

Public Communication in Touristic Promotion. A review in Querétaro

Comunicación pública y promoción del turismo en Querétaro

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Abstract

Querétaro state's touristic promotion is proposed as example of public communication. Approximately since 1997 it has been articulated to the competitive advantages of the state, as well as to the official publicity and the figure of the governor. In this paper, through the use of discourse analysis, we examine its structure and the image that is been constructed from the values promoted by each administration, since that time and until 2015.

Keywords

Public communication; discourse; touristic promotion

Resumen

La promoción turística del estado de Querétaro se propone como un ejemplo de comunicación pública. Desde 1997 se ha articulado a las ventajas competitivas de la entidad federativa, tanto a la publicidad oficial como a la figura del gobernador. Se examina, por medio del análisis de discurso, su estructuración y la propuesta de imagen construida desde los valores promovidos por cada regido, desde esa fecha, 1997, hasta 2015.

Palabras clave

Unicación Pública; Discurso; Promoción turística

1. Introduction

Promotion of tourism in cities has grown in the last years. This exposition, for the case of Queretaro, is not just a simple marketing campaign as if it were a brand. It has grown to include, among other things, building a concept of the city based mainly on the dissemination of government works or the image that the governor at the time wants to create. Approximately since 1997, a tourism promotion discourse has been structured to take advantage of the features that Queretaro has to offer as an industrial, economically active, and especially quiet city in addition to its tourist attractions. This touristic promotion has been designed in almost every case by the governor's office based on the discourse that he desires stemming from the added value that is used in the official marketing campaign.

In this paper we plan to offer, based on concrete examples, an analysis of the tourism promotion discourse in order to determine the main discursive elements which the city of Queretaro's touristic promotional strategy uses. This is a public communication exercise that is understood as a form of communication that a society generates to discuss issues of collective interest taking advantage of the place that communication has taken in the exercise of contemporary governments. Public communication proposes, as a starting point, the idea of a space of collective deliberation and action. It is a place where we discuss in favor of common action on those assets and values that belong to collective life.

The public space connects two discourses: the private and the public. Intermixed debates on ideology, the struggle for hegemony and propaganda, disguise private interests behind the mask of public interest. Between the domain of the public authority or the State, on one side, and the private domain of the civil society and the family, on the other side, emerges this new sphere of "the public": a public bourgeois sphere made up of private individuals that meet to debate amongst themselves on civil regulations

and the administration of the State" (Thompson, 1998:84).

With the beginning of the debate on modernity of the State and the need to open public issues to the people who participate in civil society, it is necessary to establish definitions: public space refers to a place where debate on issues of collective interest can be held thanks to the visibility of the people that produce a discourse exchange, which is capable of legitimately sustaining beliefs capable of rooting a solid political culture. McChesney (1999) says that the media have taken on a dominant role in all debate on public issues while citizens, little by little, have distanced themselves from the debate. The discussions around politics have become merchandise and as such they are presented in the large communication media sources, leaving aside the essential content that is motivating the debate around the topics of common interest.

This has diverse aspects with implications in the realm of social life. Firstly, it refers to the public, which is to say, to issues that concern all social players that we relate to regarding institutions and regulations, going beyond the government, but involve them just the same. Secondly, derived from the relation with the State, it is established that public administration is related the goods that a determined society possesses and that largely includes discussions regarding all things public. Finally, that related with communication focused on the symbolic change between members of a society concentrated basically on the two points mentioned; in relationships with institutions which are built to formulate a discourse that democratically articulates the media information, between the institutions and civil society.

Based on this, it is convenient to indicate *the public* as a complex social configuration whose creation is necessary to clarify (De León, 2009). For some time various authors (Arendt, Habermas, Thompson) have taken up the task of defining on a conceptual level the concept of *public* with the purpose of pinpointing the sphere of action that corresponds to this as-

pect of social life. There is, based on the theories of said authors, a general convention that states that issues of collective interest and spaces of social deliberation make up part of the definition that is defined around *the public*. As an example of which we can indicate: the movements of civil society, who upon demanding participation in the public agenda and the right to visibility clarify the comprehension and the widening of the territory of the public in the political sphere in order to interpret this phenomenon adequately, or the current electoral processes. In this sense we can say that *the public* is the formative construct of a collective identity via the cultural appropriation of history, and the production and reproduction of symbolic forms, thus rebuilding the connections between public and private space.

