

REGIONAL COLLABORATION THROUGH BRAND AND DESTINATION IMAGE ON THE WEB THE CASE OF MUNDO MAYA, MEXICO



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Abstract

The dissertation is focused in the Mexican Mundo Maya program, a regional program re-launched on 2012 by the Secretariat of Tourism in Mexico in order to boost the regional development and consolidate tourism as a national priority. The focus of this research is to analyze the collaboration between the several levels of the government belonging to this program and how they assemble the brand Mundo Maya. Visual content analysis was used on the main Websites to compare the images and texts presented by the federation with the ones portrayed by the states themselves. Imagery and texts of the Websites differ slightly. Dependence towards the federal government was noticed and hardly any link between each of the governments with one another outside the scope of the program. However steps are being taken towards the regionalization by the new government, which may bring future changes to the dynamics in the collaborations between the different levels of government.

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IV. Introduction

Although Mexico is known internationally for their Sun, Sand and Sea destinations and for the creation of enclave-tourism resort facilities (e.g. Cancun) (Brenner and Aguilar, 2002), the national government lead by the Secretariat of Tourism (commonly known as SECTUR) has developed in the recent years several programs in order to diversify the touristic product and open to new markets. At the same time, their aim has been to develop tourism while respecting natural, cultural and social surroundings (SECTUR, 2011a).

The research focused on the regional program in the Mayan region called Mundo Maya. This program was the re-launching of a similar program created in 1991 but extinguished at the end of the administration of the then president Ernesto Zedillo in 2000 (Quintana Roo al Día, 2012). The re-launch of the program was at the beginning of 2012 since there was expectation towards the Mayan Calendar and SECTUR saw it as a great opportunity to attract a larger amount of visitors (SECTUR, 2011a).

The Mundo Maya is considered by the Mexican government as a program used to boost the regional development and consolidate tourism as a national priority (SECTUR, 2012b). In Mexico, the Mayan Region possesses five states: Campeche, Chiapas, Quintana Roo, Tabasco and Yucatán. The aim is to develop new products and consolidate the existent offer while taking into account the sustainable development with the contribution of public and private sector and by incorporating the local community.

Besides this, a Master Route within the Mundo Maya was created which involve other countries other than Mexico such as Belize, El Salvador, Guatemala and Honduras. This was in order to create a multi-destination region with a competitive advantage (SECTUR, 2012c).

In order to promote the program SECTUR organized a series of activities but one of the most important was the creation of the official webpage www.mundomaya.travel in which the travellers can obtain information of the different offers of the region. Before the creation of this Webpage the information provided for the Mayan Region differed between tourist operators and the Webpage could provide official information from the governments themselves.

For this research, a systematic analysis was made to this Webpage in order to investigate the collaboration between SECTUR and the five Mexican states involved, this will be done

through the analysis of images and texts used on the official Website and from the state tourism Websites that are involved in the Mundo Maya program.

Given the fact that there are numerous groups of interest involved there is a need to understand the underlying structure that a program such as Mundo Maya has. Since SECTUR is a federal organism, the Mexican national government has the dominant role regarding this collaboration but do the state governments share their image of the Mundo Maya? Does the constructed image of the Webpage matches the representation of the Mundo Maya that the national Mexican government has with the one that the other levels of government have or do they differ? If so, how to the representations differ? Is there coherence on the image portrayed of Mundo Maya by all the interest groups?

This research will seek to understand the statements and images used in order to compare the destination image of federal government with the state governments with the overall discourse SECTUR's idea of Mundo Maya. The objective is to achieve an understanding regarding the collaboration of the different levels of the government and how they assemble the brand Mundo Maya differently. At the end we will evaluate the effectiveness of this collaboration through the branding of the program.

Why is this research useful?

Although there are favorable objectives in the program, there have been critiques on how the promotion and the services have been managed. Wilson (2008) mentions how the Mundo Maya program focuses on the tangible side of the cultural tourism such as the preservation of the archaeological remains without taking into consideration the integration of the Mayan community. A look at the official government website can substantiate this claim, since there's only promotion of tangible products such as the natural areas, lodges, eco-parks, haciendas, spas and archaeological sites. In just a few of the sections there is mention of local guides but apart from that the places promoted are owned by the private sector or by the government. In addition these privately owned spaces are controlled by the entrepreneurial elite who had the language, capital and knowledge in their advantage and started capitalizing on it by linking the living and dead Mayas and including archaeological themes into their products (Van de Berghe, 1995).

SECTUR (2012b) provides a list of aims for this program. However, for this research we will focus on two of these aims: the integration (collaboration) of the five Mexican states and the positioning of the brand Mundo Maya. A strong image of the Mundo Maya can help to consolidate the relationships between all the parties involved. This can also help

improve the connectedness and links between the states and therefore between the countries. Also, it can provide clarity towards the knowledge being spread throughout the promotion of the region. Through the cohesiveness of this image and the look of the overall discourse regarding Mundo Maya there can be some insight in the production of a certain type of consumer (tourist) (Rose, 2012) wanted for the region. Due to the novelty of the program there is room for exploratory research, which can allow a more flexible and open insight to the several concepts and representations of the Mundo Maya.

Lastly, the new federal administration 2012-2018 with SECTUR as the major organism of tourism in Mexico has created new policies, departments and directorates that take into account the 'touristic regionalization' of Mexico. One of the strategies was to create routes and in a way unite the states and increase the number of destination however there weren't departments or directorates in charge of them or that could serve as regulators. Needless to say, due to the newness of these changes there has not been a research focusing on this current state.

Gap in the literature; contribution to other research

The government's involvement in tourism in developing countries has been discussed before (Jenkins, 1982). Akama (2002) mentions Mexico as one of the countries where the socioeconomic effects of tourism have been achieved through the government's direct support and involvement on the development of the industry. On an initial look the Mexican government with their organism SECTUR appear to have an entrepreneurial role by creating this 'pioneer' program and including the private initiative on a secondary role (Jenkins, 1982). However, this program includes numerous actors since it also involves other countries, and the regions are conformed by states that possess their own localities. The relationship and links between these several actors brings a competitive advantage to the Mundo Maya brand by differentiating the product it offers.

At the same time there is a sense of power dependence through the relationships (Greenwood, 1993) since the national government, the state governments and private initiative possess key resources that can cause control on one another. In this case, through the promotion on the official page of Mundo Maya the private initiative can get benefits and at the same time the government will benefit from offering "good" products (ibid). The same power dependence can be applied within the government of each state and the government of the countries involved. In order to achieve the differentiation of the product, the cohesiveness between all the parties involved needs to be taken into account.

It's worth mentioning that the different actors involved have always taken the promotion of this region into account. It's not uncommon to find the tourism pages of the states and that of the other countries and see the promotion they have done of the tourist offer (regarding the Maya culture) inside their borders. Although located in geographical closeness the five states of México differ on the type of product they have been offering to the tourists. This has caused an unequal number of tourist arrivals between each other.

Moreover, the type of promotion has been different between one another thus attracting different kind of segments. On a first look, one can see that this can also affect the products delivered in this program. Quintana Roo, being one of the states receiving more tourists and being one of the states where the federal government and foreigners invest the most (Brenner and Aguilar, 2002), has more 'luxurious' products to offer over for example Chiapas which has always been known as a cultural and natural tourism destination (ibid.).

In addition, what differentiates this program from others of the same kind is that we find the collaboration of not only the regional states in Mexico but also with other countries. This program is the only tourist program in Mexico that involves other nations (SECTUR, 2012c). Though these relationships will not be examined in this research.

Much has been talk about the commodization and authenticity surrounding the Mayan culture however there is no research involving the role of the government in the production of the Mundo Maya image for promotion strategies. Government involvement is extremely important however it has taken a second stand at the moment of research. Van den Berghe (1995) had already discussed the image and marketing of the Mayas through ethnic tourism promotion but his approach towards the government was through the development of infrastructures. In his case study, the dominant figure was the bourgeoisie locals that implemented the marketing strategies in order to attract tourists into consuming their products (ibid.). Since this is a program designed by the government and is not focused on ethnic tourism, the approach and results will differ. Moreover, it will take into account not only the national but also the several state governments.

A. Background

Context, time, location

The year 2012 symbolized an important date for the ancient Mayas since it indicated the end of their calendar; this caused speculation and overall international curiosity towards

this culture. Although the promotion of several Mayan areas has been done for years, this year served as an opportunity for the national Mexican government to boost the tourist activity. There was an initial estimation that 52 million tourists would visit the area in 2012 (SECTUR, 2011a). In order to understand the context of this research we need to get a closer look to the history of the program and the collaborations between the several actors.

1. Mundo Maya: a brief history

On the 70s with the emergence of the alternative tourist there was a sudden interest for indigenous cultures, both ancient and modern, so the products offered became oriented to the tourist attracted to these cultures (Van de Berghe, 1995). In order to meet the needs of these types of sectors SECTUR implemented various programs.

In 1989 Wilbur Garrett, former editor of National Geographic magazine formed La Ruta Maya Conservation Fund and presented the proposal to the different regions belonging to the Mayan region (Wells and Goodwin, 2013). Around the same time, Guatemalan anthropologist Alberto Rivera coined the term Mundo Maya with a focus on sustainable, alternative tourism and community participation, elements that were missing in La Ruta Maya. La Ruta Maya was then morphed into Mundo Maya in 1992 since it gave the opportunity to provide a more diverse tourism product. The five member countries (Belice, El Salvador, Guatemala, Honduras and Mexico) then created the Organización Mundo Maya (OMM) in English called the Mundo Maya Organization (ibid.).

Although the Mundo Maya Organization managed to survive, the program didn't suffer the same fate. Due to government bureaucracies, the private sector got an increase in role on the promotion of Mundo Maya and the governments step back (Wells and Godwin, 2013).

At the beginning of 2012, the then president of Mexico Felipe Calderón re-launched the program with the objective of promoting the touristic centers surrounding the archaeological zones with more touristic offer of cultural nature. The president also mentioned the multinational alliance with the other four Mayan countries (SECTUR, 2011a).

SECTUR is the Mexican organism responsible of formulating policy and lead the development of national tourism activity; promote infrastructure and equipment that contribute to the promotion and development of tourism, as well as coordinate the activities carried out by the Federal Government, States and Municipalities. At the present time SECTUR is in charge of eight regional programs: Centros de Playa (sand and sun

destinations), Tesoros Coloniales, Pueblos Mágicos, Mundo Maya, México Norte, Ruta de los Díoses, En el Corazón de México and Mar de Cortés-Barrancas del Cobre (SECTUR, 2012a). Although most of them manage cultural tourism within their agendas, it is only stated on the Programa Tesoros Coloniales the importance of the preservation of the cultural values and integration of the indigenous community into the tourism development. The reactions to these programs have not all been favorable. Researchers have criticized these programs by pointing out the damages done to the tangible patrimony and how indigenous communities have been affected by poorly planned works in archeological zones and monuments sometimes leading to expropriation (Tello, 2012). While other consequences may include the “hiding” of people living in extreme poverty and the fact that the community becomes the victim of expropriation. Also, as mentioned before, there is a sense of commoditization to the culture of these communities.

The focus of this research will be the Mundo Maya program. The Mexican region of Mundo Maya integrated by the states of Campeche, Chiapas, Quintana Roo, Tabasco and Yucatán has an area of 241,784 km² and is considered within the commitment of the federal government to boost the regional development and consolidate tourism as a national priority (SECTUR, 2012b). This region includes 100 archaeological zones, 17 sites considered World Heritage sites, sun and beach destinations, the second largest reef in the world and important natural reserves, in addition it has one of the most international renowned hotel infrastructures (ibid.). The idea behind such a program was to create activities leading to the promotion of the region. As part of the international promotion, the program was present in more than 40 forums including international fairs such as the Feria Internacional de Turismo in Madrid, the ITB in Berlin, the BIT in Milan and the MITT in Moscow. Overall there was an investment of 110 million Mexican pesos for the promotion of this program, which would be the equivalent of approximately 6 million euros (ibid.).

As mentioned before one of the most important steps taken towards the promotion of the Mayan region as a whole was the creation of the official Mundo Maya Webpage. The web contribution made through the official website was described as ‘a tool that offers information to users about the different tourist destinations in the region by allowing them to see the different options regarding lodging, traditions and gastronomical offer’ (SECTUR, 2012e). Beside the webpage they created a mobile application that allows better connectivity for the users and the option of six different languages. While searching for Mundo Maya on the search tools offered in the Web, one can see that the first Webpage shown is this one created by SECTUR. Apart from this particular Webpage, you

can find several other pages involving the news of the Mayan regions along with the Webpages of several tour operators. Some tourists may find more reliable to see an official site providing the different products and services while searching for different options for their trip to the Mayan region.

2. Collaboration of the five Mexican states

The five states of the Mexican Mayan region conformed by Campeche, Chiapas, Quintana Roo, Tabasco and Yucatán not only share the geographical region but also a common past: the Mayan civilization. Together they share the vestiges of the former civilization and the several natural areas that have attracted countless tourists. These states on the Southeast of Mexico attract 30% of the tourists that visit Mexico (SECTUR, 2011a). Article 117 in the Political Constitution of the United States of Mexico establishes that every state of Mexico is autonomous and independent from each other however the states cannot make alliances and coalitions between one another without the consent of the whole federation (Political Constitution of the United Mexican States, 1917). There is a possibility of creating common structures without the participation of the federation and have agreements between each other. However, for decades the federal system has been centralized and has greatly discouraged the states on creating agreement without the federal government (Serna de la Garza, 2011). Beside this, states have great dependence on the federal government since they are the ones that have the financial power and provide for most of the resources and also they are the ones possessing the legislative faculties so it's almost impossible leaving them aside (ibid.).

SECTUR by being a national governmental organism and with the other several regional programs on their sleeve was able to create a coalition between the state governments through their own tourism state organisms in order to participate in this program (SECTUR, 2011a). Due to this historical and geographical factors a cross-border project like this can increase the competitive advantage of a tourist product and at the same time enhance the regional identity (Prokolla, 2011). Although all the five states possess cultural, natural and exclusive tourist products their own particular history has led them to differ on the segments of tourists arriving to the destinations therefore the number of tourist arrivals between each state also differs. It is worth mentioning that while in some of this states tourism is an important industry in other this industry is just starting to develop. Brenner and Aguilar (2002) explain how Quintana Roo is considered a 'tourist center' and while there has been urbanization on its coasts this in no way has lead to any regional

development. A program like this can, in theory, fulfill the missing link of cooperation in order to create a competitive region.

B. Research objectives and research questions

This thesis will have the following objective:

- To investigate and analyze the collaboration in branding between the national government and the state governments through content analysis of the images and texts on the Websites of the Mundo Maya program.

Based on this research objective the main research question will be:

- How is the Mundo Maya represented by the national government and by the state governments in the imagery and texts used on the Websites?
- What does this tell us about the collaboration on the brand between them?

Therefore, from the main research question we can determine the following research sub-questions:

- How is the Mundo Maya represented in the imagery of the official Website by SECTUR?
- How is the Mundo Maya represented in the texts of the official Website by SECTUR?
- How is the Mundo Maya represented in the imagery of the individual government tourism Websites?
- How is the Mundo Maya represented in the texts of the individual government tourism Websites?
- Do the imagery and texts of the Mundo Maya differ between states? Do they differ between states and the national government? If so, then how do they differ?
- Is the Mundo Maya brand present in all the Websites? If so, how are the commonalities and differences portrayed?
- What can this tell us about the collaboration between the different levels of government regarding the Mundo Maya program?

V. Theoretical conversation

To achieve the main objective is important to take into account certain theories and concepts. One of the main aims of the program Mundo Maya is to strengthen the integration of the regional touristic product by encouraging the sustainability and development of the region. Since the objective of the research concern the destination image and branding of Mundo Maya those concepts will be discussed next. In order explore the collaboration between the different states there is a need to conceptualize “collaboration”. Moreover since the program is of touristic nature we will have a look regarding touristic partnerships and collaborations. Lastly, since the focus is set on the governmental organisms we need to explore more on government collaborations.

1. Destination image

A tourism destination is a complex product that involves factors like climate, infra and suprastructures, natural and cultural attractions, etc. (Telisman-Kosuta, 1989). Thus, the destination possesses an image. Image can be more important at the moment the visitor makes the decision of traveling than the factual information (LaPage and Cornier, cited by Telisman-Kosuta, 1989). This link between image and visitations makes us realize the importance that the destination image have on the perceptions and decisions of the customer (ibid.). The development of a destination image comes from the impressions chosen from a “flood of information” which can include promotion, other’s opinions, media and popular culture (Gover, Go and Kumar, 2007:15). Therefore the importance of the images projected of the destination since they will influence the perceptions of the visitors. The meaning that is given to a destination will influence on the position of the destination and the tourist’s buying behavior (ibid.).

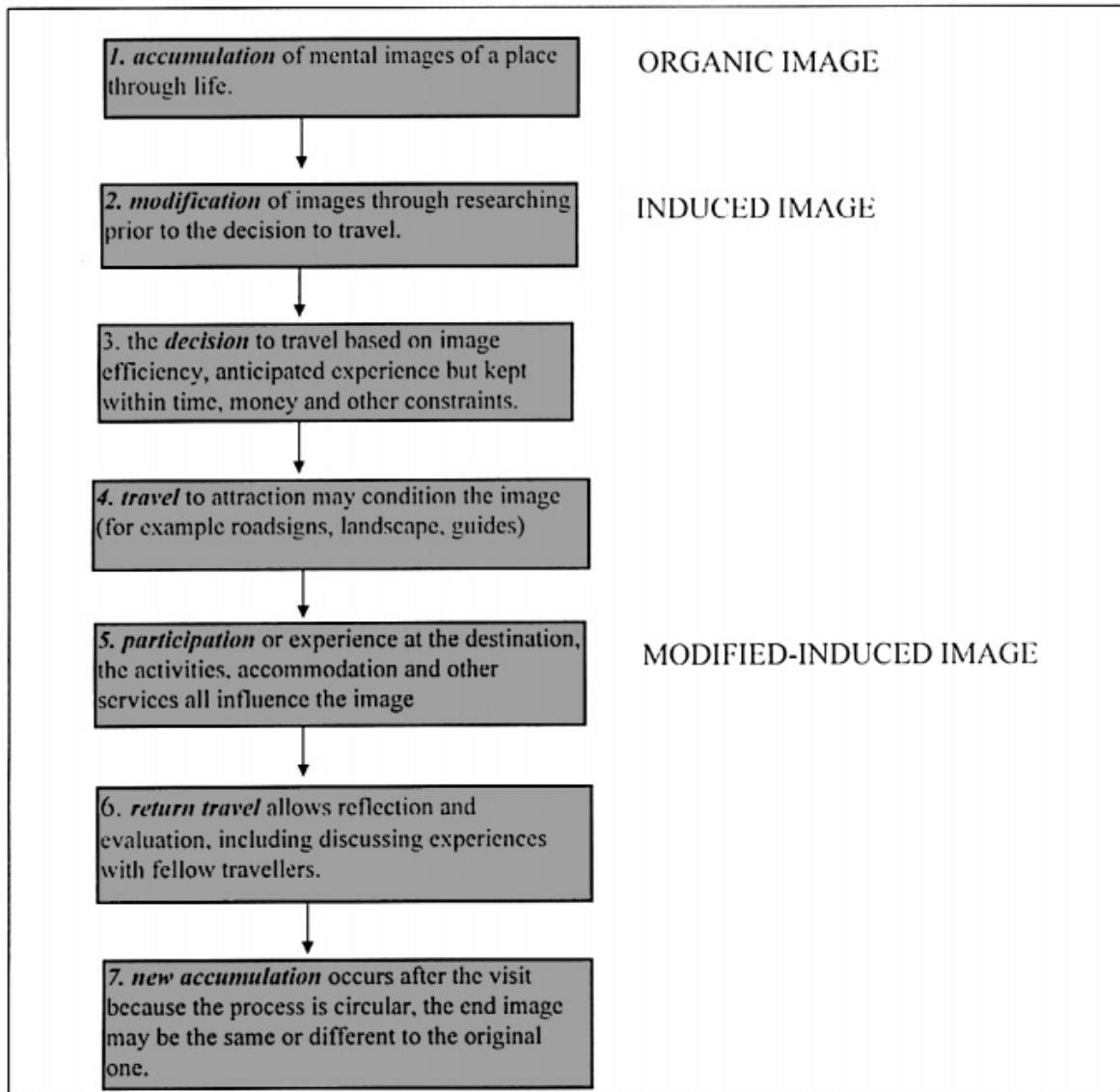
i. Formation

According to Tellisman-Kosuta (1989), the image of the destination is formed several ways: through direct experience, as a product of culture but also through communication systems. Related to the formation of image is Gunn’s (1972) categorization of images (shown in figure 1) based on the sources and stages in which the destination is constructed. He distinguishes three: through *organic image* of the destination or the social and noncommercial sources (friends, word-of-mouth), secondly the *induced images* that

are constructed through the commercial sources and promotion and third the images formed by personal experiences or the so-called *modified-induced image*.

