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Latitude. Revista multidisciplinaria de investigación

La revista *Latitude* es una publicación semestral publicada en inglés y español en formato digital que presenta las reflexiones e investigaciones desarrolladas por los miembros de la comunidad académica de Quality Leadership University. La revista promueve el diálogo interdisciplinar y multidisciplinar en las diversas áreas del conocimiento.

MISIÓN

Divulgar las reflexiones e investigaciones desarrolladas por los miembros de la comunidad académica de Quality Leadership University desde una perspectiva multidisciplinaria.

VISIÓN

Ser una revista indexada y arbitrada con reconocimiento a nivel nacional e internacional por las contribuciones de los miembros de la comunidad académica de Quality Leadership University.

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Latitude is a bi-annual digital publication in both English and Spanish that presents the reflections of the academic community of Quality Leadership University. This journal promotes interdisciplinary and multidisciplinary dialogue in the different areas of knowledge.

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To disseminate, from a multidisciplinary perspective, the reflections and research developed by the academic community of Quality Leadership University.

VISION

To be an indexed, peer-reviewed journal recognized both nationally and internationally thanks to the contributions of the academic community of Quality Leadership University.

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Presentación

Quality Leadership University presenta a la comunidad educativa el volumen 9 de enero a junio de 2016 de la revista Latitude, número en el que se exploran temas concernientes a las diversas áreas y líneas de investigación institucionales. En esta nueva presentación de la revista se tratan temas asociados a las ciencias sociales, economía y desarrollo organizacional. Publicaciones escritas en inglés y español.

Esta publicación se inicia con el artículo titulado "Is Volunteered Geographical Information (VGI) a better option for developing countries like Panama than for developed countries like the United States?", su autora Katherine Lievano demuestra la pertinencia de la aplicación e implementación de localizadores geográficos voluntarios o (VGI en sus siglas en inglés) para la ubicación de individuos y lugares en determinados planos urbanos, caracterizados por la carencia de referentes claros de posicionamiento. Lievano sostiene que contrario al GPS (Global Positioning System o Sistema de Posicionamiento Global), los localizadores geográficos voluntarios son diseñados por los propios usuarios, por lo que la actualización de la herramienta es inmediata. Finalmente, Lievano propone en su artículo la viabilidad de la aplicación de esta herramienta en países como Panamá.

En el segundo artículo titulado "Panama, Hub of the Americas: Its Impact on the Economy", su autor Kevin Lee demuestra como desde el primer lustro del siglo XXI, Panamá ha logrado erigirse como el centro logístico mundial de la región centroamericana. A través de la exploración de diversos artículos, el autor analiza el impacto del Canal de Panamá, el aeropuerto internacional Tocumen y los puertos panameños en el crecimiento económico nacional.

Seguidamente, Manoj Janghimal en el artículo "Panama's Borders- A Hotspot for Organized Crime" analiza como los territorios fronterizos de Panamá se han transformado en la ruta por excelencia del crimen organizado, el autor explora además las diversas estrategias diseñadas por la policía fronteriza panameña con la finalidad de mitigar este flagelo.

En el último artículo de este número, "Sistema de la Información, Organizaciones y Estrategia". Diana Avilez, Andres Banzy, Mariavalentina Chersia y Gloria España toman como referencia a Quality Leadership University con el objetivo de comprobar la aplicación del modelo de fuerzas competitivas Porter en la organización. Entre los métodos empleados para la recolección de datos se recurrió a la aplicación de encuestas en los departamentos de tecnología y administración de la institución así como la aplicación de entrevistas a los colaboradores de Quality Leadership University.

Presentation

Quality Leadership University presents to the education community the 9th issue, June-December 2016. This issue explores topics concerning the diverse areas and research fields. The topics on this new issue of the magazine are associated with Social Science and economics. Publications are written in English and Spanish.

This issue of the magazine begins with the article entitled “Is Volunteered Geographical Information (VGI) a better option for developing countries like Panama than for developed countries like the United States?” This article examines the main differences between Volunteered Geographic Information (VGI) and Global Positioning System (GPS) and how VGI can be more useful for developing countries like Panama, rather than for developed countries like the United States. It focuses on the application Waze and how it contributes to mapping countries by using VGI.

In the article, “Panama, Hub of the Americas: Its Impact On The Economy” Kevin Li, highlights the function that Panama serves as the hub of the Americas. The report also explains how the infrastructures of the country, for instance, the canal, Tocumen International Airport, and the ports have impacted the economy of the Isthmus and of neighboring countries. Furthermore, the up-growing demand for the country’s services has resulted in expansion projects for both the Canal and the airport, maximizing the productivity of said entities while easing transportation for the world, and thus converting Panama as a logistic center for America.

Manoj Jhangimal, in the article entitled “Panama’s Borders- Hotspots for Organized Crime” affirms that on the borders of Panama there are vast criminal organizations coming from the side of Costa Rica and Colombia, due to the country’s global positioning. This has created major problems within the country giving the traffickers the fastest way to go to North America, coming from the main region of Colombia. On the other hand, Costa Rica is used as the second point of transitioning going north rather than south, but sometimes trafficking towards the south also occurs. This is done by using three means of transportation: sea, land, and air; and utilizing strategic routes and certain methods in order to have a safer way for transiting. However, the border police of Panama are doing their best to diminish this illicit activity, but there are alternate solutions that can be implemented to reduce the trafficking that is contaminating our country.

Lastly, we present in this edition the essay entitled, “Sistema de la Información, organizaciones y Estrategia” The objective of this article is to analyze the impact that information systems has over the different areas of an organization, taking as example Quality Leadership University, and proof if this organization is following the Porter’s Competitive Forces Model. The methods used for the recollection of this information consisted in an interview to the technology and administration departments along with an opinion survey to the staff using the online platform Survey Monkey.

Is Volunteered Geographical Information (VGI) a better option for developing countries like Panama than for developed countries like the United States?

KATHERINE LIEVANO

Resumen

Este artículo examina las principales diferencias entre el sistema de información geográfica voluntaria y el sistema de posicionamiento global, específicamente como el sistema de información geográfica voluntaria puede ser útil para países en vía de desarrollo, tal es el caso de Panamá, más que en países como Estados Unidos.

Palabras clave:

Información Geográfica Voluntaria, Sistema de Posicionamiento Global, Países en vía de desarrollo, Países desarrollados, Waze.

Abstract

This article examines the main differences between Volunteered Geographic Information (VGI) and Global Positioning System (GPS) and how VGI can be more useful for developing countries like Panama, rather than for developed countries like the United States. It focuses on the application Waze and how it contributes to mapping countries by using VGI.

Keywords:

Volunteered Geographic Information, Global Positioning System, Developing Countries, Developed Countries, Waze.

Have you ever tried giving directions in Panama? If you have, you will know it is nearly impossible as Panama lacks proper street addresses and directions. Everyone simply guides you by things that are supposed to be "common knowledge" such as the malls, hospitals or known places. Anyone new to Panama or even just a new driver will find it difficult to get around and, unlike in the United States, a GPS device in Panama will help you only as a paper weight because it will not get you around the city. Luckily, with the evolution of technology there is something called volunteered geographical information and that is where anyone who wishes to share their information through the internet may do so. They can share their location and contribute to traffic reports and can even edit maps through applications like Waze, where you can add street names, restaurants and any other location that hasn't been already added. Also, if something is incorrect you can also fix it. It is a more interactive way to get around the city and it is a much more complete map in Panama. I believe applications such as Waze, run on volunteered geographical information, are better for developing countries such as Panama than for developed countries like the United States.

First, let's try to understand what VGI exactly is. The term volunteered geographic information (VGI) was coined by Goodchild in 2007; it describes the process of collecting spatial data by individuals, most times on a voluntary basis (Neis, P77 2014). "This information is collected in a database or a file system structure and is generally available for the other interested internet users" (Neis, 2014, p.77). With the increasing popularity of VGI-platforms, there are more and more users of VGI (Neis, P78). Many maps have been created to tailor different purposes such as skiing, hiking or public transportation, by rendering the collected information in a particular way (Neis, 2014).

Now that we know what VGI is, let's see why it works. The biggest difference between VGI mapping and other kinds of mapping is that to map through VGI is inexpensive as no large equipment is needed (Neis, P78). The only tools necessary to have are either a smartphone or computer and an internet connection (Neis, P78). This method of mapping helps developing countries where the government cannot spend the money needed to create sophisticated maps (Neis, 2014). Not only is it more inexpensive but at times it can be even more accurate. VGI is interactive and can help make more specific maps as people can edit it and always add new things. The people in that specific area know it best so who is better to create a map than the people that live there. Also, as many people contribute information rather than just one company it has better quality as the Linus' Law suggests that with a higher number of contributors, the quality of a product increases (Neis, P85).