Along these lines, Demers and Lavigne (2007) state that deliberative democracy surpassed, little by little, the simple staging of institutional representatives and politicians elected in electoral cycles opening itself to all types of group "representatives", currents and options. Yet this public media plaza was always under the control of the large broad page communication media sources. This dominion was refuted thanks to the redeeming of a "right to media access" for all groups of the civil society, different from the hegemonic political figures (Demers & Lavigne, 2007: 68). The problem is that the public is more and more identified with that which appears in the media. The construction of spaces for debate are mainly focused on what is built via mass media and presumed to identify little with audiences. The public opinion that the media creates has less and less debate and less critique. The lack of representation of civil society facilitates the assimilation of the political discourse to the predominant model of communication in public space.

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Public communication, therefore, remains in the hands of a few mediators that decide who appears and who disappears from the controlled scene in terms of the dialogue of public opinion. Public communication analyzes the combination of phenomena of production, treatment, dissemination, and retroaction of the information that reflects, creates and guides the debates and public issues. Public communication is understood not only as the work of the media, but also of the institutions, the companies, the movements, and the groups that intervene in the public scene (Demers & Lavigne, 2007).

2. Methodology. The discourse as a vehicle to analyze public communication

Discourse permits recognition of the social imaginary. According to Van Dijk (2006), the discourse is the combination of communicative interactions of a group or society, the context, its integration in the day-to-day practices of the members of a group and its categorization, continuity and functionality of the levels and dimensions of the discourse, as well as social cognition. The discourse can establish the position of the actors in light of social situations, propose meanings and interpretations of the environment. Addressing discourse allows it to be seen in its formal sense, which refers to what it says and its context, in other words, from action and interaction.

In public space, the actors take a position based on their discursive action, that is manifested in concrete practices. The action of the discourse does not refer only to the linguistic exercise but rather is clear based on reference practices. In this sense, it is relevant given

that you can analyze the public communication discourses and practices together and all the different meanings you would ever want to know. You have to note, in this sense, that the discourse as a social practice and the subjects that produce the discursive forms should be registered within a clear social process and one that allows understanding of the relation that exists. Thus, the discourse is analyzed based on positions and subjectivities. In the discourse, the actor manifests his position on the issue and places emphasis on the references to which it is affiliated. The positions refer to the place that it occupies within the actors involved in the public sphere. This is to say that the actor, upon being part of the debate, is identified by his discourse and based on this takes position.

In this sense, it's important to do a general inspection of the text, discourse, before analyzing. This is done in order to understand the intricacies of the linguistic, rhetorical, and semiotic devices that compose it and finally distinguish between the ideological, appropriation of common sense, and naturalizing effects. These are done by using the rhetoric and semiotic devices that create an agile analysis when central topics of interest have been identified in the discourse. In general, they have to do with a semantic analysis and one of discursive praxis.

Thus three aspects have been taken for analysis:

a) The discourse should take place within a social process. It is a discursive exercise that assumes a determined position within the environment in which it is produced and finally makes reference to social, cultural, and ideological aspects.

b) All discourse implicitly or explicitly subscribes to a system of pre-existing social relations and representations. These always make reference to a scale of dominant or subordinate values in constant struggle, and whose complex and contradictory articulation defines the confirmation of a society.

c) The discourse is presented as a ritual practice, tied to cultural aspects within a social framework of meaning

In order to carry out the analysis and understand the relation between public communication and discourse we uncovered the brands used by state governments between 1997 and 2015.

At the same time, we reviewed the different images used by the government administrations in the different publications¹. Based on this, the representatives were identified and those that served to promote the government administrations. This selection is what will be analyzed in the following pages. The link between discourse and the public is basic and complementary. Thompson (1998) considers public space as the formative construct of a collective identity via the cultural appropriation of history and the production and reproduction of symbolic forms, thus rebuilding the connections between public and private space.

Public communication based on the discourses opens the door to mixed debates on ideology, struggle for hegemony and propaganda, those that disguise the private interests behind the mask of public interest. Between the domain of the public authority or the State, on one side, and the private domain of civil society and the family, on the other side, emerges this new sphere of "the public": a public bourgeois sphere made up of private individuals that meet to debate among themselves civil regulation and administration of the State (Thompson, 1998: 84).