In this research we will concentrate in the 'induced images' (Gunn, 1972) which are a result of promotion, advertising and publicity. Since the webpages aim for tourism revenue,

Figure 1. Gunn's categorization of images.



the images shown in the pages fit into the category of 'induced images'.

The building of images has an offside. The images portrayed can be exaggerated and the destination could 'sell' a false image. In this case both the tourist and the host destination can loose, the tourist may feel deceived and while the destination will get profits in long-term tourists are unlikely to return again (Telisman-Kosuta, 1989).

Dredge and Jenkins (2003) mention how in the case of tourism, the identity of a destination is often marked geographically. All the touristic products offered are related to the region of these five states and at the same time have a “Mayan” identity by being produced in the Mayan region. However, they also possess different products and attractions so the use of this identity may reveal itself different between each other.

ii. Imagery

Destination image is constantly being redefined and conveys vary of elements and perspectives. Since I will only be focusing on one source (Webpages) my main interest is in the imagery and text used in them. In the formation of a destination image, the qualities of the place (real or imaged) need to be taken into account at the moment of producing the imagery that will be attracted to tourists (Jenkins, 1999; Morgan and Pritchard, 1998, Tasci and Gartner, 2007; Tamer Cavusgil, 2007). Tourists will not be satisfied if their image of the place (seen through websites, brochures, etc.) is not accurate to the one they see at the moment they visit the destination (Garrod, 2009).

Imagery plays an important role in the destination image. It can pervade through the whole consumption of the destination (Jenkins, 1999). Previous to the consumption, imagery can allow you to experience the destination indirectly. At the moment of being in the destination, it can complement and increase the satisfaction. After the consumption you are able to relive that experience (ibid.).

iii. Part of promotion

The image of the destination is also significant at the moment of positioning a destination (Garrod, 2009). Thus, marketers and in the case of the program Mundo Maya federal and state authorities use the destination images as a tool for promotion in order to gain a competitive advantage (ibid.). SECTUR, as a tourism department of the federal government, possess wide advantage in promoting the program due to their role as central source of travel information that tourism offices have (Tang, Scherer and Morrison, 2011). As for the channel used to promote this destination image, I consider that the Web pages complement the promotion role of SECTUR. It has various advantages like global accessibility, suitable for updates and is interactive (ibid.) Due to the re-launch of the program Mundo Maya and the important year that was 2012, changes had to be done

regarding the promotion of the program. A point to be taken is that this type of transformation regarding promotion or the way this tourism product changed results in an image change (Tasci and Gartner, 2007).

2. Brand

Brand and destination images are usually associated together (Tasci, Gartner and Cavusgil, 2007) but by no way does it mean the same. However, previous research has probed that while the concepts of destination image and branding differ, branding is still created through the image (Cai, 2002; Croy, 2003; Jensen and Korneliussen, 2002; Kotler and Gertner, 2002; Pritchard and Morgan, 2001).

At the moment of developing a tourism marketing strategy, branding is one of the decisions involved (Okoroafo, 1989). One of SECTUR's main goals is to create a brand out of Mundo Maya. The brand helps us identify a service provided by an institution with the involvement name, design or symbols.

Branding is important in tourism due to the popularity that a brand name acquires, making the product recognizable (Okoroafo, 1989). Through this recognisability, the brand can also create loyalty from the customers, which probes importance since the customers can find similar destinations (ibid.). The destination brand usually encompasses the perceptions that we have about a place. These perceptions are provided with pre-trip information so they will be able to identify a destination, differentiate them from others and at the same time create expectations (Murphy, Moscardo and Benckendorff, 2007).

Branding also helps to segment the markets, allow different market segments to be attracted to the product and at the same time enter new markets (Okoroafo, 1989). The region was better known as attracting a Sun and Sand segment with some cultural elements. However, with this program SECTUR is making sure to enhance different attractions. They claim to have 'everything for everyone' but at the same time separate their attractions by Sun and Sand, Archaeological, Adventure, etc.

The Websites involving Mundo Maya, specially the official one, attempt to illustrate and provide information about the touristic product thus creating expectations. However, if the tourists visit the other Websites (such as the ones involving the five state governments), will they get the same image? Will the brand be promoted and portrayed in an equal way? Is the brand coherent among the interest groups? And if not, how are they different?

Destination branding

The branding of a destination comes from the provision of pre-trip information to the tourist. This will allow them to identify and differentiate the destination from others (Murphy, Moscardo and Benckendorff, 2007). Branding is often associated by the creation of a slogan or logo in order to create associations with the destination (ibid.) As mentioned before, Mundo Maya used to be promoted but until the existence of the program in 2012 there was not a unification of the image. The creation of the program allowed Mundo Maya to become a trademark. In order to create a durable destination brand what needs to be taken into account is the identification of the values and the associating of these values with the personality of the visitors (ibid.).

Having a brand name can increase the visibility of the product, thus enhance its prestige. By creating the Website, an international marketing tool, SECTUR made sure that the brand is visible. This visibility was also enhanced by the official launching, press releases and how media like television and newspapers were promoting it.

One of the benefits of having a brand name is the fact that customers relate the product to quality (Okoroafo, 1989). Since SECTUR is a governmental organism, customers may also feel is safer and that the quality of the products offered in the official Mundo Maya page are better than in other Websites.

3. Collaboration and partnerships

Agranoff (2006:56) defines collaboration as 'the act of working jointly with others, usually to resolve a problem or to find a corner of activity'. He argues that with collaboration involving an organization-centric perspective there will be a coordination of knowledge, a combination of similar operations and the attraction of more resources (ibid.)

Warm (2011:60) takes it to another level by implying that collaboration is 'working together to get something done that cannot be done working alone.' Moreover, he adds that the collaboration needs a combination of creativity, expertise and other resources in order to be beneficial.

i. Tourism collaboration and partnerships

Tourism being multi-industry segment requires more than one company or organization to control the components surrounding multiple stages or processes in order to create and deliver a touristic product (Bramwell and Lane, 2011). This is why is not uncommon to see

several collaborations within the industry. However recently there has been a growing interest surrounding the different partnerships around tourism. This is due the belief that there will be a competitive advantage by combining the knowledge, expertise and capital of several stakeholders (ibid.)

A typology regarding the different types of partnerships in tourism planning was made by Timothy (1998). Four types of partnerships were identified: private-public initiatives (including NGOS), cooperation between government agencies, cooperation between two or more levels of administration and partnerships between same-level polities (ibid.). The private-public sector partnerships are the ones done by the private sector that provide services and the government that approves them and help with the development, a bilateral benefit. The partnerships between governmental agencies is important since it allows the development of the tourism project through the elimination of parallel or duplicate projects by different agencies. The partnership on two or more levels of administration allows the responsibility of the projects to fall on the level required of the tourism system. Finally, partnerships between same-level polities allow the natural and cultural resources to lie across political boundaries.

The Mundo Maya program possesses these four types of partnerships. Private sector offers their touristic product such as accommodation, restaurants, etc. and the government promotes it through the page, at the same time the government is offering “good” services to the tourists. Regarding the cooperation between government agencies we can see how the national government is collaborating with the state governments and at the same time the state governments are collaborating with each other. This is also related to the third partnerships due to the difference of levels of administration between the national and the state governments. As for the four partnerships due to the diverse product offered in the program we could see how it lies across the different political boundaries.

Aramberri (cited by Rogerson and Kiambo, 2007: 507) states that approximately ‘three quarters’ of international tourists go to nearby destinations with similar cultural traditions’. The Mundo Maya program facilitates the possibility of introducing and promoting the five different states included in the region. This may have not been possible without the help of the government so next we will see how are the government collaborations. The promotion of a place as a destination conveys collaboration between several parties, mainly driven by government bodies (Blumrodt and Palmer, 2013). As a result, destination image is a collaborative product. Connectedness and

ii. Government collaboration

Since this a national program created by the government and the state governments there is a need for collaboration between them. As seen before, collaboration is often related to organizations and there has been multiple researches regarding the different collaborations done by the governments. On the research done by Warm (2011:61) on the local government collaborations he states that it involves 'working across institutional boundaries to engage outside individuals and entities in a highly connected way that essentially involves two or more parties working together in a mutually beneficial way'.

In a research done by Isett, Mergel, LeRoux, Mishcen and Rethemeyer (2011) on public administration there's a mention of collaborative networks that involve government agencies, nonprofits and for-profits working together to provide a service or "value" when a single public agency cannot create this service or "value" by itself. According to Dredge (2006), the connectedness between the networks, in this case of collaboration between states, can create opportunities in which each individual knowledge can be shared thus creating a space for innovation and therefore providing competitiveness to the product. The partnership also adds value to the destination by being consistent with the market demands thus allowing tourism development (Dore and Crouch, 2003).

There are ways in which a governmental collaboration may not work fully. Wong, Mistilis and Dwyer (2011) on their study about the intergovernmental collaboration in the ASEAN tourism mentions how although there may be support at a national level for collaborations when it comes to the sectors or departments there can be competition between them that won't allow a greater collaboration. Although the scope of their research is greater since the collaboration is between nations and not about states the collaborations can still be seen as an invasion to the state autonomy (*ibid.*).

However, there were three factors identified with the success of collaboration between nations (Wong, Mistilis and Dwyer, 2010): the degree of the stake involved, the competency of an organization to manage the process and the willingness to engage in the process. When it comes to the extent of the stake it is said that if there is a substantial investment, the collaboration will receive more attention from the groups of interests (*ibid.*). On an initial look through the official Website of the Mundo Maya program the number of natural and cultural destinations along with the different products differ between each other may infer a different degree of stakes involved by the state governments.

VI. SECTUR's Mundo Maya discourse

In order to figure out if the image that SECTUR's Mundo Maya compared to the ones portrayed by each individual state I will make use of SECTUR's discourse (acquired from background reading) to induce what things classify as being related to Mundo Maya. What is Mundo Maya for SECTUR?

According to Rose (2012), discourse refers to 'groups of statements that structure the way a thing is thought, and the way we act on the basis of that thinking'. Some discourse can be dominant (*ibid.*) especially when they come from within powerful institutions (governmental institution fall in this category).

Methods towards discourse vary. For this research I did a background reading of the press releases of SECTUR regarding Mundo Maya and I also focused on the general policies issued by SECTUR on this new presidential administration 2013-2018, along with the official tourism plan they have for these years.

A. SECTUR policies and structure

To understand what SECTUR is trying to portray, there's no better way than to analyse the structure of the organism and the policies they are formulating. As mentioned before SECTUR formulates the policies at the national level and coordinate diverse activities carried out by the federation, the states and the municipalities. Every year SECTUR and the states belonging to the nation sign an official agreement in which SECTUR grant the states federal public resources, which corresponds to the subsidy for tourism development. In this agreement they define the application of such resources, establish mechanisms to verify the correct application and execution of grant agreements; and determine the evaluation and control of their practice and commitments on the subject (Diario Oficial de la Federación, 2014).

The Mundo Maya program was re-launched at the end of 2011- beginning of 2012 when the previous federal administration was still in power. At that moment there were four guiding axes (SECTUR, 2011b) conforming the National Tourism Policy thus controlling the programs established:

- Tourism was considered a national priority. To the Mexican government tourism is an economic and commercial activity left for the actions of individuals.

- The creation of inter-sector groups of permanent nature that worked according to the actions supporting tourism. Also, this axe identified the different market segments and how the mix of the different government sector could help to attract these segments.
- Sustainable destinations, one of the objectives was to boost the development of sustainable destinations. This involved strategic planning, development policies and the execution of short, medium and long term in the three levels of government.
- The competitiveness of the touristic destinations, this is based on the sector's ability of innovation and permanent improvement of their products, also the development of new products. As a consequence, the transformation of small to medium enterprises is sought in this axe.

The New SECTUR

In 2013, the new government announced a new National Tourism Policy and its Tourism Sectorial Program 2013-2018 in order to transform Mexico into a global tourist destination. The four axes included in the new policy (SECTUR, 2013E) are:

- **Order and sector transformation**, allowing the creation of a multi-departmental mechanisms (creation of a Touristic Cabinet).
- **Innovation and competitiveness**, diversifying the offer and consolidating destinations.
- **Promotion**, planning through a proactive agent, a driver and facilitator of private efforts.
- **Sustainability and social benefits**, tourism as a clean enterprise that preserves the natural, historical and cultural heritage.

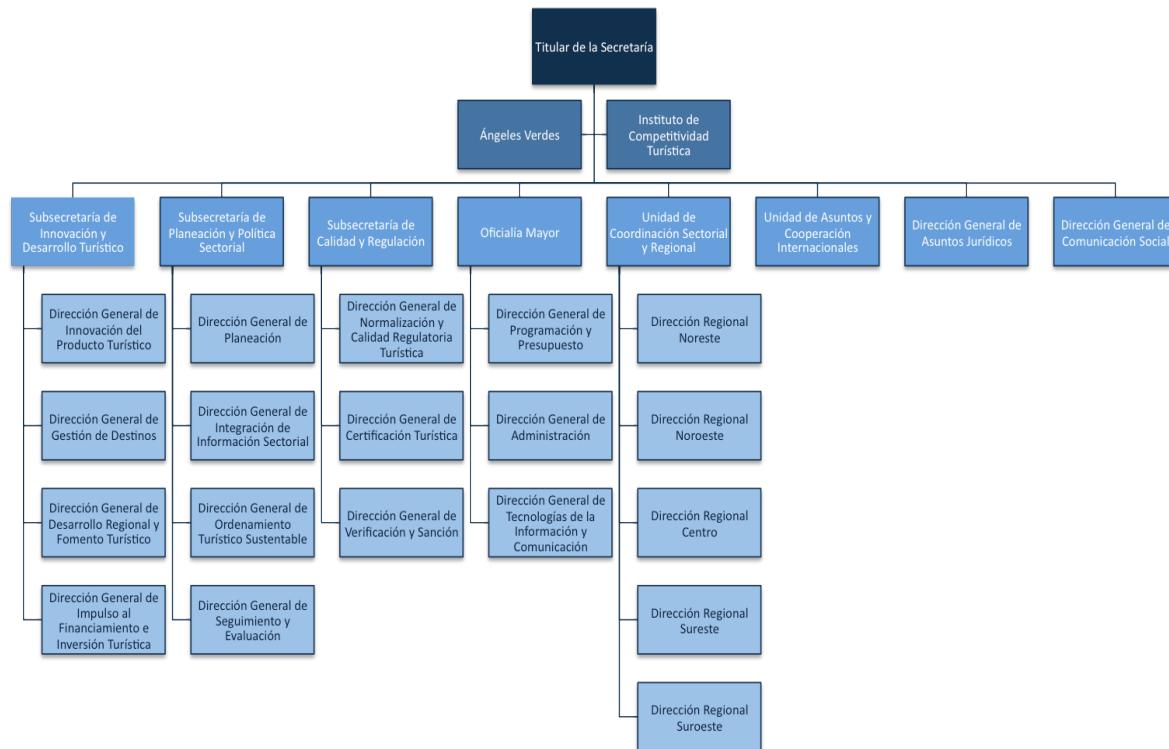
One of the actions of this new National Tourism Policy was the installment of the 'Touristic Cabinet' in order to coordinate the different dependencies related to Tourism, allowing connectivity (Presidencia de la República, 2013). This is a major change in their policy since this will allow:

- coordination of the federal dependencies
- made an efficient use of the public resources in the touristic sector
- consolidate the national touristic policy for the economic development in Mexico
- incorporate private and social initiative in the policy

SECTUR is part of the organisms belonging to this cabinet alongside other dependencies like the Ministry of Foreign Affairs, the Treasury department, the Ministry of Environment and Natural Resources, the office of the Mexican president, Ministry of Economy, Department of Communication and Transportation, the Ministry of Agrarian Development, Territorial and Urban and the Federal Department of Legal Counseling.

As for their structure SECTUR (SECTUR, 2013a), changed the name and functions of their Sub-secretaries and most important it gave importance to decentralized bodies and new regional delegations thus becoming a less central organism. As for the decentralized bodies there's the organization Ángeles Verdes (Green Angels) that help tourists in case of emergency and the Institute of Tourism Competitiveness that will take care of studies and research on tourism (ibid.). The previous sub-secretaries change their names to: Sub-secretary for Tourism Development and Innovation, Sub-secretary of Planning and Sectorial Policy and Sub-secretary of Quality and Regulatory.

Figure 2. SECTUR's Current Structure by Ferreyra, V. (2014)



In addition, two administrative units were created: the Unit of Affairs and International Cooperation and the Unit of Sectorial and Regional Coordination, in order to decentralize SECTUR and have more presence on the regions, however the head of SECTUR keeps having power over them. Five Regional Directions depend of this unit: Northeast, Northwest, Center, Southeast and Southwest, so as to support the achievement of the objectives of the coordination and implementation of programs. A representation of the new structure can be found in Figure 2.

Finally, SECTUR also created new directorates (SECTUR, 2013e): the General Direction of Destination Management under the Sub-secretary of Innovation and Tourism Development and the General Direction of Sustainable Tourism Planning under the Sub-secretary of Planning and Sectorial Policy. As for the General Direction of Destination Management, the vision of 'destination' was one of the necessities not covered during previous governments. There were no models of management that evaluate, measure and give following to destinations. This directorate will have the challenge of following those multi-destinations and where the inter-section and inter-institutional coordination will be key.

A change of paradigm has taken place within SECTUR, what used to be a centralized organization that only took care of the economic benefits of the touristic activity now has changed and is giving more power to the regions. The creation of new structures and new departments are creating a decentralized system. A singular case is the one regarding the Touristic Cabinet since it will serve as 'glue' within sectors. SECTUR used to have such a limited scope and this could serve to achieve much of the main goals that the new government have towards tourism.

As mentioned before most of the programs created by SECTUR are conformed by groups of states and regions that are promoted together so it's no coincidence at all that SECTUR would be trying to allow more independence to these regions. Mundo Maya could be benefited by this instance and could allow more integration between the states. This power to the regions could enhance the region's identity since it has the opportunity to 'escape' from the influence of the federation.

It's also curious to notice how the objectives transform themselves. It changed from considering tourism as a merely economic industry to recognizing it as a transformable and multi-industry segment. Before, they did take into account and tried to include other sectors of the government but merely to seek out new segments, now with the creation of

the Touristic Cabinet they have given more attention to the coordination of the dependencies by an integral organism.

As for the sustainability, the concept was used in very wide sense and now has been compressed into the preservation of natural, historical and cultural heritage, giving a special mention to the social benefits that a community should have from the different SECTUR programs.

B. SECTUR's partnerships

Beside SECTUR, there are two parastatal entities that help in the development (Centro de Estudios Sociales y de Opinión Pública, 2006), and promotion of the tourist attraction, literally translated National Tourism Promotion Fond (FONATUR); and the Tourism Promotion Board of Mexico. These organizations have mainly economic objectives, one of the most important being promotion.

FONATUR is the Trust responsible of the planning, development and consolidation of touristic competitive centers on an international level. FONATUR belongs to the parastatal public sector under the coordination of SECTUR and has its technical committee, which reviews and approves the programs of the Trust.

The Tourism Promotion Board of Mexico has as an objective the design and operation of the national and international tourism promotion strategies and within their functions is the promotion of specialized touristic information to national and international tourists and to increase the intention of travel on the country to improve the relation visit-spending. On this board the Federal Government, state governments, municipal government and the private sector are represented. It has a marketing committee, international consultants and 17 offices in North and South America, Europe and Asia. To guarantee the financing of the promotion activities, there is a tax established for the foreign people visiting Mexico and also a tax of 2% applied for the provision of accommodation services.

Working towards the achievement of policies and programs there are other participants belonging to the federal government (Centro de Estudios Sociales y de Opinión Pública, 2006) such as the economic sectors like National Fund for Tourism Development; political sectors like the States' Tourism Departments; and social sectors including National Council of Social Tourism which involves the National Institute for Elderly People (INAPAM), the Mexican Institute of Social Security, TURISSSTE, National Institute of Anthropology and History (INAH), Mexican Institute for the Young, etc.

C. Factors

In order to understand what the objectives and views of SECTUR are, different factors need to be revised (SECTUR, 2013e):

- Political

One of the characteristics of the touristic sector is the wide interrelation between public entities that influence the sector (SECTUR, 2013a). The program most has legal and institutional support that favors the collaboration and inter-governmental coordination. Federal government has recognized that various sectors are in need of coordination (ibid.), there needs to exist an integral vision regarding the program objectives and that want to accomplish shared and common results. The capacity and power of SECTUR is limited and a link to other dependencies is necessary to align public policy action. The creation of the Touristic Cabinet is an important development, the challenge is to make it work and solve problems like security, infrastructure, competitiveness, sustainability and social development.