The application has many contributors; that is why it is efficient. Waze uses data from all its users online at the moment. In Panama City, there are between 500 to 2,000 users actively using Waze at any given moment. Waze's goal is to contribute to the "common good out there on the road" ("How to use our Waze me there feature"). With the application, drivers can help each other by notifying whether there has been an accident,

if a police trap is coming up or even that there is simply traffic. Also, if there is a roadblock, debris or a crash and it has been reported the application, it will warn users and find an alternate route if available. By doing this the drivers will save time on the road avoiding traffic.

This idea brings Linus' Law into account because if it is a day with only a few cars on the street, there will fewer users and less information and if no one has reported an accident then you won't be able to avoid that traffic. Even if you do not contribute to the Waze map by adding accidents or warning where a cop is, as long as you have the application open you are contributing data. It is constantly being updated and you will contribute to the traffic or road data by the speed you are going. Also, if you are at home and want to contribute to Waze you can become an online map editor and check all the data of your community. In 2015, Panama ranked sixth place on the Wazeyness Index due to the amount of driver that use Waze in Panama ("Index Drilldown by Country").

Now that we have understood VGI and how Waze uses that technology lets see the other way to map and that is GPS. Now how does GPS work? Global Positioning System or GPS for short "is a satellite-based navigation system made up of a network of 24 satellites placed into orbit by the U.S. Department of Defense." Its original use was for military applications, but in the 1980s, the United States government made it available for civilian use. ("What is GPS") To use GPS you need a device. Now it can be found not only built in in cars but also on phones and other electronic devices. To update it you need to connect to internet and do updates and in certain cases even buy the different maps of different areas on microchips; this can all be quite a hassle trying to find everything. The company from whom you buy the GPS has its team of developers who update the maps. Yet, you as an individual cannot edit them on your own.

A GPS system is very costly as it requires a constellation between 24 and 32 solar-powered

satellites that orbit the earth at an altitude of over 20,000 kilometers. To manage GPS there is a master control station and four control and monitoring stations. Additionally, you need a GPS receiver that is usually a device specifically to use GPS but now some cellphones and computers include it. The way it works is that the satellites in orbit send out microwave signals to a receiver where the built-in computer uses these signals to work out your precise distance from each of the four satellites and triangulates your exact position ("How does GPS work? - Mio Technology").

To decide which is better, let's see the main differences between Global Positioning System and Volunteered Geographical Information. The biggest difference is who can edit it. In VGI anyone can edit it as long as they have a device that can connect to the internet. GPS, however, cannot be edited by just anyone; it has to be someone who has the permission to do so and must have that job. Second difference is the cost. To actually begin to start mapping GPS needs satellites in space which are extremely expensive while VGI simply needs an internet connection. Finally, the devices they use are a point of comparison. Nowadays GPS comes built in in most electronic devices from cars to phones and even computers and on those same devices you can usually just download an application to use VGI mapping.

My hypothesis is that Volunteered Geographical Information works better than Global Positioning System in Panama than in the United States. I argue this because even though VGI can work really well in the United States due to more internet access and more smartphones it can be more useful to those in Panama. The United States has the money to invest and the companies that map there such as Google maps. Google maps uses a car to take shots of street view; in order to do this it takes lots of time and effort and the Google car stays within the United States the longest. Very rarely does the Google car come to Panama and that is why our street view is not accurate (Petronzio, 2012). Not only is

GPS more cost effective but it is a way for the map to be more accurately done than by satellites. Panama is unpredictable when it comes to knowing what street is one way or specific things like that through a satellite. That is why the citizens can create their own map.

Additionally, GPS was created by the United States Department of Defense so it is made more specifically for them. Also, because GPS is done by satellite and not by the citizens, it doesn't see how the streets are. Panama is not the most planned city and it is really difficult to understand from the ground, so from the sky it can only be more of a challenge. VGI run applications such as Waze can help guide the users around Panama much better as they can edit it without it being too much of a hassle. If one was to complain about a street in a GPS run device it could take a really long time to fix and most people are too lazy to do so.

Waze is a better map for Panama because it gets its information from its users through volunteered geographical information. Knowing how VGI works and what it is we can see the benefits of Waze for developing countries without the resources to create sophisticated maps. Waze gives developing and even developed countries the opportunity to have a well-built map that can be easily edited, it is cost efficient and most importantly can help its users in more ways than simply getting them around.

Other than just because of cost reasons, Waze is the best system for developing countries because it is the best map to conquer the unique challenges of navigating in countries like Costa Rica and Panama. Urbina, a Costa Rican who was part of a group of volunteers that mapped the Waze teams, when asked why he helped map out the streets he said "Most of our streets don't have road names so a lot of the addresses end up being very much next to some kind of landmark associated with it, and that's how we give directions". "There's never been good maps generated to be able to get to

where you're trying to go" (McFarland, 2014). He, along with other volunteers, spent more than 50 hours a week for over 2 years helping to map their country. Also, they helped not only map Costa Rica but also Nicaragua, Cameroon, St. Helena Island, Panama and Trinidad and Tobago (McFarland, 2014).

Although they were never paid, they found it extremely rewarding to see how so many Costa Ricans were using Waze thanks to their help. Costa Rica has over 300,000 active users (McFarland). All these developing countries like Panama which lack the resources that lack the monetary resources to create sophisticated maps that are able to be understood by its citizens are needed. These countries already lack an organization in street names so Waze offers them a way to get around in an easy way by allowing anyone who wants to edit something to be able to actually do it. All these edits are supervised and only approved if a certain amount of users have agreed to that content. It is like Wikipedia in that sense, that a prank edit will be corrected almost instantly.

Technology is changing and adapting to the broken rules. As countries such as Panama and Costa Rica and other developing countries still lack organization on an infrastructural level due to a lack of organization when the country was founded and lack of planning the growth of our cities, the citizens need a map that is adaptable to these needs and Waze is exactly that. A map made by citizens for their country to save them time and get them to their destination. That is why it is more useful for developing countries than for already developed ones.

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“Panama, Hub of the Americas: Its Impact On The Economy”

KEVIN LI

Resumen

Este proyecto se enfatiza en la función que Panamá ejerce como el hub de las Américas; a la vez se investiga en los impactos económicos que las infraestructuras del país como el Canal, el aeropuerto y los puertos panameños han traído a la economía local y extranjera. Adicionalmente, debido a la creciente demanda por los servicios logísticos del país, el gobierno ha realizado ambiciosos proyectos expansivos tanto en el Canal como en el Aeropuerto de Tocumen para maximizar la productividad de dichas entidades, colocando a Panamá como un centro logístico mundial y el “hub” para las Américas.

Palabras clave

Cabotaje, Hub, TEU, NeoPanamx, Panamax, Panama Canal

Abstract

This research highlights the function that Panama serves as the hub of the Americas. The report also explains how the infrastructures of the country, for instance, the canal, Tocumen International Airport, and the ports have impacted the economy of the Isthmus and of neighboring countries. Furthermore, the up-growing demand for the country’s services has resulted in expansion projects for both the Canal and the airport, maximizing the productivity of said entities while easing transportation for the world, and thus converting Panama as a logistic center for America.

Keywords

Cabotage, Hub, TEU, NeoPanamax, Panamax, Panama Canal.

Ever since the Isthmus of Panama emerged millions of years ago, the country has served as a bridge for the world, and has forever changed the world’s climate while allowing floral and faunal migration across the continent, which resulted in the Great American Interchange. Fast-forward to the present, Panama is still connecting the world through the country’s geographical position and modern infrastructures, such as the Panama Canal, Tocumen international Airport, and the modern port system of the country.

