aspects of the organization (structure, processes, culture) to improve performance (Minguet, 2001). In the context of public organizations, OI has particular characteristics: it must consider regulatory frameworks, bureaucratic culture, and the political environment.

According to Bolaños Alzate (2019), organizational intervention in the public sector is a strategic tool for diagnosing and improving public management, provided that it is carried out in a participatory manner and aligned with collective well-being. This implies that, rather than imposing changes, the intervener acts as a facilitator, integrating managers and officials into the transformation process.

Theoretically, OI in the public sector is based on organizational development models adapted to the governmental context, as well as Kurt Lewin's theory of planned change (stages of unfreezing, change, refreezing) and notions of organizational learning in public institutions (Aguilar, 2006). Effective intervention requires understanding power dynamics, formal and cultural norms, and citizen expectations.

The literature warns that "cosmetic" or generic consulting solutions tend to yield insufficient long-term results; in contrast, a scientific organizational intervention requires in-depth research into social relationships and problematic tensions within the organization to propose meaningful and sustainable changes (Fernández et al., 2012).

In the case studied, this logic was followed: a participatory diagnosis identified tensions (for example, between the supply of quotas and the institutional capacity to disseminate them effectively) and then proposed specific organizational changes to resolve them, rather than merely taking immediate, superficial measures. This illustrates how organizational intervention can serve as an instrument for implementing public policies (in this case, the tourism inclusion policy) by translating abstract objectives (inclusion) into concrete operational improvements within the public agency.

**Social tourism, accessibility, and inclusion policies:** The second relevant theoretical aspect

covers the concepts of social tourism, accessible tourism, and the right to inclusion. Social tourism is defined by the International Social Tourism Organization (ISTO) as tourism that seeks to make leisure and travel accessible to as many people as possible, especially vulnerable groups, promoting tourism that serves people and communities (Plano Informativo, 2024).

It is closely linked to the concept of tourism for all, which posits that traveling and enjoying cultural heritage is a universal human right (Minnaert et al., 2012). In public policy, many countries and cities have implemented inclusive tourism programs, recognizing that people with disabilities face additional barriers to exercising their rights to leisure and culture. In Mexico, the legal framework, the General Law for the Inclusion of Persons with Disabilities 2011, establishes in Article 30 the promotion of conditions for persons with disabilities to access tourism, cultural, and sports services.

Likewise, the UN Convention on the Rights of Persons with Disabilities (United Nations (UN, 2006) obliges the State to guarantee the participation of these persons in cultural life, recreation, and sports on an equal basis. These precepts constitute a political-normative mandate that tourism entities, such as the Municipal Tourism Directorate, must comply with.

Theoretically, the notion of universal accessibility (Mace, 1985) holds that environments, products, and services (including tourism) must be designed and adapted to be usable by all people, regardless of ability. This involves considering physical dimensions (ramps, Braille signage, etc.), communication dimensions (information in accessible formats), and attitudinal dimensions (a culture of inclusive service).

The intervention carried out is based on these concepts: it sought to make accessible tourism a reality by removing informational, physical, and social barriers. Furthermore, from the perspective of inclusive public policy theory, it is understood that the active participation of beneficiaries (in this case, people with disabilities) in the diagnosis and solution is key to the effectiveness of the measures (Gooding, 1996). Therefore, a co-creation approach with the community was applied. In short, the theoretical framework integrated principles of organizational change and public social policy: internal organizational improvement was necessary to achieve a public policy objective (inclusion), demonstrating the interdependence between administrative management and the achievement of political and social goals.

## **METHOD**

This study used a qualitative action research approach, complemented by descriptive quantitative methods. The methodology combined the collection of field data within the organization and among its users with the participatory analysis of that information to design and implement improvements. The methodological aspects are detailed below:

**General design:** It was decided to study a single case in depth: the Municipal Tourism Department. To this end, a participatory action research method was used. This means that the researcher had a dual role: to analyze the situation and, at the same time, to facilitate change by actively involving the people who work in the Department throughout the process. The intervention's stages were guided by the typical action research cycle: first, diagnose; then, plan; then, act; and finally, evaluate.