In that referring to promotion and politics of tourism, authors indicate

considerable are the amount of changes that planning and decision making based on tourism [that] have been developed on behalf of groups interested in such activity. The State has redefined the roles that have allowed it to maintain "order" among public, private organizations and local communities to create a touristic development that until today has

been possible. However, what has been visibly clear are the difficulties in the correct guidance in terms of the management of tourism policies, that can be classified in different stages (Martínez et.al., 2012 p.420)

On one hand, De los Monteros et.al. (2012) consider that

in the tourism promotion, the selection of images, marketing texts, and public relations leading to the creation of the image of a destination operate under this process of topic selection in which they choose the identifying attributes and elements that the offer features and that, supposedly, will modify the expectations in respect to leisure time and will bring tourists. (De los Monteros et.al., 2012:1411)

This is the framework of the analysis, seeking to relate the promotion of tourism in Queretaro a brand specifically determined for public communication of government entities. The analysis presented in the first place presents the recognition of 2 important actions, the first is the emergence of the name Queretaro as brand emblem², and second, the recognition of the historical and cultural references that reinforce the brand with which the state will be promoted for tourism.

Upon finalizing the analysis we will have elements to propose the connection between the touristic promotion of the entity and the political promotion of the State administration. Likewise, we will observe the factors that coincide between the two as part of the public communication strategy of state governments.

For the analysis, only the images that were representative of the state governments were used. There were 3 government administrations (1997 to 2015), each one for a six-year term (constitutional period of state (province) governments in Mexico). Each government has designed an image that identifies its term In the analysis presented, discourse analysis elements will be used. The image is proposed as a discursive

element and producer of meaning on the same level as other discourses.

3. Queretaro, cultural pretexts and discourse.

As mentioned, discourse provides for relating the meanings with social and cultural practices. One of the main characteristics, related with public life in Queretaro, is the lack of conflicts; even in moments of political transition and rotation that occurred in the 1990s. Dissident voices have been, in general, few and hardly visible. It is said that both the public sphere of Queretaro as well as the dominant political culture are tightly connected to the region's economic-industrial development. The adapting ability of the traditional elites to the changing situations in the economic and political context, particularly starting in the 40s, resulted in the transformation of the large land owners into business owners (Nieto, 2000: 105) and the cooptation of political and intellectual scenes and migrant workers that incorporated themselves harmonically to the business and political might of Queretaro. For Morales (1998) there were tensions and differences for the political control of the State, especially, when in the first half of the 20th century, the large land owners had to deal with the collapse of latifundium and the new policy of import substitution that led to an accelerated process of industrialization, creating a new class of business owners-politicians that challenged the age-old power of the cattle farmers (Morales, 1998).

In a period of no more than 4 decades, Queretaro changed from a completely rural entity, rooted in agricultural activities, to an urban and industrialized state, based on secondary and tertiary sectors, being industry, commerce, or services. Gonzalez (2013) notes that this intense industrial activity modified the population's structure and began to bring migrant workers to the urban centers of Queretaro. Demographics, stable from the viceroyalty to 1940, changed drastically. The population growth ac-

celerated, starting in the last 30 years of the 20th century, causing a considerable increase in the population that lives in Queretaro.

In this respect there are two clear trends: the deconcentration of the industrial plant of the metropolitan zone of Mexico City and the earthquakes of Mexico Valley in 1985. These two situations caused massive displacement, complemented by the constant flow of migratory workers inside the country. In 1980, the resident population of the city was barely 215,976 people. In 2000, the number passed half a million people: 536,463 in total. Today, the city has surpassed a million inhabitants. In two decades, Queretaro doubled its population.

In regards to political life, the prolonged reform of the Mexican State promoted during the 80s and 90s impacted all parts of the government after the slow disintegration of the party-state that was the PRI. In this progressive loss of the vertical authority, the federal entities took on their own processes of modernization and democratization. The case of Queretaro is exemplary in that sense. Starting in 1997 there was a change in governments as consequence of the constitutional reforms that led to political change, whose biggest success came in the form of the arrival of the Party of the Democratic Revolution to the executive office of the Federal District's government the same year that Queretaro converted the National Action into the first party of the state, result which marked a transitional democratic stage that was yearned for decades. From then on, the state has three electoral choices in state government, as well as numerous changes in the municipal governments and in the same legislature.

These aspects may seem of little importance when speaking of tourism or public communication focused on tourism promotion. However, it is considered to be important to note it, given that these are the main pillars on which the political discourse on Queretaro is built. In other words, the discourse that is built on the political promotion of the state is basically sustained on social and political

peace of the entity, discourse that is used in the same way in the touristic promotion of the last years.