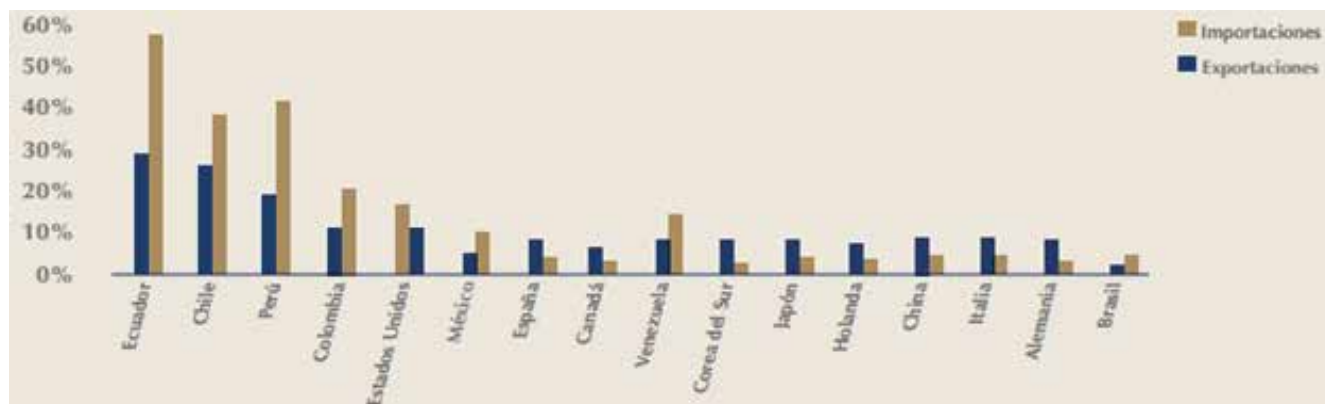
Each of these infrastructures has placed Panama as the hub of the Americas, and played a big role in creating the wide logistic network that the country possesses. The contributions of the Canal, for instance, are seen in the social improvements it has created in both the country and other nations. Not only that, but since the beginning of the construction of the canal back in the XIX century, it has always provided economic help to the Isthmus and neighboring countries through the generation of job opportunities. On the other hand, the Tocumen International Airport is considered as the number one airport across Central America and the Caribbean for the high amount of passengers that transit in the airport, the tonnage of cargo mobilized at Tocumen, and the wide range of airlines operating in Tocumen International Airport. Additionally, the port system in Panama is known for its modern and wide capacity for servicing vessels and ships, as well as a broad range of services to containerized cargo, bulk, liquid and general cargo, and for being a terminal for passengers of the cruise ships. In order to understand the function that Panama serves as a global logistic country, this paper will explain more in detail said infrastructures in the following pages.

1. The Panama Canal

1.1 Global and domestic gains provided by the Canal

Since the construction of the Panama Canal first started, the Canal has been providing wealth and social improvements across the country and the world. According to an article published in BBC News, since the beginning of the Panamanian Canal, it has benefited the economy on a global scale. In Barbados, for instance, around 19,900 Barbadians were hired to work on the construction of the Canal, which resulted in prospering the local market of the Caribbean island. This led to an increase in salaries, women were incorporated in the workforce, and the sugar industry, which is the main economic activity of the island, arose. Consequentially, the “money from Panama” helped to consolidate the social security system of Barbados in 1921, covering 94% of the population, and served to significantly raise their educational level, transforming the island forever (Wallace, 2014).

Fast forward to the present, the Canal is still vital for many other countries around the world, since it supports exports to other countries and promotes global trade; therefore, it stimulates the economic development of said countries. This can be seen in the following graph extracted from the ACP annual report, which shows the relative importance of the canal for the maritime commerce of sixteen different countries.



Source: Transitos y Cargas

In the previous graph, it is shown that Ecuador is one of the leading countries whose maritime commerce relies on the Panama Canal, with a rate of exports of nearly 30% and imports of 57%; the list continues with Chile, and it ends with Brazil, whose nearly 5% of the country's maritime commerce relies on the Canal (Transitos).

On the other hand, the benefits provided to Panama are seen on the annual revenue that the Canal grosses, since it is one of the main sources of income for the country. As it is reported in America Economica, the Panama Canal has generated multiple billions since it was turned over to Panamanian management in 1999 (Canal). Furthermore, throughout the years, the canal has created thousands of jobs in many fields, specifically in engineering (including maintenance and management of the Canal) and the maritime fields. Among other indirect contributions of the Canal in the Isthmus, it helps promote tourism and contributes to the national maritime field, as well as professional training, environmental protection and communication system improvements.

1.2 Transits in the Canal

The canal is one of the main contributors to placing the country as the hub of the Americas, since a big percentage of the goods produced in the world are handled through the Panamanian Canal. Moreover, it is estimated that annually, nearly 14,000 vessels loaded with over 300 million tons of merchandise, which represents 5% of the global trade, transit in the Canal of Panama (Canal). Furthermore, according to the annual report published by ACP, the transits of merchant vessels were 12,036 (excluding small commercial ships), and grossed USD 1.8 billion in 2013 alone, and in the following year, the number increased to USD 1.9 billion (Reporte).

1.3 Expansion of the Canal and its benefits

In order to maximize the productivity of the Panamanian Canal, the government proposed to expand the canal, claiming that it would increase the capacity to meet the growth in demand and improve customer service, thus maintaining the competitiveness of the Canal in the global market. As a result, in 2007 the national referendum made the project tangible and the expansionary work began in September, 2007. Since then, the expansion of the Canal has become an important source of employment opportunities; according to the Panama Canal Authority (ACP), the project has generated nearly 30,000 jobs distributed in the design, management, operating of the expansion, and 19,000 of which are in the construction field alone (Preguntas).

It is claimed by experts that the expansion project will put Panama in one of the leads in the logistic field worldwide, and the ACP has forecast that, thanks to the expansion, the total tonnage will rise from 280m tons to 510m by 2025, an increase of 82%, since NeoPanamax vessels (ships with a dead-weight capacity of about 120,000 tons) will be able to transit in the Canal. Furthermore, the ACP has also predicted that the container traffic should triple its current capacity, thus placing Panama into a higher place for logistic in the world (Plan).

2. Tocumen International Airport

Tocumen international Airport is considered as one of the most saturated airports of the region. In 2014, SkyTrax World Airport, named Tocumen International Airport as the best and most important airports of Central America.

2.1 Flights and Connections

It is reported that the airport connects passengers and mobilizes cargos to more than 30 countries and over 80 destinations worldwide. In 2014, the airport reported that around 8.5 million passengers transited for flight connections in Tocumen International Airport, (two times more than the Panamanian population); additionally, this air terminal handled 110,086 tons of cargo, thus positioning Panama as the country with the most cargos and flights of the region handled in an airport (Aeropuerto). Furthermore, the report points out that from 2012 to 2014 the transit of passengers in the airport increased 12%, which is above the average growth of the airport. Additionally, according to Joseph Fidanque III, General Manager of Tocumen S.A, the increase of passengers are the result of an increase of new direct flights to South America, United States, Canada, the Caribbean, and Europe, which impacted positively the amount of passengers traveling from-and-to Panama (Tocumen).



The map shows the direct flights and connections flights of Tocumen Airport in America alone. Light green represents flights connections, while dark green projects direct flights.

Source: Aeropuerto de Tocumen

2.2 Expansion of the Tocumen International Airport

The main airport of the Isthmus of Panama, Tocumen International Airport, is currently under an expansion project. Said enlargement of the airport's structure is targeted to cover the demand of the market, since in the past five years, many airlines have opened new flight destinations involving transits in Tocumen Airport, and by 2016, three new airlines are settling in the Panamanian territory (Lufthansa, Turkish Airlines and Emirates Airlines); these companies intend to use the country's aerial hub to operate flight connections. Thus, the increase of users has led Panama to increase the airport capacity in order to meet the demand and remain competitive, and according to an article published by La Estrella, the airport expects to receive 18 million passengers by 2017 when the airport expansion project is completed. If the calculations projected are accurate, all this will represent an increase of nearly 10 million passengers per year..

3. Ports in Panama

3.1 Type of ports in Panama

Panama has a wide network of ports across the country that provides a broad range of services to containerized cargo, bulk, liquid and general cargo as well as passengers on the cruise terminals. According to the National Port System (SPN), the ports in Panama are divided into two groups: state ports and private ports. The private ports are concessions granted to private firms, while the state ports are operated and managed by the state, under the supervision of the Maritime Authority of Panama (AMP), which provides berthing and cabotage services (Puertos).

3.2 Ports and development

The economic reform in the mid 90s granting concessionary treaties has stimulated the economic growth of the country, placing the ports of Panama as a crucial asset for the national logistic sector. Furthermore, the treaties gave origin to the growth of the ports in Panama, and according to the National Port System, since 1997 the ports mobilized 319,707 Twenty-foot Equivalent Unit (TEU), and increased to 5,592,865 TEU in 2010, an average increase of 21% annually (Potencial). Consequently, the numbers of ports in the country increased throughout the years, and are distributed across de Isthmus, 17 of which are segmented into 10 port complexes granted to private investors, while 14 ports are owned by the state (Autoridad).