**Subjects and sample:** On the part of the organization, five people who worked in the Department participated (including the Head of the SSS Tourism Department and four specialists

from the Department), with whom a Focus Group was conducted. As for the people who use the services, we worked with a sample of people with disabilities from San Luis Potosí, dividing them into three groups: (1) people who had attended the events (the “actual” users of the quotas), of whom eight people with different types of disabilities were interviewed; (2) people who could have attended but did not, of whom 17 people with disabilities who met the profile but did not attend the events were surveyed; and (3) leaders of four local associations of people with disabilities (Guerreros Extraordinarios, Inst. Bilingüe Intercultural para Sordos, IPACIDEVI, Juntos AC), who were interviewed about their knowledge of this group and their relationship with inclusive tourism initiatives. This method of obtaining information from different sources (Directorate employees, end users, and their representatives) sought to provide a comprehensive view of the problem.

**Data collection techniques:** Several complementary techniques were used. A semi-structured interview was conducted with people with disabilities who had attended the concerts to find out how they learned about the reserved seats and their experiences getting to the venue. In addition, a focus group was held with members of the SSS Tourism Department to learn about their perceptions of the causes of low occupancy and the underutilization of seats by persons with disabilities. Semi-structured interviews were conducted with leaders of associations for people with disabilities (Guerreros Extraordinarios, Instituto Bilingüe Intercultural de y para Sordos, IPACIDEVI, Juntos una Experiencia Compartida A.C.) to learn, from their institutional perspective and experience, the possible reasons why people with disabilities are not accessing the seats reserved for them. Finally, a survey was conducted among persons with disabilities residing in San Luis Potosí Capital to determine the reasons they do not use the designated seating areas at concerts held as part of the city’s designation as American Capital of Culture. Finally, important documents, including municipal reports, the Organization Manual, event promotional materials, and laws on inclusive tourism, were reviewed.

**Data analysis:** The interviews were transcribed and analyzed for themes and patterns using categorical content analysis. The survey information was analyzed using descriptive statistics: the number of times each response appeared was counted, and the percentages for each item were calculated. Responses to open-ended questions were grouped by theme. Findings from different methods were triangulated to verify their consistency (for example, the lack of dissemination was evident across interviews, surveys, and documents). This triangulation strengthened the internal validity of the conclusions. In addition, feedback meetings were held with management staff to validate interpretations of certain data (“member validation”), a strategy typical of collaborative action research.

**Ethical considerations:** All participants were informed of the purpose of this research and given the option to provide consent, either verbally or in writing. The identities of each person were kept confidential (in the report, the data are presented in a general form, without names). Given that the study involved people with disabilities, special care was taken in how questions were communicated (for example, using simple language and having a Mexican Sign Language (LSM) interpreter present during interviews with deaf people). The municipal authorities approved the intervention, and at all times, efforts were made to ensure that the proposed actions did not infringe on the rights of any participant, but rather strengthened them.

It can be broadly concluded that the research was adapted to a real public administration context. This made it possible not only to diagnose the problem rigorously but also to involve the actors in the solution, thereby increasing the legitimacy and feasibility of the improvements.

The wealth of qualitative data obtained was crucial to understanding the problem, while quantitative data helped to gauge its magnitude and prioritize interventions.

Organizational intervention model used

To address the problem in a structured manner, a collaborative-participatory organizational intervention model was used. This model was based on well-defined sequential stages, adapted from the methodology proposed by Jacobson, Butterill, and Goering (2005) and from intervention frameworks in public organizations:

| Table 1. Organizational intervention model used |                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                             |
|-------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Stage                                           | Description and application                                                                                                                                                                                                                                                                                                          | Techniques and instruments                                                                                                                                  |
| Pre-entry                                       | When a problem arises within the organization, clients realize that they cannot solve it by taking action themselves and therefore decide to hire a consultant/auditor from outside the organization.                                                                                                                                | -                                                                                                                                                           |
| Entry                                           | This is the first meeting between the consultant/intervener and the client, with the aim of defining the central issues and scope of the intervention.                                                                                                                                                                               | - Unstructured interview                                                                                                                                    |
| Diagnosis                                       | The consultant/auditor and client collect and analyze data to understand the problem and its magnitude. This process is carried out using various data collection techniques.                                                                                                                                                        | - Semi-structured interview<br>- Focus group<br>- Participant observation<br>- Surveys (sample of target audience)                                          |
| Intervention                                    | Consultant/auditor and client work together to interpret the analyzed data and link it to the evidence in order to formulate recommendations and implement courses of action that will resolve the undesirable situation affecting the organization's own activities and, therefore, the achievement of the objectives or goals set. | - Coding and categorization<br>- Descriptive statistics - Meta-inference<br><br>- SMART method (Specific, Measurable, Achievable, Relevant, and Time-bound) |
| Output                                          | Presentation of results –final report–. The project concludes.                                                                                                                                                                                                                                                                       | -                                                                                                                                                           |
| Post-output                                     | Based on their own interests or the political environment, clients may or may not implement the recommendations of the consultants/auditors.                                                                                                                                                                                         | -                                                                                                                                                           |

Source: Prepared by the author based on Jacobson, Buterril, and Goering (2005)

This intervention model is characterized by adaptability and participation, which are particularly important in public organizations where collaboration among members is essential and where all the interveners' actions must go hand in hand with existing policies. In contrast to purely external, vertical interventions, this one attempted to “work with” the organization rather than “work for” it. This facilitated the Tourism Department’s appropriation of solutions, increasing the likelihood of long-term continuity.

Public policy sector of the organization

The Municipal Tourism Directorate of San Luis Potosí operates in the public tourism policy sector, but with a strong connection to social inclusion policies. As part of the San Luis Potosí City Council, it is responsible for promoting local tourism development (which is part of the municipality’s economic and cultural policy), while always prioritizing social and inclusive



tourism.

Its policies are based on the municipal plan known as “La capital del Sí” (The Capital of Yes), which emphasizes values such as honesty, commitment, integrity, and inclusion in governance. In the public sector, municipal tourism activity involves working with other levels of government (e.g., the State Secretariat of Tourism) and with other areas responsible for social development, including the inclusion of people with disabilities in tourism activities (San Luis Potosí City Council, 2021).

Therefore, the Tourism Department operates in a cross-cutting public policy space where economic objectives (promoting tourism as an economic driver) and social objectives (ensuring the participation of vulnerable groups, such as people with disabilities, in the city’s cultural and tourist life) converge.

### **Purpose of the organization**

The main objective is “to design, implement, link, and execute actions and programs that effectively promote the capital’s tourist attractions at the state, national, and international levels, consolidating them; to boost the competitiveness and innovation of tourism service providers; and to develop new products in profitable niches, supporting sustainable and socially accessible municipal tourism development” (San Luis Potosí City Council, 2023). The latter clearly shows its commitment to social accessibility: tourism must be sustainable and inclusive.

More specifically, among the issues the organization must address is the inclusion of vulnerable groups, including people with disabilities, in tourism activities. The City Council’s General Manual states that it is the responsibility of the Tourism Department “to design and implement outreach actions to achieve the participation of [...] vulnerable groups and people with disabilities in different tourism activities and programs” (San Luis Potosí City Council, 2023).

In addition, it establishes that the Department must “work with the tourism sector so that people with disabilities can exercise their right to enjoy leisure, sports, and tourism on an equal footing with other citizens” (San Luis Potosí City Council, 2023).

### **Organizational performance: fulfillment of goals, targets, and objectives**

In recent years, the Municipal Tourism Department has made significant progress toward its objectives, especially in inclusive tourism. Thanks to various strategies and programs, the number of people with disabilities receiving assistance from the Department increased from 2,167 in 2023 to more than 5 000 in 2024, representing a 133 % increase (SLP News Agency, 2024). This significant increase indicates that the municipal government’s inclusive policies and programs are having a positive impact, and that more and more people in San Luis Potosí’s capital are seeking accessible tourism options.

Among the most notable achievements is the consolidation of initiatives such as “Sentir para Ver” (Feel to See), which has become one of the most representative experiences of inclusive tourism in the city, even receiving recognition from the Association of Capital Cities of Mexico (El Sol de San Luis, 2025). Inclusive workshops and gastronomic experiences have also been organized, and the Directorate has the distinction of having trained Mexico’s first deaf tour guide (Código San Luis, 2024). Links have been established with disability advocacy groups to offer tours tailored to people with special needs. All these efforts show that good progress is



being made towards the goal of making tourism a right for all.

