

Report

9th. Mexico Business Summit

QUERÉTARO, 23-25 OCT. 2011



PRIORITIES FOR A NEW ERA

QUERÉTARO, 23-25 OCT. 2011



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Sessions Summaries

Surveying the global economy: What opportunities should Mexico leverage? What risks should we worry about?

Pierre Beaudoin

President and CEO, Bombardier, Canada.

Claudio X. González Laporte

Chairman, Kimberly-Clark de México, Mexico.

Jean-Paul Herteman

Chairman & CEO, Safran, France.

Clyde Prestowitz

Founder & President, Economic Strategy Institute, USA.

Moderator:

Claude Smadja

President and Founder, Smadja & Smadja, Switzerland.



Pierre Beaudoin

Claudio X. González

With the United States still struggling to go back to a sustainable growth path, the Eurozone in a deep crisis and China and India slowing down, the world seems to be on course for, at best a slowdown, and at worst a recession in the European Union with a negative impact on the rest of the world economy. Some however think that a recession could be avoided- although not in Europe. The region remains engaged in critical negotiations to ensure that the major debt issues confronting Greece, Ireland, Portugal and Italy do not engulf the whole economic area. However, European leaders have been procrastinating at coming up with decisive solutions that would help restore the confidence of the markets, as the European treaties – in their present form – prevent the European Central Bank to play the role of lender of last resort. Germany, which has the financial ability to put in place the necessary solutions to the crisis is unwilling to take the bold decisions needed because it is sticking to the economic orthodoxy that it made part of the Maastricht treaty leading to the creation of the euro and also because a mood has now been created among the German public and the political class that makes it very risky for Chancellor Merkel to stray away from this course – assuming that she would want to, which is not sure at all.

Surprisingly enough, the Euro is not falling compared to the US dollar.

Unfortunately at this time the two global currencies have issues. The world needs a better reserve currency but currently there is no realistic alternative since China continues to have strict restrictions on the use the yuan, which make it impossible to use it as a reserve currency.

China's growth has been driven by strong investment – especially in infrastructure - and exports, and it is expected to still register between 9 and 9.5% GDP growth this year. However there is a danger of the real estate bubble, which helped drive growth these last few years, bursting and the government has been trying to cool down inflation and achieve a soft landing of the economy. The prospects are for

more moderate growth in 2012, especially given the fact that exports are expected to decline given the global economic context. In parallel, the Chinese government is trying to re-orient the economy from over reliance on exports to a much larger role for domestic consumption, which represents only about 34% of GDP today. However, past experiences show that it is very difficult for export-led economies to switch to domestic growth.

Japan has lived in a recession for more than 20 years. With exports being the country's major growth driver, the March 2011 disaster and the nuclear crisis have only accelerated a need for diversification.

Emerging countries will continue to grow. Some sectors, such as aerospace defence and security, have strong growth potential and emerging economies have the human resources and willingness to become significant players in these fields. For instance, local airlines are still growing, and, despite budget cuts, defence and security are still needed.

A huge gap exists between the perceptions among the public and the business community and the hard facts about the US economy, which will stay at 1.5 to 2 % growth. The key factor for the United States is extensive defaults on home mortgages, resulting in the loss of wealth, leading to severe economic pain, and continuing to be a restraining factor on household consumption. Increasingly, credit is becoming more difficult for small and medium size companies - a very important driver for job creation. The official unemployment figures of 9% do not take into account a number of factors; long-term unemployment is really at about 15% to 16% with most people affected unlikely to go back to work. The measures implemented by the Federal Reserve have had a positive effect to date, but unfortunately there are no more available tools. A lot of cities and states are in dire financial situations. The next to fall will be social programs and safety nets. The current administration is also looking at the possibility to reduce military expenditures over the next ten years (by approximately 1.5 trillion USD). Reducing the country's trade deficit is another course of action but this would cause a ripple effect in the other economies.



*Jean-Paul Herteman
Clyde Prestowitz*

In this context, Mexico must stay ahead of the curve. If the US goes into a severe slowdown – for instance because of the impact of an increasing European debt and economic crisis -, then Mexico will be affected but the country can find ways to avoid the worst- As Claudio X. González Laporte rightfully asserted: “we must not talk ourselves into a recession”. Paradoxically Mexico is doing quite well – still significant growth, low inflation, jobs creation, and exports at a double-digit rate. But security remains the major issue. There is no underestimating the crucial need and the urgency for Mexico to deal with violence, however it is proving extremely difficult to get rid of drug cartels and to stop the flow of weapons. Therefore, Mexico has to build up an institutional framework to handle these issues more efficiently. Education is also a critical factor, as is fiscal reform, labour reform and reform of the energy sector.

Uncertainty and volatility have now become an inherent part of the business environment, a built-in feature of globalization. With slow growth looming in the United States and recession in Europe, Mexico is in a position where, despite suffering some setbacks in the short term, it can be well positioned in the longer-term. Mexico is more competitive today than it has ever been. Today Mexico's salary gap vis-a-vis China is about 20% in some sectors very important for the Mexican economy, and this is negligible from the standpoint of a global corporation looking not only at wages levels but also at other key factors such as, training of workers, risks of disruption in the supply chain, unimpeded access to the US market. This context is providing tremendous opportunities for global companies operating in Mexico. One example is the high-tech and aerospace industry where Mexico has all it takes to position itself as a significant player. The country already provides a world-class cluster of expertise on components with promising investment opportunities in high value-added manufacturing and design. Companies can now successfully do complex manufacturing in Mexico, but the security issue is a considerable obstacle to more investment. More efforts also need to be devoted to creating an educational system that can produce the engineers capable of growing these businesses in Mexico. The country also needs a better supply chain starting with the small and medium size companies as wells as Mexican investors

Mexico needs to reinforce the message of opportunities rather than the security issue, and companies can expect support from policies in Mexico. Governments – at the federal as well as at the state levels - and business are more and more aligned, and aerospace clusters are one area where this alignment is showing the most promising results.



*Andrés Rozental
Myron Brilliant
Jeffrey Davidow*

What Agenda for the US-Mexico Relation?

Myron Brilliant

Senior Vice President and Head of International Division, US Chamber of Commerce, USA.

Jeffrey Davidow

Senior Counselor, The Cohen Group, USA .

Ruben Kraiem

Partner, Convington & Burling, USA.

Robert Pastor

Director of the Center for North American Studies, American University; Author, The North American Idea: A Vision of a Continental Future, USA.

Bill Richardson III

Chair, Global Political Strategies, APCO Worldwide, USA.

Arturo Sarukhán

Mexican Ambassador to the US, Mexico.

Arturo Valenzuela

Professor of Government, Georgetown University; Former Assistant Secretary for Western Hemisphere Affairs, United States Department of State, USA .

Moderator:

Andrés Rozental

President, Rozental & Asociados, Mexico.

The Best of Times, the Worst of Times.

With presidential elections set for both the United States and Mexico in 2012, can bilateral relations between both countries move beyond the in-fighting and mutual finger pointing? The relationship is complex, at times xenophobic; there appear to be two parallel worlds, one of reality and another of perception with a great divide separating them. However, the panel was in full agreement on the following core issues affecting US-Mexican relations.

Migration reform was at the top of most panelists' list of issues. Bill Richardson mentioned three important points concerning this hot political potato. The Republican Party in the US is very much divided on the issue. Governor Perry of Texas, an erstwhile leading candidate in the nomination process, has seen his support diminish as he appears to flip flop on the immigration issue; some candidates accept the idea of the Dream Act, an initiative designed to offer scholarships for migrant children, but all are ready to build the fence to stop illegal immigration. Conservative states such as Arizona and Georgia have introduced drastic anti immigration laws that are facing a backlash from the Democratic Party and the Hispanic population in the US. Bill Richardson also lamented the fact that at last year's Border Governors Meeting, only one out of four US border governors showed up. Another significant fact is that the Hispanic vote in the United States is now a major factor: incumbent President Obama will need 65% of the Hispanic vote if he wishes to be reelected. While the consensus among the panelists is that there will be no migration reform before the 2012 elections, the Republican's drastic stance seems to suggest, according to Bill Richardson, that President Obama will be reelected to a second term.

On the energy issue, Jeffrey Davidow took the bull by the horns and went straight into the taboo surrounding energy in Mexico. In his opinion, renewable energy while interesting, will only represent 3% of energy production over the next five years. The US and Canada are moving towards a new oil policy: the production of shale gas and tar oil respectively. Investment in these areas will greatly reduce dependence on imported oil. Mexico is still discussing the issue of exploration and exploitation in the Gulf of Mexico, but in the panelist's opinion it will be forced to deal with the Pemex issue within five years. Rubén Kraiem lamented that, issues such as climate change and Cap and Trade in the US have become contentious issues, but Mexico was not even taken into consideration as a possible partner even though China and India were. Opportunities to settle these problems through NAFTA have not even been considered.

*Bill Richardson III
Arturo Sarukhan
Arturo Valenzuela*



The border situation is a critical area especially following the 9/11 attacks in the United States. Both countries share a 3'600 kilometer border. However, Andrés Rozental described it as a "19th century border in the 21st century". Obsolete infrastructure has not been updated and urgently needs to be modernized. Linked to the border situation is the security problem: illegal exports of semi automatic weapons via the Fast and Furious Project has heightened mistrust on the Mexican side while the large amounts of drugs being sent over the border are leading to blame being placed on Mexico and Mexicans for everything that is wrong in the US. Bill Richardson mentioned that anti drug initiatives such as the Merida Plan seem to be working but are facing opposition in the United States Senate due to perceived Mexican corruption - even as arrests of leading drug traffickers have increased.

While the North American Free Trade Agreement, signed 15 years ago did increase trade volume, it also led to cronyism and the development of special interests. It took 15 years for Mexican trucks to cross into the United States, and

this where 80% of bilateral trade is via trucks; it also took 10 years to get a lumber deal approved. Both Robert Pastor and Arturo Sarukhan commented that President Obama's Buy American initiative should have been called the Buy North American initiative. They firmly believe that the US and Mexico need to rethink how they can become more competitive and create a single market with their other NAFTA trading partner, Canada. Arturo Valenzuela reinforced this idea with his belief that more than NAFTA, there should be a move towards the creation of a northern hemisphere trading bloc.

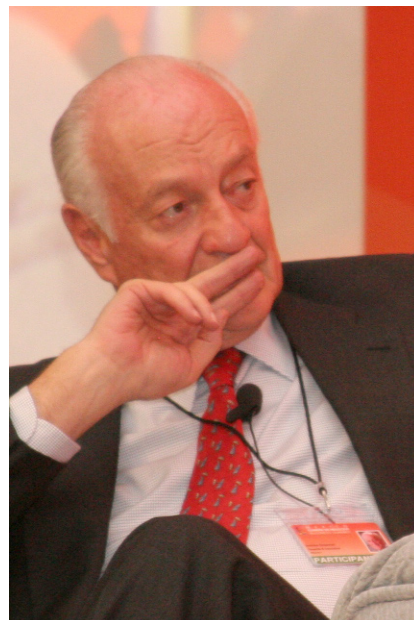


Ruben Kraiem

Arturo Sarukhan brought up the fact that education is vital for world leadership. The US is falling behind in areas such as engineering and technology. He talked about encouraging bilateral collaboration in this field. Bill Richardson discussed teacher and student exchanges in this vein. Andrés Rozental mentioned that 50'000 Chinese students go to the US to study every year while only 10'000 Mexicans officially register for educational programs. While it is expensive for Mexico the investment needs to be found.



Robert Pastor



Andrés Rozental



Jeffrey Davidow

Andrés Rozental summarized the panel's opinions in eight concise points:

- Both countries need to continue the process of increasing mutual confidence and there is a need to institutionalize it. It is vital that this process not be at the mercy of special interests.
- Next year is an election year in both countries and there will be nationalistic declarations from all sides in both countries. It is vital that the mutual finger pointing be avoided
- Energy: The attitudes on both sides have to change. Things are changing but should be sped up.
- Migration and organized crime represent a symbiotic relationship and needs to be recognized as such, so that both aspects can be dealt as one single issue.
- Drug trafficking: as the Caribbean route for moving drugs into the US has been closed down, Mexico became the new route. Things got so hot that the traffickers are now using Central American countries as the distribution point to pass the drugs. These countries don't have the resources to fight this war and it is incumbent to the US and Mexico to help them in their struggle.
- Mutual respect: it is vital that both countries recognize what is important for each country. This does not seem to be present in the US.
- Update NAFTA: it has been in force for 20 years and hasn't moved. The European Community on the other hand has increased in size and importance since it was signed in the 1950s. The US has signed other free trade agreements with other countries.
- A more active foreign policy: There is a perceived loss of leadership in Latin America. Mexico has to punch above its weight.



Mexico and the Global Economic Turmoil:
options to mitigate the impact of the global
crisis on Mexico and to leverage the
country's assets?

Agustín Carstens
President, Central Bank of Mexico, Mexico.

Mexico has worked to achieve a level of economic certainty and stability amidst the after-effects of the 2008 global economic crisis through the implementation of stability markers and interventions on the economic, financial and political agenda.

The global crisis that began in 2008 changed the global economic outlook and the way we perceive risks as well as has created a deep uncertainty in the financial and economic systems.

Today, in Mexico, the economic growth expectation has become brighter, after hitting the lowest point of the global economic crisis in 2008. Developed countries, in comparison have been more affected, losing confidence and trust in their local markets.

We have worked toward the creation of a virtuous cycle, by reestablishing trust in the national market, promoting investments as well as reasonable expenses and allowing a restructuring of the national economy.

Therefore, Mexico's perspective is geared towards the establishment of certitude, through a system based on supervision and accountability, where the banks must fulfill demands as well as specific criteria. We have achieved a 4% inflation rate, through the stabilization of the banking system. The Peso has become a 24/7 active currency in the world market.

The Bank of Mexico has had very sporadic interventions due to the safer and more reliable policies that have been applied by the Ministry of Economy of Mexico.

The achievement of certainty and confidence are conditions necessary to maintain a steady growth process and, due to structural reforms happening in Mexico, we are creating a scenario where the investment of assets is proportionate to the risks involved with respect to our currency's steady value.

The economic outlook for Europe and United States of America is for a low growth rate, which Mexico must take advantage of - Mexico has to do its best to improve and discover, seize and create opportunities.

The Peso over the last few months has dropped with respect to the Dollar from a ratio of 12 Pesos per Dollar to 14 Pesos per Dollar. The US Government has faced several economic problems including uncertainty and a lack of trust in its financial

strength. The European countries' low economic growth rate has provoked a large movement of investments to more secure markets. Almost all emerging country currencies have experienced a similar drop in value. As soon those countries with the capacity to invest realize that the expectations of growth in the Mexican market are reliable, and that the economic market in Mexico is secure, we will see an increase in investment.

It is also important to consider that our largest economic partner is very weak (US), which has affected our country's growth due to its decreasing investment and confidence.



*Miguel Alemán Velasco
Agustín Carstens*

As an emerging country, Mexico is one of the few that has not had to spend part of its international reserves to face the current difficult economic situation.

With respect to the possible economic impact due to the changes in the Mexican political scenario, there has been some preparation in order to ensure that the electoral process will not affect the economy, for example by establishing institutions with autonomy beyond the political agenda or calendar. One example of this are the changes made to the Internal Revenue System.

With respect to the European scenario, the slow response to Greece's economic situation snowballed into a major economic problem. European countries allowed deterioration in the European market due to their slow response, generating a contagion crisis that has affected most of the continent's markets. The deterioration in the trust and confidence has been rapid, affecting all European countries investments and expenses.

What does it take to move from an emerging market economy to a developed economy?

Pankaj Ghemawat

Professor Global Strategy, IESE Business School;
Author of World. 3.0, USA.

Guillermo Ortiz

Chairman, Banorte, Mexico.

Moderator:

Manuel Rivera

CEO Grupo Expansion, Mexico.



Guillermo Ortiz

Foreign perspective from Pankaj Ghemawat:

There are some delusions about globalization and what it does and does not hold in store for Mexico. Some argue that the world is flat, that borders do not matter anymore, and use examples such as telephone call patterns, university students mobility, immigrants, direct investment and percentage of exports to GDP trends. However, in reality, these indicators are not decisive and the numbers do not support the idea that globalization is as prevalent as some think. What are the implications for Mexico?

The development of the domestic market is crucial to move from an emerging market to a developed economy. It is important to emphasize that the private sector is the visible hand of globalization and the force bridging regional divides. Historically, Mexico has based its growth on low value added industries, putting less emphasis on human skills and capital markets. Many segments of the economy are deprived of domestic competition and are, as a result, de facto monopolies. Mexico must fix its domestic economy, lowering barriers internally and lessening existing gaps, in order to facilitate integration and increase international competitiveness. Key indicators including trade flows, capital flows, information movement and flow of peoples, show that Mexico has a long way to go before it is integrated fully into the global economy. About 80% of Mexico's exports go to the United States, creating a heavily dependent relationship. Only 1% of Mexico's trade is with China, and none with India. This needs to change.

Corruption levels in Mexico have increased. If they could be reduced in a significant manner, it would no doubt create a better environment for foreign investment. The intensification of competition is perhaps the biggest benefit of trade liberalization, especially in a country like Mexico. Business executives should take a different view of Mexico: low labor costs alone are not enough to show progress, revenues have to be increased, looking at cost per employee and net profit. Mexico needs to increase profit margins faster than the increase in labor costs. Where to compete

is also of critical importance and Mexico needs a very intelligent focus. At the moment the high value added elements are done in the US and not in Mexico. Therefore Mexico's positioning on the value chain is very low. This needs to change and conscious strategic choices have to be made in terms of what areas to focus on. Mindsets also need to be changed through incentives to hire the brightest students from the best business schools, the creation of cross national training programs, increased emphasis on M&A, increased international participation in the top level management of Mexican companies, implementation of one operating language, increased emphasis on information technology, international consultants and global benchmarking.

Borders do matter, differences are important and attention to the organizational underpinnings and how you move across borders must be thoroughly examined, understood and dealt with.



*Manuel Rivera
Pankaj Ghemawat
Guillermo Ortiz*

The Mexican perspective by Dr. Guillermo Ortiz:

Our dependency on the U.S. is excessive. The importance of the domestic market cannot be emphasized enough as this will generate the most sustainable growth for our country.

Mexico needs to focus on the advantages that it has in North America. The country needs an industrial policy. Public policies need to be created to improve Mexico's position in the value chain. Because of Mexico's very close relationship with the US, the crisis initiated by the fall of Lehman Brothers in 2008, caused an 8% drop in Mexico's GDP. Mexico's GDP is around 2%, compared to about 5% in Asia, 4% in Europe and Korea. Singapore is one of the most successful countries.

Why have Mexico's savings, investment and productivity shrunk? Savings and investment levels are a response to public policies. In the last 15 years Mexico has produced a huge number of academic jobs and developed human capital. The economy was stabilized. The 80's were lost years for Latin America. In 1994 GDP dropped 6.5 % and wages took ten years to recover. Exports were the engine of

growth. Purchasing power decreased considerably and this lasted for many years. Mexico has a balanced economy in comparison to other emerging economies. Europe has severe pressure points and the U.S. will most probably be hit by a double dip recession.

Mexico has to focus on the national agenda. The country has achieved macroeconomic stability, but its institutions are not doing well. "We are not embracing the rules of the game, which allow a society to understand itself and allow things to happen in the country's areas of competitiveness". It is crucial to understand institutions better, what they are, how large they are, and how to make them more efficient and serve the country's growth goals. Substantial change at the political level is needed in order to achieve the right balance.

Mexico's economic sectors, which are the base of the economy, are not working well. Energy prices are very high and we actually need 40% fewer workers in the energy sector. Loans from the private sector amount to only 20%, showing that we have very low access to capital. The government needs to push the banks to increase financing from the private sector as well as from institutions. Access to funds is difficult, distant, rare and concentrated in one area. Necessary reforms have not been pushed due to a lack of political consensus. Oil dependency has to be faced and attacked via fiscal reforms. VAT needs to be generalized and the tax payments have to be simplified in order to increase the fiscal base. There are also labor issues - as it is very difficult to fire people - contributing to inefficient labor markets. Mexico needs more flexible labor laws. "We need a series of actions to move from an emerging economy to a developed economy. We must now cross this threshold, as it has been too long in coming, what is stopping us?"

"Macro economically we are in a place that will allow us to position ourselves for growth, but what do we do now?" Mexico needs to strengthen its domestic economy in terms of flexibility and political policies. It is not about spending more, it is about spending in the right way. Mexico spends 6.5 % on education, but students are doing badly. "Most of our money is in salaries, not in education itself". Financial markets need to be strengthened. Much more must be done on the labor side. Credit services need to be expanded. "We need to increase the availability of funds from the commercial and development banks. Most of the banks are in the hands of foreigners; therefore we must have a more active role in their regulation and governance to make funding more available to businesses".



Pankaj Ghemawat



*Ana María Salazar
Valentín Díez Morodo*

- **ECONOMIC POLICY PRIORITIES**

Discussion Initiator:

Valentín Díez Morodo, President, COMCE, Mexico.