According to data provided by the Economic Commission for Latin America (CEPAL), the port complex in Colon, where Mazanillo International Terminal, Panama Ports, and Colon Container Terminal Evergreen operate, was positioned in 2010, as the principal port of Latin America, for mobilizing 2,810,657 TEU. Not only that, but also the Balboa Port was positioned in second place for mobilizing 2,758,506 TEU. As a result of possessing two of the main and most important ports of Latin America, Panama is now placed as a logistic center for America and the world; the complex logistic features and infrastructures of the country are formed by the Panama Railway, highways, a modern airport, and the Canal, and together have attracted foreign investors and multinationals to settle in Panamanian territory to benefit from the logistic quality of the country, while placing their distribution center for Latin America in the Isthmus (Potencial).

Panama has come a long way in the logistic field, and along with the Canal, the Tocumen International Airport and the ports, the Isthmus has accomplished a great deal across the world in said field, while being renowned as the hub of the Americas. However, this was not an overnight accomplishment; for the country to be renowned across the seas, Panama has worked for over a century, and has fought and overcome obstacles in order to remain relevant in the logistic field. In the case of the canal, for instance, in order to meet its demand, the government proposed to expand its infrastructure, thus maximizing its capacity, while providing services for vessels and ships. Furthermore, the position where the country's main airport stands is very similar to the case of the Canal; due to the increase of flight traffics and passengers transiting the airport, an expansion project was introduced as well and it is currently under work, thus doubling the airport's capacity. Moreover, the policy reform in the mid 90s has stimulated positively the port system in Panama, leading the country to have the two most important and main ports in Latin America and the Caribbean, the Manzanillo International Terminal, and Balboa Port. Thus, when combining all of the facilities that the country has to offer to the world, it places the Isthmus as a world-class logistic center while being renowned as the Hub of the Americas.

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Panama's Borders- Hotspots for Organized Crime

MANOJ JHANGIMAL

Resumen

En las fronteras de Panamá hay grandes organizaciones criminales que vienen del lado de Costa Rica y Colombia, debido a su posicionamiento global. Esto ha creado grandes problemas dentro del país dando a los traficantes para ir de la manera más rápida a Norte América, procedente de la región central de Colombia. Por otra parte, Costa Rica se utiliza como el segundo punto de la transición hacia el norte en lugar del sur, pero a veces el tráfico hacia el sur existe. Esto se hace mediante el uso de los tres forma de transporte: marítimo, terrestre y aéreo; y la utilización de rutas estratégicas y ciertos métodos con el fin de tener una forma más segura para transitar. Sin embargo, la frontera de la policía de Panamá está haciendo todo lo posible para disminuir esta actividad ilícita, pero hay soluciones alternativas que se pueden utilizar para reducir el tráfico que está contaminando nuestro país.

Palabras clave

Rutas, Dominios, Crimen organized, SENAFRONT, Actividades ilícitas.

Abstract

On the borders of Panama there are vast criminal organizations coming from the side of Costa Rica and Colombia, due to the country's global positioning. This has created major problems within the country giving the traffickers the fastest way to go to North America, coming from the main region of Colombia. On the other hand, Costa Rica is used as the second point of transitioning going north rather than south, but sometimes trafficking towards the south also occurs. This is done by using three means of transportation: sea, land, and air; and utilizing strategic routes and certain methods in order to have a safer way for transiting. However, the border police of Panama are doing their best to diminish this illicit activity, but there are alternate solutions that can be implemented to reduce the trafficking that is contaminating our country.

Keywords:

Routes, Domains, Organized Crime, SENAFRONT, Value, Illicit Activities

The borders are considered the weakest points in a country where organized crime persists, but they are also one of the primary places where it can be prevented. Organized crime refers to highly incorporated organizations that take part in illicit activities with the objectives of obtaining monetary profit. These organizations continue to grow at a fast rate as they primarily act in countries that are influential on the basis of consumption and active economic standards. However, the most important situation is the transiting of production throughout the world. The primary countries for transits can be based on the global position that the country stands, the weakness of the borders, and the fastest ways of transportation.

Panama is considered one of the places that fits this criteria as it connects the American continent, North and South America; it is of high relevance for organized crime, transportation being one of the main concerns for those involved in these activities. There are three alternate domains: maritime aerial, and terrestrial. The connections of the borders between Colombia and Costa Rica are considered a hotspot where illicit activities persist, this being drug trafficking, gun trafficking and human trafficking. Additionally, there is an explicit consideration on the blind points taken within Panama's frontier that helps deviate the security within the borders.

Both borders pose problems, but Colombia rather than Costa Rica is the source of more trouble since it can be stated that Colombia is the major provider of cocaine and it is considered a place of maximum vulnerability with Panama. In both areas there are substantial issues based on the amount being transited and the routes taken to accomplish these activities. Therefore, throughout this study, we will analyze the situations happening between the borders and offering alternate solutions in order to lower the organized crime in such areas.

Panama- considered as a hotspot for organized crime

Connection between North and South America

Panama's global position makes it a primary use for organized crime, as it connects with North and South America. It is considered as the point of transition; in this case South America is the major starting point for human, gun and exclusively drug trafficking. On the other hand, North America, primarily the United States, is considered the point of consumption, hence, making Panama and Central America the bridge connecting these two places. According to researchers, "90% of the drug trafficking and other types of organized crime coming from South America pass through Central America, including Panama" (Ventura, 2014).

Weakness on the Borders

There are a lot of weaknesses on the borders; most of them come from the area of Darien where there is a high extension of forest. On the other hand, there are a lot of blind points, hills and rivers throughout the border of Costa Rica, which makes it a substantial place to hide and transit most of the illicit production. Additionally, there is a major amount of poverty around the borders that contribute to making it an easier target to trespass these areas.

The Fastest Way of Transportation

Panama is one of the places that gives a lot of advantages for traffickers due to two main infrastructures of transportation that it possesses, the Panama Canal and the Tocumen airport. The canal is a place where shipments to and from all over the world circulate. Even though it has the necessary security to prevent these actions, there is always a margin of error where some shipments will be part of organized crime. Also, there is Panama's national airport, which, according to the department of state of the United States, is considered the fourth airport with an overwhelming quantity of trafficking.

Panama and Colombia

The frontier between Panama and Colombia extends to approximately 263km. This is considered a place that possesses severe economic and environmental features; creating an absence of security and other migratory authorities, hence, making it a place of high advantage for criminal organizations. In addition, Colombia is one of the major providers of cocaine in the world and the first point where the transiting of organized crime begins to the north.

Why is it considered as a Place of Maximum Vulnerability?

According to the IEEPP (Instituto de Estudios Estratégicos y Políticas Públicas), this border has three major vulnerabilities:

- The Darien Gap or "El Tapon de Darien" is a relatively high extension of forest that is located within the borders of Panama and Colombia. It is considered a place that is very difficult to access, even for migration authorities. Due to this situation, there have been reports of violent criminal activities such as drug smuggling and human trafficking as they cross this area either by land or sea.
- The amount of poverty prevalent in the area, which is basically in relation to the indigenous people of Guna Yala and Embera-Wounaan.
- An absence of means of communication and infrastructural development; hence, creating a lack of control within those areas.

Drug & Gun Trafficking: Panama-Colombia

Strategies & Main Routes

Panama serves mainly as a point of disembarkation and storage for a period of time that is later forwarded by land, sea and air to the north. The strategy used, according to the United Nations Office of Drug and Crime (UNODC), is that the traffickers essentially wait for a rupture in security before making the trip, utilizing an extensive variety of marine vessels, most of the time through speedboats with a motor of 200 horsepower, on the Caribbean side. On the Pacific side, they incorporate slower crafted boats. Later, the cargos are stored in areas that aren't accessible by road for a period of time, before being sent to the north.

In relation to drug and gun trafficking, the main routes that traffickers utilize are through the oceans due to the Region of Darien. Based on figure 1 we can say that the two main departures from Colombia come from "El Golfo de Uraba" on the Caribbean side and "Jurado" on the Pacific side; "55% of the cargos come from Uraba and 45% from Jurado" (UNODC,2012). Accordingly, we can see that most of the areas of disembarkation are in poor areas and national parks that are near the coast, and the areas of storage are located in islands rather than the coastal sector.