However, alongside these achievements, the organization still faces challenges in fully meeting its inclusion goals. The Directorate itself noticed a specific problem: the places reserved for people with disabilities at large municipal events (such as concerts and festivals) were not being filled. Although several tickets or seats are reserved exclusively for this group to participate in the monthly concerts held throughout 2025 as part of the declaration of San Luis Potosí as the American Capital of Culture, fewer than half are occupied by people with some disability.

This shows that there is a difference between what is offered and actual participation. This indicator of insufficient performance motivated the present organizational intervention. In other words, although the organization has made progress in creating inclusive programs and spaces, flaws in the execution or dissemination of the aforementioned events prevented the goal of full participation from being achieved.

### **Performance problems: causes and diagnosis of low occupancy rates**

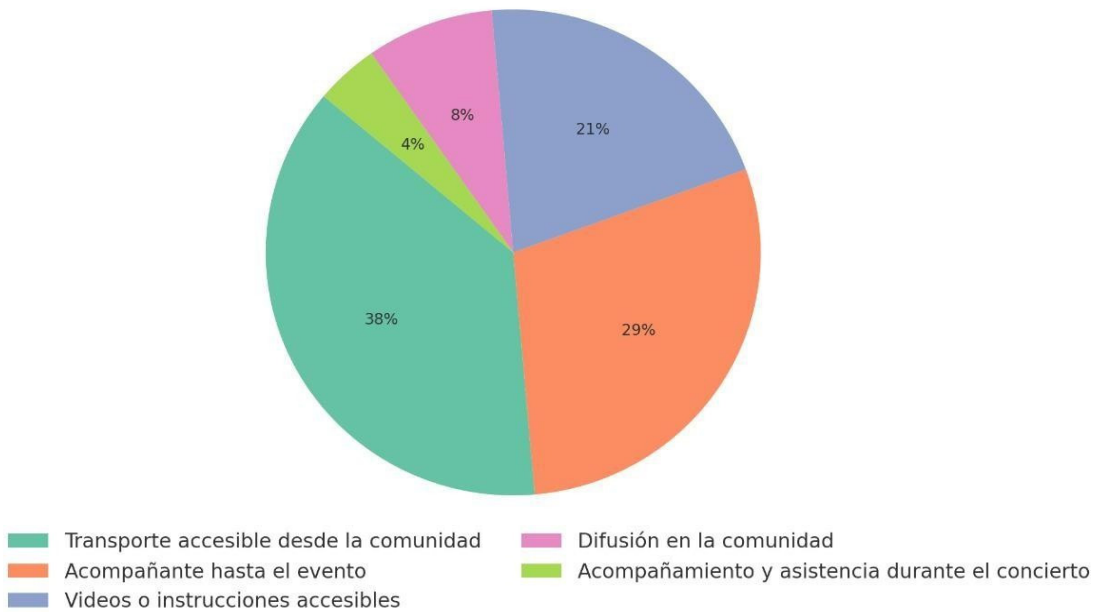
The main problem identified was that the places reserved for people with disabilities at tourist events in the municipality, especially the concerts held monthly throughout 2025 as part of the declaration of San Luis Potosí as American Capital of Culture, were not being used. To diagnose the causes of this problematic performance, a systematic collection and analysis of data was carried out with the main actors involved: persons with disabilities from the local community (those attending and not attending the events), leaders of representative associations, and the members of the Municipal Tourism Directorate themselves, specifically those who are part of the SSS Tourism department, which is responsible for the promotion and management of these concerts for persons with disabilities.