Moderator:

Ana María Salazar, Vice President & Executive Director, Mexico Weekly,
Mexico

The debate focused on making adequate suggestions to reach a consensus for proposals where all suggestions and ideas were realistic, aimed to add sustainable value, taking into account general aspects, such as how Mexico needs to focus on the production of better and improved goods, as well as how the government should support Small and Mid Sized Companies (SMEs) to become foreign providers.

Four specific proposals were established to start the debate. The new government should:

Allow partnerships in the energy sector to cope with new markets and increase its effectiveness.

Implement support for the SMEs to help them become suppliers for the international market.

Implement strong measures to avoid piracy and eliminate the informal market.

Use the 11 trade treaties as a source of knowledge for the embassies around the world.

Even though Mexico has reserves in the Banco de Mexico, the country is experiencing a decrease in the creation of new jobs. An economy that cannot create jobs cannot sustain itself - the SMEs should be supported by the banks,

both with more credit and lower rates. In terms of taxes, the participants concluded that the Corporate Single Rate Tax (IETU in Spanish) was created to achieve a less complicated tax collection system. However, it has not been as well established as originally planned and Mexico needs to eliminate many tax exemptions. The bank issue was strongly debated with many different ideas and proposals emerging, highlighting the opinion that development banks and commercial banks should increase their investment in Mexican projects.

Mexico needs to be more innovative and less focused on assembly plants to better define its role and international image. Infrastructure and security are also very important issues for the new government. First steps have been taken, such as the first Mexican truck being allowed into the U.S. just recently, altering the future of trade (due to a new law passed regarding free passage of trucks between the U.S. and Mexico). New alliances should be made allowing the entrance of new enterprises and new mergers, paving the way for the elimination of monopolies. The American market was mentioned as Mexico's most important market and as such should be treated as a priority. Nonetheless, the new government should also expand to open and create new markets with very specific planning and goals.

The future president has to be proactive in selecting his direct collaborators, with no other agenda than "pro-Mexico" in order to obtain an integrated team. Some political decisions are made for image reasons and this poor practice should be avoided. Integrated teams create integrated decisions.

In conclusion, the overall consensus was that reforms are needed, highlighting specifically; labor, fiscal and education, and that these reforms have to be carried out in a comprehensive manner with a long term vision.



Rossana Fuentes
Carlos Eduardo Represas

- **STRUCTURAL REFORM PRIORITIES**

Discussion Initiator:

Carlos Eduardo Represas, Chairman of Advisory Board, Bombardier,
Mexico

Moderator:

Rossana Fuentes Berain, Editorial Vice President, Expansion, Mexico

Rossana Fuentes started saying that many people don't like comparisons between Mexico and Brazil, but she couldn't help but mention how President Lula as well as Cardoso, in spite of their social tendencies, had carried out reforms in the energy sector. The topic of Brazil came up several times during this debate. As one of the participants pointed out, everyone talks about the American dream and the Brazilian dream but nobody talks about a "Mexican dream." As a general consensus, the participants agreed that if the Brazilian dream can be accomplished, so can the Mexican one.

Carlos Eduardo Represas pointed out that there are three key issues:

In 15 years of deliberations about structural reforms, this topic has been discussed to exhaustion, and although consensus has been reached on the need to carry out a reform, we have yet to decide on how to carry out this reform.

Too many reforms have been set on the table simultaneously, we need to discuss and set a sequence of implementation based on priorities.

We cannot neglect the fact that the reforms can affect many groups of interests; and there are many groups in Mexico that have the capacity to stop reforms.

Society is skeptical about structural reforms. In order to change this mindset, an example has to be set. It is of the utmost importance to set an example with a deep governmental structural reform at the federal and local levels. Reforms at the

legislative level have to be made before reforms in the energy and labor sectors. This type of reform can strengthen Mexico's competitiveness, and the pending federal competitiveness law can foster competition in the private and public sectors.

Following that, fiscal reforms, as well as a review revenues and expenditures, labor and education reforms must be implemented. We need to be very clear on the objectives of a structural reform, and stress the importance of modernizing the economy to make it more competitive. Mr. Represas pointed out: "I strongly believe that the main purpose of the economy is to give people food and shelter" and that the way to provide it is by creating employment, bolstering local and international investment through reforms. We must also meditate the importance of creating a reform for Innovation and Research; if we can't innovate we won't move forward in terms of investment.

Participants highlighted the crucial necessity for a labor reform in order to increase international competitiveness, exemplified by a lack of job creation in the service industry compared with other countries. The feeling was that these reforms are quite clear already but they are blocked in congress. Without a drastic change, the negative effects will continue in areas such as international investment. Investors look at the government's rigidity and realize they cannot dialogue with the authorities and have to work under many legal limitations.

The informal sector was mentioned as one of the worst problems Mexico has faced for many years. The issue is to convince citizens that there is a future in business, if most of the job creation is actually happening in the informal economy. That element of informal employment is not reflected in employment statistics, which in turn makes them unrealistic. This problem arises, among other factors, from the fact that the country has not been able to create jobs to match the rapid growth of the population. One way to address it would be to increase investment to have more productive employment.

Another recurring subject was the need for a change at an individual level; a change in mentality. A reform has to come from the individual. How Mexico's youth needs to be given opportunities like attending these types of congresses, being properly educated and given ethical values.

In conclusion, the participants voted and prioritized three reforms for the incoming government:

Reform for the Rule of law,
Taxation/Energy Reform
Labor/Education Reform

*Manuel Rivera Raba
Julio Millán*



- **CORPORATE MEXICO PRIORITIES**

Discussion Initiator:

Julio Millán, President, Grupo Coraza Corporación Azteca, Mexico.

Moderator:

Manuel Rivera Raba, CEO Grupo Expansion, Mexico .

Can Mexico move from a shadowy, insecure economy to a transparent, open and dynamic one? This was the question posed by Julio Millán as he opened the discussion for ideas on how to develop an action plan defining priorities for the corporate sector. The premise was to establish a framework that offered fixed conclusions and commitments to be carried out by the government and the private sector.

Julio Millán defined four economic scenarios:

Yoali (Night) This scenario is based on elements such as insecurity, poverty and exclusion, among others.

Mestli (Moon) This scenario is based on the idea of small changes for immediate relief, with no long term benefits.

Tonaltika (Day) Represents emerging economies still mired in traditional paradigms.

Tonatiuh (Sun) This scenario features substantive ideas linked to Energy and Tourism, Education and Knowledge, and Industrial Agriculture.

Mexico needs Tonatiuh (Sun) and action must be taken immediately to ensure a strong future. Mexico has a population of 121 million, of which only 60 million are economically active. The country needs a 6-8% growth in annual Gross Domestic Product (GDP) and a 15 year education cycle to become competitive.

He outlined six priorities for Mexico to become a “top ten” world economy:

Good government

Education

Innovation

Competitiveness

Infrastructure

Public safety

Macroeconomic stability

Manuel Rivera Raba added that Mexico has to create added value. The country has traditional economic hubs in Mexico City, Queretaro, Monterrey and Guadalajara, but new hubs need to be indentified and developed urgently. Mexico needs to move away from an informal economy to a structured economy with predominantly SMEs (PYMEs) and large companies. There must be a focus on innovation in order to replace the concept of “Made in Mexico” with “Created in Mexico.” Mexico has an established automobile industry and burgeoning aviation industry that is sufficiently independent. Sectors such as electrical appliances are also expanding their innovative reach, but there have to be fiscal incentives to help establish more innovation centers. Fiscal reform, hand in hand with the simplification of administrative processes, is also needed.

One comment from the floor criticized the concept of PYMEs as part of Mexico’s economic growth, likening the PYMEs concept to a fairy tale. The reality is that the rules are too complicated and offer very little benefit. Only some companies have been able to take advantage of the credits available. The Single Window, a system designed to make it easier for a company to set up business, is also not working as intended. While the government boasts that a company can be established with just 10 procedures, sectors such as the hotel industry still have to comply with over 100 regulations.

Good government is essential to Mexico’s economic future. Cronyism and special interests are rampant; a strong code of ethics needs to be implemented, including the provision that anybody who has worked in a chamber may not accept a government position after their term expires. Private sector business chambers should be completely separated from government oversight.

Antonio Echeverría spoke about the thorny subject of pensions, a major concern for working people. Private sector workers pay into the IMSS for 30 years but there are no real guarantees that they will receive a decent pension, whereas IMSS workers don’t pay into the system but have a guaranteed pension by law. Mexico’s

pensions in some cases are 60% higher than those in the United States. He also mentioned some CFE workers receiving enormous pensions. Manuel Rivera Raba pointed out that the Education union also has a guaranteed pension plan, and that the topic of unions and their power need to be addressed.

Julio Millán once again brought up the idea of contrasts in Mexico's economy. He went on to say that without fiscal stability, the country will not be able to move forward. One vital aspect in this area is the need to free Pemex from its huge tax burden and allow it to become creative. He then asked whether the rich would be willing to pay more taxes and allow corporations to pay less.

This provocative question brought a quick reply from Antonio Echeverría who asked, "More taxes in exchange for what?" He commented that each change in government leaves the coffers deeper in debt. An independent Fiscal Auditor has to be created to oversee tax expenditures. "Taxes belong to the people", he said "not leaders such as Fox, Salinas or Calderon who are already rich enough." He concluded that if tax increases really would benefit society he would gladly support the idea. In line with this thought, comments were made that many people don't pay income tax and that the Value Added Tax is a way to ensure people pay based on their consumption habits. Mexico has the highest rate of tax avoidance in Latin America. Tax reform is necessary but it has to be inclusive.

The discussion concluded with five points to be proposed to the candidates for 2012: Implement a transparent, progressive tax reform and establish an independent Fiscal Auditor.

Ensure economic stability.

Define where new industrial hubs can be created based on innovation and high added value.

Design an industrial policy that can bring about change in a transparent logistics.

Assess corporate and workers rights: workers need the certainty that they can have access to training and development and companies must be able to do business without having to face excessive, onerous government regulation.



Sergio Sarmiento
Denise Dresser

- **POLITICAL GOVERNANCE PRIORITIES**

Discussion Initiator:

Denise Dresser, P Professor, Instituto Tecnológico Autónomo de México (ITAM), Mexico

Moderator:

Sergio Sarmiento, Editorial Director & Political Analyst, TV Azteca, Mexico

It is common to think that the real problem with democracy is that we do not seem to reach agreements. Nevertheless, in Mexico we are not paralyzed because of that. In Mexico we already have a clear agreement between politicians and entrepreneurs.

On a daily basis, within the Mexican Congress, majorities are being forged amongst special interests. Entrepreneurs are pressuring Congress to take action but it is unfortunately only on matters that are beneficial to them. This agreement, even if unbalanced works pretty well because it is self-sustainable. Its beneficiaries are not willing to change the terms or give up their privileged position.

In fact, it was argued that there is no true representation of the people in Mexico. Denise Dresser asked the audience to raise their hands if they knew who their representative was, or how to submit their demands, and what legislative initiatives have been presented by him or her. To everyone's surprise no one raised his/her hand.

Some believe that the electoral political system in Mexico was not created to represent common people but to promote competition among the parties, to represent the elite. Denise Dresser compared Mexican democracy to a "green dog:" a political party that lacks all the elements of a representative democracy. The country has no popular initiative, no referendum, no revocation, in fact, no real transparency.

The "green dog" needs to be trained and moved towards a truly representative democracy.

It was also argued that the Senate does not know how to spend the country's money. At the end of the day, the person chosen to represent the people is an employee of the people. However, they are not concerned with accountability. Nobody would allow someone in their own company to steal, so why allow a representative to do that in the country? People need to express their disagreement. What has been discovered over the last 11 years is that voting alone is not enough. Voting for the "least worst" is not an option. That is the same as saying Mexico doesn't deserve more. Voters have to be empowered to re-legitimize Mexico's democracy in order to reduce the exceptionality of the "green dog."

While not broken, Mexico's democracy needs to be fixed. Re-election is not commonly welcomed due to the liberal thoughts from the Revolution. However, the truth is that Mexico has a disguised re-election system whereby the candidates literally jump from one political function to another.

Sergio Sarmiento concluded that there are agreements, but they are intended for the elite and not for the people. He also mentioned that there is no re-election but rather a bridge without a system of accountability. The reelection of law-makers should be considered as a way to make democracy more effective.

The brainstorming session led to the following conclusions:

When talking about state political reform, reforms that eliminate monopolistic tendencies are needed. The representative crisis is not a minor issue; the people cannot reinforce the parties. Mexico is a system where the parties have constructed a barrier protecting their benefits, which they are not willing to lose. They do not fight against monopolistic tendencies, they don't support re-election, and they don't fight to defend the essential issues because there is already an agreement within the elite.

When talking about which candidate we are going to vote for in the next presidential elections, we tend to look for a savior, but now is the time to recognize that there is no such figure. Good governments are built on good citizens.

Transparency laws have to be strengthened.

Values and cultural heritage are not the real problems behind education. Real improvements are needed in the education system.

After discussing the main problems within political governance, the participants arrived at specific proposals, which are:

Reelection of law-makers, but not mayors

Democratization of the media with more T.V. stations

Reintroduce civic education in schools as a subject

Transparency, better accountability processes at state and federal levels

Citizen participation, involvement of citizens in the public arena

Power to revoke a mandate

*Manuel Rivera Raba
Valentín Díez Morodo
Ana María Salazar
Julio Millán
Denise Dresser
Sergio Sarmiento
Carlos Eduardo Represas
Rossana Fuentes Berain*



Setting an agenda

Speakers:

Valentin Díez Morodo, President, COMCE, Mexico.

Ana María Salazar, Vice President & Executive Director, Mexico Weekly, Mexico.

Julio Millán, President, Grupo Coraza Corporación Azteca, Mexico.

Denise Dresser, Professor, Instituto Tecnológico Autónomo de México (ITAM), Mexico.

Sergio Sarmiento, Editorial Director & Political Analyst, TV Azteca, Mexico.

Carlos Eduardo Represas, Chairman of Advisory Board, Bombardier, Mexico.

Rossana Fuentes Berain, Editorial Vice President, Expansion, Mexico.

Moderator:

Manuel Rivera Raba, CEO Grupo Expansion, Mexico.

Key questions:

We know what needs to be done but how do we translate these needs into real policies?

How can Mexico become more competitive, eliminate monopolies and improve energy for the future? Hydrocarbons – how will we deal with them?

How will we implement fiscal and tax reform?

How do we get people to pay more taxes?

How to make labour reform and education reform real? Competitive and long term education are issues that must be solved.

How do we translate companies' talent needs into the general education system?

Companies are addressing education issues by training their own people.

How to improve access to credit and financing for small and medium size companies?

How can we promote a banking policy to improve access to loans?

Mexico needs to design policies and strategies on foreign trade that take advantage of the value added that Mexico has to offer. It needs to find support in markets around the world, not just the U.S., and to take advantage of all the trade relationships Mexico has internationally.

Mexico has been speaking about reforms for about 15 years. It is time to establish priorities and take action. The government needs to start by reforming itself, becoming more efficient and reducing expenses. Government expenditures have generally not been made in a rational or accountable manner. Creating reliable and orderly elections is essential. Extensive reforms are needed in the legal system in order to make institutions as well as companies and individuals truly accountable. Labour reform is also critical; often the issue is not unemployment, but how to fairly and equitably fire those employed who do not possess the needed talent. Skilled people are needed and the inflexibility of the labour laws often penalizes the employers. Employers must start this reform by providing their workers with a fair wage and decent place to work with a secure future for those who perform.

A good foundation must be established in order to implement long-term projects. Mexico has economic stability, which many countries do not benefit from. On the positive side, unemployment is low and the balance of trade is positive, but on the negative side some legislations are extremely rigid and reforms are not happening. Fiscal reforms have to be urgently implemented through a real structural change process. The tax reform process needs to be transparent with inclusive progressive tax increases targeting the wealthiest and providing better tax incentives for companies. Public taxes must also be detached from the oil industry.

Innovation is paramount in corporate Mexico, whether it is for small, middle or large companies, moving from the concept of “made” in Mexico to “created” in Mexico, moving from manufacturing products – a low-level activity on the value chain – to higher value added research and development projects. Labour reforms and industrial policies must be changed to ensure that the country succeeds in the long term. Innovation, tax reform and the availability of credit and funds are the three areas that must be focused on.

Mexico needs good governance. The media sources need to be democratized and citizens have to be involved in the political process. There is currently no way for common citizens to express concerns. Since 1997 there have been 7 political reforms but there are still many issues that have not been addressed. The country has moved to a democratic system yet it has not achieved enough through these reforms and it is still not representing the citizens adequately. There are now more players in the system and this has not helped. The game of non-transparency toward the citizens must stop. Most of the political class that is governing is only concerned with how they are going to continue to play the game. Every day legislative majorities are formed in congress, but reforms are not attacking the heart of the problems. The elites are supporting the status quo, are overly represented in government and thus in a position to prevent change. The serious issue is the gap between those in government and those governed. It does not work for most of the citizens - 4% trust the government and 7% think they are represented. We need to create incentives for politicians to encourage them to do their jobs in the right manner. The President must solve these issues in a comprehensive way with the right team.



Economic growth or disaster: the rules for both

Juan Enríquez-Cabot

Managing Director, Excel Venture Management,
USA.

Change is constant, and developments in life-sciences will soon open opportunities while also posing new and difficult social challenges. Right now, the focus is on the economic crisis, but technological shifts rapidly confronting us will have other life-changing consequences that need to be analyzed. This technology revolution is moving extremely fast. For instance, it is mindboggling to consider how rapidly the content of the largest databases in the world is increasing, consuming capacity three times faster than we can manufacture computers at current rates.

We use codes to transmit information that can be standardized, moved around and accommodated in any manner we require. There were four main stages in the use of codes, beginning in the cave-painting eon all the way up to today. We have of course moved from those cave paintings to digitalized information, but all images, all words today, are written in a two-digit code – 0 and 1 – that on its face appears to be more simple than the most-primitive cave-painting.

One ramification of this stunning evolution, incidentally, is the impact that the use of modern technologies has had on democracy. For instance, the once firmly entrenched corporate media monopoly is now being broken up with the ever-growing use of Twitter, YouTube and other social-media platforms. Today's access to various databases allows us to analyze information from many different angles and perspectives. As we maintain this rapid technological development rate, companies focused on information – on analyzing, synthesizing, sorting and eliminating or generating databases – are becoming crucial.

At the heart of life-sciences lies the question of how we perceive and work with codes. This work began with the discovery of the DNA Code in the 1950s. Today, we are trying to analyze the Human Genome in ever-expanding detail. Now we can begin to work on the alterations and modifications of plant and animal genomes through genetic engineering. We can “read” life and “photocopy” it, replicating it exactly.

The next step is to improve the production and modification of elements; by reading only one specific element of the genome we can do anything. This means we can generate specific organs, with obvious myriad effects on society and the economy. These developments are clearly widening the horizons for companies.

India is now the world's second-largest software producer. The country started to change with the creation of six large schools focusing on the most proficient minds, teachers and students alike. South Korea, meanwhile, invested mightily in math and science education, generating a wider national economic base by just focusing on training that segment of the population -- much like the scenario of India.

Today, 40 percent of DuPont's revenue comes from investment in and development of life-science projects. For General Electric, it's 30 percent. Most of the major software companies are investing in life-science projects research as well.

Companies that needed risk-capital investment at their inception have developed some of the largest and most influential software technologies existing today. It is therefore crucial for Mexico and others to create the right environment for these kinds of ventures to flourish. This means access to venture capital and incubators, as well as investing in an education system that can reliably produce the scientists, engineers and business people who will leverage and enhance these developments as they evolve.

In that context, the business sector should create new educational centers that focus on very high standards of performance, both for teachers and students, with strict policy requiring adherence to levels of excellence.

Regarding biotechnological advances, we are now developing systems and technologies that allow us to work on a peptide programming level, meaning that we can program specific life-codes in certain cells, to perform specific activities. By creating artificial life, and modifying life at a cellular level, we affect the economy, the society -- and even government. But as we are beginning to modify what cells produce through genetic engineering -- to the point of modifying actual human beings -- the ethical and religious implications of these developments have been considered as well. There have been many dialogues with religious institutions and government officials, and there will be more.

The field is still a bit vague in terms of legislation and regulation. European countries seem to have taken a more precautionary approach, actually forcing researchers to demonstrate that new developments will not cause human harm. These restrictions are obviously -- at least in some ways -- a slowing factor for Europe in terms of research and development. For example, Europe has broken

away from genetically enhanced grains and is thus forced to invest more heavily in agricultural aid programs.

In the medical field, we now have more information on genetic profiles, allowing people to better understand their genetic tendencies. This trend is helping in prevention and diagnosis, even more than actual cures.

In terms of intellectual property, there is a shift to patent rights from authoring rights. Patent rights last for only 14 years, whereas copyrights last for 99 years after the author's death. There are new concepts like creative copyright, which can be used openly for teaching or educational purposes, or open source, or even free programs. These all can challenge the monopoly attitude that often prevails in Mexico, but this open-source trend has accelerated the pace of discoveries through shared knowledge.



Juan Enriquez-Cabot

Is Central America on the right track for this decade?