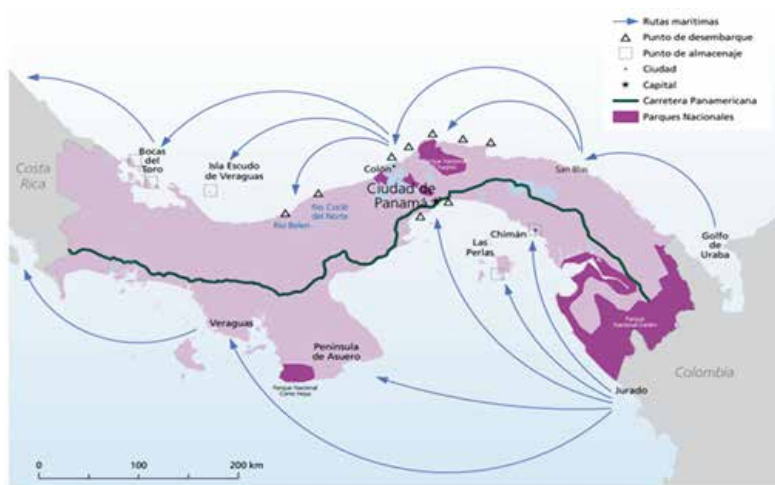
The main routes in the Caribbean Coast are from:

- Golfo de Uraba to Archipelago of Guna Yala
- Guna Yala to some areas in Colon such as Chagres National Park, and near the rivers of Belen and Cocolé del Norte
- From the areas of Colon they are taken to storage in islands such as "Archipelago de Bocas Del Toro" and "Isla Escudo de Veraguas"

The main route from the Pacific coast travels from Jurado directly to five distinct destinations; these are:

- Chimán district
- Isla del Rey
- Coast of Peninsula de Azuero
- Coast of Veraguas
- Puerto Piña (new route discovered in 2014)

From the two coasts the merchandise can be transported from the Caribbean to the Pacific side and vice versa.



Source: UNODC, Delincuencia Organizada Transnacional en Centroamérica y el Caribe. (September, 2012)
https://www.unodc.org/documents/data-and-analysis/Studies/TO_C_Central_America_and_the_Caribbean_spanish.pdf

Relationship between the Gunas and Drug Trafficking

The Archipelago of Guna Yala is located in the Caribbean coast near the borders of Colombia, considered as a place that has extreme poverty and has experienced major circumstances regarding the operations of international drug trafficking; it functions as a way of support for these organizations. This event affects their lifestyle in an involuntary way where most of the drugs coming from the borders are usually abandoned or thrown away in those areas due to unexpected situations.

On the other hand, most of the traffickers who use speedboats as a way of transportation, when going from the Caribbean coast there is a high possibility of accidents and due to this they create an alliance with the Gunas as agents of support by forcing the indigenous people to be used as mules, which is carrying the drug through the city. As a result, if the community guarantees safer and more convenient means for the transportations of the traffickers, they earn a form of income that might be difficult to gain in other ways.

According to the IEEPP, the Gunas in certain regions help, in an involuntary way, the traffickers in four major ways that protect the organizations from being caught; these are:

- Logistic support
- Drug warehousing
- Commercialization
- Returning back the drugs being abandoned

Nowadays, there are still controversies in some of the areas, but it has been decreasing due to the help given by the SENAFRONT.

The Average Weight and Value being trafficked

The average weight being trafficked is about 41 tons, according to the latest available data in 2013, where on a per kilo basis in “Colombia the value is about \$1700 and when entering Panama its value increases to \$2000” (Cañizales, 2015). According to chart 1, from 2011 to 2013 the amount of drugs being trafficked has been stabilizing. Additionally, it is considered by the authorities that 5% to 10% of the drugs is consumed locally, whereas the rest transits north.

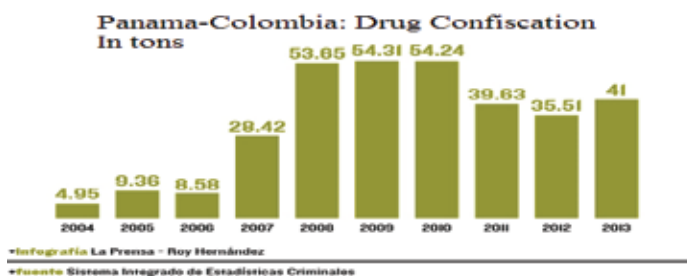


Chart 1

Source: Hernandez, R. (2014). Panamá: El oscuro camino de servir al crimen organizado. November 5, 2015, from <http://www.fnpi.org/seguridadciudadana/?p=315>

Human Trafficking: Panama-Colombia

Human trafficking is related to the use of forced labor and sexual exploitation; the traffickers deceive people using a promise of better opportunities. There are two types of human trafficking experienced in Panama. The first one is the trafficking that takes place within the same country, in this case Panama. The second one is considered the trafficking being made as a way of transit for illegal immigrants through Panama, that go to other places, most of the time to the north.

Countries of Origin and System Used to Enter

The main groups that pass through the borders, according to data from SENAFRONT of 2015, are from:

- Cuba- 1918 people
- Nepal -215 people
- Somalia- 47 people
- Bangladesh-38 people

These groups create a major interference in Panama, where the people that are foreigners and come from areas such as Asia and Africa usually utilize Panama as a “hub” where their priority is to travel to the north. Most of these foreigners come by airplane to South American places where the requests for visas are more flexible, such as Brazil and Ecuador. Later, they travel to certain regions of Colombia either by sea or by land, in order to cross the border to Panama.

Main Routes

The routes where human trafficking takes place tend to use the three domains as a way of transportation. First, the point of departure through the ocean would be by the Gulf of Uraba reaching the region of Guna Yala. Second, there are two terrestrial routes taken by traffickers in order to cross the borders; these are: coming from the Darien Gap, but this is a more dangerous route where “most of the people that passes do not survive through this path” (Daugherty, 2015) and the other route is through a populated area between Sapzurro located in Colombia and La Miel located in Panama, which is near the border line of Guna Yala. Lastly, there are a lot of immigrants coming through the airport basically from the areas of Brazil, Ecuador, and cities from Colombia as a way of staying or going northward.

The Use of “Coyotes” in Panama

The “Coyotes” are “people hired by immigrants that are undocumented to be transported without being caught to cross the border” (Parkinson, 2013). In this case, the immigrants hire the “Coyotes” in Colombia to cross the border of Panama and be taken near the coast of Darien. The immigrants are charged thousands of dollars to use this kind of services, due to the extent of forest in Darien, since they offer guidance by taking them to safer paths.

Panama and Costa Rica- Drug and Gun Trafficking

The border between Panama and Costa Rica stretches out to 363 Km; it is viewed as one of the regions that exhibits a deficiency of social advancements, since the border is divided by one street. Additionally, it is considered the second position of transiting going north and within these borders the type of organized crimes that are exhibited are commonly drug and gun trafficking. Additionally, for the organized crime going from north to south the most common one is human trafficking.

Legal Points vs Blind Points

The frontier presents legal points, as well as blind points. The legal points are the areas that have migratory authorities and vast security. On the other hand, the blind points are the places that are not empowered, such as secondary roads, rivers, and beaches where security is limited, in regards to transportation. There are three important legal points within this border: Paso Canoas, Rio Sereno, and Sixaola.

On the other hand, there are several blind points across the border, but based on the evidence found by the IEEPP we can state that the most common areas are: Cuervito, La Cuesta, and Control; these are located near Paso Canoas; there different vehicles can pass from Costa Rica to Panama and vice versa without the necessity of customs or other migratory services. Other blind spots are located in the mountainous regions and rivers, which are of difficult access such as “Cerros” and rivers like Yorquin, Teribe, and Telire. These are rivers that run through both countries. According to the captain of SENAFRONT Frank Abrego, the most utilized areas of illicit activities are located in the province of Chiriqui (2015).

Routes- Way of Transportation

According to investigations being conducted in the borders, “Paso Canoas is considered one of the main terrestrial points of entrance going north and south and vice versa” (Perez, 2014). From southern regions and entering Panama, the cargos are transported by boat through the Panamanian Coast until they reach Colombia.

Nevertheless, the UNODC, states that most of the transiting comes from Panama to Costa Rica. Besides the terrestrial transportation using Paso de Canoas there is also the Pan-American Highway. Additionally, there is the aerial route that goes from Panama to San Jose. Furthermore, the most used way of transportation is the maritime route where the main destinations go from:

- Archipiélago de Bocas del Toro to Puerto Limón (Caribbean)
- Puerto Limones (in Punta Burica) to Golfo Dulce (Pacific)
- There are other areas of Panama going to Cabo Blanco and Puerto Quepos. (Pacific)



Figure 2

According to figure 2 we can see that most of the destinations are points of disembarkation

Source: UNODC, Delincuencia Organizada Transnacional en Centroamérica y el Caribe. (September, 2012) https://www.unodc.org/documents/data-and-analysis/Studies/-TO-C_Central_America_and_the_Caribbean_spanish.pdf

Systems Used to Pass through the Borders

There are several ways in which illegal activities can persist between the borders. According to several sources given by SENAFRONT, there are two main methods used to pass the borders. These are:

- There are people within the region that carry two national identifications and others forged documentation from Panama and Costa Rica, which allows the passing of criminals, drugs, or guns. Clearly then, once they cross the street of Paso Canoas they are not able to be detained due to jurisdictional reasons.
- In previous years within the border with Costa Rica there was a large production regarding fruits, mainly bananas; the company developed several internal places where they could transit easier. They had almost a hundred roads within the borders, and due to this situation there were a lot of illicit activities going around through these precise areas utilizing the shipment of fruit production for drugs and guns.