- Economical

Although Mexico possesses diverse products, there exists a concentration of this touristic offer. There is no appropriate distribution from the accommodation industry and at the same time the different market segments are also not being taken into account (SECTUR, 2013e). An example of this is the case of Cancun and Riviera Maya that are usually known for their Sun, Sand and Sea segments since they concentrate this market. Infrastructure in communication and transports is also limited and its available only in places densely populated (ibid.). There's no connectivity on the country, destinations are fragmented and don't possess good means of transportation.

Due to the change of the tourists' profile and the enormous quantity of available information in social media and Internet, there is a need for development, quality in the tourism services and the effective use of resources. Challenges towards perceived quality: while the leader enterprises possess better standards and government support, in the small and medium enterprises there is low corporate culture and low capacitation (SECTUR, 2013e). When it comes to Mundo Maya the offer is diverse since they offer a wide range of services. The quality considered by SECTUR as 'ideal' is the one that the big corporations possess due to their standardization, however do corporations

necessarily mean 'good quality'? Aren't there smaller scale options that can count with 'corporate culture' in a smaller scale? Are these maybe found in the program?

Another economical factor is the development of alliances between the private initiative containing businesses and entrepreneurs along with the government in order to create new tourism products avoid monopolies and create employment (SECTUR, 2013e).

- Social

In the social factors SECTUR is taking into account a tri-dimensional model of sustainability involving economy, social and environmental divisions (SECTUR, 2013a). I considered them a social issue since the society is always included. In the economic level, sustainability may refer to an improvement of jobs, for the social part it may refer to the benefit that local communities may have from the tourism sector and finally regarding the environment is the relationship between man a nature and the fragility of some destinations. It is worth saying that the Mundo Maya region has been visited mainly by mass tourist that may produce an impact on the cultural and natural surroundings (ibid.), this may damage the destination image.

D. Regional development and connectivity

Through the integration of the touristic products there can be a consolidation of Mundo Maya, according to SECTUR (2014a). This can be gained too by the collaboration between the state governments and SECTUR. To do this Mundo Maya is mainly concentrated in the Pueblos Mágicos, gastronomic routes, natural areas and heritage sites included in the five states (ibid.).

A region is commonly known in terms of geography, covering contiguous territories with similar characteristics (Organization of American States, 1984). SECTUR have regional programs that incentivize economy and are sometimes specially created to attract tourists. These touristic regions constitute contiguous entities that share natural and cultural elements in common (ibid.).

Some aspects affecting the regional integration are the flows of information regarding the regional identity (Noticias Net, 2014). Even if the five states share common history and traditions relating to the Mayas they are still developing an identity. Ten per cent of the population in Cancun is originated from Chiapas, however the integration of these people is still taking place and public politics are missing on the subject.

At the moment of branding the Mundo Maya, some of the cultural differences (however small) are suddenly homogenized and sell as 'Maya', although some people may not be feel identified with (Wells and Goodwin, 2013). Wells and Goodwin (2013) add that at the moment of thinking in 'Maya' some persons tend to forget the fact that the region was colonized and that was also incorporated to the federation that could explain the lack of identification by some descendants. Specially considering that the majority of the population consider themselves more mestizos (half Spanish/half Mayan) than Mayans (Van de Berghe, 1995).

Another reason for this detaching on Mayan identity and the some heterogeneity in the region is the lack of physical connectivity between the entities. Ruiz Massieu, head of SECTUR, stated the importance of increasing the connectivity and quality of the services in Mundo Maya in order to position it as a touristic region, instead of individual destinations (SECTUR, 2014a). In addition, she mentioned the importance of offering unique experiences, as well as diverse, that will adjust to the necessities of the national and international tourists (ibid.). Mundo Maya as a touristic region can improve the development and contribute to the better management of touristic flows (ibid.). However, some obstacles regarding the connectivity between destinations have arisen. Negotiations between airlines, a Mayan Bus for road connections and nautical routes have been discussed however there have been no progress on the matter (El economista, 2012b). In order to visit one city to another within Mundo Maya you have to pass through the capital of the country (El Economista, 2014a). Another problem related to connectivity is the distributions of tourists, due to the lack of connectivity tourists usually go to the same places and the flow of people is uneven.

Since the research was carried out from 2013 to 2014, some of the new objectives stated in the National Tourism Policy should be surfacing. On official policy articles there is no specification of how the Mundo Maya should be portrayed and only mentions the various programs. Needless to say, the four axes need to be present in the making and execution of all the programs including the Mundo Maya program.

Although it's impossible to know what is the idea of the Mayas through the policies of tourism, there are numerous press articles that include speeches made by the representatives of SECTUR regarding the Mayas. In the recent Tourism National Forum, a debate was opened concerning Mundo Maya and attended by SECTUR and the states' governors and representatives these were the themes of discussion (Union Cancun,

2014): aerial and terrestrial connectivity, accommodation offer, integration of touristic circuits, credit availability, innovation on archaeological tourism, innovation challenges, diversification of the offer and the generation of economic income. These theme are consistent with the new tourism policy of this new administration.

VII. Methodology

A mix methods research, combining both qualitative and quantitative methods will be used in this research. These methods included visual content analysis with the help of written text. The data of this research was obtained through the images and texts used on the official website of the Mundo Maya program. Since I'm comparing the official Mundo Maya page with the individual state webpages, data was also acquired from the images and texts in the five official tourist state websites. At the beginning of the research one of the ideas was to also use as a complement the Hyperlink Network Analysis to help discover the links between private and public organizations (especially regarding the communication and social relations) that may found in the Webpages, however due to time constraints I was unable to use it. This idea may be useful for further research. However, since I was looking for the connections between the participants of the projects I did analyze the links that are signaled clearly in the Webpages, using the logos of the organizations.

A. Visual Content Analysis

According to Jenks (1995, when talking about visuals in Western Culture, he argued how the 'looking' and 'knowing' have intertwined in the contemporary ages thus making the world a 'seen phenomenon'. Some experts even argue that since the 17th century the construction of scientific knowledge has become more visual than based on written texts (Barbara Maria Stafford, 1991). Images have also been related to tourism ever since European elites started to travel (Judith Adler, 1989).

At the moment of interpreting the images and think about which way were are going to look at them, there are three sites where the meanings of an image are made: at the moment of being produced, the image itself and at the moment the audiences sees them (Rose, 2012). For this research and taking into account the discourse of SECTUR and all the key players of the program I will take into account the moment of production and the image itself.

I decided to apply visual content analysis since it possesses more rigorous procedures at the moment of analyzing the images and it also concerns a large quantity of images. Content analysis has close links to the mass media since it generates objective data and is

able to address ‘the scale’ of it (Rose, 2012). By using the visual analysis in the Webpages we can discover the dominant patterns and what is becoming the norm in those spaces.

As mentioned before my plan was to mix quantitative and qualitative procedures. Content analysis is mainly use for quantitative results in this research since it’s used to acquire and classify the data found in the Webpages. I don’t make use of any frequency or statistical formulas, my aim was to handle a big number of images and bring some degree of consistency using the visual content analysis.

1. Collection of visual data

In order to collect the data and due to the use of a large number of images in the Webpage visual content analysis served as a good choice. However, in this research I decided to follow some of Rose’s (2012) steps to perform visual content analysis.

Finding your images

The images that we need to find need to be related to the question that is being asked (Rose, 2012). Since I’m researching the collaboration of the government through the brand and images they are presenting of the program Mundo Maya, I turned to examine the official tourism webpages of each of the state governments and the official webpage of the program. There other Webpages of “better quality” or that are more visited, however I adapted a nonprobability sampling due to the accessibility and also they possess a certain degree of legitimacy.

Webpages like the ones explored in this research have something in common: the use of multiple sources of visual content. It’s not uncommon to see the use of multiple images to create an impact on the spectator, especially when it relates to tourism. Apart from photographs there were other visual aids including maps, icons, posters and videos. All these different amount of visual content is divided into genres if they share some characteristics and elements (Rose, 2012).

After considering all the types of visual genre, I decided to pick photographs. Hunter (2008) describes how is it that when it comes to tourism, the photograph is often criticized due to the concerns regarding the image formation, especially if they “mediate” at the moment of the preparation. However, he also mentions the the technology of the

photograph and its power to represent doesn't represent only a particular social interest. This 'social interest' is a combination in the production of the image by the developers, tourists and local interests that are in no way alien to the process (Kirschenblatt-Gimblett, 1998). When it comes to tourism Webpages we can see there is a lot of governmental, public and private interest behind the image that wants to be portrayed. What are they showing exactly? While collecting my data from the Webpages I try not to put myself in any position and just look at them objectively.

Devising categories

Once the selection of images is done, the next step was to devise categories for coding these images (Rose, 2012). Coding is known as a way to attach descriptive labels to images (ibid.) In my opinion, this was the crucial part of the research. Rose (2012) mentions how some organizations present their views and perspectives to the audience with the use of images. In this case, the National government along with the five state governments was presenting a conjoining image of Mundo Maya. The images belonging to the official site of the Mundo Maya program are accommodated according to different categories in the site. Such categories involve:

- Discover: this category is used to provide a background regarding Mayan culture. Subcategories involve countdown (Mayan cycle), new era and Cosmovision.
- Mayan archaeology: this involves a top 10 of the Mayan ruins, a list of architectural styles and the division of archeological sites per state.
- Nature sites: this includes the natural areas, lodges, eco parks and tour operators.
- Premium: this category involves haciendas (estates), boutiques (boutique hotels), spas and golf.
- Where to sleep: offering different options in accommodation dividing them in great luxury, haciendas, boutique, 5 stars, 4 stars and lodges.
- Where to eat: offering different options in cuisine dividing them in haute cuisine, meats, international, Mexican and fish and seafood.

For my research I decided to follow the categorization made by Hunter (2008). Hunter (2008) in his research towards photographic representation yielded an approach that sorts tourism representations in term of space and in terms of subject.

Space refers to the physical tourism environment that is represented. In terms of space, four general categories were found:

- Natural landscapes (open spaces that feature unspoiled nature)
- Cultivated landscapes (open spaces that feature the beauty of nature as pruned, gardened or otherwise altered)
- Heritage and material culture (all situations where a specifically ethnic and unique history has made itself evident)
- Tourism products (including facilities, accommodations and cuisine).

Subject refers to the kind of people that are found in the photographs. In terms of the subject there are also four categories:

- No people
- Host only
- Guest only
- Host and guest.

In total, 16 types of tourism representations were found: four kinds of subject inhabit four kinds of physical environments. These representations show the events and social dynamics covering the tourism experience of a destination.

Rose (2012) states that the categories must be exhaustive, exclusive and enlightening to avoid overlapping and be coherent. Based on Hunter's (2008) categories and the ones regarding the program I came up with the categories that I thought were going to relate to the object of study. Instead of being considered part of a "space" representation my categories were considered part of tangible elements.

A pre-test was done on the front pages of the webpages using these categories. However, some of them overlapped and some others started to emerge. At the moment of this pre-test I also decided to divide my content and analyze the front pages and the 'secondary pages' individually. The decision was made since the images used in the front pages of the Web are there to attract visitors and present particular views, while the remaining pages are more descriptive and use a larger quantity of images. This was very interesting for me and I wanted to see if the content on the front pages of the official Webpage and those concerning the individual states discern from the content portrayed once you decide to click and look further.

The first category involved the *cultural areas* instead of heritage and material culture. The cultural areas included the sub-categories: pyramids, Mayan constructions (excluding pyramids), colonial constructions and monuments.

The *cultural areas* category later changed the name to *culture*. This was mainly because at the moment of using a word like 'area' it gives a sense of space and by just using culture it allows you to include other cultural aspects. Since I'm no expert regarding Mayan architecture I decided to change and unite the categories Mayan pyramids and Mayan constructions in order to avoid mistakes at the moment of deciding where to put each photograph, I named the subcategory archaeological areas. After starting noticing in several photographs that not only the architecture was being portrayed but also some of the instruments and tools used by the Mayans were also photographed I decided to create the Mayan art vestiges subcategory. As for colonial constructions, I changed the name to colonial attractions, which included churches, kiosks and colonial looking houses. I decided to add the subcategory cultural activities; in this category photographs of dances and folklore could be found.

The second category involved *natural areas*. The natural areas possessed the sub-categories: tropical forest, canyon, jungle, caves, beach and conservation areas (the conservation areas covered the biosphere reserves, national parks, ecological reserves and protection areas). Due to the geographical location of the region and although these are considered natural areas I decided to create a category called *bodies of water*. Most of the attractions contain a reference regarding them, so the sub-categories were: cenotes (subterranean water bodies), rivers, lakes, ocean, waterfalls and reef barrier.

The *natural areas* category was later transformed into the *nature* category. From the original subcategories only beach and caves remained. The category *bodies of water* was eliminated but the subcategories were added in this category. As it happened in the previous category, my inexperience and lack of knowledge in nature/biology/flora made it hard for me at the moment of deciding where to put each picture. While doing the pre-test I was unable to distinguish between a tropical forest and a mangrove, I guess only a person that really knows about the flora can actually distinguish them and categorize the images correctly. The Webpages of course indicates the visitor on what each picture is by describing it with text on the side, however since this was visual analysis I had to add them to each subcategory and not be guided by the text. As a result I decided to eliminate the subcategories tropical forest, mangrove, canyon, jungle and conservation areas. Instead, I

added the natural green areas subcategory; in this subcategory added pictures whenever I saw green spaces, grass and other similar characteristics. Having lived in the region, I know how a cenote looks like and since the region possessed a numerous amount of them I decided to add it as a subcategory. Waterfalls are also identifiable so I added it as another subcategory. Another addition was the reef barrier subcategory which was also easy to identify. The subcategory water areas is mainly the “leftovers” from *the bodies of water* category in which we can see photographs from the ocean, lakes or lagoons. The animal subcategory was created.

The category of tourism products was divided in two: one focused on *accommodation* and the other in “*other services*”.

Regarding the *accommodation* category, at the moment of differentiating the hotels and add them to each of the subcategory without the help of any text was difficult. An example of this may be looking at a photograph of a bed and nightstands, if you’re unable to see it from the outside it’s almost impossible to know if it’s a resort, a hacienda or a lodge. Since the categories have to be exhaustive and exclusive it was challenging trying to create subcategories that could fit and be understand. Different aspects were taken into consideration like modern looking vs. colonial looking, big vs. small, standard vs. luxury, etc. Finally I added the following 8 subcategories: rustic, luxury interiors; rustic, luxury exteriors; rustic, standard interiors; rustic, standard exteriors; modern, luxury interiors; modern, luxury exteriors; modern, standard interiors and modern, standard exteriors. I call rustic to images depicting a more ‘traditional look’ which clashes with the modern look in some other images. I added the standard and luxurious part since there are images were you could have a traditional look but at the same time be considered a ‘luxury’ and at the same time there may be images were you can have the traditional look but have a more ‘standard’ look.

The category of “*other products*” included: spa, golf, restaurants, eco-parks, zoos and activities. This category didn’t changed as much. Ecoparks and zoos were eliminated as subcategories. The photographs depicting restaurants were different too so I decided to divide it into three: restaurant façade, restaurant interiors and restaurant food (for the remaining pages the subcategory restaurant logos was created, although is not taken into account since they are not photographs). The crafts (handcrafts and stores) subcategory was added since they involve textiles, souvenirs, etc. The sport and leisure activities

subcategories were included and it had images of kayaking, fishing, etc. Also, the transportation subcategory was created to add images containing some form of transportation in them (cruise ships, buses, etc.)

Regarding the subject term involving people (Hunter, 2008) I respected the categories designated and did content analysis on them however in the final analysis these categories are not taken into account. However, the results and percentages of this can be found in the tables belonging to the Appendices.

As mentioned before, I wanted to analyze separately the front pages and the 'secondary pages', after the pre-test I realized that since the remaining pages show more images there were some that included nature but were not in any subcategory which is why I created only for the 'secondary pages' the subcategory land formations. Images of mountains or canyons can be found in this subcategory and that are apparently not used as much in the front pages.

The *Others* category was created in which 'modern' looking buildings and constructions were taken into account. Subcategories such as museums, piers and boulevards and conventions were included. For the secondary pages, I made the addition of two other subcategories that were not taken into account in the front pages: panoramic view (city or other) and lighthouse images.

Although the analysis is focused on photographic images, I still created some categories that did not involve them such as maps, icons, posters and logos. This was done to see if there were "massive" and important differences between the Webpages but is not taken into account.

The result of this new categorization was the following:

Table 1. Categorization in content analysis

	SECTUR (Official)	Campeche	Chiapas	Quintana Roo	Tabasco	Yucatán
Culture						
Archaeological areas						
Mayan Art Vestiges						
Colonial Attractions						
Monuments						

Cultural Activities**Nature**

Natural Green Areas

Beach

Caves

Land Formation*

Cenotes

Waterfalls

Reef Barrier

Water Areas

Animals

Accomodation

Rustic, luxury interiors

Rustic, luxury exteriors

Rustic, standard interiors

Rustic, standard exteriors

Modern, luxury interiors

Modern, luxury exteriors

Modern, standard interiors

Modern, standard exteriors

Services

Restaurant Interior

Restaurant Food

Restaurant Façade

Restaurant Logos*

Spa

Golf

Sport and Leisure Activities

Crafts- Store and Handcrafts

Transportation

Others

Panoramic view (city or other)*

Lighthouse*

Museum

Piers and Boulevards

Convention

Logos in Content***Icons****Posters****Maps**

*Categories only added in the 'secondary pages'.

2. Selected images and written text

After acquiring the results on the visual analysis and the diverse categories, the next thing I did was randomly select images from all the webpages. This was done in order to have a more exhaustive analysis of the webpages. This could not be done without the help of written text. The titles and little descriptions provided next to the images allowed me to get a more complete idea of the destination image.

As mentioned before there will be two sources of collecting data from written text. The first one will be through the text shared in the official website of Mundo Maya and the other 5 official websites. A special focus will be placed towards several keywords and to the headings of the webpage.

The images shown in the Website are complementary to the written data thus making the Website more attractive. This written data will relate to the images shown since they provide a description of them. Initially we will take a look at the topic position, the perspective of the organization. Then we will see the power relations working in the sentences, this will also relate to things that are not said and are taken for granted.

B. Analysis and comparison

The categorization allowed us to understand what are the representations of Mundo Maya in each of the webpages. We expected to find differences and commonalities in the use of images and texts.

SECTUR's discourse resulted on background reading will be used in the comparison of images in the Webpages, the images resulted on these webpages need to be consistent with the sense of culture and nature that SECTUR claims to have.

C. Considerations

There is no doubt that everybody sees things differently, that we all give meaning to the world depending on the social compound that we are used to. The analysis of imaginary has been a problem to multiple researches especially the ones that are related to tourism since we get to see multiple social realities and of course there are multiple perceivers (Hunter, 2008). At the moment of looking at an image, even though I try to do it as objectively as possible, I don't know if unconsciously I will add up to the results something out of my own social environment.

Another problem in imaginary research, specifically the one concerning photographs is the fact that we are reducing in a way all the material into a series of codes, the reducing conveys that something will be somehow lost (Lutz and Collins, 1993 cited by Rose, 2012). A similar point is made by some critics at the moment of saying it focuses mostly on the site of the image itself and leaves behind the production and audience of these images (Rose, 2012).

Regarding replicability, there are also some issues that are of concern. There have been critics of the content analysis since we all have different ways to interpret the same image of text. At the moment of this research this was one of my strongest concerns. The categorization may be the same but the results may vary since I don't know how different other people may see it. Taking this into account and since I'm not using quantitative procedures (besides counting the images and accommodating them), I need to make sure that the differences or similarities found in the research are of importance.

Due to its interpretative nature, the discourse background is meant to acknowledge the language as an interpretation and not the absolute truth (Rose, 2012). Reflexivity is another consideration that needs to be taken into account. It's important because by knowing how we can influence the work we can create a more reliable portrait of the interpretations (Madden, 2010). In the case of discourse analysis Rose (2012) points out that it is important to explain why we take the decision we take, why we emphasize in one material over another, etc. Other consideration that needs to be taken into account is the fact that the used methods in this analysis may be limited. Further research on the subject can use complementary methods such as interviews and direct observation to add another perspective to the subject, especially when it comes to SECTUR's own views regarding the Mundo Maya image.