Speakers:

Óscar Arias Sánchez

Former President of Costa Rica.

Álvaro Uribe Vélez

Former President of Colombia.

Chair:

John D. Negroponte

Former Deputy Secretary of State & Vice-Chairman,
McLarty Associates, USA.



*John D. Negroponte
Óscar Arias Sánchez
Álvaro Uribe Vélez*

The perspectives for growth in Latin America are linked to a real understanding of democracy including accountability and respect, and the responsible involvement of the private sector, society, and government in institutional development and the economy.

Twenty-five years ago, Central American countries were focused on daily survival rather than the future. The situation has changed and today's reality consists of economic treaties, development, and economic opportunities with Europe and other countries. Is Central America on the right track? Development policies are being implemented but change is happening at a very slow pace. In fact, some countries are almost at a complete stop.

In terms of Central America and how it relates to the rest of the world, there are undeniably opportunities for cooperation and further integration. On the one hand, Central American countries need to start relating to developed economies on an equal basis but they also need to become more competitive in terms of skills and capabilities, as well as final products. In addition to existing free trade agreements, countries in the region need to invest more in human capital development, in producing qualified workers and in strengthening educational systems. At the moment, there are not enough options for people in the region who want to study. More than 70% of the workers in Latin America lack the most basic tenets of education. All students should obtain, in addition to their high school degree, a technical education in order to prepare themselves intellectually and technologically for today's business environment. Teachers also need to be better trained in order to prevent the current problems of poor teaching quality and performance. Civil society should unite with government to advance educational reform, setting aside



Óscar Arias Sánchez

the unions, and introduce a system of evaluating teachers, based on merit and performance.

On the political front, governments in the region seem to be moving toward authoritarian democratic systems and away from true democratic principles such as balance of power, responsibility, and accountability. Guatemala seems to have taken the wrong approach by allowing the inclusion of organized crime in the government. Nicaragua has undergone major changes due to its two civil wars but it seems they are also moving in a negative direction with the likely re-election of the current president. Average people in Central American countries need to be exposed to democratic rules and principles in order to see beyond the “realities” presented by some of the current leaders.



Álvaro Uribe Vélez

The concept of democratic power refers to a limited supervised power, with an opposition, a set duration, a legal framework and subject to civil audits and elections. However, Central American countries do not, at the moment, have the education systems to produce new candidates with both the capacities and the democratic inclinations to be true democratic leaders. Countries in Central America must identify and learn from their past mistakes in order not to fall prey to the discourses from those politicians that try to promote their personal agendas.

The security issue is very important for the countries of the region. Some countries have recognized this priority and are trying to deal with it, while others have not. This poses a great danger as there is clear potential for escalation and many governments do not seem close to facing the issue.

The independence of institutions is important to a country's development. There are reforms that must be implemented in Mexico; the most important of which is with respect to the independence of institutions. In some countries this independence has been reduced, or restricted with subtle limitations. The need for independent institutions is of critical importance as this directly affects the competitiveness of a country. Collaborative multi-stakeholder efforts, the development of security and the respect for institutions contribute to an environment that is propitious for development.

Countries in Central America must integrate their countries into international markets, avoiding over-dependence on one country, while at the same time adopting effective, stable market economic policies to support foreign investment and business activities.



Álvaro Uribe Vélez



Óscar Arias Sánchez



Julio Millán

Gerardo Gutiérrez Candiani

Enrique Peña Nieto

Eduardo Pérez Motta

Ricardo Salinas Pliego

Is there something wrong with Mexico's Capitalism?

Gerardo Gutiérrez Candiani

President, COPARMEX, Mexico.

Enrique Peña Nieto

Former Governor, State of Mexico, Mexico.

Eduardo Pérez Motta

Chairman, Federal Commission on Competition (CFC), Mexico.

Ricardo Salinas Pliego

President & CEO, Grupo Salinas, Mexico.

Moderator:

Julio Millán

President, Grupo Coraza Corporación Azteca, Mexico.

Entrepreneurship point of view - Eduardo Perez Motta

Mexico has great entrepreneurs and the private sector has evolved in response to the changing market but the government is not transforming at the same pace. There is a lack of incentives for entrepreneurs and insufficient investments are being made in research and development, or in generating new opportunities. The problem is not a lack of talents but more the general Mexican environment. Competition demands greater productivity, better products, higher quality of goods and services. Competition needs to be the ruling force in the Mexican economy. The state has to fulfill three fundamental tasks: regulating, promoting, and participating in the competition process. As of now, the market is running low on disposable income. In the early 90's Australia achieved a very successful level of market efficiency, which promoted sustainable growth. This example needs to be studied to help Mexico establish a stronger market.



Eduardo Pérez Motta

Business point of view - Ricardo Salinas Pliego

Many believe that opening the telecommunication sector might be the solution to many of Mexico's problems. Ricardo Salinas Pliego does not feel that is the case, otherwise, he stated, he would be the first to support such a move. Mexico's government has historically maintained control of the country's assets, but due to bad administration many of these assets had to be sold. One of them was the TV station, sold to Mr. Salinas Pliego. In his view, the real problem is excessive regulations and the monopoly the State has on those regulations. According Mr. Salinas Pliego, the recently approved competition law "gives consumers the possibility of collectively taking action against different entities." Until recently Mexico & Haiti were the only two countries without the possibility of collective action and changing this will give consumers much more power in the market.



Ricardo Salinas Pliego

Trade point of view - Gerardo Gutierrez

Mexico has overlooked the internal market and is relying only on external markets. Two challenges have to be overcome: changing the growth model and improving the economic environment.

Mexico needs to adopt a model of open competition based on social responsibility values. Barriers and growth restrictions need to be removed.

Create an economy based on sustainable growth through:

Growth promotion

Better Education

Infrastructure

Productive development



Gerardo Gutiérrez Candiani

Political point of view - Enrique Peña Nieto

Notwithstanding Mexico's natural resources and geographic position, its economic performance ranges from mediocre to poor. From the 1950's to the 1980's the poverty rate was lowered constantly, but since the 1980's that number hasn't decreased, it has actually increased. Mr. Peña Nieto went through a set of ten proposals that need to be executed in the next 6 years in order to revert the trends over the next 50 years:

Maintain macroeconomic stability

Increase competition

Use Petróleos Mexicanos (PEMEX) to leverage economic growth

Create a new education model

Increase the credit availability

Invest more in infrastructure through public-private partnerships

Reduce the informal economy and establish a new social security system

Develop a new foreign trade strategy based on innovation

Developing industrial policies

New internal revenue reform and formalize tax collection

The following priorities came out of the discussion:

Strengthen constitutional rights

Promote sustainable economic growth

Increase competition

Maintain political focus on economic priorities



Enrique Peña Nieto



*Sean Mulvaney
Jorge Herrera Caldera
Georgina Kessel
Lorenzo Lazo Margáin
Bernardo Quintana Kawage
Vinodh Swaminathan*

Life after the national infrastructure plan: Creating a logistics and transport leader

Jorge Herrera Caldera

Governor, State of Durango, Mexico.

Georgina Kessel

Head, Banco Nacional de Obras y Servicios Públicos (Banobras), Mexico.

Sean Mulvaney

Member Board of Directors, Export-Import Bank of the United States.

Bernardo Quintana Kawage

CEO, ICA Construcción, Mexico.

Vinodh Swaminathan

Director of Intelligent Transportation Systems, IBM, USA.

Moderator:

Lorenzo Lazo Margáin

General Director, Alemán Velasco & Associates, Mexico.

The objective of the National Infrastructure Plan was to increase Mexico's annual investment infrastructure from 3 to 5.5 percent of GDP. Although infrastructure investment has increased significantly in the past three years, only 70 to 80% of the objectives will be achieved by 2012. The Calderon administration has made tremendous efforts to invest in infrastructure, although they have not been effective enough. Mexico is still aiming to reach 5.5% while other countries focus on 9 or 10 percent of GDP invested in infrastructure.

BANOBRAS has significantly contributed to Mexico's development by handling credits. Georgina Kessel, the head of BANOBRAS brought up some ideas which have been analyzed inside the bank:

It's preferable to focus on a small set of actions instead of a taking many simultaneous actions. When government starts taking many actions simultaneously they lose sight of priorities. It is important to focus on big actions, but not all at once.

The federation has an advantage in terms of developing logistic networks. Mexico can become a logistics center if the advantages are leveraged properly.

It is important to reinforce project engineering.

The investments that are developed in one place should be taken into account in others so they work together.

BANOBRAS is convinced that funding shouldn't be a barrier. Efficient funding is that which is given with competitive conditions.

Transportation logistics are very important in Mexico. Airports can be used for tourism and high-technology transportation, but the major focus should be on railway. Trains are a very important element of materials transport for the automobile industry. There is a good opportunity to build an inter-oceanic railroad that connects the Pacific Ocean with the Gulf of Mexico. However, there are still legal issues to be addressed, including modernizing the law with structural reforms that warrants the progress in infrastructure. Mexico cannot overspend in infrastructure, but if it doesn't spend enough it will be even more expensive in the long run.

A lot of countries are investing heavily in infrastructure. Investments in systems; platforms and technologies like GPS, are fundamental for infrastructure development. Mexico has a lot of competition in the global market, like Brazil, Panama, and even countries like Malaysia, so the need for a premier transportation system is not a novel idea. Mexico has to take advantage of other countries experience learning from their successes and failures. For example: India built a great airport with the best technology, but neglected to open a high-speed road. Instead of making a positive impact, the traffic jam for people heading to the airport produced a 4 hour delay for people heading to work. Later, instead of making the high-speed road they decided to invest in public transportation but it ended up being under-used. It was not an efficient investment. Finally, Wi-Fi was added to public transport systems. A lot of people began using public transport and started being more productive instead of wasting 4 hours of their day.



*Sean Mulvaney
Jorge Herrera Caldera
Georgina Kessel*

*Lorenzo Lazo Margáin
Bernardo Quintana Kawage
Vinodh Swaminathan*



A lot of cities are starting to think outside the box. Mexico needs to implement smarter models. Durango is currently reaching a strategic point to participate in the investment of roads and logistic for destinations in the Northern regions. Durango is currently building the first transversal highway in Mexico. The 22 million peso investment, which crosses from Durango to Mazatlan, is the most important logistic project of the North of the county. It will have 67 bridges and 63 tunnels, one of which is going to be the deepest tunnel in Latin America. There is little doubt that this first cross access, in which Federal and Local governments have worked together, is going to be a successful project.

It is essential for Mexico to have a dynamic relationship with the U.S., because the shared border bonds the two economies. The U.S. supports trade by financial services like extending credit. They take that risk in support of the Mexican finance. However, without good transportation services in Mexico, the U.S. will not be able to increase trade. The U.S. has a specific interest in this country because as Mexico grows it makes America more competitive worldwide.



The world needs more food: How can Mexico seize the opportunity to become a global agribusiness player?

Emilio Castillo Olea

President, Cargill de Mexico, Mexico.

Juan Carlos Cortés García

President, Consejo Nacional Agropecuario, Mexico.

Mario López Valdez

Governor, State of Sinaloa, Mexico.

Manuel Martínez de Leo

Representative, Governor of Veracruz.

Francisco Mayorga Castañeda

Secretary of Agriculture (SAGARPA), Mexico.

Moderator:

Félix Martínez Cabrera

Vice President, Canilec Mexico, Mexico.

There are some places in the world that cannot grow fresh produce and some that have surpluses. The movement of agricultural products and efficient transportation is important because efficient low cost flow is the best way for food to reach the world. Mexico has had tremendous increases in the production of basic “greens,” which has doubled in the last few years. However, higher yields do not necessarily go hand in hand with growth. How do we increase productivity in the field? We will no longer see the prices that we did 20 years ago but agriculture can still be good business. Farmers must understand that agriculture is a business. They need predictable costs in fertilizers, seeds, water, etc.... Mexico needs dams to store water in the rainy season. Farmers need access to technology and the know-how in risk and capital management, and prices. Farmers also need efficient mechanisms to market their produce. However, the average age of Mexico’s farmers is 60 years old, making it difficult for them to accept change.

How do we see food production for Mexico and the rest of the world? What are the right planting methods, and how do we implement them? Climate change has affected Mexico and there is a terrible deficiency in food production. The country needs larger areas of protected land. Sinaloa is the right place to try and produce many crops, including wheat, but there is a need for the technology to do so. The potential of each region needs to be determined and what crop should be produced where. The government needs to provide support and subsidies. Veracruz is a leader in sugar, milk and meat production but things have to be done differently. In order to accomplish this Veracruz has recently appointed an Assistant Secretary of Planning to address issues related to climate change. The state is now working with new fertilizers and technologies. Sustainability without profitability cannot exist. Sugar mills need to be modernized with a significant investment to increase productivity.

Mexico has had cheap food for some 30 years, but because of the change in supply and demand with regards to climate change, this is no longer possible. There is a high priority to produce food fast and efficiently. Domestic production has to be increased. The Government must make Agriculture a priority on the agenda in order to become more competitive and productive.

Decisions that are made by other countries and sectors also influence Mexico. Mexico needs multi-level budgets to effectively manage the agricultural sector and must accept, and begin to implement, the engineering and production of transgenic seeds. We cannot delay the production of genetically modified organisms. Mexico needs to capitalize on all these technologies or lose its positioning in agricultural markets.

Mexico also needs to get rid of the restrictions and obstacles that exist in the agricultural sector including the small scale farming system, ports and border restrictions, the lack of a logistics network connecting Mexico to the rest of the world, and regulatory issues related to produce production. Mexico needs to promote biotechnology and improve infrastructure for water management. The country needs to establish priorities and decide on action in a proactive manner instead of continuing to just react to problems.

The environment; its deterioration and the lack of policies on the issue are hurting Mexico now and will well into the future. The Agricultural Growth Commission does not fulfil its mission. There are too many silos in terms of government interference and there is no framework allowing for a state policy. Currently Mexico is competitive in vegetables and corn, but the country has not developed products like sorghum, palm oil or cotton. Cooperatives only work in Mexico if the idea for them arises from a grass roots level, not if the government imposes them on farmers. Organic products are on the rise - Mexico is the highest grower of organic coffee. We produce more than we can market because of higher prices. Mexico must establish infrastructure, financing and markets for fisheries.

*Emilio Castillo Olea
Juan Carlos Cortés García
Mario López Valdez*



*Manuel Martínez de Leo
Francisco Mayorga Castañeda
Félix Martínez Cabrera*



They are breaking new ground: Entrepreneurs for Mexico's future

Lourdes Casanova

Lecturer Strategy Dept, INSEAD, France.

Hernán Fernández

Chairman, Angel Ventures, Mexico.

Daniel Mastretta

CEO & Founder, Mastretta Cars, Mexico.

Alfredo Suárez Rivero

President & Managing Director, AliBio, Mexico

Moderator:

Alberto Bello

Director editorial de Negocios, Grupo Expansión, Mexico.



Alberto Bello

Lourdes Casanova

Hernán Fernández

Daniel Mastretta

Alfredo Suárez Rivero

Over the last six years there has been an effort to identify and recognize Mexican entrepreneurs, create more accessible credit and better investment options, and integrate more business incubators into universities. Although many companies are being created few are succeeding, partly because many entrepreneurs lack expertise in basic skills such as accounting and business management. The low tolerance for failure in Mexico is restricting entrepreneurial expansion. The government needs to create a more supportive environment and promote successful entrepreneurs. Although there are many new opportunities for growth many entrepreneurs are not taking advantage of current credit and venture capital investment options and the existing entrepreneurial knowledge and experience in developing new projects is being underutilized. Competition is also a key factor for successful companies to thrive.

Some companies, like New Ventures, Visionaria, and Endeavor, train entrepreneurs and help them network. Hernán Fernández described Angel Venture as a project that involves a democratic use of capital, finding projects that have innovative proposals but lack capital and supporting them through contact with people that believe in them. Many Angel Venture investors only invest in the people they know, like relatives, becoming investors and stakeholders in projects they are close to. Entrepreneurs are supported with training in better corporate governance practices as well as the sharing of best practices from other countries. Companies like CONACYT (Consejo Nacional de Ciencia y Tecnología) and Tecnológico de Monterrey support the development of entrepreneurs in other areas of business.

Technological innovation is a critical element in entrepreneurial development but progress is slow, in particular as funding is difficult due to the lack of trust in investing in Latin America. However, innovation does not only refer to technology,

it can also be about business models and investments, but these approaches require a real growth perspective. Strategically, entrepreneurs must be flexible, develop a model that is scalable, and the project stakeholders must have a positive and dynamic approach. Mexico is one of the most innovative countries in the Americas yet it has very little growth in the number of patents as the private sector is presently more focused on survival, and the public sector is more interested in development. There are a number of companies and projects that are having a very positive impact on society at large. This social entrepreneurship focuses on the return on investment, but also on the social impact of the new companies. The use of IT is crucial to encouraging these projects to an even greater extent.

According to Alfredo Suarez of AliBio, there are many obstacles for entrepreneurs in Mexico, but if we have a vision and work toward achieving it we will be able to face any problem. AliBio's work is focused on quality and production improvements in agriculture, generating ecological solutions that make farming processes more efficient. There is a lack of trust from international companies because of the false belief that Mexico cannot achieve biotechnological advances. Endeavor has helped to upgrade their process and performance. Even if it is a difficult and maybe risky selling proposition, Mexican companies need to invest in creating value and innovation systems.

Daniel Mastretta feels that Mexico is still a country that doesn't believe in the need to develop, design and transform. His company started by working on projects and designs for other companies. After the 1995 crisis the company had to adapt to survive and began making replicas of cars, and in 2005 it started on new technical projects. Starting with a low volume of production, around a hundred cars a year, their investment was geared toward a niche production. They decided to develop and design within the company, taking into account their strengths and leveraging them. Mexico's real issue is the lack of confidence in the ability to develop proprietary technology and extend local capacities. This paradigm must be changed.



Lourdes Casanova



Hernán Fernández



Daniel Mastretta



Alfredo Suárez Rivero



Alberto Bello



Mexico in World 3.0

Pankaj Ghemawat

Professor of Global Strategy, IESE Business School and
Author, World 3.0, USA.

Chair:

Claude Smadja

President and Founder, Smadja & Smadja, Switzerland.

Pankaj Ghemawat, author of World 3.0, argues that globalization has two faces: one in which national borders play an important role and one in which borders are irrelevant. Geography-based economics are significant in globalization but the world is not nearly as globalized as commonly believed. In fact, globalization is only 10 – 20% completed.

Professor Ghemawat presented, via his web site¹, a map in which the patterns of interconnection between countries, based on commercial dependence, are illustrated. As participants looked at the map of Mexico they could see that the United States, Central America and the North of South America were very important partners. However, most noticeable was Mexico's huge dependency on the United States.

He also showed the maps of the following countries² and their respective "interconnectedness":

India is clearly deeply attached to Asia and the Middle East.

China has globally dispersed interconnectedness, meaning that they have trade relations with almost every country in the world.

Switzerland has a clear regional focus in central Europe despite the perception that they are very global.

Paraguay is very dependent on South America even though 21% of their trade is with China.

The patterns revealed were not what you would expect in a "flat" world. There are still some very regionalized countries. Hence the world may not be as globalized as some think.

Another interesting indicator of globalization and interconnectedness are phone call patterns. This is not a trade statistic but it shows how information is moving from one country to another. The Mexican phone call map shows that more than

90% of Mexican output is directed to the United States, once again illustrating Mexican dependence on its neighbor.

Professor Ghemawat also presented a model showing the shift of the global economic center of gravity, depending on the share of global GDP, from 1980 to 2030. At the beginning of this time period the center of gravity was clearly in North America. However, over time this has shifted to Asia, in particular China. It is clear that Mexico needs to start looking beyond its neighbors to build dynamic trading relationships with other markets.

Domestic markets are generally not taken into account when looking at the economic / global picture of a country, but in most cases the domestic market contributes more than external trade to the economic development of a country. Sometimes it is more difficult to trade within a country than with foreign countries. It is very important to reduce barriers in a country's internal market prior to globalizing.

The global economic picture is shifting to Asia-centered trade markets. How can Mexico be ready to trade with these countries despite the fact that it lacks the geographical advantages it has with the USA? Mexico has to take action now. Young people have to learn other languages, learn different cultures and prepare for global economic trading relationships. The country has to build better ports and work on developing trade agreements overseas.

The world is also shifting from using the US dollar as the main global currency. China is using the Yuan to trade with some African countries. Many Asian Central Bankers have realized that the value of the dollars they have accumulated will diminish, but it is not viable to sell their dollar assets. As a result they are currently investing in Swiss Francs and the Japanese Yen.

"In a world where difference matters connectors can make a difference." This means that we have to move out of the world where we only speak English and look at the bigger picture. We are at a point where bad decisions can have terrible and long lasting effects, but if we make the right choices we are looking to a great future. The question is: "Do we have the wisdom to get through the next couple of years?"

*Pankaj Ghemawat
Claude Smadja*



What Mexico can learn from the world success stories.

Carlos Abella

Director of Commercialization, Paradores de Turismo, Spain.

Woosuk Ken Choi

Deputy Executive Editor, The Chosunilbo, Korea.