The Average Value being Trafficked

According to the UNODC the total average value, in relation to drug and gun trafficking that transits Panama is about \$200 million dollars per year. On the other hand, as it is transported from country to country its value increases. For instance, when the cargo is placed in Costa Rica the total average value changes to 890 million dollars. This can be based on the amount of money being spent on transportation, forged documents, and wages.



Figure 3

Source- Ventura, J. (2014, February 5). El camino de la droga - El orden mundial en el S.XXI

The type of human trafficking going on from Panama and Costa Rica is based on the trafficking of labor force and sexual exploitation; most of the time it occurs due to the voluntary travel for a better lifestyle full of opportunities of people who are later deceived and unable to have a decent type of occupation. Furthermore, in relation to the trafficking moving from the north to the south there are three main Central American countries: Nicaragua, Honduras, and Guatemala. Additionally, going to the northern part of America, they are from other continents that utilize the borders to travel to places near Central America, therefore moving to Costa Rica as the second place of transition.

SENAFRONT- Methods Used for Protection

The SENAFRONT (Servicio Nacional Fronterizo) are the police force that serves and protects the borders of Panama, in regards to its connection to Colombia and Costa Rica. Their function is to fight against terrorism, the flow of drugs and guns, and other illicit activities that persist through those areas. They utilize various methodologies regarding the protection within the borders and are helped a lot by the United States, in regards to equipment, training and technological advances.

However, since the beginning of their training, which is about eight months, they are being subjected to the general assessments of the skills that are needed to work in the police force. Later on, they begin a four-month practice on the field, doing, most of the time, police work at the checkpoint. Finally, they are specialized in one particular area and are required to demonstrate the methodologies used for protection.

Methodologies Used for Protection

This police force, when they are finally trained, the methodologies that they use within the borders consist of using the three types of domains, on both sides of Panama. These are:

- They incorporate surveillance in the internal areas where most illicit activities transit; having about five-hundred police, patrolling by car, motorcycle, through checkpoints, trying to locate the traffickers.
- The surveillance made by them, particularly, in the areas of the Darien Gap and Guna Yala consist of a patrol within a week. In other words, they go to those areas for a week patrolling the sectors, but they need to report back by a specific time and if there are any activities going around.
- When they find a perpetrator, the action of attacking is not taken immediately as they are probably armed. The first tactic used is to know if these people carry drugs and given that they are armed, the police attack most of the time by night utilizing terrestrial and aerial techniques in order to trace them and arrest them.
- In regards to the trafficking of humans, there hasn't been any security approach at the border within the two countries, which has been emphasized by the promises of the government to make formative arrangements in the territory. Numerous migrants continue to occupy these areas without the legal and necessary arrangements to return to their daily life; people of both African and indigenous descent are confined in those areas without any real arrangement made by state organizations.
- According to some witnesses from the people that come from the region of La Miel, they are helped and given the services needed as a result of the situations they had to experience coming to Panama; most of them are helped with their documents and with anything they need.

Solutions to Enforce on the Borders of Panama

Based on the information gathered about organized crime within the borders, we are able to suggest some alternate solutions that can help prevent and even cause a substantial reduction of illicit activities persisting in those areas. The solutions that can be implemented are:

- The punishment for drug and gun trafficking should consist of a time of imprisonment between twenty five to thirty years. According to the current Penal Code of Panama, article 255 states "that the person that introduces drugs to the national territory...shall be punished by imprisonment of eight to fifteen years". If the penalty is increased to more years, the amount of trafficking through the borders will be reduced.
- There needs to be an enforcement of control in all of the ports, mainly throughout the borders, but also in all of Panama's ports, trying to make inspections in most of the shipments that arrive.
- There should be better security, regarding its technological advancement, in order to recognize forged documentation, and have better inspections throughout the border of Panama.
- Intensify law enforcement to investigate and prosecute trafficking offenses and convictions. At present the government of Panama takes a long period of time to get a conviction for this type of crimes; it takes years.
- Patrolling near the routes of "Golfo de Uraba" and "Jurado", which is where most of the organized crime transits from Colombia.
- Reinforce the relationship with the two countries, Colombia and Costa Rica, in order to intensify the security and be able to make satisfactory arrangements to deter and punish the activity of human trafficking.

Conclusion

Organized crime penetrates throughout the most vulnerable areas of a country, devaluing its constructive sectors. As per Panama being one of the main points of transition there has been various confrontations due to its global location between North and South America, creating a demand in regard to the facilitation of trafficking related to humans, drugs and guns. Consistently, the country has been used as a way of transit to the major places of drug consumption.

Due to the mass incorporation of illicit activities going on, the traffickers have established routes usually utilizing marine ways, from Colombia through Golfo de Uraba and in Costa Rica taking the Archipelago of Bocas Del Toro and Puerto Limones in Punta Burica. Additionally, in regards to the illegal operations regarding humans, most people come from Cuba and the three possible modes of transport, air, land, and sea, are used.

An influential approach that the government has taken is the border called SENAFRONT, which has elaborated strategic ways of diminishing the organized crime in border areas over the passing years. However, based on the information provided in this report, certain recommendations have been made for enforcing the law on the borders and having a comparative significance within the country, such as reinforcing the relationship with the two neighboring countries in regards to the border police, especially with Colombia.

The illegal activities taking place on the borders have diminished over time, but illegal situations still persist, as the idea of generating money and profit through illegal activities still prevails. The central condition that must be developed is a sustainable and practical advancement for the community within the maritime and terrestrial border in order to combat the transnational criminal activity and insecurity. Thus, in this scenario, the only way of achieving good results is by offering the best security possible.

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“Sistema de la Información, Organizaciones y Estrategia”

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Resumen

El objetivo de este trabajo es analizar el impacto que tienen los sistemas de la información en las diferentes áreas de las organizaciones, tomando como ejemplo a Quality Leadership University, y comprobar si esta organización sigue el modelo de las fuerzas competitivas de Porter. Los métodos empleados para la recolección de datos constaron de una entrevista a los departamentos de tecnología y administración junto con una encuesta de opinión realizada a los empleados por medio de la plataforma en línea SurveyMonkey.

Palabras clave

Sistemas de la información, Organizaciones, Internet, Modelo de las fuerzas competitivas de Porter, Competencia.

Abstract

The objective of this research is to analyze the impact that information systems has over the different areas of an organization, taking as example Quality Leadership University, and proof if this organization is following the Porter's Competitive Forces Model. The methods used for the recollection of this information consisted in an interview to the technology and administration departments along with an opinion survey to the staff using the online platform SurveyMonkey.

Keywords

Information systems, Organizations, Internet, Porter's Competitive Forces Model, Competition

Introducción

Actualmente, el mundo de los negocios se encuentra en un proceso dinámico y en constante intercambio de información a alta velocidad. Debido a la globalización, el crecimiento de la industria, la creación de nuevos productos, la comercialización de servicios, la formación de capital humano y la competencia han crecido de forma exponencial en la última década. Adjunto a esto, los avances tecnológicos han jugado un papel fundamental en la competencia entre las organizaciones a nivel mundial.

Los sistemas de la información tienen un impacto importante en las organizaciones, abarcando desde el aspecto económico hasta el aspecto organizacional y estructural. Los avances tecnológicos que componen los sistemas de la información brindan herramientas que representan una ventaja para todas las organizaciones, siempre y cuando estas sean bien empleadas.

Existen diferentes tipos de estructuras organizacionales que cambian con el transcurso del tiempo para conseguir adaptarse a los avances tecnológicos y a las necesidades de las personas. Los cambios que se realizan en dichas estructuras se encuentran fuertemente relacionados con la constante evolución de la tecnología.

El objetivo de esta investigación es demostrar la importancia que tienen los sistemas de la información en la ventaja competitiva de las organizaciones, tomando como ejemplo a Quality Leadership University, una organización que ha implementado correctamente los sistemas de la información.

Con las entrevistas realizadas y la recolección de datos mediante encuestas al personal, demostraremos que las ventajas de la implementación de nuevas tecnologías en el funcionamiento de la universidad han sido notorias y ha marcado una diferencia en el desempeño, la productividad y la calidad de los servicios educativos que brindan.

Esta investigación se encuentra circunscrita al área de conocimiento de realidad y estrategia empresarial en la línea de investigación de estrategia y política corporativa.