4. Perspective of the discourse in Public Communication

To carry out the discourse analysis we will apply the idea of the discourse as a social practice from Van Dijk (2006). For the author, the discourse as a social practice is understood as the combination of communicative interactions of a group or society, the context, its integration the adoption of the discourse as a social practice of the members of a society and its categorization, continuity and functionality of the levels and dimensions of the discourse, as well as social cognition. The discourse can establish the position of the actors in terms of social situations, propose meanings and interpretations of the environment. This addressing of the discourse allows us to focus it on its formal meaning, which refers to what it says and its context, which is to say action and interaction.

You have to note, in this sense, that the discourse as a social practice and the subjects that produce the discursive forms should take place within a clear social process and one that allows understanding of the relation that exists. Thus, the discourse is analyzed based on positions and subjectivities. In the discourse, the actor manifests his position on the issue and places emphasis on the references to which it is affiliated. The positions refer to the place that it occupies within the actors involved in the public sphere. This is to say that the actor, upon being part of the debate, is identified by his discourse and based on this takes position.

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c) The discourse is presented as a ritual practice, tied to cultural aspects within a social framework of meaning.

The discourse analysis for this work allows for an approach to the explanation of the political phenomena. As Cham (2003) says, discourses are not "something that reflects reality, just as it happens, but rather build representations of it. They also help build representations of social practices, of the actors that intervene in these and of the relations that are established between them" (Cham, 2003).

5. Analysis. Discourse and Promotion of Tourism

The year 1997 is, for many, a milestone in Querétaro's recent history. This analysis agrees with this statement given that it is when an opposing political party won the mayor's office and the state government. The victory of the National Action Party candidate consolidated a series of changes in the administration and meant a change in the political staff. New visibility was given to the business class that took control of politics that was previously reserved for university groups and labor unions, which results in a series of modifications in the public life of the entity. Although it has been a historic, social, and political process that has not concluded, it can be used as a starting point to understand the configuration of the governmental public communication and the corresponding discourse.

In order to make an historic account it's necessary to indicate some information that was recovered and that serves as some insight on the topics. At the end of the administration of Enrique Burgos (1991 – 1997) Querétaro was far from being an important tourist destination. There were at total of 121 hotels, which is to say, approximately 5,380 hotel rooms. The majority of them were located in Querétaro's capital, Tequisquiapan and San Juan del Río. Annually, the state welcomed some 900,000 tourists, half for business and half for pleasure. Only 50,000 of these were from abroad (INEGI of December 31, 1996). In a period of 20 years the touristic map and the offer had grown exponentially.

Once the process of political rotation began, with the government of Ignacio Loyola Vera (1997 – 2003) you could say that it was mainly a government of transition. On a political level, there were an endless number of conflicts with diverse political, business, and educational sectors in the state. However, it is one of the first governments to use a brand as a distinctive seal of its administration. *United for Querétaro* was the emblem that Loyola Vera (1997 – 2003) used to promote his government and the city of Querétaro in those years. With this emblem, Loyola Vera began the promotion of the state together with the then State Secretary of Tourism, Raul Parisi Arau. The administration of Parisi was important given that he is who developed the state's first important tourism promotion campaign.

This campaign was developed based on the promotion of the naming of the city of Querétaro as a UNESCO World Cultural Heritage site in 1996. Articulated as *Unidos por Querétaro*, the state government took full advantage of the promotion to create a campaign that would put the city and the state of Querétaro on the national tourism map.

The fact that the government of Loyola would be called one of transition does not mean that it didn't have a public communication strategy. Ignacio Loyola and communication team had the chance to establish some *rules of the*

game³ of which his successors have known how to take full advantage; among them new relations between communication media and political power, as well as the creation of cabinets of image that have served greatly in the construction of media discourse promoting government entities. The insignia image of the state government during this six-year term was an "i" (for Ignacio) with a "q" (for Queretaro) that combined the figure of governor and the state into a single being, in the end the idea of "United for Queretaro" took advantage of the circumstances of the rotation and grouped the diverse sectors, tourism being among them (Illustration 1).

Illustration 1. First logotype of the Queretaro brand (1998).



Source: Annual Financial Report - 2000.

Upon the completion of Ignacio Loyola's six-year term, Queretaro had an annual hotel occupancy of 60% and had the clear objective of being the number one tourist destination in the country's interior. During the six-year term of Francisco Garrido (2003 – 2009) the state's public communication system was redesigned. With the growth discourse and industrial push, the Queretaro brand changed drastically.