It was found that the lack of attendance by people with disabilities at these events was not due to a single factor, but to a combination of factors both within and outside the organization. The main causes identified, based on the evidence gathered, are described below:

- Lack of information or insufficient dissemination: Many people with disabilities did not know that there were designated seating areas for them at events. In a survey of people with disabilities in the community, 35 % said they were unaware of these facilities. Even several of those who did know about the reserved spaces learned about them from others, not through official channels. The leaders of the organizations confirmed this problem, saying that “we hardly heard about this information” because “there is no good dissemination” by the municipality. It was found that official information was mainly limited to general social media, leaving out more accessible or specialized media: for example, no communications had been sent to associations of people with disabilities (only some of the associations were sent communications), and the information had not been disseminated in key locations (rehabilitation centers, clinics, etc.). This lack of information was found to be the main reason why the quotas were not used.
- Transportation and physical accessibility barriers: even among those who were aware of the event and were interested, problems getting to the venue prevented them from attending. Forty-seven percent of respondents directly mentioned “difficulties getting there” as the reason they did not attend. The lack of accessible transportation or assistance in getting to the venue was a recurring obstacle, especially for people with mobility issues. One interviewee commented, “I have difficulty getting around,” and suggested “accessible transportation from my community” as an improvement. In

addition, one interviewee with mobility issues stated that it was difficult for her to access the concert venue because it lacked ramps in some areas. This shows that it is not enough to reserve a place; if the venue is not fully accessible (adequate ramps, reserved areas with good views, adapted bathrooms, etc.), people will prefer not to risk having a bad experience. The assessment highlights this structural problem: the city has made progress in public space accessibility, but some cultural venues still face barriers that need to be addressed.

- Lack of a companion to the concert: a companion to the concert venue is imperative for people with various types of disabilities. Forty-one percent of respondents cited “I have no one to accompany me” as a reason for not attending. In other cases, they said they did not feel safe going alone to an event with many people: “I do not feel safe/ comfortable in public places” without company, said one person with a psychosocial disability. Even attendees who did use the quotas commented in interviews that they depended on someone else. This suggests that if the person does not have someone to accompany or help them, they are likely to decide not to go. In this regard, figure 1 shows the main supports people with disabilities require to attend concerts.



**Figure 1.** Supports needed to facilitate attendance at events (according to respondents)

These results show that the support most valued by people with disabilities for attending these concerts is transportation from their residences and an escort from their residences to the concert. This shows that, beyond the dissemination actions carried out, logistical considerations must be taken into account to enable the use of these spaces designed for people with disabilities.

- Inaccessible or inadequate communication channels: the assessment showed that the ways people with disabilities prefer to learn about events differ from those used by the Directorate. According to the survey, the forms of communication that people with disabilities consider most effective are: announcements in health or rehabilitation centers (29 %), dissemination through disability associations (29 %), messages via WhatsApp and community groups (preferred by 47 % of respondents), posters and brochures in public

spaces (47 %), and traditional media such as television and local radio (24 %). On the other hand, open social networks (Facebook, etc.), although mentioned by some people, do not reach the entire target audience on their own. This mismatch is seen in statements such as: “I would prefer to find out through posters in public spaces and health centers” or “through WhatsApp or community groups,” which contrast with the municipality’s Facebook-focused strategy.

- Lack of interest or feeling of not belonging: A smaller but significant proportion of respondents (around 12 %) indicated that they are “not interested in this type of event.” This points to more personal and cultural factors: some people do not see the events on offer (e.g., certain concerts of a specific musical genre) as attractive or intended for them. This factor (more related to attitude and psychology) is more difficult to measure, but no less important.

In summary, the diagnosis reveals a combination of factors (figure 2) that influence the problem under study: lack of information or insufficient dissemination; transportation barriers and physical accessibility; lack of companions to the concert; inaccessible or inadequate communication channels; lack of interest; or a feeling of not belonging.