VIII. Results/Analysis of empirical material

A. First Look – Description of Pages with their Own Categorization

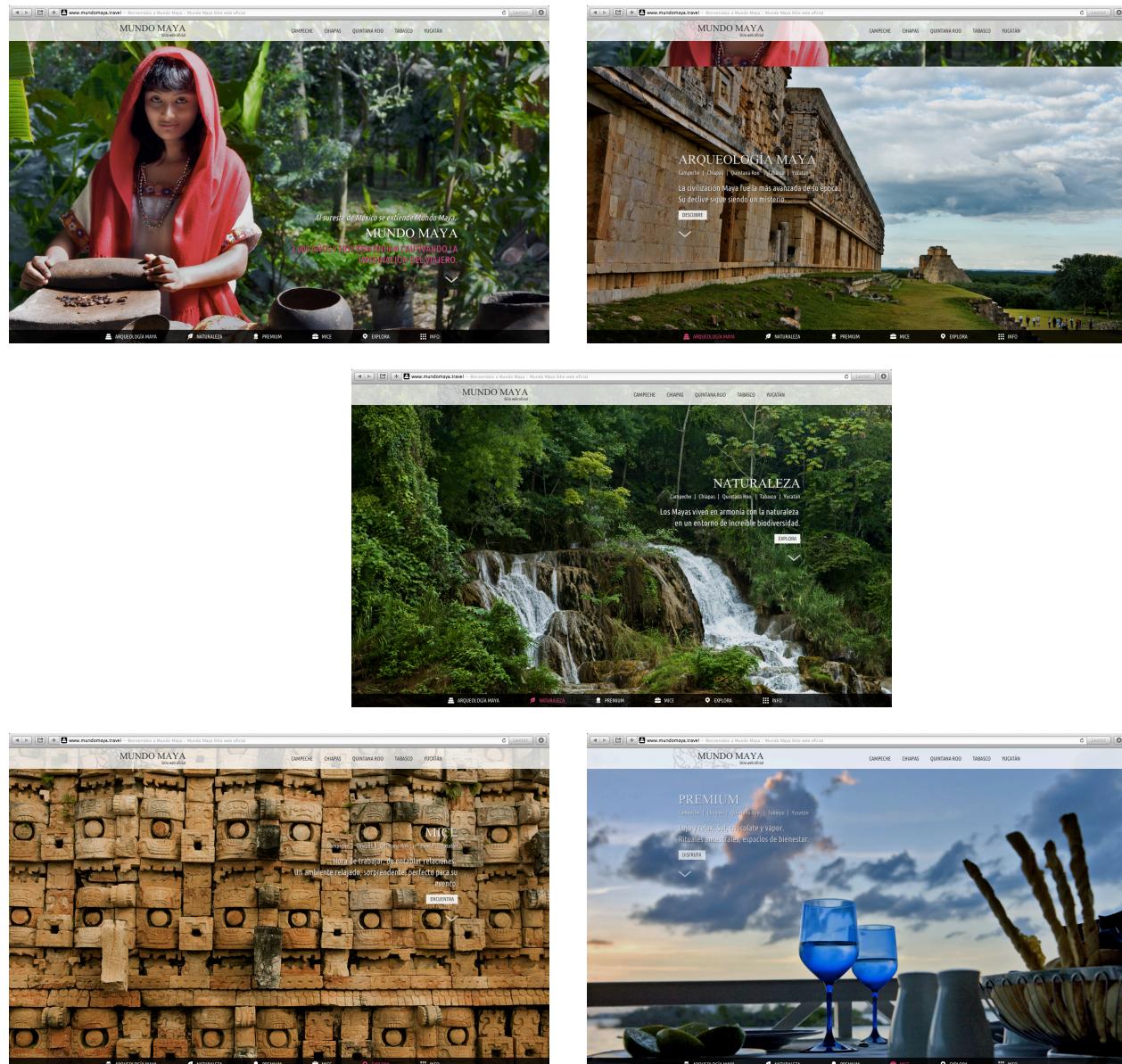
A small description of what can be found in the pages and how they are categorized will be provided, followed by the analysis made from the categories created for this research.

1. Official Mundo Maya Page <http://www.mundomaya.travel>

As mentioned by Rose (2012) organizations present their views and perspectives to the audience with the use of images. In this case, the National government along with the five state governments presents a conjoining image of Mundo Maya. The images belonging to the official site of the Mundo Maya program are accommodated according to different categories in the site. A preview of the main page can be found in the figure 3.

At the beginning of the research, the site used to show images and texts corresponding to the background of what the celebration for 2012 would be. Starting 2014 a new design

Figure 3. Front page of the Mundo Maya official website.



emerged, giving more focused to Mexico and its states and just mentioning the word “Países” (countries) on the bottom part of the Webpage in which you could find links for the other countries. In addition, they added a new category called MICE (meetings, incentives, conferencing, exhibitions (or events).

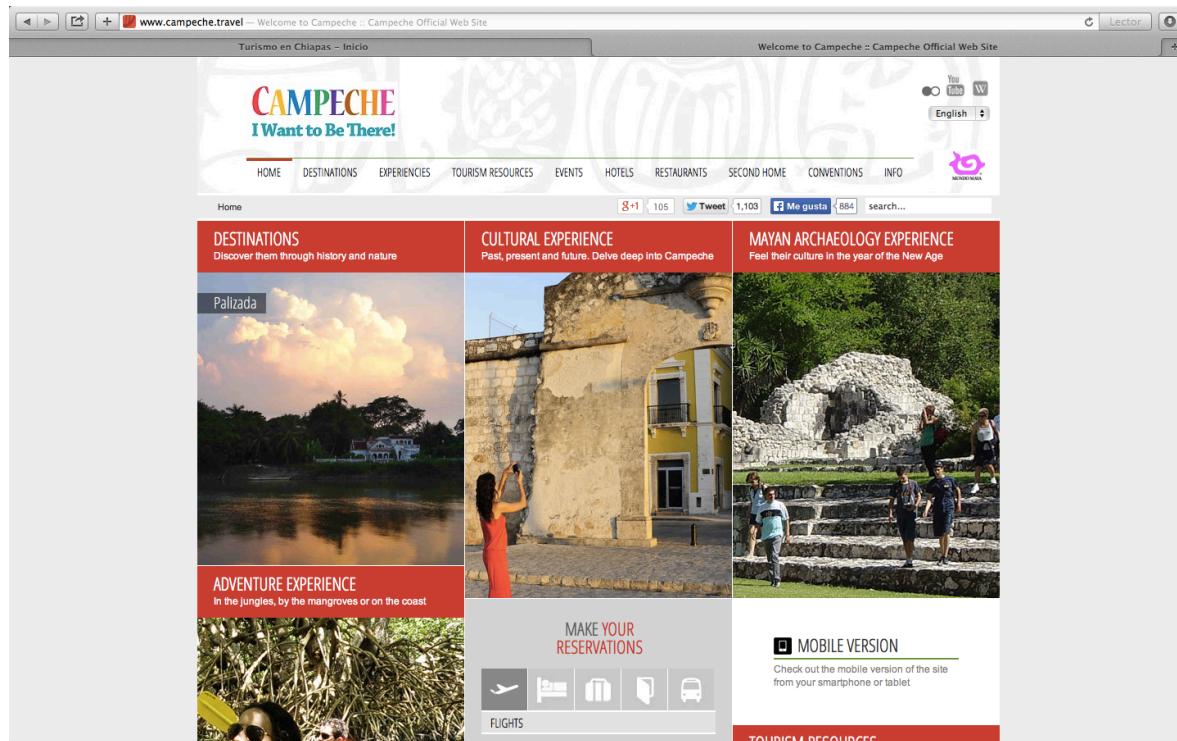
2. Individual State Pages

Since the objective was to explore the images portrayed by the official Mundo Maya site and compare it to the five official tourism pages of the other states I had to search for these pages. The initial problem I encountered was the fact that not all the state governments have an official page regarding their touristic attractions. In order to maintain a certain uniformity between them I decided to search for the ones that ended with the domain *.travel*. However, only two made use of that domain. The other three presented domains from the government (*.gob*).

a. Campeche: <http://www.campeche.travel/en/>

At first glance (figure 4) we can see that in the homepage there are images that were used in the Mundo Maya official page. The page consist on 12 categories: 'Destinations', 'Cultural Experience', 'Mayan Archaeology Experience', 'Adventure Experience', 'Tourism Resources', 'Alternative Tourism', 'Family Experience', 'Restaurants', 'Conventions', 'Hotels', 'Info' and 'Second Home'. As we can see the names on the categories are segmenting the services already, at the same time the images that can fit in those categories can be ambiguous since the terms are general.

Figure 4. Campeche's homepage

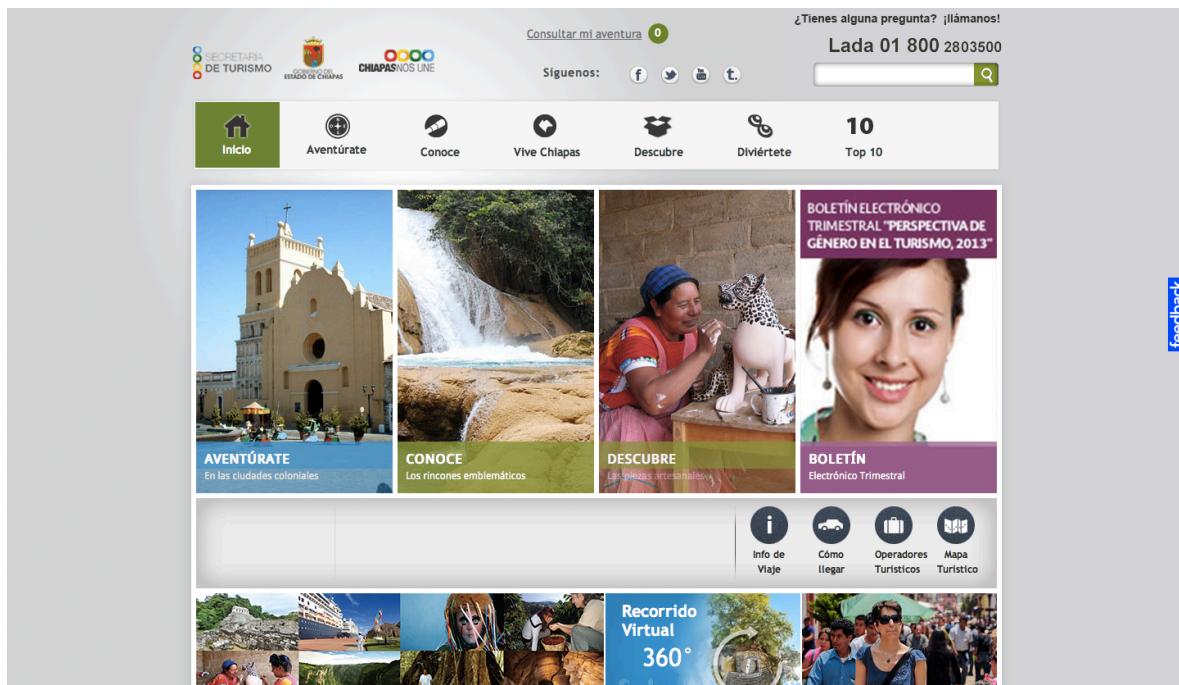


Four categories are also filed in the section ‘Things you can’t miss in Campeche’: ‘Vive la Leyenda’ (Live the Legend), ‘Con Sabor a Chocolate’ (With Chocolate Taste), ‘Xmuch’ haltun Botanical Garden’ and ‘Vivo Recuerdo. Contact theater’. These categories try to show a more “cultural” and traditional side by creating routes. The webpage is offered in two languages: English and Spanish.

b. Chiapas: <http://www.turismochiapas.gob.mx/sectur/index.php>

The homepage of Chiapas (figure 5) seems covered with visual aids. Homepage and the other subsequent pages use icons to represent the activities that can be done and almost every page possesses videos. Some of the sponsors and links for the page are mainly government organizations like: State government of Chiapas, Chiapas Nos Une and Secretaría de Turismo (of the state), a Mundo Maya link and Visit Mexico!. The webpage is only offered in Spanish.

Figure 5. Chiapas’s homepage



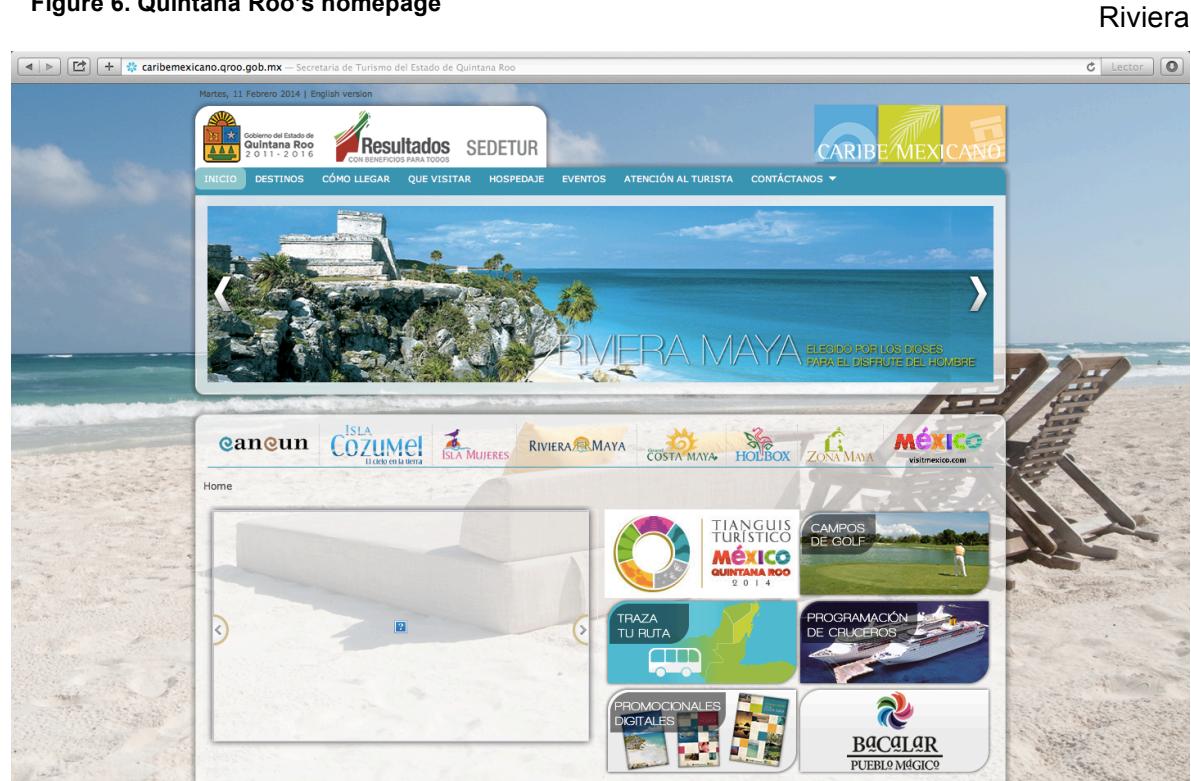
The categories mentioned in the homepage are named: ‘Aventúrate’ (Have an Adventure), ‘Conoce’ (Know), ‘Descubre’ (Discover) and ‘Vive’ (Live). However once you start browsing the contents you realize that there’s other 2 additional categories called: ‘Diviértete’ (Have Fun) and Top 10. ‘Aventúrate’ mainly has subcategories focused on the

attractions that the whole state possesses. 'Know' describes specific towns and cities within the state, I could notice some difference between the numbers of images that appear. Close attention is putted in the promotion of almost all the towns, at least from the first point of view from the page, this is something that is not as seen in the others.

c. Quintana Roo: <http://caribemexicano.qroo.gob.mx>

At first sight the Quintana Roo homepage (figure 6) seem to have a simple layout with the just the basic information and just access to its social media. The sponsors and links found in the page are mainly governmental and other ones involved within tourism: State government, Touristic promotion, SECTUR, TripAdvisor, Consulates and TaxBack. The webpage is offered in both English and Spanish language, however any time I tried to enter the English version an error appeared. A distinguished thing is that the name of the domain does not refer to Quintana Roo itself but to the 'Mexican Caribbean'.

Figure 6. Quintana Roo's homepage



Maya, Tulum and Cancun (municipalities and spaces belonging to the state) are constantly increasing their number of tourists and however the page seem to be lacking

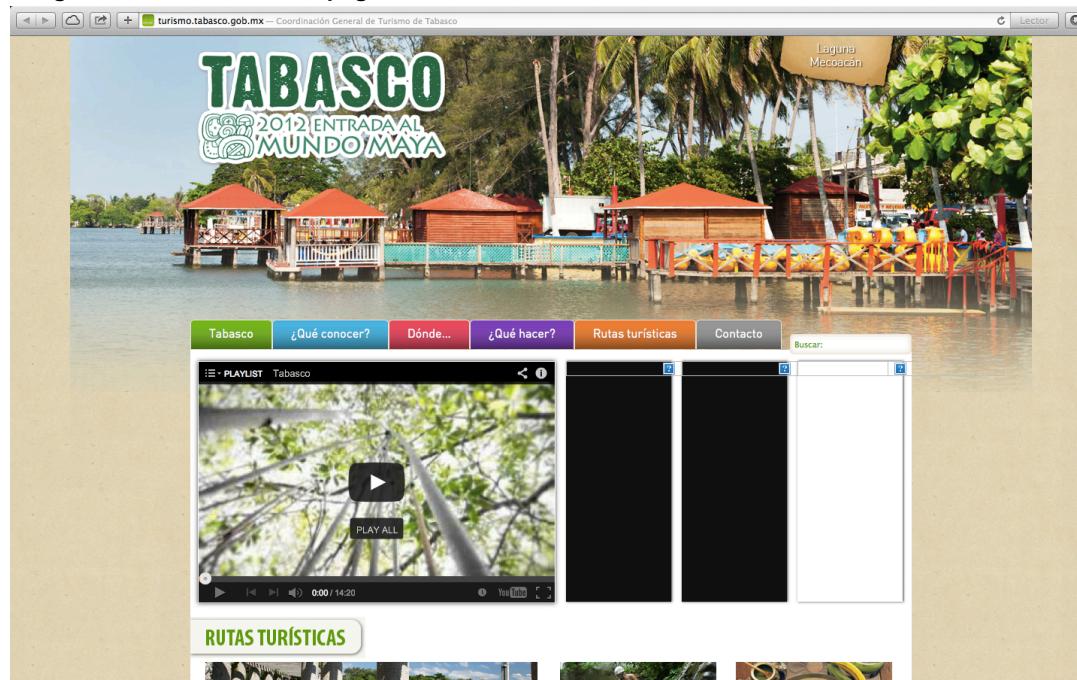
information. Tourism within Quintana Roo is so segmented that in the homepage you have direct links to the main cities and towns: Cancun, Isla Mujeres, Riviera Maya, Costa Maya, Holbox, Zona Maya and Cozumel. In addition, Only three of them are municipalities or cities of the state (Cancun, Isla Mujeres and Cozumel), one is a town (Holbox: part of the Magical Towns) and the other ones are tourism districts or spaces dedicated to the tourism activity (Riviera Maya, Costa Maya and Costa Maya). In addition, everything else find in the page are mostly links to other pages, lots of logos and posters.

The ones counted for this description are the ones found in the webpage, however at the moment of doing the analysis I thought it was wiser to include too the main pages of the different links that were offered in the main page (in order to get a larger number of images).

d. Tabasco: <http://turismo.tabasco.gob.mx>

At first look (figure 7), the webpage possess a really clear and concrete idea of what the state is offering. Images are only seeing in the banner and explaining the category. Some of the sponsor and links found in the pages are: Visit Mexico, Mundo Maya, Secretariat of Tourism, OCV Tabasco and DestinoTabasco (the latter ones being private tourism

Figure 7. Tabasco's homepage



enterprises in Tabasco). The site was only offered in Spanish. Unfortunately, from the

moment I did the analysis to the moment of writing the report the Website was shot down and now they redirect you to the Secretariat of Tourism of the State, which doesn't possess images. However the notes taken and the screenshots can guide through the analysis.

A fun fact about the page is that some of their links (mainly belonging to the Tabasco section) were redirected to Wikipedia pages in order to get the history of the place. In the 'What to Know?', they included images of the main attractions and events. The 'Where?' category focused on showing the services such as nightlife and restaurants. While the 'What to do?' contained also attraction but related mainly to the typical life of the state. In addition, they dedicated a whole category in creating routes in order to attract interest to the state, each route having a theme of its own (one of them focusing mainly the capital city).

e. Yucatán: <http://www.yucatan.travel>

At the beginning of my research and while I was still pre-testing my own categories I found the homepage of Yucatan. It had 5 large images on the background. It was available both in English and Spanish. The sponsors of the page were: VisitMexico and the secretary of tourism of the state and it had a link to TripAdvisor.