Tan Chin Nam

Chairman, International Advisory Panel, Media Development Authority, Singapore.

Moderator:

Claude Smadja

President and Founder, Smadja & Smadja, Switzerland.



*Carlos Abella
Claude Smadja
Woosuk Ken Choi
Tan Chin Nam*

In spite of very difficult circumstances, Singapore has managed to succeed with its economic transformation and attract international investment. The road to success started with better labor relationships, strategic investments in intensive technological advances and being recognized as a knowledge innovator.

The key measures applied in Singapore were:

Leadership governance with a pragmatic change strategy over the last 50 years

Focus on creative jobs instead of traditional ones

Connectivity throughout the country and technology implementation

Export technology in terms of planning and replication to create new economic space

Korea has similarities with Mexico such as the geographic relation to a major world economy (China and the USA) and social similarities with strong family values. In terms of differences, Woosuk Ken Choi mentioned that Mexico needs to start improving “its best face to the world,” with better services and cleanliness because this is where people from abroad start to make judgments. In Korea, services are very fast and efficient because most services are closely tied to a computerized system. Along with the efficient use of technology, one of the most important ingredients to overcome adversity is education at all social levels, reaching the goal of a uniform society.

One of Spain’s main strategies is their “parador vision,” the goal of which is to inform the world about Spain’s historical, cultural and gastronomical highlights in order to become a prime tourist destination. The use of marketing along with efficient investment in creating an experience for visitors has proven to be effective.

The next administration in Mexico needs to focus on eliminating bad publicity regarding the drug cartels, acquire international guidance, and make huge improvements in education.

Mexico has a very large internal market and can expand abroad to sell its products.

The notion of a collective vision starting with the government and shared with the people.

Education as a key factor and one of the most important elements.

Mexico needs to define its priorities in very specific and practical ways.

The notion of political governance and the ability to implement it in a timely manner.

Focus on the ability to project services in the future by identifying the best ways to do so and re-define and re-invent them as necessary.

Take into consideration the importance of infrastructure to cope with the new expectations.

Setting the economic and political foundations for a modern state

Senator Manlio Fabio Beltrones Rivera

Coordinator of the Parliamentary Group, Partido Revolucionario Institucional (PRI), Mexico.

Senator José González Morfín

Coordinator of the Parliamentary Group, Partido Acción Nacional (PAN), México.

Senator Carlos Navarrete Ruiz

Coordinator of the Parliamentary Group, Partido de la Revolución Democrática (PRD), México.

Moderator:

Ana María Salazar

Vice President & Executive Director, Mexico Weekly, Mexico.



*Manlio Fabio Beltrones
José González Morfín
Carlos Navarrete Ruíz*

Two key priorities were identified for setting the economic and political foundations of a modern state: the necessary and urgent modernization of the country and reform of the electoral process. Senator Carlos Navarrete from the Democratic Revolution Party pointed out that the election of the next president will generate hope for change in the country, but this is no longer enough. Real change in the electoral structure of the country is needed. After the election in 2006, the left was weakened, but that does not mean that the left does not have the necessary means to succeed in the next election. Senator José González Morfín from the National Action Party is prepared and is counting on his experience in electoral processes to overcome the looming obstacles.



Carlos Navarrete Ruíz



José González Morfín

In previous elections, the PAN has been in third place in polls at this stage of the electoral process but has been victorious nonetheless. The procedure to elect candidates has been inclusive, and that brings optimism about the outcome of the next elections. Senator Manlio Fabio Beltrones, from the Institutional Revolutionary Party, as an initial goal, will outline a proposal for a solid government program with clear objectives. Once this plan, based on a social pact, governability and a plan for economic development, has been achieved, the right candidate will be chosen.

A series of questions about social programs, health issues and education were raised by participants. The three Senators had a chance to react and explain their parties' respective positions. Carlos Navarrete highlighted the paradox that social expenditures are at the highest level in history but the number of poor people is increasing. He explained that this may be due to ill-suited social policies. Hence these policies have to be changed. It is also crucial to take employers needs into account and to support the private sector as it is the engine of job creation. Senator Navarrete considers that any political party that strikes a deal with the Teachers Union will have to deal with an education lapse in the next six years.

José González Morfín considers that even with the shortfalls that social policies may have had, there have been undeniable advances, and clear examples are the health and housing programs. From his point of view, the main problem is to deal with the inequality amongst Mexicans, in particular the inequality in terms of access to quality education. Manlio Fabio Beltrones said that there is no better social policy than that which is led by economic growth. State intervention has to be unequivocal to promote economic growth. Economic stability is not enough to overcome poverty and competitiveness has to become the central pillar of any strategy going forward.

Senator Beltrones added that there is a need to establish, within the Constitution, a kind of coalition government in order to get the best people in charge and to finally end the era of a “one party regime.” There is also a lack of long term public policy as well as strong government officials. Government cannot be a school for inexperienced persons whose main credentials consist of friendship and loyalty to those individuals in charge. Senator Navarrete considers that the presidential system, as known in Mexico in the 1970s, is no longer applicable to the current environment: the legislative and judicial branches of government are now separated from the executive branch; the president now has limited instruments, and does not have, by himself, enough tools to carry the country through these tough times.

The winning government will have to operate in a coalition government, to give judicial certitude and social guarantees, advance democracy and transparency, and combat social and economic inequalities. Political and business leaders must not forget the millions of poor citizens and keep in mind that not only macroeconomic variables have to be closely watched, but also the creation of jobs and the strengthening of the middle class. puede permitir construir un programa de gobierno y poner en marcha reformas para sacar adelante al país.



Manlio Fabio Beltrones



*Ana María Salazar
Manlio Fabio Beltrones
José González Morfin
Carlos Navarrete Ruíz*

Looking for an integrated strategy in the war against crime



*Alfonso Zárate
Jorge Chabat
César Duarte Jáquez
Diana Villiers Negroponte
Luis Camilo Osorio*

Jorge Chabat

Professor & Researcher, CIDE, Mexico.

César Duarte Jáquez

Governor, State of Chihuahua, Mexico.

Luis Camilo Osorio

Former Colombian Ambassador to Mexico, Colombia.

Diana Villiers Negroponte

Nonresident Senior Fellow Foreign Policy, The Brookings Institution, USA.

Moderator:

Alfonso Zárate

President, Grupo Consultor Interdisciplinario, Mexico.

40,000 deaths after President Calderon launched the war against the narcos, and despite the fact that a number of gang leaders have been captured or killed, the war continues to rage on. Cooperation between the U.S. and Mexican authorities has improved significantly, but a comprehensive, long-term international strategy needs to be established.

Narcos are tearing the very fabric of society; violence is generating poverty and the level of brutality is affecting Mexico's image around the world. The previous acceptance of criminal activity as a business has allowed criminal organizations to take a foothold in our society. For decades there was a high level of tolerance towards narcotics and the belief was that Mexico was serving only as a platform for crimes generated by others. As these criminal activities spread from concentrated regions to much larger areas it has begun to affect the daily lives of all Mexicans. Organized crime and narcotics trafficking are a major sources of income used to commit other crimes, such as kidnapping, extortion, and also many non-violent crimes such as piracy, often using drugs as a direct form of payment.

There are severe corruption problems throughout the institutions of Mexico. We must begin to build or rebuild institutions to fight this war or we will lose. Intelligence agencies must be strengthened and the Justice system needs to be revitalized, possibly focusing judicial responsibility by moving from a three judge system to one. The Federal, State, and Municipal police forces need to be cleaned up and we must begin to certify police forces and provide higher salaries and better benefits to reduce the level of corruption. There are thousands of public servants with great commitment but there need to be greater incentives to do the right thing.

Earning the trust of citizens is essential to reducing crime in communities. Forming community councils could help identify the needs of local communities. This development of trust between citizens and the government is vital to the fight against crime. All democratic

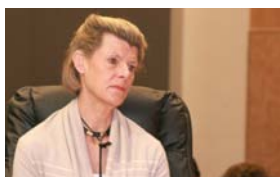
states need to use force when necessary and for a just cause. Reducing corruption and involving citizens are essential to changing mindsets. Education can help reduce the number of youths entering these criminal organizations, helping to break the cycle of violence, and this can be done at the community level as well.

Legalizing and controlling drug use is a possible measure to reduce crime that is being discussed in many countries. 21.8 million people in the U.S., 9% of the population, are using illegal drugs, and the numbers are rising. It is a shared responsibility to tackle this problem, but this level of consumption, especially in youths, must be reduced partly through education and prevention. In 2010 the U.S. defense, foreign affairs, justice, treasury, and homeland security agencies all were involved in assisting Mexico's war on narcos. The U.S. supports border areas such as Ciudad Juarez, Tijuana, and Monterrey, and U.S. Intelligence agencies financed the mapping of Ciudad to determine where the crimes are being committed. American drones have been used over the past year to aid in this fight. However, the war on drugs is not progressing as quickly as needed. The flow of money in the North-South passage is only slowly being traced and approximately 20-30 Billion dollars is being laundered every year. Weapons are entering Mexico in large numbers, sometimes under preventable circumstances such as the American operation Fast and Furious that allowed 1000 weapons to flow into Mexico resulting in the deaths of 150 Mexicans and one U.S. agent. This operation to track the flow of weapons was not the result of a coordinated effort, and its failure is an example of how vital it is to have a bi-national security effort.

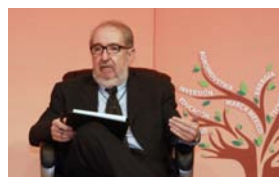
Columbia has taken an intelligent approach and organized one combined force using police, central command, and the army with sophisticated electronics to detect criminals. This type of approach, along with a coordinated international effort, is needed to reduce the levels of crime in Mexico. This war can be won with an integrated, long-term strategy that brings Mexican citizens, government agencies, and international partners together for the same cause. Although the cost will be high, it is possible to raise the necessary funds through taxation of businesses. era indispensable involucrar a otras instituciones del gobierno federal, como la Secretaría de Hacienda y Crédito Público, la Secretaría de Salud, la Secretaría de Educación Pública y al Poder Judicial.



César Duarte Jáquez



Diana Villiers Negroponte



Jorge Chabat



Luis Camilo Osorio



Alfonso Zárate

Yes, Mexico can be even more attractive to investors

Carlos Guzmán

CEO, ProMexico, Mexico.

Dieter John

Executive VP & CFO, Eurocopter Group, France.

Rodrigo Medina de la Cruz

Governor, State of Nuevo Leon, Mexico .

Rafael Moreno Valle

Governor, State of Puebla, Mexico.

Stephen Poloz

President & CEO, Export Development Canada, Canada.

Luis Téllez Kuenzler

Chairman of the Mexico Stock Exchange, Mexico.

Moderator:

Yael Smadja

President, Smadja & Smadja USA, USA.



*Yael Smadja
Carlos Guzmán
Luis Téllez Kuenzler
Rodrigo Medina de la Cruz
Rafael Moreno Valle
Stephen Poloz*

With the economic crisis, Mexican companies have to re-invent themselves to seize new opportunities. Mexico has 11 free trade agreements and has experienced a rise in foreign investment in the last few years. Employment numbers are also showing progress. Mexico is the most important manufacturing source for the U.S. and is now the 5th largest exporter of car parts worldwide; which speaks about the high quality of manufacturers in Mexico. The country is on the right track and other sectors, such as electronics, renewable energies, and aerospace are showing improvement in competitiveness. The state of Queretaro is a showcase of success with more than 240 enterprises. Even though manufacturing is the most well-known growth sector historically, there are new opportunities with new industries emerging from the re-configuration of the global economy.

Due to the recent circumstances in Europe and the U.S., and the solid financial and banking friendly legislations prevailing in Mexico, it is an interesting moment for investors compared, for instance, with Brazil. But what Mexico needs is a detonator, like Brazil had with PETROBRAS, to show the foreign market its advantages. The country needs to go beyond manufacturing and assert its strength on the higher

value added parts of the chain. Mexican states are investing in research and development centers with highly skilled personnel. Other ventures should be supported and promoted in sectors such as health, energy, and satellite technology. Mexico has to look for the advantages of diversifying processes and sales throughout the world (Blackberry is the perfect example) because the new model is to have integrated companies with highly targeted value.

Infrastructure is a key success factor to increasing productivity and maintaining high standards in quality and quantity, to cope with necessary logistics requirements. Infrastructure reforms and improvements need to include better conditions but also cost and speed improvements in order to increase efficiency in the delivery products or services. Small details, like improving immigration processes at the airport for visitors would make a better impression on potential investors.

From the point of view of a foreign investor, Mexico has a great geographical advantage and a huge domestic market - two great attractors for investment. However, t. Cultural differences are also very important to consider and readiness is a crucial factor to attract foreign investments. Security is a priority for investors. Mexico must guarantee it is fighting against corruption and impunity because no country will be interested in investing without security, as well as judicial certainty.



*Carlos Guzmán
Luis Téllez Kuenzler*



Rodrigo Medina de la Cruz



*Rafael Moreno Valle
Stephen Poloz
Dieter John*

The moderator then addressed both Governors of Puebla and Nuevo Leon to share their opinions on the previous statements and both agreed that Mexico has to improve in terms of infrastructure (as a key factor), education, security, health, and training in all levels and specifically in the technical ones. Even though Mexico has improved its rating by 8 places in the international markets, reaching the 58th position, there is still much more work to do. Special mention was also made by both panelists in terms of the efforts each one has made to have friendlier government requirements and solid institutions. The government should only be the facilitator to generate the best conditions and a clear vision of the overall situation in order to provide integrated security, generate wealth with competitive strengths as well as social development with better quality life.



Yael Smadja



Listen Mexico, manufacturing is good for you

Raúl Gutiérrez

General Director, DeAcero, Mexico.

Craig Kelly

Vice-President, The Cohen Group, USA.

Hans-Joachim Kohlsdorf

Managing Partner of Efficient Ideas & Honorary Member of the CEEG, Mexico.

Clyde Prestowitz

Founder & President, Economic Strategy Institute, USA.

Moderator:

Claude Smadja

President and Founder, Smadja & Smadja, Switzerland.

Manufacturing is a very important sector of the Mexican economy but it could be leveraged further. Countries cannot ignore the potential growth engine that a fully developed manufacturing sector can be. Countries focused on service, like India, are suffering from not having a strong manufacturing sector.

As an industrialized country, Mexico needs to leverage the manufacturing sector further. Five recent developments are point to a “deindustrialization” phase:

- 1) Mexico recently lost 3 points in industrial GDP
- 2) The manufacturing sector lost 700,000 employees
- 3) 15,000 manufacturing plants were closed
- 4) Existing trade deficit with China of over 41 thousand million dollars
- 5) Mexico lost market shares with the United States of America where 80% of Mexican exports go.

According to government numbers, Mexico industrial GDP grew by 3% from 1993-2010. However, these numbers are misleading as they take into account the rise of oil and gas prices. If we look at the last 30 years, industries participation to GDP has been dropping constantly.

Mexico has to take advantage of: its privileged geographical position; its Atlantic and Pacific ports; its land border with the biggest economy in the world (USA); its macroeconomic stability. Taking this into account Mexico should be growing to grow at at least 7%. However the last ten years average was only 2%.

Mexico cannot start deindustrializing if it is not fully industrialized yet. Countries are betting on manufacturing because it fosters job creation. A great example is China, in 1978 at the closing of the communist party session Deng Xiaoping developed China's strategy to modernize and industrialize the country. The plan had three pillars:

Emancipation of the mind. Free our mind from dogmas;

Learn from success stories and adapt them to your reality;

Strengthen civil society leadership.

Thirty years later, China is at the second biggest economy in the world.

The main economic partner of USA is Central America and the Caribbean (not including Canada) with 650 thousand million dollars worth of trade every year. This is superior to US trade volume with other countries such as like China, Russia and India. Mexico has two thirds of this economic activity. Taking this into account here are the advantages of doing business in Mexico:

The wage gap between China and Mexico is now 20% and it is decreasing by 0.5% every year.

Nowadays the cost of transportation is more important than the cost of labor, which gives Mexico a critical geographical advantage.

Demographic trends: Mexico has sustainable birth rate. In China, the one child rule is responsible for an aging population.

Based on these elements, Mexico is at a turning point where it needs to support its manufacturing sector as a growth engine for the economy.

Some of the challenges are:

Education: Higher quality education for the elite students.

Corruption: Get corruption under control to better attract foreign investment.

Language

Security

Bureaucratic hurdles: facilitating immigration systems, red tape for business creation¹, IP protection.

Manufacturing in Mexico is not growing. This is mainly because of government regulations inspired by the private sector. this will damage the private sector in the long run. Mexico needs to regulate and aggregate value in sectors where there is already an important presence and also produce new business opportunities in these sectors. The structure of chambers in Mexico is built by business owners that defend the way they do business; instead of looking for new opportunities to grow.

The private sector and colleges have to build an ecosystem to foster innovation in Mexico. The local entrepreneurs are not focused on developing new products to manufacture or new manufacturing models; they are not adding value to the production chain. The issue is the quality education provided by the top 100 schools in Mexico. The system is failing to offer elite education. "A country can be changed by 10,000 people."

Manufacturing is the key to achieve high standard of living. The World Economic Forum competitiveness ranking shows Finland, Sweden, and Switzerland are the top manufacturing countries while countries others like the USA and the United Kingdom (UK) are slipping down. Mexico should achieve a growth rate of 7% or 8% like Korea instead of the current 2%. Focusing on manufacturing could do this.



*Raúl Gutiérrez
Craig Kelly*



*Clyde Prestowitz
Claude Smadja*



Hans-Joachim Kohlsdorf

Changing the orientation of the education system: let's be specific

Armando Chacón Villar

Director of Research, Instituto Mexicano para la competitividad A.C. (IMCO), México.

Javier Elguea Solís

Dean, Instituto Tecnológico de Teléfonos de México, México.

Pablo Peña

Chief Economist, Comisión Nacional Bancaria y de Valores, (CNBV), México.

Armando Regil Velasco

President & Founder, Instituto de Pensamiento Estratégico Ágora (IEPA), México.

Alejandro Villanueva

Regional Program Director for Latin America and the Caribbean, WK Kellogg Foundation, México.

Moderator:

Armando Paredes

Former President, Consejo Coordinador Empresarial, México.



In today's Mexican education environment there are not enough high schools and universities to cover the needs of the population, and more technical training schools are required to help educate larger numbers of future productive Mexican employees. Mexicans must consider the real need for change. There are several projects and proposals that invest on human capital development, not only focused on academic proficiency but also in terms of the creation of value systems as well as encouraging positive role models. These projects are undertaken by companies, academic institutions, individuals and foundations, and the government must support this type of development in its citizens.

There are several examples of positive efforts undertaken to face the challenges related to education in Mexico but there are 3 basic limitations. First of all, the lack of aspiration or desire. Students must aspire to achieve higher goals. Second is a lack of talent identification systems. Students may have the potential but if that is never identified they do not have that extra reason to aspire. Third, financial limitations mean that students have to work in order to help with family expenses, often starting by age 19, thus limiting their abilities to study.

There is a longer period of education in more developed countries and this investment in the formation and training of human capital has a direct relationship with those countries' productivity. Every year of studies results in the real possibility of greater income, so what are the obstacles that prevent people to have more extensive schooling in Mexico? There is the element of motivation from family examples, where negative experiences may create grim perceptions of the future.

Positive examples and experiences lead to higher aspirations, which are a crucial driving factor. Ambitious goals are often formed through role models. Many children in Mexico do not have role models that truly promote ambitions in them. Many companies have talented people that could participate in projects that promote this perspective. A positive example is the Big Brother / Big Sister program in the United States. Children are able to visit the companies of their mentor and see the end result of what people study, where they work, and talk about what it takes to get there. This can be described as a triple play; companies win, workers win and feel part of the project helping those children, and children have a positive interaction and become more motivated to learn.

Education begins at home, long before a student reaches primary school. There are many studies that demonstrate that the first years of a child's life truly influence its future abilities as a student. In the same vein, students who have the opportunity to reach university education and graduate will not fall back into extreme poverty, and neither will their children. Alejandro Villanueva described the WK Kellogg Foundation program as starting with early childhood education, focusing on enhancing teachers' abilities and skills. Becalos is a similar project that works with students right before they finish primary school and helps them to continue their education with very positive results. There is also a project that supports students who will be the first of their family to benefit from a college level education. Studies also demonstrate that students who experience violence in their early years have fewer brain connections than those who did not. JUCONI (Junto con los niños) is a program that works on breaking these cycles, thus helping those children to have a more adequate development.



Armando Chacón Villar



Javier Elguea Solís



Pablo Peña

Javier Elguea used the Telemex experience to show the importance of adequation of talent to the needs of business. Over twenty years ago, Telmex was an outdated company. The first step towards change was to acquire new technology. The second was to invest in training engineers to use it and innovate and the third step was to create even newer technology. The company's strategy was to focus on practice and less on theory. The result was not an increase in the number of employees but an increase in their proficiency and effectiveness reflected in employees who averaged 16 years of education. It is crucial to assess what type of talent the company needs to develop as early as possible, identify potential, develop specific contents, train teachers with the adequate skills, develop technology and correct possible errors.