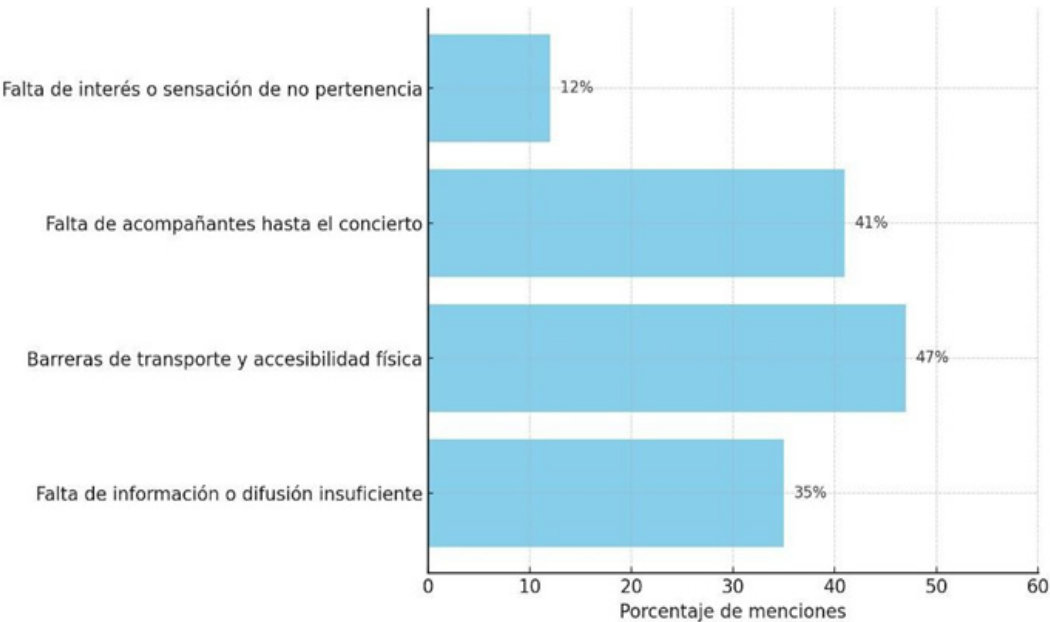


Figure 2. Main reasons for non-attendance by people with disabilities at municipal tourist events

This causal analysis, supported by empirical evidence (surveys, interviews, and observations), provided the basis for developing an improvement plan to eliminate or mitigate these obstacles.

Proposed improvement plan

Based on the diagnosis, a comprehensive improvement plan was designed, with an implementation schedule, to encourage more people with disabilities to use the reserved spaces and, more generally, to make it easier for them to participate in the municipality’s tourist events. The proposed solutions aim to address each of the identified causes, recognizing that real inclusion requires action across many fronts: communication, accessibility, support, and

raising awareness of the issue. The main actions of the improvement plan are described below:

- Multi-channel, accessible dissemination strategy: it was proposed to change how events are publicized, using different media to ensure information reaches people through both traditional and digital channels, as well as the community. In practice, this means: (1) Sending invitations and informational posters to rehabilitation centers, municipal DIF clinics, and other health institutions that serve people with disabilities, so that they can share them with their users. (2) Establishing a formal relationship with all local associations of persons with disabilities (e.g., IPACIDEVI, Juntos AC, Instituto para Sordos, etc.) to inform them in advance about events and provide them with adapted materials. (3) Using local media that reach a wide audience: radio and television with specific messages about the availability of reserved spaces. (4) Simplify and adapt the language of communications: create easy-to-read versions with a user-friendly visual design so that people with intellectual disabilities or limited internet skills can understand them (following the suggestion to use “simple language throughout the promotion”). The combination of all these outreach efforts would ensure that more people are aware of event timing and available locations, reducing the problem of insufficient initial information.

- Improvements in physical and transportation accessibility: to solve logistical problems, the plan includes several measures. (1) Work together with the Urban Development Department and the Historic Center Management Unit (which is responsible for the city’s infrastructure) to review the accessibility of the venues where the events are held, ensuring that there are adequate ramps, comfortable reserved spaces, and universal signage. (2) Create a special transportation service or support for getting around on event days: this could be an agreement with the DIF System to offer accessible van transfers from meeting points in distant neighborhoods to the event venue (as requested by some respondents: “accessible transportation from distant neighborhoods”). If dedicated transportation is not possible, at least coordinate accessible bus routes and publicize their schedules. (3) Provide technical support, such as the use of signage in accessible formats (Braille, pictograms, high-contrast colors).

- Inclusive assistance and volunteer program: to address the reported lack of accompaniment, we propose a volunteer program to accompany people with disabilities from their homes. The proposal is to recruit and train volunteers (e.g., students from local universities studying social work, tourism, or health-related degrees) to act as “inclusive companions.” A list of volunteers distributed throughout the municipality can be developed to assign them to locations based on the locations of people with disabilities who request assistance.