It is also during this six-year term (2003 – 2006) that a brand and an image are consolidated in regards to tourism. The redesign of the Queretaro brand was executed between 2005 and 2009. The strategy, according to the company in charge of it, consisted of defining structural variables (essence, values, styles and touristic products) to position Querétaro as an attractive, quality tourist destination that offers travellers various options.

During this six-year term, Queretaro became the country's number one non-beach destination and the 7th nationwide (1,764 million visitors. Almost double they number they had in 1996 and 65% of hotel occupancy in 2006). 92% of visitors came from different parts of Mexico (62% from Mexico Valley, others from Guanajuato, Jalisco, and Nuevo Leon with 5% each) and the 8% remaining came mainly from Canada and the United States. There are 226 hotels totaling 8,239 rooms. Tourism represents 2.611 billion pesos in revenue (State Government, 2014).

For the promotion and redesign of the brand over 200 materials were created for the different communication departments, from institutional letterhead to different marketing campaigns, taking care of all the details, from the mapping and tone of the texts to the color palette of the photographs. With this goal the state government carried out a dissemination program more focused on positioning the entity in industrial and business tourism spheres while still promoting the recreational tourism objective. Manuel Gonzalez Valle, Tourism Secretary (2003- 2006), discussed the objectives of the tourist promotion efforts in a speech:

One of the priorities is strengthening the human factor for the providing of better services; I am a believer in training, as much as we invest in our people, to that same degree we will be that much more competitive, to that same degree we are going to be able to provide better services, which is what the people who come to visit us are asking for (Diario de Queretaro, 2006).

In the second half of the 6-year term, articulated to the industrial consolidation and infrastructure construction project of the Garrido administration, Esther Carboney Echave, Tourism Secretary (2006 – 2009), made reference to a 7% increase in touristic occupation with economic gains of over 3 billion pesos. The state government carried out tourism infrastructure works in all 18 municipalities. The investment estimated by government authori-

ties estimated 107 million pesos. She said the following in regard to this:

The state governor has invested a lot in the topic of tourism and for this reason has worked to carry out projects that benefit everyone. Such is the case of the undergrounding of telephone and power lines in Queretaro, urban images in many of the municipalities and of course we will continue working to finish all the projects in order to keep numbers up. (Diario de Queretaro, 2008).

The same quote mentions the projects related to the undergrounding of telephone and power lines of the city of Queretaro, as well as the development in the *Pueblo Mágico* de Bernal, and of course the mountainous areas where the Franciscan missions are located if the municipality of Jalpan de Serra, which is planned to become the *Segundo Pueblo Mágico* in the state of Queretaro⁴.

In reference to the image and public communication during this six-year terms, the Tourism Secretary invested over 30 million pesos in promoting the state and consolidating the Queretaro brand. At this time, Queretaro used two brand emblems in political promotion: "Queretaro es mejor" (Queretaro is better) and "Queretaro va en grande" (Queretaro is going strong) (Illustration 2). The two communication productions focused on, as mentioned earlier, the development and push in infrastructure.

Illustration 2. Queretaro brand in official publications (2003-2009).



Source: Queretaro State Government, 2008.

The six-year term of José Calzada has been a continual effort in regards to tourism. Tourism Secretary Mauricio Salmon Franz has kept the Queretaro brand, recreated in 2009, and has consolidated business tourism, mainly. The hotel offer has risen in the capital and the website <http://www.queretaro.travel/> (Illustration 3) has become the main search engine of the local tourism industry.

Illustration 3. Logotypes of the Queretaro tourist brand.



Source: Tourism Secretary, Queretaro State Government, 2015.

Data compiled shows the main destinations within the state to be Queretaro's capital (70% of tourism), San Juan del Río (14%), Tequisquiapan (9.2%), and the rest are scattered between Bernal (Ezequiel Montes) and the Region of La Sierra Gorda. The solid sector growth is due to the combination of business and leisure tourism that maintain high levels of hotel occupancy.

In the discourse, the image of the state government since 2009 (Illustration 4) has been "gobierno de soluciones" (government of solutions), as well as "Queretaro cerca de todos" (Queretaro is close to everyone). They even combine the two marketing slogans into "Soluciones cerca de todos" (Solutions close to everyone).

Illustration 4. Logotypes of governmental administration (2009-2015)



Source: Queretaro State Government, 2015.