Armando Regil insisted on the fact that Mexican students need to develop ethical concepts, values and contents. They need to feel they can change their future. In order to find a place in the world, it is important to understand the power of freedom. Formation of ethics plays an important role in learning to be civic and how to relate with others in an adequate fashion. Students should be educated also on entrepreneurship projects beginning in High School.

The public and private sectors as well as the education sector should partner up and take advantage of information technologies available and generate new education opportunities. More companies should participate not just by giving money, but by creating projects, for example combining schools social service projects with companies personnel resources. It is crucial that every member of society participates in every way possible to support a better and more adapted education system.



Armando Regil Velasco



Alejandro Villanueva



Armando Paredes

Mexico's strategic business ties with Latin America: A moment of big opportunities

Jeffrey Davidow

Senior Counselor, The Cohen Group, USA.

Nicolás Mariscal Servitje

CEO, Grupo Marhnos, Mexico.

Eduardo Wallentin

Manager for Latin America and the Caribbean Region,
International Finance Corporation (IFC), Mexico.

Moderator:

José Adolfo Ortega

Editor in Chief, Revista Expansión, Mexico.



Mexico must look beyond its current major economic partners and create a strategy that focuses more heavily on increasing trade with other Latin American countries. Although Mexico has a commercial relationship with Latin America there is opportunity to expand trade, take advantage of important enterprise projects, and develop foreign commercial alliances.

In Mexico the diversification of the economy is vital. The recent economic crisis illustrated how being heavily tied to one country's weakened economy can be detrimental, leading to the conclusion that industrialists need to diversify international investments. Although this is becoming more apparant, faster action needs to be taken. It is important that while Mexico expands its economic relationships to the south that it also enters social forums with its Latin american partners. Mexico's business market and power are being underutilized. The spending power of the Latin American consumer has increased along with consumption growth and at the moment there is strong demand in the interregional market. Mexico has great potential to be more competitive investing in Latin America through innovation in the development of technology that offers better services to other countries. On the other hand, Mexico faces problems with its short term vision, bad infrastructure, and ideology. It is important to enable and prepare workers to be more productive by offering better schemes of fairness in the population. Attracting foreign investors could be achieved by granting major long term financing, especially with small and medium size companies, and by being more transparent in the rules of the game.

In April of this year, the Pacific Alliance between Mexico, Colombia, Peru, and Chile created a commercial block in Latin America through the integration of these four economies. There needs to be a better understanding of the market to

obtain more international treaties and alliances with Latin American companies, and there must be an integrative approach that incorporates social responsibility. Brazil's positive results at increasing productivity while creating a more socially responsible market can be used as an example of success. Companies that have a regional or global presence, such as Grupo Bimbo, can aid in the growth of smaller companies when clustered under the same international strategy. There is great opportunity with Europe, where many companies have had to raise capital by selling assets over the past 5 years. Mexico needs to look beyond current partnerships and treaties to other opening opportunities. The Pacific Alliance is necessary to obtain multilateral financing sources.

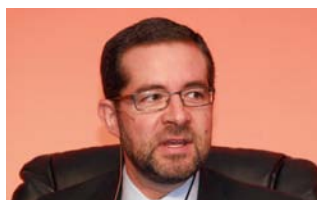
This is a very interesting decade we are working in even though the next 18 months will be turbulent due to the world-wide economic crisis resulting in cautious short term investments. Long-term financial instruments must be taken advantage of. It is necessary to understand the mentality of the investor. To maintain stability and incentivize investment, rules and regulations must be consistent and environmental and social standards must be maintained. Attention must be paid to how these rules are created, considering their impact in each country.

Mexico has an advantage in it's ability to obtain knowledge and it's ability to alter the petroleum market. Technological advances with petroleum will create extensive resources Mexico is currently lacking.

The way to make businesses has changed much in the last 20 years, allowing Mexico a great opportunity to leverage its competitive advantages.



Jeffrey Davidow



*Nicolas Mariscal
Servitje*



Eduardo Wallentin



José Adolfo Ortega



Keynote address

Luiz Inácio Lula da Silva
Former President of Brazil.

Chair:
Miguel Alemán Velasco
Chairman, Mexico Business Summit, Mexico.

An impassioned and charismatic Luiz Inácio Lula da Silva delivered a thought provoking speech on issues such as social inclusion, trade diversification, the Brazilian economic model and his dream for a Latin American trading bloc. The two term ex-president of Brazil began by stating that continental integration is vital for Latin American success as an economic bloc. While each country has its own history, ethnicity, political structure and economic model, it shares many characteristics: a burgeoning democracy, no wars to speak of, no religious dogma, a common Spanish language, along with Portuguese and a strong internal market. Lula da Silva went on to say that growth in the 21st century will require raw materials, land and an adequate food supply; Latin America has it all – an abundant food supply, great oil and gas reserves, copper and other minerals and the world's greatest biodiversity.

However, Lula, as he is commonly known, also issued a caveat. History makes its offers but once. Latin America cannot afford to squander its opportunities. There are great challenges ahead, chief among them social inequality. The region requires infrastructure – new highways, bridges, airports and railroads. There are contradictions that need to be overcome, and the smaller economies will require more help to become fully fledged members of the region.

Lula then began to talk about the direction taken by Brazil, explaining that he was not offering advice, but merely describing his economic project. Everyone, he stated, wants a good relationship with the US and Europe. In 2003 Brazilian exports

*Luiz Inácio Lula da Silva*

to these two zones were worth 60 billion dollars. However, these relationships have their limitations and the country started looking for other partners. The government turned to South America, Africa and Asia. Trade between Brazil and Argentina only represented seven billion dollars in 2003, and after eight years has risen to 40 billion dollars. Trade with Africa rose from five billion dollars to 25 billion in the same time period, and more impressively trade with China rose from 16 to 112 billion dollars. By diversifying the country's trading partners, Brazil was able to avoid many of the problems caused by the 2008 world crisis and increase its total exports to 260 billion dollars.

This growth however did not come about with traditional neo liberal and globalization models. After 2003, a social inclusion policy was implemented, changing life for more than 50 million Brazilians. The Light for Everybody program brought free electricity to three million households in remote areas, taking the poor out of the 18th century and into the 21st. More than a subsidy, the program was an investment as this new service drove up demand for televisions, refrigerators and electrical appliances for the home. Further explaining that rich people have no grasp of the concept of "a fifty dollar bill in the hands of a poverty stricken family", Lula mentioned that the government started issuing credit guarantees for the poor. This money was distributed to the women in the family because it was felt they would be more responsible in administering it. It was also issued via an ATM card to keep it apolitical.

The ex-president also explained that not everything is figures and strategic advisors. Politicians on the campaign trail, he continued, wave and drive around in open cars, shaking hands and smiling, yet once they get the votes they need and are elected they get into armored cars and go back to their advisors and numbers. The government, he said needs to govern with the heart of a mother. Politicians need to listen more to their wives than their advisors. If a mother has a piece of meat all her children will get an equal piece. If one child is sick, the mother will take greater care of child. Leaders should govern this same way.

In eight years, the minimum wage increased by 62%, 28 million Brazilians escaped extreme poverty and 39 million more joined the middle class. The economy grew and poverty was reduced.

Education formed another pillar of Lula's program. In eight years 14 new universities were built, 126 post graduate studies courses were established. Agreements were signed with private universities whereby taxes were reduced, but the savings had to be reinvested in scholarships. Today, 40% of students are black. Children of bricklayers and maids are studying to become engineers and taking advantage of life's opportunities.

Trade diversification with different countries is fundamental, and here Lula da Silva talked of his dream of a closer trade relationship with Mexico. However, he cited a deep mistrust between the countries, without understanding the reasons why. He didn't dispute Mexico's right to trade with the US, but Mexico needs to look south too. He dreams of multinational businessmen building partnerships. He believes Petrobras and Pemex can work together, even create a third company for exploration and developing new technologies. Both countries need to set aside their differences and recognize the extraordinary potential



*Miguel Alemán Velasco
Luiz Inácio da Silva*

The Brazilian economy was not overly affected by the events of 2008. Solid public policies and strategic alliances with provincial governments and the private sector have made Brazil the seventh largest economy in the world; by 2016 it will be in fifth place. The country's Growth Acceleration Program contemplates a 330 billion dollar investment in medium and long term infrastructure programs and investment in private sector projects. The country paid off foreign creditors with a 204 billion dollar credit from three of Brazil's public banks. By 2008, 118 million Brazilians had bank accounts.

A second Growth Acceleration Program has created 16 million formal jobs through the My House My Life program that built one million houses for poor Brazilians. The new Program contemplates a 500 billion dollar investment until 2015. Petrobras, which Lula da Silva considers to be the greatest business plan in the world today, will invest 240 billion dollars by 2014 in platforms, ships, refineries, storage and distribution centers. The World Cup in 2014 and the Olympics in 2016 are demonstrations of Brazil's preeminent place in the world's economy.

In conclusion, Lula da Silva commented that the world has changed. Developed countries are battling huge unemployment and uncontrollable fiscal deficits. European and North American politicians seem more preoccupied with campaigning and keeping their jobs rather than fixing their economies. Latin America has an opportunity to move to the forefront, but it will only be able to achieve this through social justice programs, trade diversification, education reform, joint government and private sector investment.



Luiz Inácio da Silva

Keynote address

Felipe Calderón Hinojosa
President of Mexico

Introduced by:

Miguel Alemán Velasco
Chairman, Mexico Business Summit, Mexico.
José Calzada Rovirosa
Governor, State of Queretaro, Mexico.



Mexico: The Time is Now

Felipe Calderón Hinojosa, President of Mexico, made it clear that change is coming. “Where are we as a country, and where are we heading?” The economic meltdown of 2008, along with a latent commodities crisis, brought about the worst recession in living memory, and president Calderón attributed it to three critical points:

The unemployment situation in the United States, together with a seemingly out of control government spending and fiscal deficit

The crisis in Europe and the threat of a Greek debt default provoking a domino effect among other weak Eurozone economies.

World imbalances – the China situation

Parents and business owners, he started, know what the problem is: people cannot spend more than they make. If they do, they go broke. Governments seem slow to understand this concept. Greece did not understand it and the situation now threatens Europe. The United States is financing high deficits and cannot create jobs for its citizens. The president went on to explain that Mexico and Latin America have been through this situation before. In the 1970s and 80s one crisis after another led to overspending, with countries going deep into debt and finally defaulting on their commitments. In Mexico and Latin America, this became known as the “Lost Decade”. The solution he says is painful. Deficit reduction led to increases in the prices of public services, cutbacks in budgets and ultimately, renegotiation of the debt with deep discounts. President Calderón reminded the audience of the (in) famous Brady Bonds used to bring Mexico out of a quagmire.

If Europe wants to get out of the hole it is in, it will have to do the same. The banks need to take a dose of medicine too. Creditor banks will be reluctant to assume losses on sovereign debt and will need to strengthen their reserves in line with Basel II guidelines; they will also need to accept an increase in capital from their respective governments. Once the banks recover their positions, the governments should be able to sell their participation on the open market, theoretically at a profit.

China's undervaluing of its currency has become a major problem for many countries lacking a strong foreign trade program. Cheap Chinese imports increase their trade deficits with the Asian country, leading to a perception that China owns the world.

In the light of the US downturn, the president warned that Mexico is facing the risk of an economic slowdown for the next 10 years. The country depends too much on the United States for its foreign trade. Fear of closed borders in a global economy, he continued, is not an acceptable position to be in. Mexico must be able to position itself and become more competitive. To this end, investment is needed.

In 2009, Mexico saw a 10% drop in its tax revenue. Oil revenues suffered as production in the Cantarell fields had to drop by 100,000 barrels per day due to overproduction. At today's oil prices it is easy to do the math and appreciate the loss in revenue from this still strategic industry. At its peak, the Cantarell fields produced 60% of the country's oil. Despite the drop in production, gasoline is subsidized by 3 pesos per liter, making Mexico's pump prices very cheap compared to other countries.

Despite these negative figures, president Calderón reiterated that Mexico was in good shape and that public finances were in good working order. The country's fiscal deficit is only 0.2% of Gross Domestic Product (GDP) compared to the OECD average of 7%. Mexico also has reserves of 139 billion dollars, plus a 71 billion dollar line of credit with the World Bank, and the country has maintained a flexible exchange rate. Mexico's banking sector is strong with capital reserves of 8%, well below the limits of 17% established under Basel II. In addition Mexican banks are still lending.

The country needs to deregulate its economy. In 2010, the president had asked his cabinet to review all legislations and make a list of those essential for a functioning government. Laws found to be non essential were to be set aside: 17,000 laws and regulations were discarded. President Calderón reminded the audience of the "good old days" when anybody who wanted to open a business had first to get permission to open the business from the Mexican State



Miguel Alemán Velasco



José Calzada Rovirosa

Department, register with the Internal Revenue Service (IRS), Social Security, Commerce Chamber and then go back to the State Department to get permission to use the company name – a two month process. Today, a company can be set up in a matter of two days. On another related issue, the government discovered that its Ministry databases were not compatible. This situation thankfully has now been fixed

The country has reduced its import tariffs to an average of 5%. This was deemed a necessary measure if Mexico wishes to be competitive in attracting foreign direct investment. In the electronics field, 65% of the world's Blackberrys are produced in Mexico.

Pension plans were also subject to scrutiny. A change in public sector workers pension plans to a "pay as you go" system has brought about savings equivalent to roughly 30% of GDP. Liquidation of the Federal Electricity Commission entity has brought about even more savings.

Infrastructure investment is increasing by 5% per year under the current administration. Investment in education, health and housing is increasing at unprecedented levels. Universal health coverage, initiated under the previous administration now means 103 million Mexicans have access to social security. President Calderón forcefully stated that not even the United States offers this level of coverage. In education, 100 new universities have been built, with 50 more contemplated, over 1,000 high schools have also been built and 121,000 engineers are graduating every year.

On the industrial front, manufacturing costs in Mexico are lower than the BRICs (Brazil, Russia, India and China). According to Deloitte Consulting, Mexico's economy is the world's 7th largest. The country is a world leader in automotive production and in ease of doing business, the country has moved from 65th place to 34th place.

The president then asked, "What now?" The country needs to maintain its

economic stability, accelerate its education of technicians and improve English and math levels. Infrastructure needs to be reinforced and the country urgently needs to create strong institutions.

Drugs and guns are another problem. The country has to become a country based on respect for the law. Studies have shown that countries whose citizens follow the rule of law represent an additional 2% in the country's GDP. Mexico needs an honest police force at local, state and federal levels. The Public Prosecutor's Office has to become more reliable and judges more trustworthy. Respect for the law is vital or the country will remain underdeveloped.

Reform is essential: energy, labor and political reform have to be dealt with. Public and private sector alliances need to be developed and land ownership guaranteed. A telecommunications law must be established. Last but not least he brought up the subject of transparency; the public has the right to know how and where the government is spending public resources. Corruption has to be eliminated.

The country is at a crossroads and structural reforms are vital. At times there is consensus. The mistake comes when politics become involved. All parties know what the problems are but fail to take action. From words to actions ... Political campaigning and elections get in the way and reforms suffer. There is no strength of conviction. Congress needs to take action on energy and labor. There is a total lack of congruency in Congress.

President Calderón closed his address with a promise that in his last year of government he will push forcefully for the changes the country needs. Fears, prejudices and political myths need to be overcome and in the end, the people will decide if they really want change.



Tell me about the real Mexico: How could the country bridge the image-reality gap?

Roy Campos

President, Consulta Mitofsky, Mexico.

Rossana Fuentes Berain

Editorial Vice President, Expansion, Mexico.

Amalia García

Former Governor, State of Zacatecas, Mexico.

Mariana Borrego,

Researcher, Aleman Velazco y Asociados, Mexico.

Cristina Pineda

Co-Founder, Pineda Covalín, Mexico.

Moderador:

Claude Smadja

Presidente, Smadja & Smadja, Suiza.

All the speakers in this debate had different views as to what the real problem is and its possible solutions. However, they all agreed on the fact that if Mexicans want foreigners to have a good perception of their country they must start by changing their own perception.

Roy Campos ventured that the gap between image and reality was actually not that big. He substantiated this argument by mentioning the many important issues Mexico is facing today: corruption and violence, among others. He emphasized the impact that these problems have had on the population's morale and how they have created a terrible image for Mexican society. The country cannot blame the media for damaging Mexico's image; Mexicans have discredited it every single day with constant criticisms and complaints. When one looks at statistics and other sources of information, one forms an image of his/her country. For instance, a statistic shows that when Mexicans are asked if they feel that they are competitive, the only area in which they feel the country is competitive is in sports.

Proposed strategies to improve Mexico's image are:

Mexico must focus on improving its reality.

Every Mexican has to start by improving his/her self-esteem, personally and as a nation.

Mexicans have to stop attacking institutions; people have lost confidence in Mexico's most important institutions. However, the problem is not the institutions themselves, the problem lies with the people within those institutions and what they have done.

Rossana Fuentes Berain emphasized the importance of the “Mexican dream.” The poor image that Mexico is projecting abroad is due to an ignorance of many small, but not insignificant, positive aspects of the country: the richness of Mexico’s art, gastronomy, and its rich, diverse culture. She urged Mexicans not to abandon their country, but rather stay and try to improve their quality of life. As many on the panel felt, the negativity is temporary. This country has faced many problems in the past but there is hope for the future. The North American Free Trade Agreement (NAFTA), for instance, is an example of major positive change. Corruption is everywhere; it’s not solely a Mexican problem, it is to be found in China, Brazil, and many other countries that have been praised during the Summit. The encompassing issue Mexicans have to address is the lack of a State of Law.

Amalia García drew a comparison with Korea where people feel responsible and proud of their country’s accomplishments. She emphasized the politician’s responsibility to Mexico. Bringing a more optimistic analysis, she highlighted the fact that the image projected to the world does not correspond to the real Mexico. The main political challenge is to create much more inclusive public policies where development and growth reach every sector of society. Politicians must create and strengthen agreements that could result in a more cohesive society, as in the case of Costa Rica. Costa Rica has reached two main agreements that have created cohesion; these agreements were to channel resources towards education and the environment. A united society is key to improving Mexico’s image.

Mariana Borrego highlighted the fact that most research and international news reports focus almost exclusively on the violence (i.e. the killings of 80 journalists in the State of Tamaulipas, the terrorist act in Monterrey, and others). Some research suggests Mexico is behind Argentina, Peru, Chile and other developing countries in terms of security. Another analysis suggests that Mexico is no longer considered one of the world’s most culturally rich countries, a very negative thing for Mexico’s image. Despite the fact that the Mexican government has invested a billion dollars in advertising, Mexico’s image has not improved. A national dialogue is needed to guide government actions towards a better country: one that counts on the commitment of its increasingly prepared citizens. If the country desires to improve its tarnished image the gap between what is said and done has to diminish. Mexico has to become competitive and take advantage of its opportunities and focus its investment on youth and education.

Cristina Pineda stated that her brand is Mexican and proud of it; concepts such as gastronomy and other Mexican products have been incorporated into the brand. Mexico needs to motivate businessmen and pay attention to the country's human capital, which in her opinion is the most important issue. Mexicans need to generate their own self-esteem. The country also needs civil education and must put painful aspects (such as crime and violence) into perspective; these negative aspects are temporary. The keys include the incorporation of an inclusive policy, leveraging the positive aspects, such as art, culture and creativity. Mexico suffers from having a low percentage of students study abroad; this is a tremendous way to broaden their minds. Something that is vastly underestimated in Mexico is how to manage diversity. Mexico was built on diversity and the country needs to exploit it, if it is to improve its image in the world.

*Roy Campos
Rossana Fuentes Berain
Amalia García*



*Mariana Borrego
Cristina Pineda
Claude Smadja*



How should Mexico leverage the G.20 presidency?

Lourdes Aranda Bezaury

Deputy Foreign Minister, Mexico.

Frédéric García

B20 Technical Committee Member, Group 8, "Trade & Investment," COMCE, Mexico.

Daniel Parfait

Ambassador of France to Mexico.

Andrés Rozental

President, Rozental & Asociados, Mexico.

Moderator:

Lorenzo Lazo Margáin

General Director, Aleman Velasco & Associates.



Daniel Parfait

Frédéric García

Lorenzo Lazo

Lourdes Aranda Bezaury

Andrés Rozental

Mexico will host the G20 Summit in 2012, providing a good opportunity to consolidate the G20 agenda to date (including the results of the Cannes Summit in November 2011) and to advance Mexican concerns and priorities. Much will depend on how the global financial situation will evolve over the coming months, but moving forward in financial issues, including tax, anti-corruption, and development, will likely be at the forefront. How can Mexico advance its priorities in an optimal way? How to avoid potential deadlocks on issues such as climate change? How to encourage other members of the G20 to play a more active role in global affairs?

The international community has to focus on a number of challenges that transcend borders. Feeding the world is one of them, productivity in the agricultural sector has to increase by 70% by 2050. Commodity prices volatility has to be brought under control and efforts have to be focused on the economic crises. Infrastructure, safety and the availability of credit are issues are first priorities. Many countries are thinking about a tax on financial transactions. At the G20 meeting in Cannes, important issues such as unemployment, particularly amongst the younger generation, will be addressed.