Resumen

La entrevista realizada a los departamentos de administración y de tecnología constó de 24 preguntas en total, las cuales estaban enfocadas en los conceptos básicos de estrategia competitiva aplicados Quality Leadership University, y la influencia que los sistemas de la información ha tenido sobre las personas que componen la organización y cómo ha cambiado los procesos diarios, como las transferencias bancarias, búsqueda de información e incluso la inscripción de nuevos alumnos.

Por otro lado, la encuesta de opinión basada en 5 preguntas, fue dirigida al personal con el objetivo de comprobar cómo se han sentido empleando los sistemas de la información y su opinión general en cuanto a la universidad en el aspecto competitivo.

Sistemas de información, organizaciones y estrategia

1. Organizaciones y sistemas de información

Los sistemas de información y las organizaciones pueden cambiar la vida social y laboral de una empresa, estos son creados para dar servicio a los intereses de las empresas, las cuales deben estar ampliamente abiertas para recibir los beneficios que las nuevas tecnologías tienen para aportarle.

En Quality Leadership University los sistemas de la información han jugado un papel importante en el desempeño de la organización en general y el personal se ha mostrado receptivo con los nuevos sistemas tecnológicos que se han implementado, por lo tanto, toda la organización ha recibido beneficios.

Las organizaciones se caracterizan por estar divididas por jerarquías autoritarias definidas según la especialización y destrezas de cada persona, limitándose a acciones y procedimientos específicos creados en un sistema donde promover a los empleados es un punto importante, otra característica importante es que las organizaciones incluyen sus procesos de negocios, cultura, políticas organizacionales, entorno, estructura y objetivos.

Los tipos de sistemas de información que se encuentran en una empresa de negocios reflejan a menudo el tipo de estructura organizacional, por ejemplo, en un hospital es común encontrar sistemas paralelos de registro de pacientes, operados uno por la administración de la empresa y otro por la administración del hospital.

2. Impacto de los sistemas de la información sobre las organizaciones y empresas de negocios

2.1. Impactos económicos

En el aspecto económico, la TI influye en los costos de capital tanto como de la información en general. La tecnología de los sistemas de información es la primera opción para sustituir a la mano de obra tradicional e invertir capital. Ya que los costos de la tecnología de la información disminuyen cada vez más, la mano de obra tradicional, la cual tiene un costo superior, es sustituida por la primera. Por esto se considera la posibilidad de una considerable reducción de personal, tales como gerentes de nivel medio y trabajadores comunes de oficinas como asistentes o secretarías. (Laudon y Laudon P90)

Quality Leadership University conoce estas ventajas, por tanto siempre da un mayor aporte económico a la modernización de los sistemas de la información. Además, en la universidad existen procesos que se ven facilitados por la implementación de la tecnología de la información. Ejemplo: Transferencias bancarias, búsqueda y distribución de información.

2.2. Impactos organizacionales y del comportamiento

Según diferentes teorías basadas en la sociología de las organizaciones complejas se han definido ciertos aspectos por los cuales las empresas toman la decisión de modernizarse e implementar la TI. (Laudon y Laudon P92)

Tal como sostienen Laudon y Kenth, la característica más resaltante de las empresas que utilizan la TI es el aplanamiento de las mismas. Esto quiere decir, que existe una reducción en la organización jerárquica de la empresa. Debido a que la información viaja a mayor velocidad y facilidad los empleados de bajos niveles pueden tomar determinadas decisiones sin consultar a todos sus superiores. Adjunto a esto, se han eliminado muchos empleados de un nivel medio para dejar únicamente a aquellos de nivel alto, como los gerentes, y de nivel bajo, como los trabajadores comunes. (Laudon y Laudon P92)

Con la implementación de la TI, QLU logra monitorear y supervisar constantemente a sus empleados y al mismo tiempo transmitir información de forma mucho más rápida y eficientemente. Además, el trabajo se logra de forma más eficiente. Cada quien tiene su rol, por lo tanto se le suministran herramientas adecuadas a sus funciones.

Para evitar el retraso debido a la resistencia al cambio por parte de los empleados, QLU reparte cursos de capacitación en los cuales enseñan a sus trabajadores desde las funciones básicas de la computadora hasta los programas con funciones avanzadas como Excel. Sumado a eso, la actitud de los empleados también ha sido beneficiosa, ya que en la mayoría han demostrado una buena recepción de la tecnología.

En QLU esto es conocido, ya que todos sus sistemas de información y gestión se emplean mediante el internet. Además, cada programa de la universidad cuenta con plataformas de actividades online, tales como Schoology y Blackboard, en los programas de licenciatura en español y en inglés, y el EDO de los cursos de inglés.

3.1. Modelo de las fuerzas competitivas de Porter

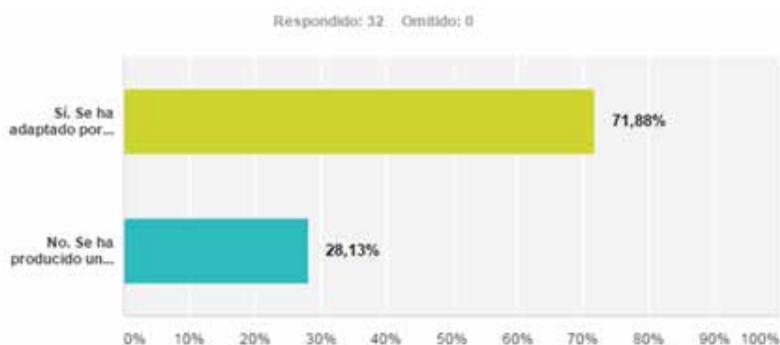
Tal como sostienen Laudon y Keneth, este modelo es el más utilizado para comprender la ventaja competitiva, pues proporciona una visión general de la empresa, sus competidores y el ambiente de ésta. En este modelo, existen cinco fuerzas competitivas que dan forma al destino de la empresa.(Laudon, P96), los competidores tradicionales, los nuevos participantes en el mercado, productos y servicios sustitutos y clientes. Quality Leadership University ha trabajado de manera continua en el posicionamiento de sus servicios en el ámbito educativo, representando una competencia para los competidores tradicionales y los nuevos participantes en el mercado.

QLU ha articulado en forma correcta su estrategia ya que su productividad ha aumentado considerablemente. Aunque no se han cumplido todos los objetivos que se tenían planteados desde un principio, el personal ha expresado que “van a medio camino”.

Resultados de la investigación

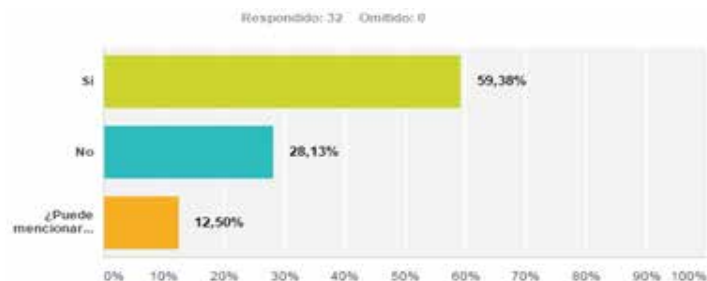
La siguiente encuesta fue realizada a los miembros del staff de Quality Leadership University con el objetivo de saber su opinión respecto al desempeño de la tecnología de la información en la institución y las mejoras o dificultades que conlleva su implementación.

Pregunta #1: Según su opinión, ¿se han adaptado los empleados completamente al uso de la tecnología? ¿O se ha producido una resistencia al cambio?



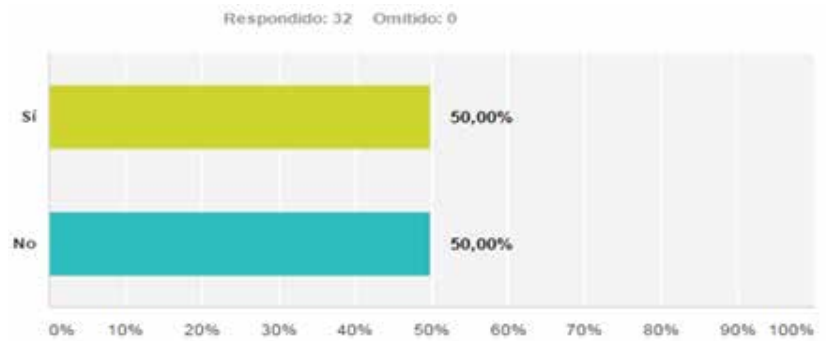
En la gráfica se muestra como un 71,88% de las 32 personas que respondieron opinaron que los empleados, es decir, ellos mismos, se han adaptado a la integración de la tecnología en los procesos de la universidad. Mientras que únicamente un 28,13% opinó que se había presentado una resistencia al cambio.