In political life, the government of Jose Calzada has used as part of its discourse in reference to Queretaro, the social peace and its economic growth above the national average. Promoted by strong support by the people, and the political and economic sectors, this government has been able to establish the Queretaro brand as one of the most visible on a national level. With it, the image of the governor has been promoted on a local and nationwide level. In addition, inside the state a campaign was created to promote local tourism and was taken up by the governor of the state in order to emphasize the fact of living in a state with peaceful conditions and social prosperity. This campaign's brand slogan was: "#suertudo, vives en Querétaro" (Lucky you, you live in Queretaro) (Illustration 5).

Illustration 5. Lucky you, you live in Queretaro (2009-2015).



Source: Tourism Secretary, Querétaro State Government, 2015.

It is interesting, however, that this six-year term, in regards to public communication, could be one of the most closed and less inclined to critique, limiting the public debate exercise in the spaces destined for deliberation. In other words, the deliberation has been converted into a simple promotion of the governmental figure taking advantage of the promotion of the entity's touristic and economic activity.

6. Conclusion: Public Communication, Discourse and Touristic Promotion

As seen in the historic tour analyzed via the official images and discourses of the city Queretaro, each one of the six-year term administrations has sought to put a particular stamp on the political and touristic promotion of the entity. This shows that the discourse built refers to concrete aspects on the reality that the governmental entities desire to build and which seeks to position itself in the large media sources as part of a public and political communication strategy.

As previously-mentioned the discourse as public communication refers to 3 aspects that it is necessary to note in the proposed examples.

First, the discourse should take place within a social process. Tourism promotion is part of the communicative process that the state government has used as part of their administration's image. It is an exercise that is performed within the political environment to make reference to aspects that each administration wants to highlight. Every administration has used image and promotion strategies emphasizing the entity's social peace, economic growth and development of infrastructure. Part of the discourse includes cultural and ideological values that they arbitrarily recognize as people of Queretaro.

Second, all discourse implicitly or explicitly subscribes to a system of pre-existing social relations and representations. Each one of the discourses that have been presented in the tour refers to an existing system of relationships between the diverse sectors of Queretaro. In them, emphasis is placed on, above all, particular moments or the own interests of the administrations. For example, the administration of Loyola take advantage of the political scene; Francisco Garrido's administration highlights the industrial and economic progress, which articulates touristic promotion and the development of infrastructure; and, finally,

that of Jose Calzada who strengthens his governmental discourse on the state's political peace and security, using a colloquial expression.

This system of discursive relationships that uses political class allow for the interests of political, economic figures to be articulated together with different spaces of civil society, looking for positioning space. Third, the discourse is presented as a ritual practice, tied to cultural aspects within a social framework of meaning. Finally, the discourse and the promotion emblems are directly related with aspects the administration in office wants to emphasize.

Public communication has always existed, governments acquire abilities to keep public opinion informed. At the same time, it is an obligation that is established in liberal democracies. Leaving the debate aside of whether governments in Mexico correspond or not to consolidated democracies or what type, what is true is that they are building mechanisms, that can be perfected, to touristically promote the entities. The debate which this work discusses is the formula being used to promote tourism, and at the same time promote the governor figure in office or certain government programs. The debate is, in this sense, if it forms part of the governmental obligation or if it forms part of promoting the personality, thus going beyond a public communication exercise.

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Notes

1. Publications identified such as: annual financial report, government reports, touristic promotions.
2. Brand is the term used by specialists in the topic in order to reference the aesthetic design and promotion of the name. Although Querétaro is not a product, it refers to the sense of it being promoted as an entity.
3. Previous governor terms, Mariano Palacios Alcocer (1985 – 1991) and Enrique Burgos Garcia (1991 – 1997) did not use an emblem or logotype to identify their administration. At official events or in governmental propaganda they used the official seal of the State of Queretaro.
4. The term "rules of the game" is used to refer to the (non-written) agreements that regulate the relationship between the press and the powers (Corral, 2006). With the change in governor in 1997, it is said that these relations went from the own political subordination of the PRI regimens to a regimen of economic coaction by way of official marketing, starting with the "sale" of the Queretaro brand or of the government in power at that time.
5. Today, Queretaro has four magical towns: The municipality leaders of Tequisquiapan, Cadereyta de Montes, Jalpan de Serra, and the Bernal delegation in the municipality of Ezequiel Montes.

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