The G20 began in 1995 as a Summit for leaders from both emerging economies and developed countries to discuss the world's most pressing economic issues. The developed economies need the input of the emerging economies to understand how to deal with all the stakeholders in the global economy. The G20 is a flexible mechanism, currently in the process of development itself, with the ability to influence financial decisions and world leaders. The G20 framework allows emerging and advanced economies to come together as equals in order to find ways to manage issues such as financial imbalances, inequality between countries, and macro and micro-economic challenges. The World Bank, the IMF and the Society for Financial Stability are also among those that deal with various crises and are able to do so in an effective way within the framework of the G20. Mexico, during its presidency of the G20, needs to bring forth its concerns about economic growth, poverty and the upcoming possible recession. There are imbalances worldwide both between countries and within nations. Europe is in crisis and Mexico will be affected. We need to go back to the macro economic model to ensure cooperation between all countries in order to deal with financial and economic concerns. Volatility, the imbalance of global commodities, sustainable employment and "green" growth should be on the top of Mexico's G20 agenda.

Renewable fuel sources and bio-fuels are also issues that Mexico needs to push forward in the G20. The B20 entrepreneurial business group will be invited to participate so that both political and business concerns can be addressed at the Summit. The G20 will bring together the best entrepreneurial business leaders from around the world to develop growth strategies in the context of the crisis. The COMSE in Mexico is involved in both fostering international trade and in the fight against protectionism. Red tape and border issues need to be improved in order to increase trade, foreign investment and international trade.

The G20 meeting will be a unique opportunity for leaders and Ministers of Finance, to address the crisis in concentered and organized way. Issues need to be solved at a political level first. The Euro zone crisis and the currency crisis will undoubtedly command the attention of this G20 summit. As of yet, Mexico has not played an international leadership role. The G20 is an opportunity to enhance Mexico's role and to secure its position as a leader in the Caribbean and Latin America. Mexico must put the issues of the region at the forefront in order to deal with transnational/ international organized crime at the Heads of State and Government level. The political will to talk about this issue internationally is imperative and is of great relevance for Mexico.

Russia considers the G20 as a key instrument for reforming the global financial and economic architecture and coordinating macroeconomic policies. The G20 will remain the main international forum for international economic cooperation in the post-crisis period. Russia considers the top priority and focus of the G20 should be acute financial and economic issues. The post crisis recovery and development of the world economy is following 2 tracks: in developed countries growth rates are rather low and in developing countries growth shows very high performance. Such imbalance could be a potential threat to global economic stability. Russia is very worried about the debt crisis in some European countries. That is why we should continue to review the fulfillment of the key commitments, which were taken by the G20 countries for the stabilization of budgets and the financial system. In addition to the financial crisis, the following agenda items are also of great importance in the context of the G20: energy safety, commodity price volatility, food security, and unemployment.

Frédéric García





*Miguel Alemán Magnani
Rafael Gallego Nadal
Miguel Torruco
Joan Mesquida Ferrado
Pedro Velasco*

50 million tourists by 2025? Why not if Mexico takes the extra steps?

Miguel Alemán Magnani

President, Interjet, Mexico.

Rafael Gallego Nadal

President, Federación Española de Asociaciones de Agencias de Viajes, Spain.

Joan Mesquida Ferrado

Secretary of Tourism, Spain.

Miguel Torruco

Confederacion Nacional Turistica, Mexico.

Moderator:

Pedro Velasco

Partner, Santamarina y Steta, Mexico.

Considering that Mexico ranked 10th in tourism destination countries in the world, and based on the country's geographical, historical and cultural assets, what does Mexico need to do regarding issues like security and drug-related violence, as well as infrastructure, access, country brand and image to bring the tourism industry to its full potential as a major contributor to Mexico's economic growth. Why is Mexico stuck in sluggish tourism while it has such beautiful resources, excellent climate, wonderful beaches and many other qualities it takes to ignite the tourism industry?

The Tourism project of the 70s was very effective (Mexico rose to the 10th place) in terms of attracting tourism but is now obsolete. One of the problems that Mexico has is the lack of continuity; many officers in different tourist sectors last for no more than 3 years. FONATUR (National Funding for Tourism) has also had continuity issues regarding the promotion of different resorts like Huatulco, which started with a great promotion worldwide but has since lost its effectiveness. Now the focus is on Cancun. The panelists agreed that countries that preserve their cultural, social, historic and gastronomical legacy will continue to be the best locations for tourists.

Rafael Gallego Nadal, President of the Spanish Association of travel agencies' Federation expressed that one of the things Mexico needs is to work on the creation of a better image. Currently Mexico's appearance is of violence, which obviously is not the sole reality of the country. Violence can be addressed, but not as sensationalist or exclusive as it is in Mexico. Media needs to highlight many of the positive things happening in this beautiful country every day. Comparison was made to Brazil maintaining a positive international image while also having issues

with violence. Mexico also needs to look at emerging countries for sources of tourists, and expand beyond the U.S.

Joan Mesquida Ferrado, Spain Tourism Secretary, focused on the support that his country has given to this industry and helping private investors by hearing their demands and suggestions and really working together to continuously improve its importance all over the world.

Miguel Aleman Mangnani, President of Interjet Mexico stated that if Mexico continues the way it is, by no means will it reach this goal because “we Mexicans are not doing enough”. The national estimates are far beyond reachable; a 15% growth rate is not realistic. We need to recognize what is not working and what is. Our government is more interested in “filling Mexico with tourists,” adopt the “open skies” model as a desperate measure to achieve results. Plans should be done in the long term not changing them every 6 years. Mexicans need to look for answers instead of just pointing fingers, take advantage of the connectivity and work on expanding horizons. He concluded by saying that people in this industry need to have faith in Mexico.

Conclusions:

Indirect costs should become direct ones not using intermediaries if possible.

High risks airports need to be relocated in lesser risky places.

Everyone should have the same benefits and working platforms.

The President should hear realistic figures and have public and private sector partnerships.

The signed agreements have to be implemented not forgotten.

Introduce touristic and ecological conscience in schools.

Recover our cultural and historic attractions and promote them as Mexican trademarks.

Mexico needs a modern, agile touristic reform.

Do not focus solely on the U.S. market, expand to other markets.

Reduce taxes for touristic resorts and ports.

Convince politicians that this is a very important industry.

Change legislation for non Mexicans that want to buy houses in this country.

Plan new destiny strategies and support them with control.

Support the travel agencies because they open traveling opportunities.

The Mexican image is highly important.

Invest in improving infrastructure in hotels, resorts, planes, ports, highways, security and health.

*Rafael Gallego Nadal
Miguel Alemán Magnani
Miguel Torruco
Joan Mesquida Ferrado
Pedro Velasco*



Building the Mexico brand through productivity and performance

Hans-Joachim Kohlsdorf

Managing Partner of Efficient Ideas & Honorary Member of the CEEG, Mexico.

Matthew S. Levatich

President and COO, Harley Davidson, USA.

Roberto Newell

Vice President, Consejo de Instituto Mexicano para la Competitividad, Mexico.

Oscar Peralta Casares

President, Canacintra Querétaro, Mexico.

Moderator:

Luiz Carlos Ferezin

President, Accenture, Mexico.



Luiz Ferezin

Hans-Joachim Kohlsdorf

Roberto Newell

Matthew S. Levatich

Oscar Peralta Casares

Mexico needs to build a brand based on productivity. Productivity is a key determinant of GDP growth as well as being an indicator of the well being of citizens. Mexico is currently hanging back in terms of productivity levels when measured against comparable countries. There are 4 main productivity pillars, in which the public and private sectors play different roles:

Talent

Public: invest in education

Private: form and attract talent

Entrepreneurial ecosystem

Public: invest in resources and infrastructure

Private: modernize the technical portfolio

Innovation

Public: protect intellectual property

Private: generate technological development

Market efficiency

Public: Create efficient public institutions

Private: Develop a formal market

A Mexican farmer who goes north of the border to the United States immediately increases his productivity tenfold. This is due to the economic system and the incentives offered by the political and structural environment.

There are three phases in the modernization of a country: 1) the opening of economic borders; 2) the stimulation of the domestic market; and 3) the optimization of talent via education. Unfortunately Mexico is stuck in phase one because the incentives offered don't force people to improve. "If the incentives don't force you to be better you won't be better, unless there is a great opportunity to make a company more productive."

Germany and Japan are good examples of what branding can do for a country. Germany, through its key automotive brands and other high quality products, projects the style and quality of German engineering on a global level. Japan, in the 1970s had a brand that was more related to cheap products, but shifted this to high tech and quality in a relatively short period of time.

The Mexico brand has to be associated with aggregated value. It is directly related to competitiveness and the ability to export quality products. Mexico doesn't compete on a global level. Entrepreneurs cannot navigate global markets alone. Government support is essential both in terms of promoting exports and in attracting investment. A development bank is needed to manage the capital of Mexican ventures as the Mexican banks are not aggressive enough, or willing to bet on Mexican companies.

Mexico has to rely on innovation and creativity because these two factors are going to add value to the Mexico brand. In order for the Mexico brand to be strong, Mexico needs to be strong internally. Imagine what Mexico could be if everybody worked really hard toward a common objective. The media is also a key factor in developing Mexico's brand.

A nice example of good branding is Harley-Davidson. From the birth of the company 110 years ago they have maintained a brand essence, soul and spirit. This brand delivers an emotional impact to their customers. Mexico has to ask the questions: What does Mexico stand for? What are the unique and powerful attributes that Mexico can bring to the world?

A brand rallies the feelings of people behind the values of a company or country. An extreme example, is people getting tattooed with the Harley-Davidson brand. This is an analogy of how strongly you have to feel about your brand and especially how strongly the people recognize what the brand stands for and its values. The brand allows people to think about their actions in terms of clarity, alignment and consistency with certain values.

Mexico has to think about its core identifying features and values; Tequila, Cantinas, Maria Felix, Mariachi, etc... When somebody mentions any of these items you know they are talking about Mexico. The country has to take advantage of the fact that it is the largest Spanish speaking country in the world, with two very large telecommunication corporations that can promote their culture and products.

The brand is an obligation to be the best in the world in designated areas. The power of creating a great brand is enormous. Mexico needs a long-term shared vision based on a brand.



Hans-Joachim Kohlsdorf



Matthew S. Levatich



Roberto Newell



Oscar Peralta Casares



Luiz Carlos Ferezin



Juan Molinar Horcasitas
Sergio Sarmiento
Eloy Cantú Segovia

Looking at the priorities for Mexico: The voices from the parties

Speakers:

Eloy Cantú Segovia

Senator, State of Nuevo León, Mexico.

Juan Molinar Horcasitas

Secretary of Communications and Transport, Mexico.

Moderator:

Sergio Sarmiento

Editorial Director & Political Analyst, TV Azteca, Mexico

Sergio Sarmiento launched the discussion on the key issues identified by the summit participants in separate sessions, as the priorities that the presidential election candidates should focus on:

Re-elections in Congress

Democratization of the Media

Transparency and accountability

Citizen involvement in politics

Reform of the Rule of Law

Fiscal and energy reform

Labor and education reform

Foreign commerce strategy to include value-added products

Industrial policies that strengthen the domestic market

Eliminate obstacles to achieve greater competitiveness

Flexible industrial policies to comply with government requirements

Development of small and medium-size companies

Eloy Cantu bases his discussion on a working document called The Program for Mexico. The main issue is to increase competitiveness. The first reform that has been approved is the political reform, put forward by Senator Manlio Fabio Beltrones. The idea is to go from divided governments to shared governments. The economic reform consists of the modernization of the fiscal and financial area. It includes the best international practices. The new economic model has three

main points: growth with equality and stability, domestic market growth, and the rule of law. Besides the fiscal reform it is important to have a change of attitude to boost economic growth. Two final topics are labor reforms, linked to education, and industrial growth. A positive example is the aerospace cluster in Queretaro. Funding rates in Mexico account for 20% of GDP, as compared to 100% in Chile. Infrastructure is also a key factor to boost in the following years. The labor reform was passed in the Senate, but blocked by the House without further explanation.

Juan Molinar Horcasitas thinks that Mexico has gone from a system with a very high concentration of power to one where power is dispersed. The initiatives in Congress come with great timing. He considers Mexico a humanistic country, and the progress of Mexican people depends on Mexican people. Freedom of speech, transparency and accountability are fundamental rights. The access to public information and the involvement of citizens in politics is essential. Pemex is a partly-state-owned company, and the re-structuring of Pemex must be taken into account in any serious tax reform. Mexico must transform from a manufacturing economy to a knowledge-based economy. It is also necessary to strengthen the domestic market. Most of the progress that we have not been able to achieve is due to the institutions. Part of the government needs to be trimmed down. For example, 100 seats from the House of Representatives and 32 seats from the Senate could be cut. Another strategy is to raise the threshold to recognize new political parties. It is the right of the citizens to elect, re-elect and remove their representatives. Another important point is sustainability, which covers much more than taking care of the environment, but it includes the responsible use of resources for future generations. The security issues are related to economic development, and it is very well localized geographically: Nayarit, Durango, Chihuahua, Coahuila, Nuevo León and Veracruz.



Annexes

1.-Media Presence

Arranca Cumbre de Negocios

Urge Carstens aprobar reformas

Instan a garantizar crecimiento interno ante un entorno económico adverso

Dayna More

QUERÉTARO.- El Gobernador del Banco de México, Agustín Carstens, dijo ayer que las reformas estructurales darían al País un crecimiento de al menos 5 por ciento anual, por lo que es indispensable su aprobación, sobre todo ante un entorno económico internacional adverso.

"La certidumbre es una condición necesaria pero no suficiente para garantizar el crecimiento económico sostenido y acelerado. Lo que ofrecen la certidumbre y la estabilidad es una formidable plataforma para emprender las reformas y reformas estructurales que nuestro País necesita. Este imperativo se hace más urgente ante la perspectiva de que las economías de Estados Unidos y Europa, que generan más del 45 por ciento del PIB mundial, vivirán tiempos difíciles y tendrán un muy bajo crecimiento para los próximos años", señaló Carstens al participar en la Cumbre de Negocios.

Consideró que el País ha tenido un choque externo, debido a que su principal socio comer-

cial, que es EU, lleva tres años en una situación económica sumamente débil.

"Eso en términos técnicos, quiere decir que México necesita un tipo de cambio real más depreciado, esa depreciación se ha da-

do de manera ordenada, aunque la depreciación del tipo de cambio real ha sido muy grande pero cuando se asiente el polo del tipo de cambio va a regresar.

"Una vez que se asiente el polo del reciente episodio de turbulencia financiera internacional, la cotización de nuestra moneda nacional se aprecie de manera considerable", anticipó.

INNOVACIÓN Y DESARROLLO

En medio de un fuerte dispositivo de seguridad dio inicio la novena edición de la Cumbre de Negocios en la que participarán jefes de Estado, empresarios, políticos y analistas de diversos sectores económicos del País.

Durante la inauguración del evento, Miguel Alemán Velasco, presidente de México Cumbre de Negocios, llamó a potenciar la fuerza del continente americano a través del intercambio de experiencias.

"Este continente tiene un techo muy alto, comparado con Europa, Asia y otros, para alcanzar esa ciencia y tecnología que va a hacer la que nos saque adelante como un país desarrollado, y no constantemente en desarrollo", comentó.

llo. Esa es la idea de por qué nacieron estas reuniones. Este es el foro de mayor relevancia para el análisis y debate en México y en América Latina", señaló.

En tanto, el Gobernador de Querétaro, José Calzada, destacó que esta cumbre invita a reflexionar sobre cómo interactuar, sociedad y gobierno, para lograr mayor competitividad y desarrollo económico, sin perder de vista el número de expresiones que se aglomeran alrededor del mundo en demanda de políticas públicas más eficaces.

"Es hora de ser creativos e innovadores en la propuesta de políticas públicas coherentes con el proyecto y las aspiraciones colectivas", expresó.

Claudio X. González, presidente del Consejo de Administración de Kimberly Clark de México, expuso que en México hay mucho que hacer más allá de las reformas fiscal, laboral y energética, como por ejemplo aprobar la ley de acciones público privadas, ya que con ella se tendría mayor capacidad de inversión.

El empresario también señaló que China es un tema que tiene que ver con la competitividad, el cual debe verse muy en serio.

"Afortunadamente todo indica que las estrellas se están alineando para que podamos ser más competitivos contra los chinos, y se está manifestando de muchas maneras. Ojalá China siga siendo un motor a nivel global", comentó.

■ Querétaro, sede de la novena edición del encuentro empresarial

México, cumbre de negocios, busca debatir prioridades con miras a 2012

■ ROBERTO GONZÁLEZ AMADOR

Enviado

Querétaro, Qro., 23 de octubre. En un momento en que la disputa electoral por la Presidencia de la República entró en una "fase activa", varios de los más destacados empresarios del país buscarán fijar temas que, a su juicio, deben ser incluidos en el programa del gobierno que surja de la elección de 2012.

Convocado por el empresario Miguel Alemán Velasco, la novena edición del foro "México, cumbre de negocios", que inicia este domingo, busca generar debate sobre las prioridades que los candidatos presidenciales deberían considerar para sus programas de gobierno, de acuerdo con el documento de presentación del evento. Además de empresarios, están convocados políticos nacionales y de otros países, entre ellos el ex mandatario brasileño Luiz Inácio Lula da Silva.

"La novena edición de la México Cumbre de Negocios se llevará a cabo en un momento en que las campañas electorales para la Presidencia de la República están en su 'fase activa'", abunda.

En el comité organizador del

foro confluyen empresarios como Roberto González Barrera, presidente de Banorte-Itx y del Grupo Masaca; el propio Miguel Alemán, presidente de la servidora Interjet; Carlos Brumer Gutiérrez, presidente de Value Casa de Bolsa; Valentín Díez Morado, del Grupo Modelo y presidente del Consejo Mexicano de Comercio Exterior; Juan Carlos Marmuquín, presidente en México de la transnacional Nestlé; Clemente Serna, presidente del grupo Medcom, entre otros.

"La cumbre se realizará en una etapa que dará oportunidad para debatir sobre las prioridades fundamentales que los candidatos a la presidencia deberían considerar para sus programas de gobierno y analizar cómo México debe aprovechar de mejor manera sus activos y ventajas comparativas para estar a la altura de sus competidores", menciona el documento de presentación del foro, que se extenderá hasta el próximo martes por la noche.

Según el programa, el único aspirante a una candidatura presidencial que participará en el foro es el priista Enrique Peña Nieto, ex gobernador del estado de México.

El foro "México cumbre de negocios" fue convocado por primera vez hace nueve años por Miguel Alemán Velasco, cuando era gobernador de Veracruz. En esa ocasión, como en las dos siguientes, el acto se realizó en el puerto veracruzano. A partir de la cuarta y hasta su séptima edición la sede fue San Pedro Garza García, ciudad conurbada a Monterrey, capital de Nuevo León. El año pasado se realizó en Toluca, estado de México.

Una de las premisas, como plantea el programa del foro, es que la perspectiva de crecimiento económico para México en 2012, el año de la elección presidencial, "no es clara" y que el contexto internacional marcado por "una profunda crisis" en la zona del euro y una débil recuperación de Estados Unidos, se presenta "sombrio".

El gobernador del Banco de México, Agustín Carstens Carstens, quien será el orador en una cena este domingo, hablará sobre las opciones que tiene la economía mexicana "para mitigar el impacto de la crisis mundial y para aprovechar los recursos" con que cuenta el país.

Discuten soluciones a desafíos económicos

Secretarios y la IP presentes en la Novena Cumbre de Negocios

Ramiro Alonso Uribe
ramiro.alonso@eluniversal.com

QUERÉTARO, QRO.— Con la participación de diversos jefes y secretarios de estado, así como distintas personalidades del sector privado, inició la Novena Cumbre de Negocios 2011, con el tema: *Prioridades para una Nueva Era*.

Miguel Alemán Velasco, presidente de México Cumbre de Negocios, comentó que el tema central del evento tiene el objetivo de discutir las formas de poder enfrentar los desafíos económicos que enfrenta el país.

"Qué es lo que vamos a hacer, pero sobre todo cómo lo vamos a hacer", dijo Alemán, quien también es presidente del consejo de administración de la aerolínea Interjet.

José Calzada Rovirosa, gobernador del estado de Querétaro, expuso que la Cumbre es una

gran oportunidad para plantear los diversos problemas que aquejan a la sociedad civil y formular propuestas que tengan un mayor contenido humanista.

"Es hora de poner por encima lo que deseamos (...) La economía con rostro humano es sustentable porque en ella participamos sociedad y gobierno", dijo el gobernador durante su participación en este foro.

La primera mesa de debate se tituló *Análisis de la Economía Mundial: Oportunidades y ries-*

gos para fomentar e impulsar la economía de México, en la cual participaron Clyde Prestowitz, presidente de The Economic Strategy Institute; y Claudio X. González, presidente del consejo de administración Kimberly Clark de México, entre otros.

En la primera mesa se tomó como punto de partida los problemas económicos en Europa, Estados Unidos, China e India.