One day in-between February the 6th to March the 19th there was a renovation of the whole page. I grab data from both times however was unable to take screenshots of the secondary pages of the old tourism site however I did manage to get some belonging to the Homepage. Therefore the description is divided between the 'old' and the 'new'

Old page:

The old page (figure 8) possessed 9 categories: 'Merida (The White City)', 'Archaeology', 'Magical Towns', 'Touristic Routes', 'Gastronomy', 'Touristic products', 'Touristic municipalities', 'Tourism information' and 'Communication'. It brings emphasis to their main city (they devoted a whole category to it) but at the same time there is still promotion to other towns and cities such as the Magical Towns and showing the attraction divided by north, south, etc. They also have a division or segmentation of the tourism; this was shown in their category of 'Touristic Products'.

Figure 8 Yucatan's old homepage



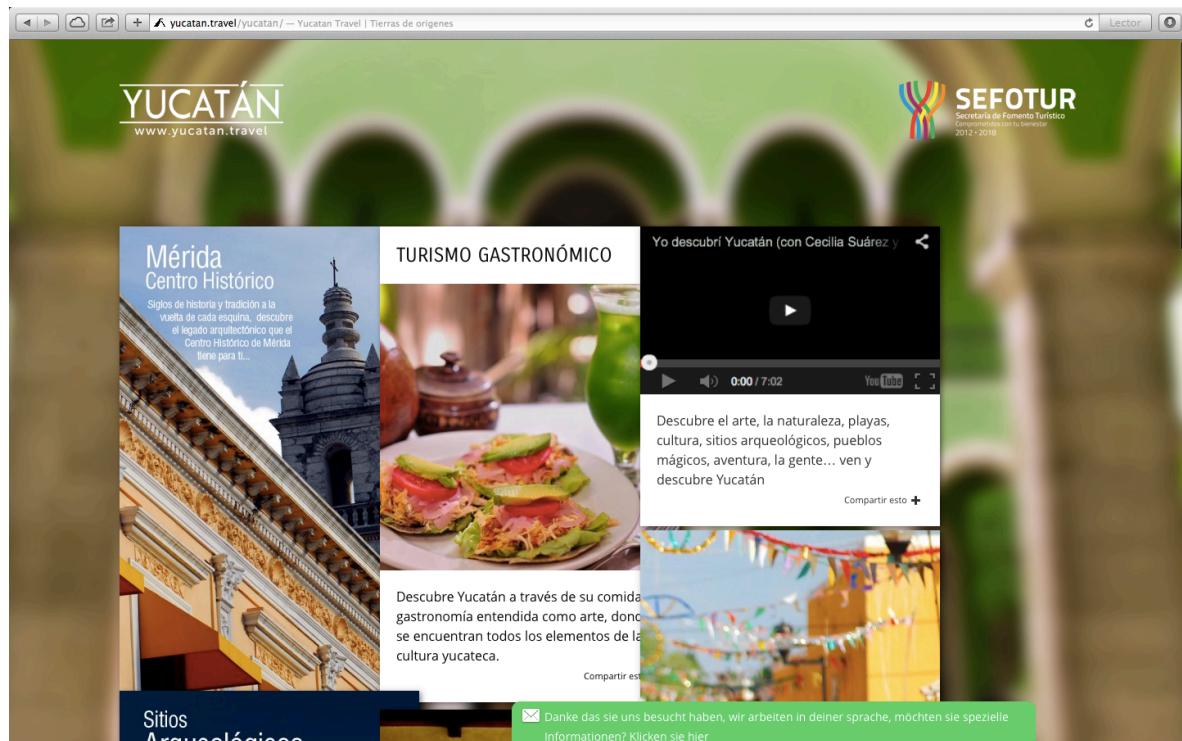
New page:

One major change they did to the Homepage was that only one large image is in the background. However now you can see 14 images portraying the 14 new categories (figure 9).

The major change was portraying these categories and showing the services and products they are offering.

Some of the categories just changed names: 'Merida, The White City' became 'Mérida, Historical Centre', 'Archaeology' became 'Archaeological sites' and 'Gastronomy' became 'Gastronomic Tourism'. 'Magical Towns' remained as a category. The 'Premium' category, 'Congress and Conventions' category and the 'Second Homes' category used to belong to the 'Touristic Products' category but now exist on their own. They deleted the 'Touristic Routes' category alongside 'Touristic Products', 'Touristic Municipalities', 'Touristic Information' and 'Communication'. Instead they added 'Nature Tourism', 'Tourism Directory', 'Tourism of the Senses' and 'Medical Tourism'. One of the inconvenient I had with the new page was that for the link of 'Tourism of didn't get me anywhere anytime I clicked on it. As a result I could not see what was exactly about and if it contained images.

Figure 9. Yucatan's new homepage.



The new category 'Nature Tourism' try to enhance a part that was not well described in the other page, they try to show a more specialized type of tourism by dividing it into subcategories that conform cenotes, sun and beach, and ecotourism. 'Congress and conventions' category was another new category. It directs you to a specialized page at the moment of clicking on it and provides with numerous alternatives in case you decide to make reservation in one of the compounds. The redirecting to another page happens as

well in the category 'Tourism Directory'. In the new page you can only see one image and the rest just logos. Yucatán is well known for the hospitals and doctors. People from all the regions go there for check-ups, surgeries, etc. so I wasn't surprised when I say the new category involving 'Medical Tourism'.

C. Analysis of specific images

As mentioned before I considered that front pages are important per se and need to be separated from the other content since they serve as a guide and are usually what motivates the person to look forwards. This makes us think that, as always quality over quantity is what matters. Although there are fewer images it is more important for the perception.

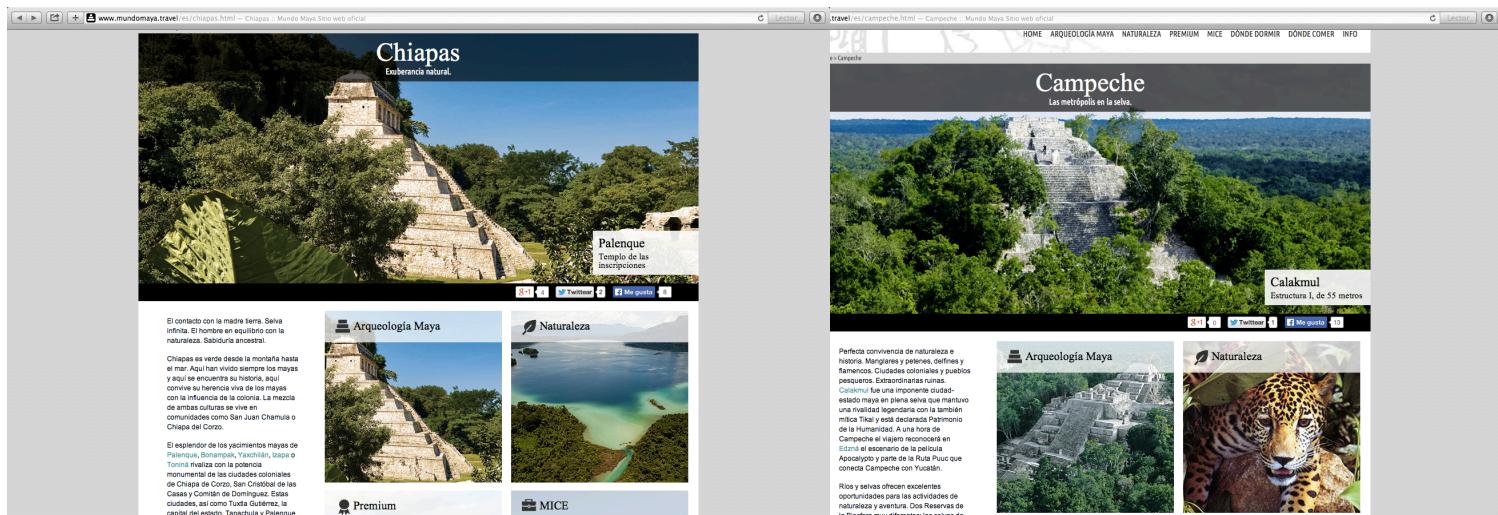
1. Front Pages

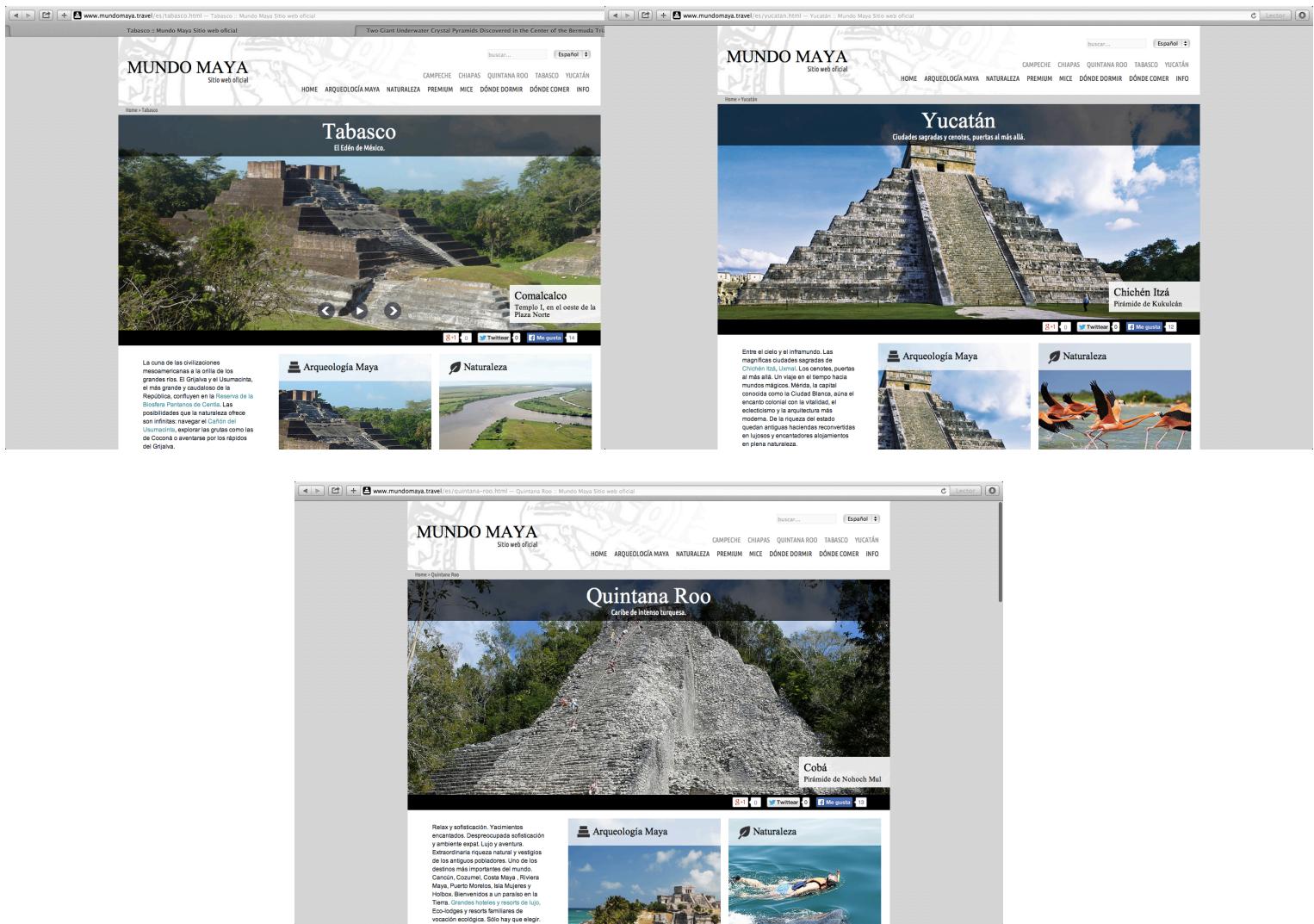
SECTUR

Following the statement already presented by SECTUR it was not a surprise to see that on the front pages they present us images of culture and nature.

Phrases that can be read in the homepage are '3000 captivating the traveller's imagination', 'civilization advanced on their time, fallout still a mystery', 'living in harmony with nature'. In addition, premium and MICE segments are presented accompanied by words such as 'luxury and relax' and 'time to work, build relationships in a relaxed environment'.

Figure 10. States homepage in the Mundo Maya Website





Is interesting to see how the images portray what most people would consider as 'true Mayan'. There's not a trace of colonial architecture or something that will let us know at first sight that people other than the Mayans inhabit the region.

The FrontPages of the five states inside the Mundo Maya website all seem to portray archaeological remains, culture related and images of nature. The small descriptions of each of them allow us to understand more:

- Campeche is referred as 'The metropolis of the jungle, coexistence between nature and history, colonial cities and excellent ruins'.
- Chiapas is described as 'Natural exuberance, contact with mother earth, infinite jungle'.

- Quintana Roo is described as 'Caribbean with an intense turquoise, relaxation and sophistication, luxury and adventure, extraordinary nature and antique vestiges'.
- Tabasco is referred as 'Mexican's Eden. Cradle of Measoamerican cviilizations'.
- Yucatan ' sacred cities and cenotes, door to the afterlife. Antique cities and colonial charm'.

All this descriptions are related to the strengths of every state but are mainly focused on the 'cultural' and 'natural' side. Of course the descriptions seem to be exaggerated however since it's a promotional page this is not uncommon.

Images containing archaeological areas are the ones that were massively portrayed, the colonial attractions were only used by Yucatan and to the minimum.

The analysis show there was a balance in the images related to culture and nature. However, there was a large percentage to those dedicated on promoting accommodation. More than 14% of the images in all these FrontPages belong to images of accommodation.

The individual state pages portray archaeological remains, culture related and images of nature. On the individual state tourism sites, however images of cultural activities and Mayan art vestiges can also be found.

Campeche's webpage

Through the FrontPage (figure 7) there is complementary text such as 'discovering destination through history and nature', 'cultural experience – past, present and future', 'Mayan archaeology experience – feel the culture'.

However other concepts are added regarding accommodation, restaurants, convention centers and Campeche as second home, all sharing the same idea of relaxation and quality of life.

Chiapas' webpage

The categories and texts presented in this homepage are not directed to nature but they do have descriptions regarding the 'Mayan mysteries'. Almost half of them related to culture and followed distantly by services and nature. This is in my own opinion rare due to Chiapas' known biodiversity and nature.

Quintana Roo's webpage

Quintana Roo's webpage is really austere. There's no description of categories or from the offer and we can also find an excess of logos and minimal images. More than half of the images portrayed nature followed by the ones portraying culture.

Tabasco's webpage

Although no description is provided of the categories, there is a mention of the 2012 – enter the Mayan world. There's a balance of image showing culture and nature.

Yucatan's webpage

Names of the categories appear however no description is provided. Small amount of images occupy the whole page. From these images we 60% belong to the nature category and 40% to the culture.

Yucatan's new webpage

The Creation of spaces in which categories are described allowed us to get a more complete idea of the image. Mentions of statements regarding culture 'Mérida – history and tradition', 'archaeological sites – antique Mayan world, unforgettable adventure', 'Magical towns: time and legend'; alternative activities: 'Gastronomic tourism', 'nature tourism', 'medical tourism'. Complementary services were described such as 'Premium – get pampered'.

Change of the image, culture is now mainly found in the page followed by services and nature is left with only 8% of the images of the page.

- *Nature*

In the official site the prevailing natural images used were from natural green areas and animals. While in the individual sites beaches, animals and water areas were the dominant ones. Yucatan's strategy may have change to attract more the segments interested in visiting cultural zones than natural ones. Through this they are diversifying their offer and not only concentrating on a segment of tourism.

The subcategories are completely different between the SECTUR's approach with the one by the individual states, exceptions would include the animal subcategory and the water areas.

- *Accommodation*

Accommodation on the official page of SECTUR occupies a more important part in the promotion than it does in the pages of the separate states.

- *Services*

When it comes to the subcategories we can see that while SECTUR's images are portraying mainly the aesthetics of the restaurant by showing the interior and façade, the individual state pages are aiming to show more the product: the food. While SECTUR tries to include selective activities such as golf and spa in their main pages, the individual state pages try to show more sport and leisure activities as well as images of crafts/handcrafts and craft stores.

This isn't a surprise considering SECTUR's idea on promoting a more luxurious side to the Mundo Maya, corporations that seem to be more standardized which in SECTUR's mind equals high quality.

- *Others*

The SECTUR pages used mainly images portraying convention centers. When it comes to the individual state pages more subcategories are used such as images of museums and of piers and boulevards.

As seen here, the convention centers are really important for SECTUR, this may be a way in which they are diversifying the product, they are not only considering the 'cultural' tourist but the business man.

When it comes to the official front pages of SECTUR we can see that the categories of culture, accommodation and services don't differ so much in number and are the predominant ones. As for the individual state tourism sites while culture images are the one that prevail and outnumber the others they are followed secondly by nature and services images. Images of accommodation are not as important.

If we analyze the homepages of every individual state in the SECTUR page we realize that while they do possess elements and images of culture and nature, a significant 'importance' is given to other categories such as accommodation. If we take into account

the images portrayed then the individual states pages are the ones that actually give promotion to the culture and nature itself leaving all the complementary services behind.

2. Secondary Pages

- *Culture*

When it comes to culture the subcategories that influenced the most were Archaeological areas and Colonial Attractions for both the official page and the individual pages. However, when it comes to the SECTUR page the number of photographs portraying the archaeological areas was extremely distant (and more) than the ones portraying the colonial attractions. While SECTUR was reinforcing the “Mayan” side, the individual pages were more focused on showing the colonial traits.

In the individual state pages, you can see that numbers are much higher than in the SECTUR page and they also tend to focus more in the colonial attractions than in the archaeological portrayed in the program’s page. Quintana Roo’s webpage only contained 8% of images related to the subcategory archaeological areas. This is no surprise since Quintana Roo is the “newest” state and was not populated by Spanish colonizers. Chiapas has the most images, a large number featuring colonial attractions (mainly churches) followed by their iconic archaeological areas.

- *Nature*

The individual state sites provide more images in this category. However, the subcategories beach and water areas are the ones scoring the most (they are important for both). The individual pages provide double the images of water areas and share the high number of photographs they have on beaches. One difference though was their portrayal of waterfalls, while SECTUR did choose to have images of them it seems like the individual state sites gave them more importance and visibility.

Although in the official Mundo Maya page Quintana Roo had the highest number of images in this category, they were mainly focused on beach images followed by water areas and animals. Quintana Roo was the only one including a picture of the reef barrier that they possess. Campeche was the second and also focused on water areas followed by beach, which I think was quite strange since they are not very well known for their

beaches. Finally, Yucatan had the most images of cenotes, which is very characteristic in the Yucatan land.

Again, if we analyze these subcategories in general we can see the importance they give to the promotion of beaches or any kind of water areas, having images of these subcategories in all the states. I found this strategy a little misleading since there are other states other than Quintana Roo, which are better known for their natural treasures, such is the case of Chiapas. In addition, the SECTUR page didn't encourage the natural green areas and the caves as much as the individual pages. While the individual state pages outscored the SECTUR pages in the number of images, we could see that in the subcategories of land formations and caves they were slacking more than the official page. Finally, both the official page and the individual state pages had the least images in the reef barrier, which is understandable since only Quintana Roo possesses this attraction.

- *Accommodation*

A drop of numbers regarding accommodation was found if we compare SECTUR's page with the individual ones. SECTUR possess 40% of images of accommodation while the individual pages only have 16%.

- *Services*

If we analyze the subcategories we can realize that they are reflecting concepts that are completely different. This will be explained further in this paper however an example of this is that number of images of spas is the one occupying the first place in the SECTUR page while in the individual state pages there is no image related to spas at all. While the craft category had a large number of images in the individual state pages, you cannot find one in the SECTUR page. Also, considering that the individual pages had fewer images we can still see that they prefer to portray the food unlike the SECTUR pages that still tries to portray the interior of the restaurant more.

Quintana Roo again took the lead in this category showing more images of the restaurants than the other states, focusing on the interiors. Another subcategory worth mention for this state is the spas and golf courses. Yucatan, well known for their gastronomy, showed a

large number of images reflecting the restaurants but focusing on the food, the subcategory that followed this was the spas.

When it comes to the individual pages Campeche is the one using the most images. The majority is related to restaurant food followed by images of the restaurant itself and it's the only state that also portrays restaurant logos. The majority of the images in Chiapas were of crafts or stores and handcrafts (this is very typical in Chiapas). Followed by images of food. As Campeche, Chiapas also not includes images of spas, golfs and transportation and tries to focus on the sport and leisure activities. Yucatan along with Quintana Roo were the only ones possessing images of golf. Quintana Roo only had images of golf and those were belonging to the "magazine" included in the page. A note on this category is that none of the states had any images of spas.