- Adapting the offer and creating an inclusive environment: to counteract some people’s lack of interest or sense of not belonging, the plan proposes changes to event content and atmosphere. This includes ensuring psychological comfort measures at the event: establishing “quiet zones” or rest areas within the venue for people with autism, psychosocial disabilities, or those who need a break from the crowd, as suggested by one participant (“quiet spaces within the venue, calm areas”). In addition, it is recommended that awareness workshops be held in advance for event logistics staff and, if appropriate, be open to the public on the proper treatment and inclusion of people with disabilities in recreational activities. These actions seek to make the disabled population feel truly welcome and comfortable at events, avoiding the feeling of being symbolically tolerated but not truly included.

- Monitoring and continuous improvement mechanisms: As part of the plan, it is suggested that a permanent way of receiving feedback and continuing to improve be

established. This includes conducting satisfaction surveys after each event for attendees with disabilities and holding regular meetings with associations to evaluate what worked and what did not. It is also proposed that the Tourism Department appoint an “inclusion liaison” within its structure (a specific person responsible for coordinating all these measures and acting as the point of contact with disability organizations). This figure would make inclusive practices part of the organization and ensure that improvements are maintained in the long term, beyond this specific intervention.

The implementation schedule for this plan is set out in Annex 5. It details the activities to be carried out, the responsible parties, and the estimated dates for their execution. Overall, the improvement plan is feasible and relies heavily on existing resources (reorienting outreach efforts, collaborating with DIF and associations, volunteering, etc.). However, it undoubtedly requires the commitment of senior management and the allocation of time and some additional resources (e.g., to produce accessible materials or facilitate transportation).

## CONCLUSIONS

The organizational intervention carried out in the “Attention to PwD” program of the Municipal Tourism Directorate of San Luis Potosí Capital leaves several important conclusions for the way the public sector is managed and for inclusion policies:

First, it was determined that the cause of the problem raised by the researcher/intervener was due to a lack of information or insufficient dissemination, transportation, and physical accessibility barriers, a lack of companions to accompany people to the concert, inaccessible or inadequate communication channels, and a lack of interest or a feeling of not belonging. By addressing these problems in an organized manner and proposing a set of improvements, the number of people with disabilities attending and participating in the municipality’s tourist activities can be significantly increased. This reaffirms that organizational interventions focused on a specific goal can bridge the gap between what is stated in policy (providing inclusive places) and what actually happens (places being used and serving their intended purpose).

Furthermore, experience shows that it is important for public organizations and the community to work together to find solutions. The opinions of people with disabilities were essential in changing services to meet their needs. The joint creation of measures ensures that responses are tailored to their real needs and encourages both those who benefit and those who work in the Department to feel that the solutions are their own. This suggests that citizen participation can be successfully integrated into interventions to improve institutions, making them more effective.

In addition, the alignment achieved between the intervention and the political-administrative context is noteworthy. The initiative benefited from a favorable environment (a local government committed to inclusion) and, in turn, helped to consolidate a priority public policy. The proposed improvements not only affect the Tourism Department but also strengthen the city’s image as an accessible destination and comply with national and international social policy guidelines. This reinforces the idea that the most successful administrative reforms are those that are consistent with public policy objectives and have political support. The intervention acted as a bridge between administrative management and social impact, which is ultimately the goal of public administration.

The intervention also provided methodological and managerial lessons for future actions.

These include: the need to conduct a comprehensive analysis of the situation before proposing solutions; the usefulness of combining numerical data and what social sectors report in order to understand complex problems; the advisability of testing changes on a small scale before implementing them everywhere; and the importance of establishing ways to measure progress (in this case, continuous observations are suggested of how many places are occupied, how satisfied users with disabilities are, and how many inclusive actions are carried out at each event). Likewise, from a management perspective, the fundamental role of leadership and internal communication in driving change in a public organization became clear.

Finally, it was concluded that, although there are inherent limitations in the public sector (bureaucratic, budgetary, and cultural), these do not prevent obvious improvements when acting with strategy, knowledge, and commitment. Based on the proposed improvement plan, the Municipal Tourism Department can move from underutilization of an inclusive resource to optimal use. This is a success story that can be replicated: other public organizations facing similar operational problems can benefit from applying a similar approach to solve them.

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