"En este sombrío contexto, la economía de México sigue manteniéndose con un creci-

miento del PIB esperado de alrededor de 3% a 3.2%—por debajo del pronóstico anterior de 3.7%. Sin embargo, las perspectivas para 2012 no son claras", destacaron en la inauguración.

Claudio X. González, también miembro del **Consejo Mexicano de Hombres de Negocios (CAMHN)**, dijo que la agrupación mantendrá sus inversiones durante el año en curso por más de 20 mil millones de dólares, a pesar de los problemas de inseguridad que prevalecen en el territorio nacional.

El **CAMHN** efectuará inversiones de más de 20 mil millones de dólares en 2011, y nadie ha hecho ninguna modificación a ese plan", dijo el directivo en breve entrevista.

Consideró el empresario que los dos factores de riesgo que pueden afectar el desempeño económico del país son, en primer lugar, los problemas de la Unión Europea, y en segundo, la violencia que ha afectado diversas entidades del país.

Continúa en siguiente hoja

Propone IP se abran sectores estratégicos

► Dice Díez Morodo que al tema de soberanía se le debe dar la vuelta

Dayna Mará

Enviada

QUERÉTARO.- Empresarios reunidos en la **Novena Cumbre de Negocios** propusieron una estrategia político-económica basada en permitir la entrada del capital externo; eliminar los monopolios en el sector energético; que los ricos paguen más, y en una autoreforma del Estado.

Valentín Díez Morodo, presidente del Consejo Mexicano de Comercio Exterior (Conace), planteó dar entrada al capital externo y eliminar los monopolios en el sector energético, para tener mayor tecnología e innovación.

"Vamos a lo práctico cuando hablamos del sector energético, eliminar monopolios y dar lugar al capital externo para una mayor innovación y tecnología; si hay

que abrir y eliminar monopolios y dar entrada a capital externo para poder lograr una mayor innovación, una mayor tecnología, que lo hagamos.

"Para lograr mayor éxito y competitividad, como dijo Guillermo Ortiz, '¿cómo podemos lograr un mayor éxito y más competitividad?, no hagamos tonterías', estoy de acuerdo, 'ni tampoco tengamos ocurrencias'.

"Tememos que hacer a un lado, cuando se hablaba del tema energético, el tema de la soberanía, vamos a darle la vuelta", señaló.

Asimismo, Díez Morodo propuso diversificar el comercio exterior de México, y no concretarse en lo que se tiene hoy.

En el evento organizado por Miguel Alemán Velasco, Juan Millán, presidente de Grupo Comza Corporación Azteca, planteó una reforma fiscal transparente, con impuestos progresivos, un IVA para todos, y ciacularizar a la Tesorería.

"Que los ricos paguen más y que sean totalmente transparentes los impuestos, pero que

las empresas paguen menos", agregó.

Asimismo, sugirió crear certeza jurídica, pues daría un sentido de desregulación como mecanismo acelerador de pequeñas empresas, y de integrador de la economía informal.

También propuso un observatorio federal, estatal y municipal para esto.

Millán dijo que es necesario

pasar del "Hecho en México", al "Creado en México", y darle un valor agregado a toda la cadena productiva, mediante un mercado administrado, y un País que innova.

"México tiene un gran futuro, una gran vitalidad, podemos ir fortaleciendo el músculo del desarrollo, innovación, certeza jurídica y reforma hacendaria, son las recomendaciones", insistió.

Carlos Eduardo Represas, presidente del Consejo Asesor de Bombardier, pidió aprobar las reformas estructurales, y también una autoreforma por parte del Gobierno.

Llueven quejas

Estos son algunos temas que la iniciativa privada enjuicó durante la **Novena Cumbre de Negocios**, en Querétaro:

- Inexistente proyecto de largo plazo.
- Carencia política industrial.
- Alto grado de informalidad.
- Falta de dinamismo de empleo.
- Balanza comercial siempre deficitaria.
- Rigidez jurídica y legislativa.
- Falta de reformas.

México requiere un IVA generalizado: G. Ortiz

□ *Rezago en materia de crecimiento*

Francisco Flores /
Sirse Rosas - Finsat

QUERÉTARO, Qro., 24 de octubre.— El país requiere una reforma fiscal donde se considere un IVA generalizado y una simplificación en el pago de impuestos, señaló Guillermo Ortiz Martínez, exsecretario de Hacienda y expgobernador del Banco de México.

El también presidente de **Grupo Financiero Banorte** indicó que las crisis recurrentes han dejado al país con un rezago en materia de crecimiento económico durante los últimos 50 años.

Al participar en el panel Cómo pasar de mercado emergente a país de economía desarrollada, dentro de México Cumbre de Negocios, Ortiz Martínez recordó que después de la crisis de 2008, el Producto Interno Bruto (PIB) de México cayó 6 por ciento en 2009.

Añadió que México fue uno de los países que más afectado se vio por la crisis global, "debido a nuestra relación con Estados Unidos y a pesar de que las exportaciones representan 30 por ciento del PIB, la contracción de la economía interna fue desproporcionadamente alta en relación con lo que ocurrió en Estados Unidos".

En los últimos 50 años, explicó, México se ha rezagado respecto al resto del mundo, pues el incremento de su PIB per cápita promedio ha sido de 2 por ciento, mientras que en los países dinámicos fue de 5 por ciento.

"En los países actualmente emprobleados en Europa, como España, Irlanda, Portugal y Grecia, el producto per cápita aumentó 3 por ciento en los últimos 50 años.

"Comparémos, por ejemplo, con Corea. Hace 50 años tenía un PIB per cápita que era el 40 por ciento de México; hoy es al revés, el PIB per cápita en México es la mitad del PIB en Corea, y ya no hablamos de Singapur y otros países que han tenido un gran éxito", apuntó.

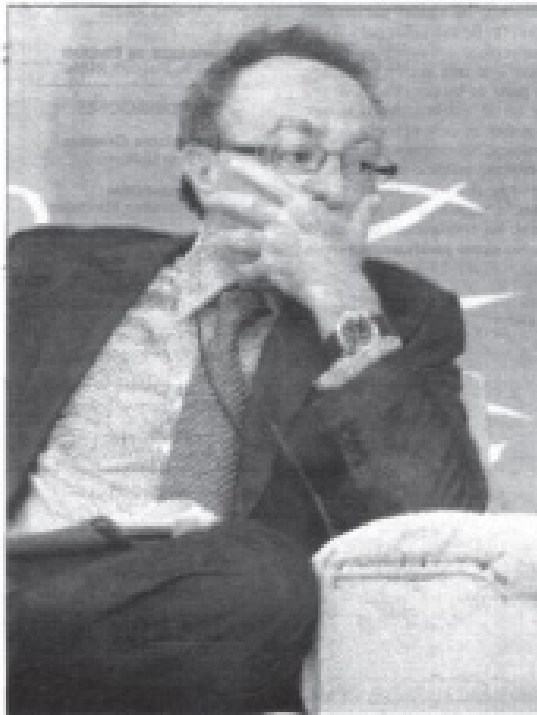
Dijo que este récord tan complicado en los últimos 50 años "se debe a las crisis económicas que hemos sufrido. Los ochenta fueron años perdidos, no sólo para México, sino también para América Latina.

"Luego tuvimos la crisis de 94, en donde el PIB cayó 6.5 por ciento, además de que los salarios, en términos reales, tardaron casi diez años en recuperarse." ■



Guillermo Ortiz. (Foto: E. Ortiz)

VISIONES ECONÓMICAS



Guillermo Ortiz Martínez, ex gobernador del Banco de México y presidente del Grupo Financiero Banorte, y el ex mandatario mexiquense Enrique Peña Nieto participaron ayer en el foro México, Cumbre de Negocios, que se realiza en la capital queretana. Ambos abordaron, con sus matices, sus posturas sobre el sector petrolero ■ **Pedro Marco Peláez**

Peña Nieto llama a ser “audaces” y abrir **Pemex** a la IP

■ Asegura el político priísta que se revertirían estancamiento y pobreza

Continúa en siguiente hoja

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■ Deponer posiciones partidarias e ideológicas, plantea el aspirante presidencial priísta

“Ser audaces” y abrir a la IP la explotación y refinación de crudo, pide Peña Nieto

■ En la cumbre de Querétaro hubo varias propuestas de eliminar la restricción constitucional



Enrique Peña Nieto en la conferencia de prensa que ofreció después de su participación en la Cumbre de Negocios que se celebra en la ciudad de Querétaro. ■ Foto: Marco Peláez

■ **ROBERTO GONZÁLEZ AMADOR**

Enviado

Querétaro, Qro., 24 de octubre. Abrir a la participación del sector privado las actividades que realiza **Petróleos Mexicanos (Pemex)** en exploración, explotación y refinación de crudo, planteó Enrique Peña Nieto, aspirante a la candidatura presidencial del Partido Revolucionario Institucional.

El ex gobernador del estado de México habló de la necesidad de “ser audaces” y “deponer posiciones ideológicas y partidarias” que impiden la apertura de **Pemex** a la inversión privada, tema sobre el que comenzó a esbozar posiciones la semana pasada en una entrevista con el diario británico *Financial Times*.

“No quiero ir al fondo de cómo” abrir a inversionistas privados actividades que están a cargo de **Pemex**, dijo Peña Nieto

al participar en el foro México, Cumbre de Negocios.

En este encuentro, varios participantes han insistido en que se elimine la restricción constitucional a la participación de particulares en áreas reservadas de la industria petrolera nacional.

La ley reglamentaria del artículo 27 constitucional señala que la nación, por conducto de **Petróleos Mexicanos**, llevará a cabo la exploración y la explotación del petróleo. También la refinación de los petroquímicos primarios está reservada a la empresa paraestatal.

Peña Nieto asistió a una mesa de discusión sobre el estancamiento del sistema económico de mercado en el país y los retos para el empresariado. El ex gobernador compartió el panel con el presidente de la Comisión Federal de Competencia, Eduardo Pérez Motta; el presidente de la

Confederación Patronal de la República Mexicana, Gerardo Gutiérrez, y el presidente del Grupo Salinas, Ricardo Salinas Pliego.

En la última década México ha sido la economía de América Latina con menor crecimiento, apenas 1.7 por ciento en promedio anual, esbozó Peña Nieto,

antes de hablar sobre sus planteamientos —insistió en que no podía hacer propuestas, pues se lo impiden los tiempos electorales— para vigorizar el desempeño de la economía. El país padece alto desempleo y no ha cambiado significativamente la condición de pobreza en que viven 57 millones de sus habitantes.

Una de las acciones que consideró necesaria para revertir la situación de estancamiento, elevado desempleo y pobreza, pasa por abrir **Pemex** al capital privado. El planteamiento causó un

Continúa en siguiente hoja

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Exceso de regulación, el gran problema, acota

Abrir tv no es panacea para avanzar. Salinas Pliego

México • Alberto Verdusco

El fundador y presidente del consejo de Grupo Salinas, Ricardo Salinas Pliego, aseguró que abrir la televisión no es la panacea para que el país salga adelante y criticó que el gran problema en la materia es el exceso de regulación.

Al participar en el debate ¿Estancamiento del sistema económico de México en México? retos para el empresariado, el también presidente de Tv Azteca comentó que si abrir la televisión fuera el remedio para que el país salga adelante, él sería el primero en participar.

"Es más hasta le ayudo a los canales 11 y 22 para que les vaya mejor. Pero no es cierto, no es por ahí, todos los que somos empresarios sabemos que el problema es el exceso de regulación", añadió en su intervención en la novena edición de la Cumbre de Negocios.

Y es que previamente el presidente de la Comisión Federal de Competencia (CFC), Eduardo Pérez Motta, reiteró la necesidad de abrir la televisión.

"No voy por qué desde hace años no ha habido una licitación de espectro de televisión abierta para que haya más competencia o por

qué no se licitó más fibra óptica oscura y eso tienen que cambiar", dijo el representante de la comisión reguladora del país.

Agregó que la televisión es fundamental porque no es sólo pluralidad sino también competencia en sectores "río abajo en la cadena", para que así las empresas tengan mayor acceso a la publicidad.

Salinas Pliego dijo que él adquirió con mucho trabajo la televisión "yo la compré, no me dieron una concesión, tuve que empujar todo lo que habíamos hecho en Elektra y todo lo que íbamos a poner de la televisión quedó en garantía de los créditos que se obtuvieron, entonces cuál prebenda del Estado", cuestionó.

Dijo que entonces sí compitieron contra el monopolio de la televisión y les fue bien por lo que ahora su objetivo es entrar al sector de telecomunicaciones.

Pérez Motta reconoció que es un convencido de que todas las telecomunicaciones necesitan mayor competencia y prueba de ellos, fue que recientemente en el tema de tarifas de interconexión y de red, donde se impuso una multa por 13 mil 989 millones de pesos "a una empresa". ■■

 **La Jornada**

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aplauso de los empresarios asistentes al foro.

En **Remex**, "la empresa de todos", hay una gran oportunidad de hacerla una palanca de mayor crecimiento económico, sostuvo Peña Nieto.

Petróleo Mexicano "es la empresa pública que más inversión realiza cada año y que podría ser un monto mayor al que realizan todas las empresas que cotizan en la Bolsa Mexicana de Valores. Señalo simplemente que seamos audaces, depongamos las posiciones ideológicas y partidarias que no nos han permitido avanzar en la apertura de esta empresa. Sin que el Estado pierda la propiedad de los hidrocarburos, pero se dé lugar a ma-

yor participación del sector privado para que haya una empresa más rentable y que detone el crecimiento para el país", expuso.

Posteriormente, en una conferencia de prensa abundó en su planteamiento, aunque se excusó de "ir al fondo o de hablar sobre los cómo".

Detalló que su idea sobre la industria petrolera nacional parte de dos premisas: primero, que el Estado mantiene la propiedad de los hidrocarburos, y segundo, "encontrar mecanismos que permitan la participación del sector privado en exploración, explotación y refinación" de petróleo crudo.

En la mesa de discusión, el empresario Julio A. Millán, moderador del panel, pidió a los po-

nentes "reaccionar" a los planteamientos hechos por el ex gobernador mexicano, Ricardo Salinas Pliego, presidente del Grupo Salinas (controlador de Tv Azteca, Elektra, Iusacel y Banco Azteca) sostuvo que si se habla de monopolios "hay que empezar por el grande", en alusión al sector energético. "Es algo que se debe hacer", opinó. "Me parece notable y algo de llamar la atención, y ojalá prospere", añadió.

La idea de que se abra al capital privado la actividad petrolera nacional se ha asentado en este foro. El domingo, Jeffrey Davidow, ex embajador de Estados Unidos en México, dijo que la restricción era un "tabú" que debe ser superado.

IX CUMBRE DE NEGOCIOS
QUERÉTARO 2011

Hay clamor de cambio, debemos atenderlo: Alemán

[Luis H. Esquivel en Querétaro]

Miguel Alemán Velasco, presidente de México Cumbre de Negocios, dijo que en medio de los problemas internacionales que se viven en el mundo, principalmente en países europeos y en Estados Unidos, es urgente la necesidad de discutir las formas para enfrentar los desafíos económicos que enfrentará el país.

"Qué es lo que vamos a hacer, pero sobre todo cómo lo vamos a hacer", dijo Alemán, quien también es presidente del consejo de administración de la aerolínea Interjet.

Por ello, convocó a los conferencistas y participantes de esta novena edición de la Cumbre a exponer los porqués: "Queremos que se reúnan la política, la economía y la academia como

una fuerza potencial de esta América, desde Canadá hasta la Patagonia, con el fin de alcanzar la ciencia y tecnología que verdaderamente saque adelante a México como un país desarrollado y no constantemente en desarrollo".

Recordó que bajo esa premisa nacieron estas reuniones, pues son como un crisol de todos esos lugares "para encontrar lo mejor de nuestros pensamientos, de nuestros sueños, de nuestras ideas y, sobre todo, de nuestros problemas, para que otros que han tenido uno de ellos o casos similares nos hablen de cómo le hicieron".

El presidente de la Cumbre de Negocios enfatizó que estos días de trabajo representan una gran oportunidad de plantear y asumir como propias las ex-

presiones de millones de voces que prácticamente en todo el mundo reclaman el cambio de reglas y mayor eficacia y corresponsabilidad social.

"Es hora de crear una ideología humanista en la que las personas sean la columna vertebral del proyecto económico y social, que es impostergable. Es hora de ser creativos e innovadores en la propuesta de políticas públicas coherentes", apuntó.

Dijo que en esta ocasión se eligió al estado de Querétaro como anfitrión, pues ha hecho una magnífica labor de desarrollo. "Es un estado bello y funciona con el ingreso per cápita más alto del país, con una mayor seguridad que otros estados, con una tranquilidad de provincia, pero de un gran pequeño país", comentó.



FUERZA. Miguel Alemán, presidente del foro, llama a la unidad continental para salir del subdesarrollo.

CORTESÍA DCE

Aconsejan rescatar la marca 'México'

Dayna Merd
ENVIADA

QUERÉTARO.- La reputación de la marca "México" ha caído al nivel más bajo, por lo que reconstruirla es un gran reto que se tiene que asumir, afirmó Roberto Newell, vicepresidente del Instituto Mexicano para la Competitividad (Imco).

"Creo que si apostamos a lo que ya tenemos, los activos de mexicanidad, y a una idea del México que queremos, un México excelente, podemos reconstruir nuestra reputación, que ha caído al nivel más bajo."

"Si hoy preguntamos al mundo cuál es nuestra reputación, probablemente nos digan algo que no queremos oír", dijo Newell durante el panel "Construir la marca México a través de la productividad y el desempeño", que se llevó a cabo en la Cumbre de Negocios, en esta ciudad.

Explicó que lo mejor para el País es apostarle a la "mexicanidad", es decir, identificar aquellos activos que tiene el País y que le dan identidad, y desarrollarlos e incluso rejuvenecerlos.

El vicepresidente del Imco también señaló que lo más importante es lograr que la gente relacione la "mexicanidad" con excelencia.

"Que en 20 años, cuando se hable del sector salud, se piense en excelencia; cuando se hable de sector manufacturero, se piense en excelencia; instituciones académicas, se piense en excelencia", detalló el experto.

También expuso que México tiene la gran ventaja de ser el

Buscan mejor futuro

Durante la Cumbre de Negocios, los participantes votaron para elegir las prioridades que tiene que atender el País, y al final la votación quedó así:

- 1 Elección legislativa
- 2 Democratización de medios.
- 3 Transparencia y rendición de cuentas.

país hispanoparlante más grande del mundo, que además tiene dos empresas televisivas de muy buena escala, que pueden distribuir el producto mexicano a nivel mundial.

"Podemos proyectar ahí nuestra imagen, cultura e idioma al resto del mundo; de hecho, lo hemos hecho, pero sin la intención; en toda América Latina hablan del Chavo del 8, eso es mexicanidad! Yo apostaría por eso", destacó Newell.

Agregó que cuando se habla de tequila, de Cantinflas, de María Félix, de Pedro Infante, se sabe que se está hablando de México.

"Es una marca ya muy bien establecida, quizá un poco vieja, quizá un poco anquilosada, pero muy rescatable", concluyó el experto.

Lula pide asociar a Pemex y Petrobras

Plantea crear tercera empresa y explorar nuevos mercados

Ramiro Alonso y Francisco Reséndez

Enviados

cartera@eluniversal.com.mx

QUERÉTARO, Qro.— En medio de intensas críticas a la clase política, Luiz Inácio Lula Da Silva, ex presidente de Brasil, apremió a la integración económica, política y social de América Latina para consolidar un bloque fuerte que sea respetado en el concierto de las naciones.

Al dictar una conferencia magistral en la novena Edición de México Cumbre de Negocios, se manifestó por la unión de Pemex y Petrobras para crear una tercera empresa que pueda explotar e invertir tecnología en otros mercados del mundo.

Lula da Silva se pronunció —en el caso de Brasil y México— porque se generen grupos de 10 empresarios por país que se conviertan en “grupos de orientación” a los gobernantes para que las cosas funcionen mejor.

Lamentó que pese a las bastas pláticas que sostuvo con los presidentes mexicanos Vicente Fox y Felipe Calderón se mantenga “cierta desconfianza” entre ambos países. Consideró que México tiene que dejar de ver sólo al norte y mirar el potencial que representa Sudamérica.

“México no tiene que dejar de venderle ni siquiera una aguja a los Estados Unidos, nosotros sabemos exactamente lo que significa Estados Unidos para México. Pero México es muy grande para contentarse solamente mirando hacia el norte”, dijo.

Sobre la unión de las parastatales precisó: “no quiero que las empresas

brasileñas vengán acá a comprar empresas mexicanas o viceversa, yo lo que quiero es que se hagan socios, no

quiero que Petrobras compre a Pemex, quiero que las dos se asocien y que se cree una tercera empresa para explotar nuevos mercados”.

Dijo que Petrobras es la empresa más grande de Brasil con inversiones de 224 mil millones de dólares hasta 2014, dichos recursos se utilizarán en la explotación de yacimientos y eso involucra la compra de buques, sondas y plataformas. Petrobras también está invirtiendo en la fabricación de refinerías, almacenamiento y distribución de combustible, comentó.