'Restaurant Food' was the only subcategory that was given the same kind of importance in both the SECTUR page and the individual state pages. It was actually the subcategory that possessed the most images in the individual pages (not so much in the SECTUR page but scored the third place). This is not surprising since the region is well known for the gastronomy and the state government tries to showcase it. Maybe the fact that the federal government manages the Webpage and it's not entirely connected with the customs of the region including gastronomy has affected the promotion of this intangible element in the official page.

As mentioned before the spas were portrayed massively in the SECTUR pages, the amount of images of spa surpasses all of their other subcategories, this is a massive difference with the individual pages that don't possess any image of spas. And while the SECTUR page gave a lot of importance to the restaurant interiors, the individual pages prefer to portray more images belonging to the 'sports and leisure activities' and 'crafts and stores'.

This difference of choices may tell us that while SECTUR cares more to the 'where' the visitors need to go, the individual state pages care more on the 'what' the visitors will do on their stay and to 'what' would they want to consume on their stay.

- *Others*

The only subcategories that were taken into account by the SECTUR page were the images of the convention centers and panoramic images. The individual state pages, while not having as many images as the SECTUR pages, still manage to accommodate photographs in all the subcategories.

In this category the category that had more images was the one portraying conventions. All the states had images of that. Quintana Roo had more than a hundred images portraying the convention spaces that they possess. Followed distantly by Yucatan. The other states possessed fewer images.

A major difference between the SECTUR page and the individual state pages is that while the SECTUR pages decided to overuse the images of convention centers, the individual pages prefer to use the majority of their images portraying museums. Conventions still occupy an important place but they didn't add as much images instead preferring images of museums, piers or lighthouses. A special case is the one from Yucatan since they are leaders in the Business Tourism and possess a link to their Office of Conventions and Visitors where the whole catalogue of convention centers is offered. Again, their strategy is the 'were' and the particular segments other than 'what' will be more attractive for the visitor.

An implication could be that while SECTUR is trying to promote the Mayas as the ancient civilization showcasing the 'majestic' temples and glorifying the mysteries surrounding the ancient Mayas, the state governments are interested in showing all their touristic products not minding if it's 'truly' Maya. Colonialism was also a part of history and although all of them possess images reflecting this part of history in the region, some do more than others.

3. Links between pages

In the Official page of SECTUR, there's links to three other organizations: Mundo Maya Organization (which redirects you to the same place), the official page of SECTUR and the Tourism Promotion Board of Mexico. The page contained mentions of some tourism providers. Singularly at the moment of wanting to reserve a flight they will send you to the Kayak Webpage, a North-American travel agency. This seems to be a little incoherent with

the fact that the Secretariat is working with travel agencies within the country and at the same time in their page they redirect you to a foreign one.

Some of the sponsors and links that can be found in the Campeche Webpage include: Campeche ¡Quiero estar ahí! (the same Webpage), State government of Campeche, the Tourism Promotion Board of Mexico and links to Mundo Maya Website. In the center of the FrontPage there is a link in case you want to book a hotel or a flight of the American travel agency Best Day, just as in the official Mundo Maya page, there is a need to use foreign platforms of booking. Curiously, the page possess a category called 'travel agents' in which you can find numerous links belonging to travel agencies in Campeche, other links are directed towards service providers and travel guides.

Links in the Chiapas page are also connected to the Mundo Maya Organization, the Tourism Promotion Board of Mexico, the tourism department of Chiapas and the state government of Chiapas. Although they don't provide a direct link to their tourism providers they have a tourism directory that provides the information of the tour operators, transportation and hotels.

Quintana Roo may have the page with most links between organizations. The state government is involved alongside their organism in charge of tourism development SEDETUR. As mentioned before, this page doesn't possess as much information and instead links the major touristic spots and cities. Quintana Roo also possess links with SECTUR's official page, consulates, the state government, the Tourism Promotion Board of Mexico and to TripAdvisor.

Tabasco's webpage included links with the Mundo Maya website, SECTUR's official page, the Tourism Promotion Board of Mexico, destinoTabasco and OCV. DestinoTabasco is a webpage from the Mexican Association of Hotels and Motels of Tabasco and OCV which is their Office of Conventions and Visitors.

Yucatan's webpage only possess two links with other organizations with SEFOTUR, which is their organization for tourism development, and with the Tourism Promotion Board of México. In addition, since they are in a good position regarding Business Tourism, they also have a link to the organization in charge of organizing the congresses the Oficina de Congresos y Convenciones Estado de Yucatan (OCC).

Taking into account these links we can see that the Tourism Promotion Board of Mexico is the organism that is connected to all the states, even more than SECTUR if we only take into account the images portrayed in these pages.

As mentioned before one of the main problems facing the Mundo Maya is the lack of connectivity. Regional connectivity is one of the projects that current state governors in the Mundo Maya region are dealing with. Meetings have been done to take care of the aerial and terrestrial connectivity, in order to increment cultural tourism (SIPSE, 2014b). Every one of the states is working with the national airlines in order to take care of the regional south-southeast market (Mundo Maya region). Private initiative and government have to work together to allow the regional connectivity, allow low-cost airlines that benefit all. There is no mention in any page of the five states of the other states, the promotion is only done of their state and there is no publicity of any mean of transportation that could take you to another state, or to even have a link to the other governments as a way to promote each other. As for the Mundo Maya official page, there are links to each state on how to get there but again no connection is made between one another. My guess is that if you want to visit more than one of the states then you would have to officially contact a travel agency or hire private means of transportation.

Nevertheless the links appearing on the pages can show us the importance that is given to the federal government and to other federal organisms. The private initiative appears in all the pages with the promotion of the hotels, restaurants, travel agencies, etc. The Mundo Maya page showcases a more luxurious part of the region only displaying hotels or boutiques from 4 stars up. While the state government seem to have a more inclusive agenda since it allows other types of categories to appear in their websites.

D. Emerging themes

Through the analysis and with the use of my categorization we could see how in the front page of the Mundo Maya webpage there are only 18% of images portraying a cultural aspect, almost the same percentages that the pictures of accommodation and other services have. Table 2 shows that the difference in culture between the Mundo Maya webpage compared to the ones belonging to the five states is plenty. In these webpages it

foreshadows other types of imagery. In addition, the Mundo Maya Webpage uses mainly picture of archaeological sites while in the states' pages there is a balance between the archaeological areas and the colonial attractions. Not only that but there is a huge drop in numbers at the moment of going to the secondary pages of the site (table 3). It goes from 18% of usage to 6%

Table 2. Comparison front pages

SECTUR'S MUNDO MAYA	STATES' MUNDO MAYA
Culture 18%: archaeological areas	Culture 38%: balance between archaeological areas and colonial attractions
Nature 9%: green areas and animals	Nature 19%: beach, animals and water areas
Accommodation 16%	Accommodation 3%
Services 17%: aesthetics of restaurants, golfs and spas	Services 19%: Gastronomy (restaurant food)
Other 4%: Convention centers	Others 5%: museums and piers

Table 3. Comparison secondary pages

SECTUR'S MUNDO MAYA	STATES' MUNDO MAYA
Culture 6%: archaeological areas	Culture 32%: colonial attractions
Nature 8%: beach and water areas	Nature 14%: beach and water areas
Accommodation 40%	Accommodation 16%
Services 21%: spas, restaurants and food	Services 19%: Food, sport and leisure, crafts
Other 21%: Convention centers	Others 7%: museums
Logos 0%	Logos 6%
Icons 4%	Icons 3%
Posters 0%	Posters 2%
Maps 1%	Maps 2%

To the states, culture is still important so they try to showcase their cultural attractions in the subsequent pages. SECTUR's webpage gives a limited choice regarding the cultural activities, the spectator only gets to see the ruins, churches and Mayan vestiges and left out other cultural imagery like museums

At the beginning of the program the five states agreed on several activities (El economista, 2011a), this could lead on what is important for them regarding the image of Mundo Maya. The statements made by SECTUR and complemented by the other media at the beginning

of the program can show us what is their idea towards Mundo Maya. The most repeated words are associated with **culture and arts**: “archaeology”, “museums”, “events (traditional, cultural, sports, special)”, “festivals”, “concerts”, “restoration” “Mayan civilization”, “fairs (gastronomical, indigenous, traditional, craft)”, “indigenous theater”, “cultural destination”, “Mayan vestiges”, “monuments”; **alternative tourism**: “adventure tourism”; **nature**: “ecological reserves”, etc. An emphasis is put on the traditional, the special, and the cultural. In addition to this, alternative activities and the promotion of sustainability and nature are encouraged too. Although this program is also made for economical reasons, there’s no mention of the benefits that it will give to the hospitality industry and the only mention of gastronomy is strictly linked to events that seem organic or bounded to the community.

It’s not uncommon to read articles related to the Mundo Maya program and see the words ‘culture’ and ‘civilization’ side by side. Culture is a concept that covers multiple fields. The Mayans being a Mesoamerican civilization manages to form their own art, architecture, and way of living. At the same time activities such as fairs, festivals, concerts are associated with the Mayan program due to their re-enactment and enhancement of this ancient civilization.

Part of SECTUR’s objective is to enhance the segment of tourists attracted to culture (SECTUR, 2013b). In México, culture occupies the sixth place as the main motivation of domestic tourism and the fourth motivation for international tourism (ibid.) The stay of the international tourists interested in culture is up to 18.3 days (ibid.). As a result, it has created regional program focused on culture in order to develop this kind of tourism, promote heritage sites and focus on the formation of human resources and develop products of cultural tourism. In the Mayan region the most popular touristic destinations for the sun and sand segments are still Cancun and Riviera Maya, while the cultural segment still prefers the ones in the center of the country (El economista, 2012b).

At the International Fair of Mayan Culture on 2013, SECTUR mentioned cultural tourism as one of the touristic products with more potential (SECTUR, 2013c). They stated that this type of tourism projects a positive image of the country to the world. Since Yucatan was the venue, SECTUR praise Yucatan as ‘a good cultural destination’ due to the beauty, history, archaeological zones and monuments (ibid.). References were made regarding the transformation of cultural properties to tourism good, however SECTUR maintained that this transformation should be made without tarnishing the ‘essence’ of cultural

traditions and sites.

Mayan culture is being included in the touristic packages (SIPSE, 2014c). In fact, Mundo Maya is attractive to the emerging markets such as Africa, Asia, Hungary, Rumania and Iceland due to the Mayan culture (ibid.) As mentioned before Cancun and Riviera Maya are destinations known for the sun and sand tourism but their relationships with the surrounding areas that have more cultural attractions is now seen as favorable to the European tourists that looks for culture (ibid.). In fact Cancun, as the sun and sand destination of choice, is now developing its own cultural products such as the thematic park Universo Mundo Maya (SIPSE, 2014d). The park will have a replica of the Mayan civilization in order to reinforce the visits to the Mayan museum in Cancun and the nearby archaeological sites. This has not been the first time that destinations in Quintana Roo had tried to attract cultural tourists. In 2011, an inversion of 8 million of pesos was made in the promotion of festivals, concerts, expositions, workshops and other cultural activities that could enrich the Mayan culture in the state (El economista, 2011b).

Special mention has been made to Mayan archaeology, the remaining of the antique civilization. There is no doubt that special attention has been given to it by the authorities. At the re-launch of the program the then-president of Mexico Felipe Calderón stated that the Mundo Maya program would promote 10 archaeological destinations in the five states and would help boost the touristic infrastructure of Mayan heritage (El economista, 2012b).

Even though the mention of Mayan archaeology has been used widely, some critics affirm that within the two years of the program, the tourism holders still focus on sun and sand tourism while leaving the other attraction in the background (SIPSE, 2014a) According to them some archaeological sites are still forgotten even though they 'amaze' the national tourists and mainly Europeans (ibid.).

Another problem regarding Mayan archaeology promotion is that even though 4.8 million of people visit archaeological sites every year, only 75% of them are concentrated in Chichen Itza (Yucatan), Tulum (Quintana Roo), Palenque (Chiapas), Cobá (Quintana Roo) and Uxmal (Yucatan) (El Economista, 2014b). This can create an uneven distribution of the tourism flow.

Another point to be noted is the fact that even though SECTUR is trying to diversify the touristic product and transform the sector, the images that are used the most to portray the natural side are the beaches. Therefore even though they proclaim that they want to open their markets and promote more than Sun, Sand and Sea destinations they are not portraying other type of natural places as much.

E. Limitations

The constant movement in the webpages may have affected the analysis. Since the beginning of this thesis till the end there has been a constant updating of some webpages and information (data) may be lost. There were changes in the official Mundo Maya page and in the Yucatan. Others like the one in Tabasco were simply removed. Links didn't work in some of the pages. Another problem with the type of method used is that it analyzes the images itself however the audience is not taken into account, so the scope is not quite complete.

Since I was trying to find information of SECTUR's idea of what is Maya or what should be considered Maya, the best way to do it seem to go straight to the source. However in their webpages the programs are explained in a really simple way and just describing the physical attributes of the region. Looking at the policies there was an understanding of what were their objectives in all their programs but it still didn't answer my question on their posture towards 'Mayaness'. However, looking at the images on the websites and reading statements made by their representatives to the press and you start to get the idea of it.

Another limitation was the categorization at the moment of doing visual analysis, these categorizations tend to be subjective so other people may want to use other categories and it could give them other results.

IX. Conclusion

The imagery and texts that the official Mundo Maya manages throughout their pages is that of the ancient civilization, the attractions both cultural and natural are somehow overshadowed by the It doesn't' seize to amaze me the emphasis that SECTUR gives to selling rooms and to creating an atmosphere of luxuriousness using spa and golf imagery. One of the major objectives from the national tourism policy was to benefit the community. It's understandable that this activities do produce jobs however it makes you think if what they are referring as community is not just a bunch of rich business people in charge of the luxurious hotels and restaurants.

The imagery and texts that the states' tourism page manage are slightly different to the ones used by SECTUR, maybe it's because they are promoting a larger scope and not limiting the number of attractions used in the images to fit the standard. The images and texts of the states seem to be (at least on the majority of them) able to portray a diverse and rich tourism product. Most of them offer product for every type of segment.

Relations between the imagery and the texts found in the pages coincide, the way they try to 'sell' the Mayan culture and civilization matches.

Even though it's a cultural program, there is no much going on outside it. One of the objectives of SECTUR was the diversification of services but they are only selling ruins, beach, natural sites and are leaving behind other types of alternative tourism such as rural and adventure that also exist in the area.

Having talked about imagery and texts, this is what they don't portray from the region:

The state of Campeche has administrated programs and resources in favor of tourism (SECTUR, 2012f); one of these is the implementation of rural credit for touristic projects. So why not mention these on their website? Why not give promotion to something that could benefit the community? Indigenous organizations from Campeche have stated that only in statistics there has been a social and economic improvement since in reality the Mayan people still live in poverty conditions (Tribuna Campeche, 2014). These organizations have also mentioned the fact that the 'true' Mayans are abandoned in the middle of the jungle in poverty conditions and the ones that are seen in the ceremonial

centers are 'rock groups' or 'hippies' that play the Mayan musical instruments hired by SECTUR or other tourism organizations (ibid.). A remarkable point towards this is the fact that the intention of this type of program is to benefit the communities; it would be logical to assume that the Mayan community would be benefited. However, statements like this can make us think: is the 'Mayan' we are seeing really Mayan? Does a program like this really benefit them or as some have mentioned does it only benefit the big corporations?

Other example is the case of Calakmul, this biosphere and archaeological zone, has won the title this year as UNESCO's Mixed Heritage Site and has been promoted in both the Mundo Maya page and it's one of the main attractions in the Campeche tourism page. However, this site is surrounded by problems such as lack of control of the administration, politicians owning land and secret deforestation (Cronica, 2014). Around 60 km before entering the main area, the population of Conhúas posted a tollbooth (non-government) and charge per person or vehicle, proclaiming that this is their land and that the government organizations has pushed them aside and don't get any benefit. The visitor has to pay again at the entrance of the museum and a third time to access the archaeological site (ibid.).

One of the actions that the Chiapas government is currently doing is the financing of the rural tourism sector, the promotion of Chiapas as a leader in Nature and Adventure Tourism (SECTUR, 2012g). In addition, the National Tourism Fund is investing in new accommodation facilities in towns in Chiapas specially hotel boutiques (Dinero en Imagen, 2014). In their Webpage we could see that they don't promote their accommodation or the one that is available is low-cost. Are they doing this to fit on the image of luxuriousness surrounding the Mundo Maya promotion?

SECTUR Quintana Roo is creating a project called 'Rural Tourism' that seeks to support the indigenous population of Quintana Roo (with a budge of 3 million pesos) and benefit municipalities like Lázaro Cárdenas, Tulum, Felipe Carrillo Puerto, José María Morelos, Othón P. Blanco (La Verdad Noticias, 2014a). However, Quintana Roo is still selling itself as merely a Sun, Sand and Beach destination. Barriers have not been broken and it makes us think if Quintana Roo's government is merely taking the easy way out and really not trying to promote or diversify their product. It doesn't help that Quintana Roo is the state of the nation with the least number of public and private libraries giving it the last place on culture at a national level. In addition, it's the last place in museums, theater and

art houses, local artistic groups have expressed the limited spaces and the lack of resources given to cultural activities. An example of this can be the museums; Quintana Roo occupies the last place with only 10 museums while Chiapas counts with 46. Meanwhile in the north and center of the country Distrito Federal, Veracruz and Coahuila possess 147, 50 and 48 respectively (La Verdad Noticias, 2014b). The lack of promotion of the artistic activities has only created a 'veto' for the cultural tourists.

Tabasco, as a state that is relatively 'new' to the tourism culture, is investing nowadays in the promotion of their routes and events in the community (Diario Presente, 2014). This is happening with the help and resources coming from the Tourism Promotion Board in Mexico. However, during my work on this thesis I realized that the page I was analyzing that had touristic information of Tabasco was removed. This seems incoherent in terms of promotion. In a way, Tabasco has not learned from their previous mistakes. At the beginning of the project there was no awareness of the population towards tourism (Tabasco Hoy, 2011). At that moment while the other states were preparing for years for 2012, Tabasco spent only a few months trying to promote and create events. Seeing that they eliminated their touristic page it seems that there is still no awareness from the population regarding tourism, or from their authorities.

As for Yucatan, their archaeological zones have received in 2014 more than a million and a half of visitors, the majority of them concentrated in Chichen Itza (Union Yucatan, 2014). As mentioned before, this has been a problem in terms of the flow of tourists. Although Yucatan possess other archaeological attractions, the fame and massive promotion of Chichen Itza

SECTUR is investing millions of pesos in eco-touristic projects in indigenous communities on the states of Yucatan, Campeche, Quintana Roo and Chiapas (SECTUR, 2014b, 2014c). These projects are destined not only to attract tourists but also to benefit the communities that receive them. SECTUR agreed to incentive the promotion of projects of nature tourism, implement programs, conferences, etc. to indigenous communities and capacitate them to receiving tourists while also boosting culture and their traditions. Although SECTUR is investing, there are no sights of promotion of any of these eco-touristic projects on the Webpages.

Although one of the main objectives of SECTUR is to diversify the touristic product, they are not doing that well of a job regarding the segments. The adventure tourism market grows 4 percent annually. Mexico has been on the sidelines regarding this growth (El Mexicano, 2014). Even SECTUR admits that this segment is fundamental since it represents one of the axes for the tourism product innovation. However, regarding the images shown in the website of the program Mundo Maya there are not promoting it as much.

This shows us that although the promotional sites of the Mundo Maya give a positive image and can work beautifully in the promotion of the places, the underlying structure of the program doesn't quite follow the tourism policies of SECTUR. While they are striving for 'diversification', 'community benefit', 'connectivity' and 'relationships between sectors' the truth is that the actions of SECTUR are really poor when it comes to the promotion of alternative forms other than the cultural side or the natural side of the Mundo Maya. Even though as seen before other products do exist and they are being promoted only by the states themselves. It also seems pointless that SECTUR could be investing in rural or sustainable projects in the region while at the same time failing to promote them in the main regional program.

Ever since the beginning of the program, some specialists critiqued the promotional campaign by stating that the millenary culture was used to favor a group of business people (BBC News, 2012). Two years later and circumstances didn't seem to change. SECTUR's website focus on promoting the luxurious side and the indigenous Mayan communities are still living in poverty. One could say that they are exploding their culture while leaving them aside. I have to say that before this research in my mind the image of 'Maya' only belonged to the indigenous people, direct descents of the Civilization and of course their civilization (architecture, sciences, etc.). In my own personal opinion if I were a tourist going to Mexico and all of the sudden enter the Mundo Maya official site I would feel that although the information regarding their cultural and natural site is complete, the products they are selling to me are not coherent with my own personal image of the Mayans' contact with nature and simplicity of life. In my opinion is high-end tourism disguised as alternative.