Pregunta #2: ¿Considera que la universidad ofrece servicios y ayuda online para facilitar los procesos a sus clientes?



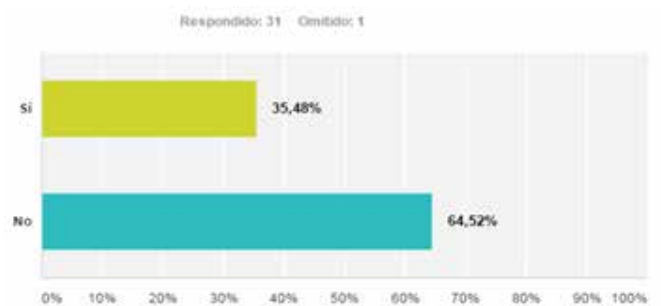
En la pregunta #2, un 50,00% expresó que la universidad sí ofrece servicios online para facilitar los procesos a sus clientes, mientras que el otro 50,00% opinó que no es así. Esto se puede deber a que la universidad brinda determinados servicios importantes, pero no son los suficientes como para que se dé una opinión completamente positiva con respecto a este aspecto.

Pregunta #3: ¿Cree que la universidad brinda más beneficios que otras universidades más grandes?



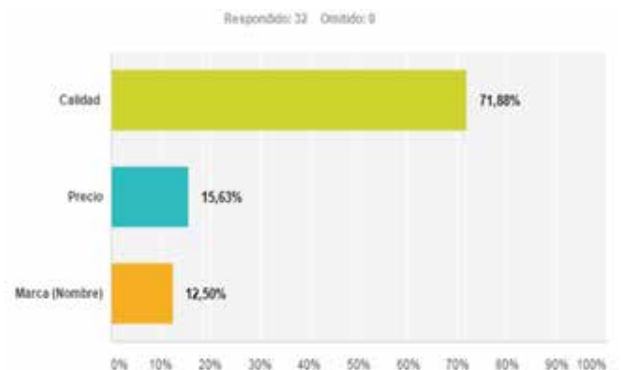
En la gráfica se muestra como un 59,30% piensa que sí brinda más beneficios, un 28,13% piensa que no y un 12,50% pudo dar ejemplos de estos servicios, mostrando una opinión positiva, como un servicio personalizado, estudiar la carrera en inglés, títulos de universidades americanas, entre otros.

Pregunta #4: ¿Cree usted que la universidad se ha visto afectada por la creciente oferta de programas educativos online?



En la gráfica se observa como un 35,48% opina que sí se ha visto afectada, mientras que un 64,52% opina lo contrario. Esto se puede deber a que a pesar de la gran cantidad de programas educativos que hay en internet, estos no tienen la misma validez que un título de una universidad reconocida.

Pregunta #5: Según su opinión, ¿Cuál es la base de la competencia de la Quality Leadership University?



En la gráfica se puede apreciar que según un 71,88% de las personas encuestadas opina que la base de la competencia es la calidad, mientras que un 15,63% opina que es el precio y un 12,50% piensa que es el nombre. Esto se debe a que la universidad siempre trata de brindar la mayor calidad posible a sus estudiantes.

Conclusión

Se sobreentiende que todas las organizaciones modernas son jerárquicas, especializadas e imparciales; además usan rutinas explícitas para maximizar la eficiencia.

Por otra parte, en el modelo de fuerzas competitivas de Porter, la posición estratégica de la empresa y sus tácticas se determinan con base en la competencia con sus competidores directos tradicionales, pero estos factores también se ven afectados de manera considerable por los nuevos participantes en el mercado, los productos y servicios sustitutos, los proveedores y los clientes.

Sin embargo, el modelo de cadena de valor resalta las actividades específicas en la empresa en donde las estrategias competitivas y los sistemas de información tendrán el mayor impacto.

Por último, la implementación de sistemas estratégicos requiere por lo general un extenso cambio organizacional y la transición de un nivel sociotécnico a otro. Dichos cambios se denominan transiciones estratégicas y a menudo son difíciles de lograr.

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Brownlie (1990) says: "Political settlements both in multilateral and bilateral treaties have from time to time produced political entities" (p. 61).

"Political settlements both in multilateral and bilateral treaties have from time to time produced political entities"(Brownlie, 1990, p. 61).

2. Si la cita aparece en medio de la oración, después de cerrar comillas, anotar inmediatamente la fuente entre paréntesis y continuar con la oración. Así:

Como demuestra Corneille y Leyens (1996), las categorizaciones son creaciones subjetivas en las que median las relaciones entre el yo y la otredad, el sujeto y objeto de la categorización; sin embargo, «varios autores han cuestionado esta alternativa dicotómica y conciben los procesos de categorización como determinados por las interacciones del sujeto perceptor con el objeto percibido» (p. 49), este postulado complejiza aún más el proceso de categorización más allá de una construcción impositiva e incólume, es un ejercicio dialéctico.

3. Una cita mayor de 40 palabras se incorpora en un bloque independiente. Se comienza en una nueva línea o renglón, sangrándola cinco espacios desde el margen izquierdo. Las líneas subsiguientes se escriben al nivel de la sangría. Se omiten las comillas dobles.

A partir de 1944, y sobre todo en 1958, con su famosa obra *The psychology of interpersonal relations*, Fritz Heider sienta las bases de un nuevo problema para la psicología social cognitiva, elaborando una teoría de la atribución que debía dar cuenta de la producción, por inferencia, de algunas cogniciones a partir de la observación de los comportamientos (Deschamps y Beauvois, 1996, p. 94).

O bien, si el bloque de citas comienza con la cita textual:

Deschamps y Beauvois (1996) demuestran en su propuesta la influencia de los postulados de Heider:

A partir de 1944, y sobre todo en 1958, con su famosa obra *The psychology of interpersonal relations*, Fritz Heider sienta las bases de un nuevo problema para la psicología social cognitiva, elaborando una teoría de la atribución que debía dar cuenta de la producción, por inferencia, de algunas cogniciones a partir de la observación de los comportamientos (p. 94).

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Campbell and Kean (1997) sostienen que la idea de resistencia a la cultura impuesta siempre estuvo presente en las poblaciones esclavizadas evidencia de ello es la remembranza constante al pasado ancestral (p. 78).

In all these versions of slavery, the idea of a resistance and defiance of the master-culture is paramount and is always connected to the ability of the slaves to hold on to the ancestral past through the internal rituals, songs and stories of the group (Campbell and Kean, 1997, p. 78).

7. Algunas citas pueden ser secundarias, en las que el autor del trabajo de investigación hace una cita de una obra que a su vez ha sido previamente referenciada. El autor no tiene contacto con la fuente original sino a través de la obra que la cita. En este caso debe quedar aclarado, indicando el autor y el título de la obra original, el autor que la cita y en qué obra lo hace.

Según Bass, «la función de comparar y evaluar alternativas es sumamente compleja. Incluye evaluar los beneficios y costos, la aceptación de los afectados por la alternativa elegida y considerar los riesgos que conlleva» (como se cita en Harrison, 1987).

Para hacer referencia a la fuente citada, se pondrá en la lista de referencias lo siguiente: Bass, B. M. (1983) *Organizational decision making*. Homewood, Ill.: Irwin. Citado en: Harrison, E. F. (1987). *The managerial decision-making process*. Boston: Houghton Mifflin.

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Material reimpreso de un libro:

Adaptada de Producción: *Su organización y administración en el umbral del tercer milenio* (p. 159), por R. F. Solana, 1994, Buenos Aires: Ediciones Interoceánicas.

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2. Si los autores de una cita son uno o dos, mencionar siempre los apellidos de los autores cada vez que se menciona la referencia:

—un autor

Young (1999) comparó distintos modelos de personalidad.

Una comparación entre distintos modelos de personalidad (Young, 1999).

— dos autores

Ball y Young (2001).

La teoría cognitiva (Ball y Young, 2001).

— tres a cinco autores

Citar a todos la primera vez que se presente la referencia. En citas subsiguientes incluir sólo el apellido del primer autor seguido de et al.

Castro Solano, Casullo y Pérez (2004) destacaron que... [primera cita].

Castro Solano et al. sostienen que (2004) [primera cita subsiguiente dentro del párrafo].

Castro Solano et al. sostienen que [omitir el año en las citas subsiguientes].

— seis o más autores

Mencionar siempre (desde la primera vez de que se los cita) al primer autor y la abreviatura et al. Citar únicamente el apellido del primero de ellos, seguido por et al. Pero para la lista de referencias proporcionar el apellido e inicial de los primeros seis autores y, en caso de ser más, la abreviatura et al: Benecke et al. (1992).

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