As for the collaboration between federal and state governments, there seems to be much dependence from the state governments towards the federation. This is of no surprise since the federation is the one that manages the resources and finances and that the government has always been centralized. However, what I found incongruent was the fact that besides the main page of the Mundo Maya there seems to be no link between the state governments themselves. There's not so much cohesion between the states themselves, no sign of collaboration between one another, no immediate links between each other and at the same time there is also no sign of competition or struggle since they are making an effort in being involved in the program. However, the new tourism policy seems to be reaching towards regionalization. Maybe in the future we will get to see a more unified region. Currently, there have been proposals of annual forums of the Mundo Maya in order to analyze the touristic situation of the region and also invite the other countries of Mundo Maya (Unión Yucatan, 2014).

For further research it would be interesting to see what is the opinion of the visitors regarding the Mundo Maya program, if they are able to perceive the differences between every state. Also, it would be helpful to complement this research with the opinion of representatives from the government, using interviews. See if what it's stated here matches the direct opinion of the government. It would also be interesting so dig more into the collaboration that the government has with the private sector. Their relationships appear to be intertwined since the private sector is the ones providing the services and products but it would be interesting to see if they have a saying into what is being portrayed. Finally, it would be good to do research in a few years of the same subject and see if the national policies are working out or if they are failing on their objectives.

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XIII. Appendices

Table 1. Visual Content Analysis – Front Pages

	FRONT PAGES													
	Official Mundo Maya Site (SECTUR)						Individual State Tourism Sites							
	Front Page	Campeche	Chiapas	Quintana Roo	Tabasco	Yucatán		Campeche	Chiapas	Quintana Roo	Tabasco	Yucatán	Yucatan New	
Culture	2	7	4	2	5	5	25	7	20	2	4	2	6	41
Archaeological Areas	2	3	3	2	2	2	14	2	10	1	1	1	1	16
Mayan Art Vestiges							0		1		1			2
Colonial Attractions		4	1		3	3	11	3	5		2	1	5	16
Monuments							0							0
Cultural Activities							0	2	4	1				7
Nature	2	1	4	3	2	1	13	4	3	5	4	3	1	20
Natural Green Areas	1		3				4	1						1
Beach							0	1		3				4
Caves							0		1					1
Cenotes						1		1				1		1
Waterfalls	1						1	1	1		1			3
Reef Barrier				1			1			1				1
Water Areas		1		1			2	1	1		2		1	5
Animals	1		1	1	1		4			1	1	2		4
Accommodation	0	5	4	4	5	4	22	1	2	0	0	0	0	3
Rustic, luxury interiors	3					3	6							0
Rustic, luxury exteriors	1					1	2							0
Rustic, standard interiors		1					1			1				1
Rustic, standard exteriors		3					3		1					1
Modern, luxury interiors					4		4	1						1
Modern, luxury exteriors	1			4			5							0
Modern, standard interiors						0								0
Modern, standard exteriors					1		1							0
Services	1	4	5	5	4	5	24	9	6	0	2	0	3	20
Restaurant Interior	3	4	3	3			13							0
Restaurant Food	1	1		1	4	7	5	2		1	1	1		9
Restaurant facade				1			1		1					1
Spa		1					1							0
Golf					1	1								0
Sport and Leisure Activities							0	4	1			1		6
Crafts - Store and Handcrafts			1				1		1		1	1		3
Transportation						0		1						1
Others	0	1	1	2	1	1	6	2	0	1	1	0	1	5
Piers and Boulevards				1			1	1		1				2
Museum							0				1			1
Convention	1	1	1	1	1	1	5	1				1		2
Icons	9	9	9	9	9	9	45		11					11
Posters							0		3		1			4
Maps	1	1	1	1	1	1	6		1	1		1		3
	6	28	28	26	27	26	141	23	45	9	13	5	12	107

Table 2. Visual Content Analysis – Front Pages (percentages based on the state)

	FRONT PAGES													
	Official Mundo Maya Site (SECTUR)						Individual State Tourism Sites							
	Front Page	Campeche	Chiapas	Quintana Roo	Tabasco	Yucatá		Campeche	Chiapas	Quintana Roo	Tabasco	Yucatá	Yucatan New	
Culture	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
Archaeological Areas	100%	43%	75%	100%	40%	40%	56%	29%	50%	50%	25%	50%	17%	39%
Mayan Art Vestiges	0%	0%	0%	0%	0%	0%	0%	0%	5%	0%	25%	0%	0%	5%
Colonial Attractions	0%	57%	25%	0%	60%	60%	44%	43%	25%	0%	50%	50%	83%	39%
Monuments	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Cultural Activities	0%	0%	0%	0%	0%	0%	0%	29%	20%	50%	0%	0%	0%	17%
Nature	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	

Natural Green Areas	50%	0%	75%	0%	0%	0%	31%	25%	0%	0%	0%	0%	0%	0%	5%
Beach	0%	0%	0%	0%	0%	0%	0%	25%	0%	60%	0%	0%	0%	0%	20%
Caves	0%	0%	0%	0%	0%	0%	0%	0%	33%	0%	0%	0%	0%	0%	5%
Cenotes	0%	0%	0%	33%	0%	0%	8%	0%	0%	0%	0%	33%	0%	0%	5%
Waterfalls	50%	0%	0%	0%	0%	0%	8%	25%	33%	0%	25%	0%	0%	0%	15%
Reef Barrier	0%	0%	0%	33%	0%	0%	8%	0%	0%	20%	0%	0%	0%	0%	5%
Water Areas	0%	0%	25%	0%	50%	0%	15%	25%	33%	0%	50%	0%	100%	0%	25%
Animals	0%	100%	0%	33%	50%	100%	31%	0%	0%	20%	25%	67%	0%	0%	20%
Accommodation	0%	100%	100%	100%	100%	100%	100%	100%	100%	0%	0%	0%	0%	0%	100%
Rustic, luxury interiors	0%	60%	0%	0%	0%	75%	27%	0%	0%	0%	0%	0%	0%	0%	0%
Rustic, luxury exteriors	0%	20%	0%	0%	0%	25%	9%	0%	0%	0%	0%	0%	0%	0%	0%
Rustic, standard interiors	0%	0%	25%	0%	0%	0%	5%	0%	50%	0%	0%	0%	0%	0%	33%
Rustic, standard exteriors	0%	0%	75%	0%	0%	0%	14%	0%	50%	0%	0%	0%	0%	0%	33%
Modern, luxury interiors	0%	0%	0%	0%	80%	0%	18%	100%	0%	0%	0%	0%	0%	0%	33%
Modern, luxury exteriors	0%	20%	0%	100%	0%	0%	23%	0%	0%	0%	0%	0%	0%	0%	0%
Modern, standard interiors	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Modern, standard exteriors	0%	0%	0%	0%	20%	0%	5%	0%	0%	0%	0%	0%	0%	0%	0%
Services	100%	100%	100%	100%	100%	100%	100%	100%	100%	0%	100%	0%	100%	0%	100%
Restaurant Interior	0%	75%	80%	60%	75%	0%	54%	0%	0%	0%	0%	0%	0%	0%	0%
Restaurant Food	100%	25%	0%	0%	25%	80%	29%	56%	33%	0%	50%	0%	33%	0%	45%
Restaurant facade	0%	0%	0%	20%	0%	0%	4%	0%	17%	0%	0%	0%	0%	0%	5%
Spa	0%	0%	0%	20%	0%	0%	4%	0%	0%	0%	0%	0%	0%	0%	0%
Golf	0%	0%	0%	0%	0%	20%	4%	0%	0%	0%	0%	0%	0%	0%	0%
Sport and Leisure Activities	0%	0%	0%	0%	0%	0%	0%	44%	17%	0%	0%	0%	33%	0%	30%
Crafts - Store and Handcrafts	0%	0%	20%	0%	0%	0%	4%	0%	17%	0%	50%	0%	33%	0%	15%
Transportation	0%	0%	0%	0%	0%	0%	0%	0%	17%	0%	0%	0%	0%	0%	5%
View?	0%	100%	100%	100%	100%	100%	100%	100%	100%	0%	100%	100%	0%	100%	100%
Piers and Boulevards	0%	0%	0%	50%	0%	0%	17%	50%	0%	100%	0%	0%	0%	0%	40%
Museum	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%	0%	0%	20%
Convention	0%	100%	100%	50%	100%	100%	83%	50%	0%	0%	0%	0%	100%	0%	40%

Table 3. Visual Content Analysis – Front Pages (percentages based on the subcategories)

	FRONT PAGES													
	Official Mundo Maya Site (SECTUR)							Individual State Tourism Sites						
	Front Page	Campeche	Chiapas	Quintana Roo	Tabasco	Yucatán		Campeche	Chiapas	Quintana Roo	Tabasco	Yucatán	Yucatán New	
Culture														
Archaeological Areas	14%	21%	21%	14%	14%	14%	100 %	13%	63%	6%	6%	6%	6%	100 %
Mayan Art Vestiges	0%	0%	0%	0%	0%	0%	0%	0%	50%	0%	50%	0%	0%	100 %
Colonial Attractions	0%	36%	9%	0%	27%	27%	100 %	19%	31%	0%	13%	6%	31%	100 %
Monuments	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Cultural Activities	0%	0%	0%	0%	0%	0%	0%	29%	57%	14%	0%	0%	0%	100 %
Nature														
Natural Green Areas	25%	0%	75%	0%	0%	0%	100 %	100%	0%	0%	0%	0%	0%	100 %
Beach	0%	0%	0%	0%	0%	0%	0%	25%	0%	75%	0%	0%	0%	100 %
Caves	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%	0%	0%	0%	100 %
Cenotes	0%	0%	0%	100%	0%	0%	100 %	0%	0%	0%	0%	100%	0%	100 %
Waterfalls	100%	0%	0%	0%	0%	0%	100 %	33%	33%	0%	33%	0%	0%	100 %
Reef Barrier	0%	0%	0%	100%	0%	0%	100 %	0%	0%	100%	0%	0%	0%	100 %
Water Areas	0%	0%	50%	0%	50%	0%	100 %	20%	20%	0%	40%	0%	20%	100 %
Animals	0%	25%	0%	25%	25%	25%	100 %	0%	0%	25%	25%	50%	0%	100 %
Accommodation														
Rustic, luxury interiors	0%	50%	0%	0%	0%	50%	100 %	0%	0%	0%	0%	0%	0%	0%
Rustic, luxury exteriors	0%	50%	0%	0%	0%	50%	100 %	0%	0%	0%	0%	0%	0%	0%
Rustic, standard interiors	0%	0%	100%	0%	0%	0%	100 %	0%	100%	0%	0%	0%	0%	100 %
Rustic, standard exteriors	0%	0%	100%	0%	0%	0%	100 %	0%	100%	0%	0%	0%	0%	100 %
Modern, luxury interiors	0%	0%	0%	0%	100%	0%	100 %	100%	0%	0%	0%	0%	0%	100 %
Modern, luxury exteriors	0%	20%	0%	80%	0%	0%	100 %	0%	0%	0%	0%	0%	0%	0%
Modern, standard interiors	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Modern, standard exteriors	0%	0%	0%	100%	0%	0%	100 %	0%	0%	0%	0%	0%	0%	0%
Services														
Restaurant Interior	0%	23%	31%	23%	23%	0%	100 %	0%	0%	0%	0%	0%	0%	0%

Restaurant Food	14%	14%	0%	0%	14%	57%	100 %	56%	22%	0%	11%	0%	11%	100 %
Restaurant facade	0%	0%	0%	100%	0%	0%	100 %	0%	100%	0%	0%	0%	0%	100 %
Spa	0%	0%	0%	100%	0%	0%	100 %	0%	0%	0%	0%	0%	0%	0%
Golf	0%	0%	0%	0%	0%	100%	100 %	0%	0%	0%	0%	0%	0%	0%
Sport and Leisure Activities	0%	0%	0%	0%	0%	0%	0%	67%	17%	0%	0%	0%	17%	100 %
Crafts - Store and Handcrafts	0%	0%	100%	0%	0%	0%	100 %	0%	33%	0%	33%	0%	33%	100 %
Transportation	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%	0%	0%	0%	100 %
Others														
Piers and Boulevards	0%	0%	0%	100%	0%	0%	100 %	50%	0%	50%	0%	0%	0%	100 %
Museum	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%	0%	0%	100 %
Convention	0%	20%	20%	20%	20%	20%	100 %	50%	0%	0%	0%	0%	50%	100 %

Table 4. Visual Content Analysis – Front Pages (general percentages)

	FRONT PAGES												
	Front Page	Official Mundo Maya Site (SECTUR)						Individual State Tourism Sites					
		Campeche	Chiapas	Quintana Roo	Tabasco	Yucatán		Campeche	Chiapas	Quintana Roo	Tabasco	Yucatán	Yucatan New
Culture	33%	25%	14%	8%	19%	19%	18%	30%	44%	22%	31%	40%	50% 38%
Nature	33%	4%	14%	12%	7%	4%	9%	17%	7%	56%	31%	60%	8% 19%
Accomodation	0%	18%	14%	15%	19%	15%	16%	4%	4%	0%	0%	0%	0% 3%
Services	17%	14%	18%	19%	15%	19%	17%	39%	13%	0%	15%	0%	25% 19%
Others	0%	4%	4%	8%	4%	4%	4%	9%	0%	11%	8%	0%	8% 5%
Icons	0%	32%	32%	35%	33%	35%	32%	0%	24%	0%	0%	0%	0% 10%
Posters	0%	0%	0%	0%	0%	0%	0%	0%	7%	0%	8%	0%	0% 4%
Maps	17%	4%	4%	4%	4%	4%	4%	0%	0%	11%	8%	0%	8% 3%
	4.26%	19.86%	19.86%	18.44%	19.15%	18.44%		21%	42%	8%	12%	5%	11%

Table 5. Visual Content Analysis – Secondary pages

SECONDARY PAGES												
	Official Mundo Maya (SECTUR)						Individual State Tourism Sites					
	Campeche	Chiapas	Quintana Roo	Tabasco	Yucatán		Campeche	Chiapas	Quintana Roo	Tabasco	Yucatán	
Culture	23	11	7	7	15	63	91	104	12	78	87	372
Archaeological Areas	21	11	7	7	14	60	29	19	12	24	33	117
Mayan Art Vestiges						0	1	1		2		4
Colonial Attractions	2				1	3	47	67		43	51	208
Monuments						0		8			2	10
Cultural Activities						0	14	9		9	1	33
Nature	23	20	26	9	7	85	36	77	2	32	16	163
Natural Green Areas	1	1		1		3	6	5		1		12
Beach	6	1	12			19	1	11	2		4	18
Caves		1		2		3	1	7		5		13
Land formation			5			5		7				7
Cenotes				2		4	6	1		6		8
Waterfalls	2	4		2		8		18		13		31
Reef Barrier			1			1						0
Water Areas	12	6	7	4	1	30	20	25		12		57
Animals	2	2	4		2	10	7	3		1	6	17
Accommodation	12	73	211	14	127	437	63	49	32	2	38	184
Rustic, luxury interiors	4	12	17	5	27	65					6	10
Rustic, luxury exteriors	1		36		53	90	8	18	2		18	46
Rustic, standard interiors		16			3	19	4	1				5
Rustic, standard exteriors	6	33	2	1	7	49	8	24				32
Modern, luxury interiors	2	70	1	11	84	10	2		6	1	1	20
Modern, luxury exteriors	1	1	61		7	70	9		15	1	7	32
Modern, standard interiors			3	3	5	11	6		4		1	11
Modern, standard exteriors		1	1	1	6	9	12		3		5	20
Pool		8	21	3	8	40	6		2			8
Services	43	30	77	19	57	226	77	53	30	18	44	222
Restaurant Interior	12	14	20	7	15	68	17			2	6	25
Restaurant Food	13	1	1	2	18	35	24	21			16	61
Restaurant facade	6	3	3	3	4	19	13	1			6	20
Restaurant logos	2				4	1	7	5				5
Spa	6	12	38	2	16	74						0
Golf	4		13	1	3	21			30		3	33
Sport and Leisure Activities				2			2	10	7		13	7
Crafts - Store and Handcrafts						0	8	23		2	5	38
Transportation						0		1		1	1	3
Others	28	34	105	18	48	233	13	30	2	22	16	83
Panoramic view (city or other)	1	1	1			3	1	5	1	1		8
Lighthouse						0	6					6
Museum						0	3	21	1	10	1	36
Piers and Boulevards						0	1	1		1	3	6
Convention	27	33	104	18	48	230	2	3		10	12	27
Logos in Content						0			67			67
Icons	8	8	9	7	8	40	17	4			11	32
Posters						0		12	7	1		20
Maps	3	3	3	3	3	15	1		4	14	5	24
	140	179	438	77	265	1099	298	329	156	167	217	1167

Table 6. Visual Content Analysis – Secondary Pages (percentages based on the state)

SECONDARY PAGES												
	Official Mundo Maya (SECTUR)						Individual State Tourism Sites					
	Campeche	Chiapas	Quintana Roo	Tabasco	Yucatán		Campeche	Chiapas	Quintana Roo	Tabasco	Yucatán	
Culture	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Archaeological Areas	91%	100%	100%	100%	93%	95%	32%	18%	100%	31%	38%	31%
Mayan Art Vestiges	0%	0%	0%	0%	0%	0%	1%	1%	0%	3%	0%	1%
Colonial Attractions	9%	0%	0%	0%	0%	7%	5%	52%	64%	0%	55%	59%

Monuments	0%	0%	0%	0%	0%	0%	0%	8%	0%	0%	2%	3%
Cultural Activities	0%	0%	0%	0%	0%	0%	15%	9%	0%	12%	1%	9%
Nature	100%											
Natural Green Areas	4%	5%	0%	11%	0%	4%	17%	6%	0%	3%	0%	7%
Beach	26%	5%	46%	0%	0%	22%	3%	14%	100%	0%	25%	11%
Caves	0%	5%	0%	22%	0%	4%	3%	9%	0%	16%	0%	8%
Land formation	0%	25%	0%	0%	0%	6%	0%	9%	0%	0%	0%	4%
Cenotes	0%	0%	8%	0%	57%	7%	3%	1%	0%	0%	38%	5%
Waterfalls	9%	20%	0%	22%	0%	9%	0%	23%	0%	41%	0%	19%
Reef Barrier	0%	0%	4%	0%	0%	1%	0%	0%	0%	0%	0%	0%
Water Areas	52%	30%	27%	44%	14%	35%	56%	32%	0%	38%	0%	35%
Animals	9%	10%	15%	0%	29%	12%	19%	4%	0%	3%	38%	10%
Accommodation	100%											
Rustic, luxury interiors	33%	16%	8%	36%	21%	15%	0%	8%	0%	0%	16%	5%
Rustic, luxury exteriors	8%	0%	17%	0%	42%	21%	13%	37%	6%	0%	47%	25%
Rustic, standard interiors	0%	22%	0%	0%	2%	4%	6%	2%	0%	0%	0%	3%
Rustic, standard exteriors	50%	45%	1%	7%	6%	11%	13%	49%	0%	0%	0%	17%
Modern, luxury interiors	0%	3%	33%	7%	9%	19%	16%	4%	19%	50%	3%	11%
Modern, luxury exteriors	8%	1%	29%	0%	6%	16%	14%	0%	47%	50%	18%	17%
Modern, standard interiors	0%	0%	1%	21%	4%	3%	10%	0%	13%	0%	3%	6%
Modern, standard exteriors	0%	1%	0%	7%	5%	2%	19%	0%	9%	0%	13%	11%
Pool	0%	11%	10%	21%	6%	9%	10%	0%	6%	0%	0%	4%
Services	100%											
Restaurant Interior	28%	47%	26%	37%	26%	30%	22%	0%	0%	11%	14%	11%
Restaurant Food	30%	3%	1%	11%	32%	15%	31%	40%	0%	0%	36%	27%
Restaurant facade	14%	10%	4%	16%	7%	8%	17%	2%	0%	0%	14%	9%
Restaurant logos	5%	0%	0%	21%	2%	3%	6%	0%	0%	0%	0%	2%
Spa	14%	40%	49%	11%	28%	33%	0%	0%	0%	0%	0%	0%
Golf	9%	0%	17%	5%	5%	9%	0%	0%	100%	0%	7%	15%
Sport and Leisure Activities	0%	0%	3%	0%	0%	1%	13%	13%	0%	72%	16%	17%
Crafts - Store and Handcrafts	0%	0%	0%	0%	0%	0%	10%	43%	0%	11%	11%	17%
Transportation	0%	0%	0%	0%	0%	0%	0%	2%	0%	6%	2%	1%

Others	100%												
Panoramic view (city or other)	4%	3%	1%	0%	0%	1%	8%	17%	50%	5%	0%	10%	
Lighthouse	0%	0%	0%	0%	0%	0%	46%	0%	0%	0%	0%	0%	7%
Museum	0%	0%	0%	0%	0%	0%	23%	70%	50%	45%	6%	43%	
Piers and Boulevards	0%	0%	0%	0%	0%	0%	8%	3%	0%	5%	19%	7%	
Convention	96%	97%	99%	100%	100%	99%	15%	10%	0%	45%	75%	33%	

Table 7. Visual Content Analysis – Secondary Pages (percentages based on the subcategories)

SECONDARY PAGES													
	Official Mundo Maya (SECTUR)						Individual State Tourism Sites						
	Campeche	Chiapas	Quintana Roo	Tabasco	Yucatán		Campeche	Chiapas	Quintana Roo	Tabasco	Yucatán		
Culture													
Archaeological Areas	35%	18%	12%	12%	23%	100%	25%	16%	10%	21%	28%	100%	
Mayan Art Vestiges	0%	0%	0%	0%	0%	0%	25%	25%	0%	50%	0%	100%	
Colonial Attractions	67%	0%	0%	0%	33%	100%	23%	32%	0%	21%	25%	100%	
Monuments	0%	0%	0%	0%	0%	0%	0%	80%	0%	0%	20%	100%	
Cultural Activities	0%	0%	0%	0%	0%	0%	42%	27%	0%	27%	3%	100%	
Nature													
Natural Green Areas	33%	33%	0%	33%	0%	100%	50%	42%	0%	8%	0%	100%	
Beach	32%	5%	63%	0%	0%	100%	6%	61%	11%	0%	22%	100%	
Caves	0%	33%	0%	67%	0%	100%	8%	54%	0%	38%	0%	100%	
Land formation	0%	100%	0%	0%	0%	100%	0%	100%	0%	0%	0%	100%	
Cenotes	0%	0%	33%	0%	67%	100%	13%	13%	0%	0%	75%	100%	
Waterfalls	25%	50%	0%	25%	0%	100%	0%	58%	0%	42%	0%	100%	
Reef Barrier	0%	0%	100%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%
Water Areas	40%	20%	23%	13%	3%	100%	35%	44%	0%	21%	0%	100%	
Animals	20%	20%	40%	0%	20%	100%	41%	18%	0%	6%	35%	100%	
Accommodation													
Rustic, luxury interiors	6%	18%	26%	8%	42%	100%	0%	40%	0%	0%	60%	100%	
Rustic, luxury exteriors	1%	0%	40%	0%	59%	100%	17%	39%	4%	0%	39%	100%	
Rustic, standard interiors	0%	84%	0%	0%	16%	100%	80%	20%	0%	0%	0%	100%	

Rustic, standard exteriors	12%	67%	4%	2%	14%	100%	25%	75%	0%	0%	0%	100%
Modern, luxury interiors	0%	2%	83%	1%	13%	100%	50%	10%	30%	5%	5%	100%
Modern, luxury exteriors	1%	1%	87%	0%	10%	100%	28%	0%	47%	3%	22%	100%
Modern, standard interiors	0%	0%	27%	27%	45%	100%	55%	0%	36%	0%	9%	100%
Modern, standard exteriors	0%	11%	11%	11%	67%	100%	60%	0%	15%	0%	25%	100%
Pool	0%	20%	53%	8%	20%	100%	75%	0%	25%	0%	0%	100%
Services												
Restaurant Interior	18%	21%	29%	10%	22%	100%	68%	0%	0%	8%	24%	100%
Restaurant Food	37%	3%	3%	6%	51%	100%	39%	34%	0%	0%	26%	100%
Restaurant facade	32%	16%	16%	16%	21%	100%	65%	5%	0%	0%	30%	100%
Restaurant logos	29%	0%	0%	57%	14%	100%	100%	0%	0%	0%	0%	100%
Spa	8%	16%	51%	3%	22%	100%	0%	0%	0%	0%	0%	0%
Golf	19%	0%	62%	5%	14%	100%	0%	0%	91%	0%	9%	100%
Sport and Leisure Activities	0%	0%	100%	0%	0%	100%	27%	19%	0%	35%	19%	100%
Crafts - Store and Handcrafts	0%	0%	0%	0%	0%	0%	21%	61%	0%	5%	13%	100%
Transportation	0%	0%	0%	0%	0%	0%	0%	33%	0%	33%	33%	100%
Others												
Panoramic view (city or other)	33%	33%	33%	0%	0%	100%	13%	63%	13%	13%	0%	100%
Lighthouse	0%	0%	0%	0%	0%	0%	100%	0%	0%	0%	0%	100%
Museum	0%	0%	0%	0%	0%	0%	8%	58%	3%	28%	3%	100%
Piers and Boulevards	0%	0%	0%	0%	0%	0%	17%	17%	0%	17%	50%	100%
Convention	12%	14%	45%	8%	21%	100%	7%	11%	0%	37%	44%	100%

Table 8. Visual Content Analysis – Secondary Pages (general percentages)

	SECONDARY PAGES											
	Official Mundo Maya (SECTUR)						Individual State Tourism Sites					
	Campeche	Chiapas	Quintana Roo	Tabasco	Yucatán		Campeche	Chiapas	Quintana Roo	Tabasco	Yucatán	
Culture	16%	6%	2%	9%	6%	6%	31%	32%	8%	47%	40%	32%
Nature	16%	11%	6%	12%	3%	8%	12%	23%	1%	19%	7%	14%
Accommodation	9%	41%	48%	18%	48%	40%	21%	15%	21%	1%	18%	16%

Services	31%	17%	18%	25%	22%	21%	26%	16%	19%	11%	20%	19%
Others	20%	19%	24%	23%	18%	21%	4%	9%	1%	13%	7%	7%
Logos in Content	0%	0%	0%	0%	0%	0%	0%	0%	43%	0%	0%	6%
Icons	6%	4%	2%	9%	3%	4%	6%	1%	0%	0%	5%	3%
Posters	0%	0%	0%	0%	0%	0%	0%	4%	4%	1%	0%	2%
Maps	2%	2%	1%	4%	1%	1%	0%	0%	3%	8%	2%	2%
	13%	16%	40%	7%	24%		26%	28%	13%	14%	19%	

Table 9. Visual Content Analysis – Front Pages (added subjects)

FRONT PAGES														
	Official Mundo Maya Site (SECTUR)							Individual State Tourism Sites						
	Front Page	Campec he	Chiap as	Quinta na Roo	Tabasc o	Yucatá n		Campec he	Chiap as	Quinta na Roo	Tabasc o	Yucatá n	Yucata n New	
Culture							25							41
Archaeological Areas - no people	1	1	3	1	2	2	10		10	1	1	1	1	14
Archaeological Areas - host only							0							0
Archaeological Areas - guest only		2		1			3	2						2
Archaeological Areas - host and guest	1						1							0
Mayan Art Vestiges - no people							0		1		1			2
Mayan Art Vestiges - host only							0							0
Mayan Art Vestiges - guest only							0							0
Mayan Art Vestiges - host and guest							0							0
Colonial Attractions - no people		1	1		1	3	6	2	5		2	1	4	14
Colonial Attractions - host only		1			2		3						1	1
Colonial Attractions - guest only		2					2	1						1
Colonial Attractions - host and guest							0							0
Monuments - no people							0							0
Monuments - host only							0							0
Monuments - guest only							0							0
Monuments - host and guest							0							0
Cultural Activities - no people							0							0
Cultural Activities - host only							0	1	3	1				5
Cultural Activities - guest only							0	1	1					2

Cultural Activities - host and guest						0					0
Nature						13					20
Natural Green Areas - no people			1			1					0
Natural Green Areas - host only	1		2			3					0
Natural Green Areas - guest only						0	1				1
Natural Green Areas - host and guest						0					0
Beach - no people						0		3			3
Beach - host only						0	1				1
Beach - guest only						0					0
Beach - host and guest						0					0
Caves - no people						0					0
Caves - host only						0					0
Caves - guest only						0	1				1
Caves - host and guest						0					0
Cenotes - no people						0			1		1
Cenotes - host only						0					0
Cenotes - guest only						0					0
Cenotes - host and guest			1			1					0
Waterfalls - no people	1					1	1	1			2
Waterfalls - host only						0					0
Waterfalls - guest only						0		1			1
Waterfalls - host and guest						0					0
Reef Barrier - no people						0					0
Reef Barrier - host only						0					0
Reef Barrier - guest only			1			1		1			1
Reef Barrier - host and guest						0					0
Water Areas - no people		1		1		2	1	1	2		1 5
Water Areas - host only						0					0
Water Areas - guest only						0					0
Water Areas - host and guest						0					0
Animals - no people	1			1	1	3			1	1	2
Animals - host only						0					0
Animals - guest only			1			1					0
Animals - host and guest						0					0
Accomodation						22					3

Rustic, luxury interiors - no people	3	3	6	0
Rustic, luxury interiors - host only			0	0
Rustic, luxury interiors - guest only			0	0
Rustic, luxury interiors - host and guest			0	0
Rustic, luxury exteriors - no people	1	1	2	0
Rustic, luxury exteriors - host only			0	0
Rustic, luxury exteriors - guest only			0	0
Rustic, luxury exteriors - host and guest			0	0
Rustic, standard interiors - no people		1	1	0
Rustic, standard interiors - host only			0	0
Rustic, standard interiors - guest only			0	0
Rustic, standard interiors - host and guest			0	0
Rustic, standard exteriors - no people	2		2	1
Rustic, standard exteriors - host only			0	0
Rustic, standard exteriors - guest only			0	0
Rustic, standard exteriors - host and guest	1		1	0
Modern, luxury interiors - no people		4	4	1
Modern, luxury interiors - host only			0	0
Modern, luxury interiors - guest only			0	0
Modern, luxury interiors - host and guest			0	0
Modern, luxury exteriors - no people		4	4	0
Modern, luxury exteriors - host only			0	0
Modern, luxury exteriors - guest only	1		1	0
Modern, luxury exteriors - host and guest			0	0
Modern, standard interiors - no people			0	1
Modern, standard interiors - host only			0	0
Modern, standard interiors - guest only			0	0

Modern, standard interiors - host and guest						0					0
Modern, standard exteriors - no people					1	1					0
Modern, standard exteriors - host only						0					0
Modern, standard exteriors - guest only						0					0
Modern, standard exteriors - host and guest						0					0
Services						24					20
Restaurant Interior - no people	2	4	3	3		12					0
Restaurant Interior - host only						0					0
Restaurant Interior - guest only		1				1					0
Restaurant Interior - host and guest						0					0
Restaurant Food - no people	1	1			1	4	7	5	2	1	1 9
Restaurant Food - host only							0				0
Restaurant Food - guest only							0				0
Restaurant Food - host and guest							0				0
Restaurant Facade - no people			1			1					0
Restaurant Facade - host only							0				0
Restaurant Facade - guest only							0	1			1
Restaurant Facade - host and guest							0				0
Spa - no people							0				0
Spa - host only							0				0
Spa - guest only							0				0
Spa - host and guest			1			1					0
Golf - no people					1	1					0
Golf - host only							0				0
Golf - guest only							0				0
Golf - host and guest							0				0
Sport and Leisure Activities - no people						0					0
Sport and Leisure Activities - host only						0					0
Sport and Leisure Activities - guest only						0	4	1		1	6
Sport and Leisure Activities - host and guest						0					0
Crafts - Store and Handcrafts - no people						0			1	1	2
Crafts - Store and Handcrafts - host only						0		1			1

Crafts - Store and Handcrafts - guest only			1				1						0			
Crafts - Store and Handcrafts - host and guest							0						0			
Transportation - no people							0		1				1			
Transportation - host only							0						0			
Transportation - guest only							0						0			
Transportation - host and guest							0						0			
Others							6						5			
Piers and Boulevards - no people				1			1	1		1			2			
Piers and Boulevards - host only							0						0			
Piers and Boulevards - guest only							0						0			
Piers and Boulevards - host and guest							0						0			
Museum - no people										1			1			
Museum - host only													0			
Museum - guest only													0			
Museum - host and guest													0			
Convention - no people		1	1	1	1	1	5	1				1	2			
Convention - host only							0						0			
Convention - guest only							0						0			
Convention - host and guest							0						0			
Icons		9	9	9	9	9	9	45		11			11			
Posters							0		3		1		4			
Maps	1	1	1	1	1	1	6			1	1	1	3			
	6	28	28	26	27	26	14	1	23	45	9	13	5	12	10	7

Table 10. Visual Content Analysis – Secondary pages (added subjects)

	SECONDARY PAGES											
	Official Mundo Maya (SECTUR)						Individual State Tourism Sites					
	Campeche	Chiapas	Quintana Roo	Tabasco	Yucatán		Campeche	Chiapas	Quintana Roo	Tabasco	Yucatán	
Culture	23	11	7	7	15	63	91	104	12	78	87	372
Archaeological Areas - no people	17	10	7	7	14	55	20	19	12	23	32	106
Archaeological Areas - host only						0						0
Archaeological Areas - guest only	4	1				5	8				1	9

Archaeological Areas - host and guest					0	1		1		2	
Mayan Art Vestiges - no people					0	1	1	1		3	
Mayan Art Vestiges - host only					0					0	
Mayan Art Vestiges - guest only					0			1		1	
Mayan Art Vestiges - host and guest					0					0	
Colonial Attractions - no people	1				1	42	62		39	47	
Colonial Attractions - host only					0		2		3	3	
Colonial Attractions - guest only	1			1	2	5	1		1	7	
Colonial Attractions - host and guest					0		2		1	3	
Monuments - no people					0		8		2	10	
Monuments - host only					0					0	
Monuments - guest only					0					0	
Monuments - host and guest					0					0	
Cultural Activities - no people					0		3			3	
Cultural Activities - host only					0	7	4		9	1	
Cultural Activities - guest only					0	5	1			6	
Cultural Activities - host and guest					0	2	1			3	
Nature	23	20	26	9	7	85	36	77	2	32	16
Natural Green Areas - no people					1	1	6	4		1	
Natural Green Areas - host only		1				1				0	
Natural Green Areas - guest only	1					1		1		1	
Natural Green Areas - host and guest						0				0	
Beach - no people	4	1	10			15		11	2		
Beach - host only						0				0	
Beach - guest only	2					2	1			1	
Beach - host and guest			2			2				0	
Caves - no people				1		1		7		2	
Caves - host only						0				0	
Caves - guest only		1		1		2	1		3		
Caves - host and guest						0				0	
Land formation - no people		4				4		6		6	
Land formation - host only						0				0	
Land formation - guest only		1				1		1		1	

Land formation - host and guest						0						0
Cenotes - no people			2		3	5	1	1			4	6
Cenotes - host only						0						0
Cenotes - guest only					1	1					2	2
Cenotes - host and guest						0						0
Waterfalls - no people	2	3		1		6		17	12			29
Waterfalls - host only						0						0
Waterfalls - guest only		1		1		2		1	1			2
Waterfalls - host and guest						0						0
Reef Barrier - no people						0						0
Reef Barrier - host only						0						0
Reef Barrier - guest only			1			1						0
Reef Barrier - host and guest						0						0
Water Areas - no people	11	5	6	3	1	26	17	21	12			50
Water Areas - host only						0	1	1				2
Water Areas - guest only	1	1	1	1		4	2	2				4
Water Areas - host and guest						0		1				1
Animals - no people	2	2	4		2	10	7	3		1	6	17
Animals - host only						0						0
Animals - guest only						0						0
Animals - host and guest						0						0
Accomodation	12	73	211	14	127	437	63	49	32	2	38	184
Rustic, luxury interiors - no people	4		12	16	5	27	64		4		6	10
Rustic, luxury interiors - host only							0					0
Rustic, luxury interiors - guest only				1			1					0
Rustic, luxury interiors - host and guest						0						0
Rustic, luxury exteriors - no people	1			35		53	89	8	18	2		17
Rustic, luxury exteriors - host only				1			1					1
Rustic, luxury exteriors - guest only						0						0
Rustic, luxury exteriors - host and guest						0						0
Rustic, standard interiors - no people		16			3	19	3	1				4
Rustic, standard interiors - host only						0						0
Rustic, standard interiors - guest only						0	1					1

Rustic, standard interiors - host and guest						0						0
Rustic, standard exteriors - no people	6	31	1	1	7	46	8	23				31
Rustic, standard exteriors - host only						0						0
Rustic, standard exteriors - guest only				1		1		1				1
Rustic, standard exteriors - host and guest		2				2						0
Modern, luxury interiors - no people		2	69	1	11	83	10	2	6	1	1	20
Modern, luxury interiors - host only						0						0
Modern, luxury interiors - guest only				1		1						0
Modern, luxury interiors - host and guest						0						0
Modern, luxury exteriors - no people		1	60		7	68	9		14	1	7	31
Modern, luxury exteriors - host only			1			1						0
Modern, luxury exteriors - guest only	1					1			1			1
Modern, luxury exteriors - host and guest						0						0
Modern, standard interiors - no people			3	3	5	11	6		4		1	11
Modern, standard interiors - host only						0						0
Modern, standard interiors - guest only						0						0
Modern, standard interiors - host and guest						0						0
Modern, standard exteriors - no people		1	1	1	6	9	12		3		5	20
Modern, standard exteriors - host only						0						0
Modern, standard exteriors - guest only						0						0
Modern, standard exteriors - host and guest						0						0
Pool - no people		8	17	3	8	36	6		1			7
Pool - host only						0						0
Pool - guest only			4			4			1			1
Pool - host and guest						0						0
Services	43	30	77	19	57	226	77	53	30	18	44	222
Restaurant Interior - no people	7	14	19	7	12	59	16				5	21
Restaurant Interior - host only					1	1				1		1
Restaurant Interior - guest only	5				2	7				1	1	2

Restaurant Interior - host and guest			1			1	1				1
Restaurant Food - no people	12	1	1	2	18	34	23	21		16	60
Restaurant Food - host only						0					0
Restaurant Food - guest only	1					1					0
Restaurant Food - host and guest						0	1				1
Restaurant Facade - no people	4	3	3	3	3	16	13	1		4	18
Restaurant Facade - host only						0				1	1
Restaurant Facade - guest only	2					1	3			1	1
Restaurant Facade - host and guest						0					0
Restaurant Logos	2				4	1	7	5			5
Spa - no people	2	9	19	1		31					0
Spa - host only						6	6				0
Spa - guest only	3	2	11	1	9	26					0
Spa - host and guest	1	1	8		1	11					0
Golf - no people	1		10	1	3	15			26	3	29
Golf - host only						0					0
Golf - guest only	3		3			6		4			4
Golf - host and guest						0					0
Sport and Leisure Activities - no people						0		1		3	4
Sport and Leisure Activities - host only						0	2	4		3	9
Sport and Leisure Activities - guest only			2			2	8	1	10	4	23
Sport and Leisure Activities - host and guest						0		1			1
Crafts - Store and Handcrafts - no people						0	4	14	2	5	25
Crafts - Store and Handcrafts - host only						0	3	4			7
Crafts - Store and Handcrafts - guest only						0	1	1			2
Crafts - Store and Handcrafts - host and guest						0		4			4
Transportation - no people						0		1	1	1	3
Transportation - host only						0					0
Transportation - guest only						0					0
Transportation - host and guest						0					0
Views?	28	34	105	18	48	233	13	30	2	22	16
Panoramic view - no people	1	1	1			3	1	5	1	1	8
Panoramic view - host only						0					0

Panoramic view - guest only						0						0
Panoramic view - host and guest						0						0
Lighthouse - no people						0	5					5
Lighthouse - host only						0						0
Lighthouse - guest only						0	1					1
Lighthouse - host and guest						0						0
Museum - no people						0	3	21	1	10	1	36
Museum - host only						0						0
Museum - guest only						0						0
Museum - host and guest						0						0
Piers and Boulevards - no people						0	1			1	2	4
Piers and Boulevards - host only						0						0
Piers and Boulevards - guest only						0		1			1	2
Piers and Boulevards - host and guest						0						0
Convention - no people	26	32	102	18	47	225	2	3		9	12	26
Convention - host only						0						0
Convention - guest only		1				1	2					0
Convention - host and guest	1		2			3				1		1
Logos on Content						0			67			67
Icons	8	8	9	7	8	40	17	4			11	32
Posters						0		12	7	1		20
Maps	3	3	3	3	3	15	1		4	14	5	24
Other	1		3	1	1	6	7	6		1	5	19

141 179 441 78 266 1105 305 335 156 168 222 1186