“Nosotros sabemos exactamente lo que significa EU para México, pero México es muy grande para contentarse solamente mirando hacia el norte, tiene que mirar un poco hacia el sur”, dijo Lula, ante empresarios.

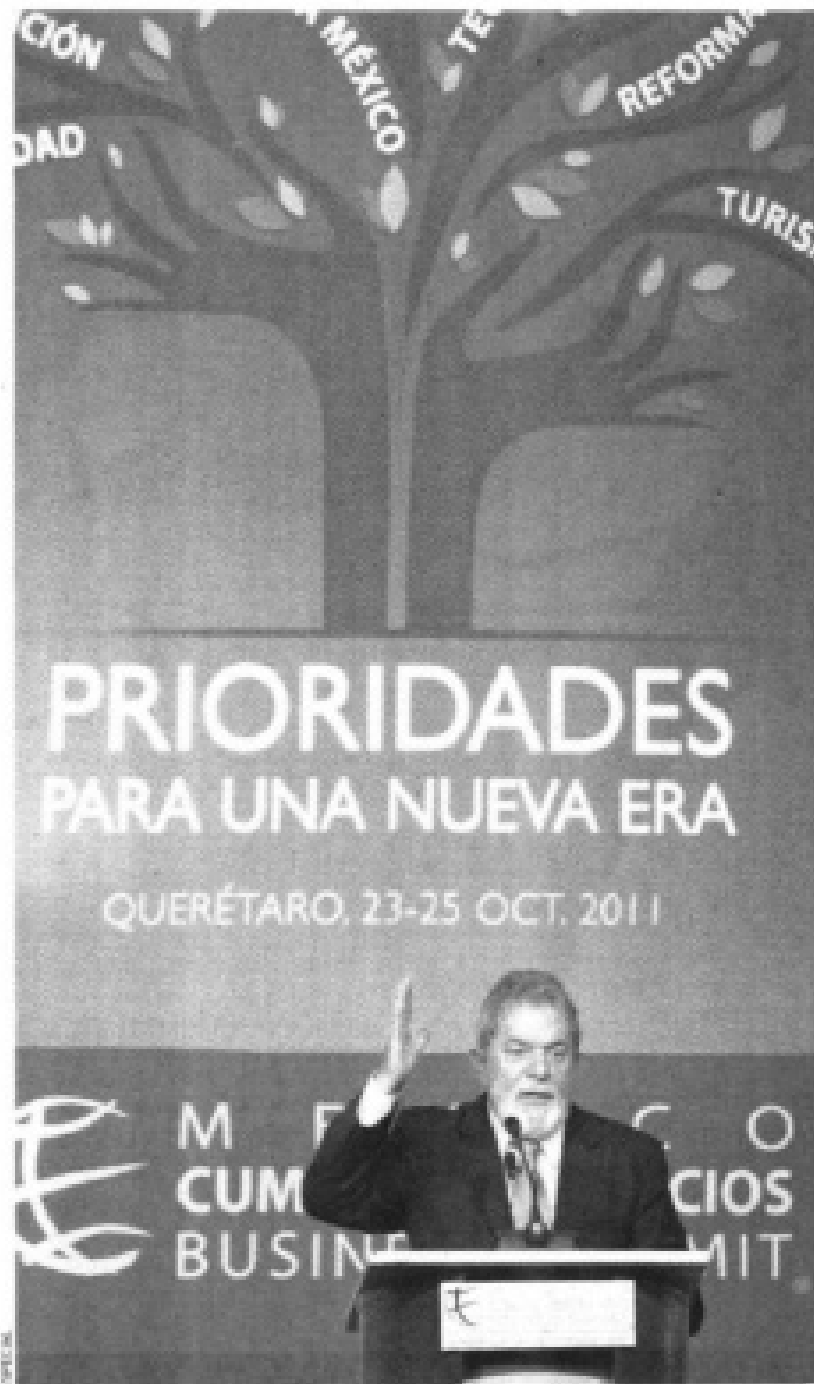
Insistió en que en México y Brasil se deben crear estos grupos de empresarios con la idea mejorar la integración comercial entre ambos países y orientar a los gobernantes, abatir la burocracia y avanzar en temas vitales.

UNIÓN DE AL

• **Lula da Silva** se pronunció por una integración de América Latina como proyecto continental.

• **Opinó que** la unión de Latinoamérica “es y será generosa, pues no es propiedad de ninguna corriente política, está abierta a todos los que creen que juntos seremos más fuertes y respetados”.

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“

No quiero que las empresas brasileñas vengán acá a comprar empresas mexicanas o viceversa, lo que quiero es que se hagan socios, no quiero que Petrobras compre a Pemex, quiero que las dos se asocien”

Luiz Inácio Lula da Silva,
ex presidente de Brasil

Invertirá 150 mdd en Querétaro para la edificación de la fábrica de componentes aeronáuticos

Eurocopter abrirá nueva planta en México

Querétaro* Alberto Verdases

La empresa franco alemana española Eurocopter invertirá 150 millones de dólares para la construcción de la nueva planta de fabricación de componentes aeronáuticos en Querétaro, anunció el vicepresidente ejecutivo de la firma, Dieter John.

En conferencia de prensa, el empresario dijo que por el impulso y desarrollo de las actividades que derivarán de esas nuevas instalaciones, las inversiones se elevarán en 550 millones de dólares durante los cinco años subsiguientes.

"La construcción significa una ampliación de la red industrial mundial de Eurocopter, que se apoya en la transferencia tecnológica para impulsar el

desarrollo regional de competencias de alto nivel", mencionó John en la **Cumbre de Negocios**.

El directivo explicó que se decidió efectuar la inversión en Querétaro, porque es un punto estratégico para los planes de la empresa.

"En Querétaro encontramos un entorno industrial atractivo con una disponibilidad de mano de obra calificada ya existente", abundó. Además dijo que la apuesta por el estado lo convierte en un cluster de la aeronáutica.

El secretario de Desarrollo Sustentable de Querétaro, Tomatiah Salinas, reconoció que la inversión de la firma europea abonará mayor crecimiento al producto interno bruto de la entidad federativa, lo que redundará en una mayor generación de empleos.

Central Park

Más tarde se anunció una inversión por mil 700 millones de pesos para la creación del proyecto comercial, residencial y de negocios Central Park Querétaro, que permitirá la generación de 3 mil 170 empleos directos.

El complejo costará con 78 mil metros cuadrados de construcción y cuatro torres residenciales, dos edificios corporativos y un área comercial, además de un hotel destinado al turismo y los negocios. ■■

Otro anuncio
1,700
mdp para Central Park Querétaro

En la recta final, impulsará cambios necesarios

Promete **Calderón** sentar bases para el México futuro

“El tramo que nos falta para hacer de nuestra economía una maquinaria poderosa, es precisamente hacer los cambios que ya ni siquiera necesitamos discutir cuáles son, porque todos, o una buena mayoría se supone, que estamos de acuerdo en cuáles son y qué hay que hacer”.

Felipe Calderón, Presidente de México

Mario Martínez, Enviado

QUERETARO, Qro., 25 de octubre.- El **Presidente Felipe Calderón Fournier** dejó en claro que está decidido a impulsar los cambios que el país necesita para sentar las bases del México del futuro.

“Para mí no es el fin de una administración simplemente, para mí es la recta final que define, precisamente, el futuro. Yo estoy absolutamente decidido a poner hoy, en mi gobierno, las bases de lo que debe ser el México del futuro”, remarcó el Jefe del Ejecutivo Federal.

Subrayó la necesidad de ser capaces de derrotar los miedos, los complejos, los prejuicios, los nacionalismos exacerbados, los mitos políticos, las faltas de coherencia y de consistencia que se dan en la política mexicana pero, “de una vez, decidir lo que se tiene que decidir”.

Para esto, el Primer Mandatario enfatizó que México tiene que seguir haciendo las reformas que requiere como la laboral, la del sector energético, la de telecomunicaciones y la de inversión público-privadas, además las relacionadas con la transparencia.

En este contexto, el Ejecutivo Federal lanzó un “respetuoso llamado a los partidos políticos en el Congreso para que “entendamos el sentido de vital importancia, de urgencia de los cambios que México necesita”.

En el marco de la IX. Edición México Cumbre de Negocios:

Prioridades para una Nueva era, **Calderón Fournier sostiene** que el país puede tener una economía próspera, que crezca mucho más de lo que hace, y genere mayores empleos de los que ahora tenemos.

Al señalar que si bien se han hecho cosas bien importantes, que se va en la ruta correcta pero, remarcó, “el tramo que nos falta

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para hacer de nuestra economía una maquinaria poderosa, es precisamente hacer los cambios que ya si siquiera necesitamos discutir cuáles son, porque todos, o una buena mayoría se supone, que estamos de acuerdo en cuáles son y qué hay que hacer".

El Presidente **Calderón** expresó su confianza en que ese México vendrá, porque ve "muchos empresarios, líderes sociales, actores, que tienen ese deseo

de que México sea moderno, sin complejos y sin prejuicios; y sé que hay resistencias, por supuesto, y sé que hay intereses, que por supuesto, los va muy bien porque México no avanza".

"En hora de que los mexicanos del pro nos pongamos de acuerdo, y le demos un empujón notable a nuestro país y a los tomadores de decisiones del país", puntualizó.



Una falta para no avanzar esté en la política y en los políticos. "Sabemos el camino, contemplamos cuál es el camino correcto, pero nunca falta quien se niegue, en los hechos, a recorrer el camino que necesitamos", expresó el **Presidente Felipe Calderón** en la IX Edición México Cumbre de Negocios: Prioridades para una Nueva era. (Foto: Presidencia).

Indispensables las reformas

QUERETARO, Qro., 25 de octubre.- Insistió el Jefe del Ejecutivo Federal en que el país tiene que seguir haciendo reformas, e hizo notar que hace algunos años hacer reformas en el país era conveniente para crecer más, y hoy, ante un escenario difícil, es absolutamente indispensable.

"Si México quiere salir bien de la turbulencia evidente que se ve en el mundo, necesita ser más competitivo todavía, y ser capaz de atraer más inversiones", agregó.

Subrayó que también en el plano legislativo se tienen que hacer cambios como en el administrativo, pues dijo creer en la competencia.

"Si creo que tiene que haber modernización. Si creo que tiene que haber terreno para todos los actores que quieran intervenir en los sectores de la economía, líneas telecomunicaciones, o líneas infraestructura, o muchos, muchos otros", reiteró.



2.-Final Program

9th. Edition
Mexico Business Summit
Querétaro, 23-25 October 2011
Priorities towards a New Era

Program

Sunday 23 October	
15:30 onwards	Participant registration
16:30-16:45 <i>Plenary Hall</i>	<p>Welcoming remarks</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Miguel Alemán Velasco, Chairman, Mexico Business Summit, Mexico • José Calzada Roviroso, Governor, State of Querétaro, Mexico • Oscar Peralta Casares, President, Canacintra Querétaro, Mexico
16:45-18:15 <i>Plenary Hall</i>	<p>Opening plenary</p> <p>Surveying the global economy: What opportunities should Mexico leverage? What risks should we worry about?</p> <p>With the euro zone in deep crisis and the US economy still oscillating between a weak recovery and a double dip - while growth is slowing down in China and India - the global economy is on the brink of a new recession with the risk of an implosion of the banking and financial systems. In this grim context, Mexico's economy is still holding its ground with GDP growth expected to be around 3-3.2% - down from previous forecast of 3.7%. However, prospects for 2012 are murky.</p> <ul style="list-style-type: none"> • Will we avoid a global recession in 2012? • What Mexico can do to sustain its course in a difficult global environment? • Does this global economic context provide Mexico with opportunities that it should leverage? <p>Speakers:</p> <ul style="list-style-type: none"> • Pierre Beaudoin, President and CEO, Bombardier, Canada • Claudio X. González Laporte, Chairman, Kimberly-Clark de México, Mexico • Jean-Paul Herteman, Chairman & CEO, Safran, France • Clyde Prestowitz, Founder & President, Economic Strategy Institute, USA <p>Moderator:</p> <ul style="list-style-type: none"> • Claude Smadja, President and Founder, Smadja & Smadja, Switzerland
18:15-19:45 <i>Plenary Hall</i>	<p>Plenary roundtable</p> <p>What agenda for the US-Mexico relation?</p> <p>With about 12.5% of US exports going to Mexico, 80% of Mexico's exports going to the US and 11.8 million Mexicans in the US, the United States is Mexico's most important partner in trade and investment and Mexico is the US's third largest trading partner after China and Canada. Although the symbiotic relationship between the two countries remains strained by issues such as border problems and the need to improve the coordination in the fight against the drug cartels, there is no other alternative than continuing to try to improve the US-Mexico links. Three issues loom large on the agenda for the future of the US-Mexico relationship:</p> <ul style="list-style-type: none"> • Economic growth and stability of the economic framework: How can the two countries accentuate their collaboration, make even better use of NAFTA, to mutually enhance their competitiveness on the world markets? • Security: How can the two countries more efficiently complement each other's efforts in the fight against the drug cartels? • Energy cooperation: How can the US and Mexico do a better job at tapping the huge potential of a greater cooperation on energy and the development of alternative energies?

	<p>Speakers:</p> <ul style="list-style-type: none"> • Myron Brilliant, Senior Vice President and Head of International Division, US Chamber of Commerce, USA • Jeffrey Davidow, Senior Counselor, The Cohen Group, USA • Rubén Kraiem, Partner, Convington & Burling, USA • Robert Pastor, Director of the Center for North American Studies, American University; Author, The North American Idea: A Vision of a Continental Future, USA • Bill Richardson III, Chair, Global Political Strategies, APCO Worldwide, USA • Arturo Sarukhan, Mexican Ambassador to the US, Mexico • Arturo Valenzuela, Professor of Government, Georgetown University; Former Assistant Secretary for Western Hemisphere Affairs, United States Department of State, USA <p>Moderator:</p> <ul style="list-style-type: none"> • Andrés Rozental, President, Rozental & Asociados, Mexico
20:00-20:30 <i>Foyer</i>	Cocktail reception
20:30-22:00 <i>Comedor</i>	<p>Official opening dinner</p> <p>Mexico and the global economic turmoil: What options to mitigate the impact of the global crisis on Mexico and to leverage the country's assets?</p> <p>Welcoming Address:</p> <ul style="list-style-type: none"> • José Calzada Rovirosa, Governor, State of Querétaro, Mexico <p>Keynote speaker:</p> <ul style="list-style-type: none"> • Agustín Carstens, President, Central Bank of Mexico, Mexico <p>Chair:</p> <ul style="list-style-type: none"> • Miguel Alemán Velasco, Chairman, Mexico Business Summit, Mexico

Monday 24 October

	<p>A special Mexico Business Summit brainstorming</p> <p>As the Presidential election campaign is about to enter into its "active phase" participants of the Mexico Business Summit brainstorm on the key priorities that would be candidates to the presidency should consider for their program if they want to add relevance and credibility to their campaign and if they intend to truly make their mark if they get to Los Pinos.</p>	
9:00-12:45	9:00-10:00 <i>Plenary Hall</i>	<p>Plenary stage setting:</p> <p>What does it take to move from emerging market economy to developed economy?</p> <p>What are the additional policies and actions - both from the government and the private sector - that are needed to ensure that Mexico does not get stuck in the "emerging market" category in a global context in which some countries are deploying across the board policies to move up the ladder very fast.</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Pankaj Ghemawat, Professor Global Strategy, IESE Business School; Author of World. 3.0, USA • Guillermo Ortiz Martínez, Chairman, Grupo Financiero Banorte, Mexico <p>Moderator:</p> <ul style="list-style-type: none"> • Manuel Rivera Raba, CEO, Grupo Expansión, Mexico
	10:15-11:15 <i>BR2</i>	<p>Brainstorming in parallel:</p> <p>Economic policy priorities</p> <p>Discussion Initiator:</p> <ul style="list-style-type: none"> • Valentín Díez Morodo, President, COMCE, Mexico <p>Moderator:</p> <ul style="list-style-type: none"> • Ana María Salazar, CEO, Grupo Salazar, Mexico

	<p>BR1</p> <p>Corporate Mexico priorities</p> <p>Discussion Initiator:</p> <ul style="list-style-type: none"> • Julio Millán, President, Grupo Coraza Corporación Azteca, Mexico <p>Moderator:</p> <ul style="list-style-type: none"> • Manuel Rivera Raba, CEO Grupo Expansión, Mexico <p>Political governance priorities</p> <p>Discussion Initiator:</p> <ul style="list-style-type: none"> • Denise Dresser, Professor, Instituto Tecnológico Autónomo de México (ITAM), Mexico <p>Moderator:</p> <ul style="list-style-type: none"> • Sergio Sarmiento, Editorial Director & Political Analyst, TV Azteca, Mexico <p>Structural reforms priorities</p> <p>Discussion Initiator:</p> <ul style="list-style-type: none"> • Carlos Eduardo Represas, Chairman of Advisory Board, Bombardier, Mexico <p>Moderator:</p> <ul style="list-style-type: none"> • Rossana Fuentes Berain, Editorial Vice President, Expansión, Mexico 	
	<p>11:30-12:45</p> <p><i>Plenary Hall</i></p> <p>Plenary session:</p> <p>Setting an agenda</p> <p>Participants get back in a plenary format discussion to discuss the outcomes of the brainstorming sessions which had been held in parallel and to consolidate a set of priorities that they consider as major elements that the presidential candidates should consider integrating into their programs</p>	
<p>10:15-11:30</p> <p>Sign Up Session</p> <p><i>BR4</i></p>	<p>Sign up session - Biotechnology: The breakthroughs beyond the headlines</p> <p>Economic growth or disaster: the rules for both</p> <p>Participants will be required to sign up in advance for this session. Following this briefing, participants are encouraged to join the plenary session "Setting an Agenda"</p> <p>Speaker:</p> <ul style="list-style-type: none"> • Juan Enriquez-Cabot, Managing Director, Excel Venture Management, USA <p><i>*This session will not feature simultaneous translation</i></p>	
<p>13:00-14:30</p> <p><i>Comedor</i></p>	<p>Plenary Luncheon</p> <p>Is Central America on the right track for this decade?</p> <p>As a marked contrast with respect to prospects in the US or in Europe, there is a general sense of optimism about the future in South America. Despite the challenges involved in jobs creation, in security issues in infrastructure building in strengthening democratic institutions the region seems set for a period of growth and economic development. How to address the challenges still confronting the countries of the region? What is required to ensure that Central America will stay firmly on the right track?</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Óscar Arias Sánchez, Former President of Costa Rica • Álvaro Uribe Vélez, Former President of Colombia <p>Chair:</p> <ul style="list-style-type: none"> • John D. Negroponte, Former Deputy Secretary of State & Vice-Chairman, McLarty Associates, USA 	
<p>14:30-16:00</p> <p><i>Plenary Hall</i></p>	<p>Plenary Debate</p> <p>Is there something wrong with Mexico's capitalism?</p> <p>Is Mexico's capitalism as vibrant as it should and could be? The enactment of the new competition law, last Spring has of course been a major step in freeing the system from many of the monopolistic practices that had shackled entrepreneurship spirit and have been distorting the functioning of the market. This law combined with a change of mindset could prove to be a boost for Mexico's competitiveness. Are Mexican entrepreneurs focusing enough on innovation? How to shift from low risk, low value added endeavors to high value added ones? Is the economic and social environment propitious enough to create a vibrant entrepreneurial culture and spirit? Is Mexico promoting enough the</p>	

	<p>creation and development of SMEs so essential to a dynamic economy?</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Gerardo Gutiérrez Candiani, President, COPARMEX, Mexico • Enrique Peña Nieto, Former Governor, State of Mexico, Mexico • Eduardo Pérez Motta, Chairman, Federal Commission on Competition (CFC), Mexico • Ricardo Salinas Pliego, President & CEO, Grupo Salinas, Mexico <p>Moderator:</p> <ul style="list-style-type: none"> • Julio Millán, President, Grupo Coraza Corporación Azteca, Mexico
16:00-16:30	Networking break
16:30-17:45 <i>BR1</i>	<p>Panel discussion</p> <p>Life after the national infrastructure plan: Creating a logistics and transport leader</p> <p>The objective of the National Infrastructure Plan launched in 2007 was to increase Mexico's annual investment infrastructure from 3 to 5.5 percent of GDP, covering all key infrastructure sectors. Although infrastructure investment has increased significantly in the past three years – with a focus on road investment – it is likely that only 70 to 80% of the objectives set by the National Infrastructure Plan will be achieved by 2012. What should Mexico do to continue to bolster the strategic projects that would create the right conditions for sustained infrastructure development and for the country to become a global logistics and transport hub?</p> <ul style="list-style-type: none"> • Does the Public-Private Partnership law provide the right context to develop PPPs? • How to increase the role of the domestic and foreign private sector? • What are the actions that the new administration should focus on? <p>Speakers:</p> <ul style="list-style-type: none"> • Jorge Herrera Caldera, Governor, State of Durango, Mexico • Georgina Kessel, Head, Banco Nacional de Obras y Servicios Públicos (Banobras), Mexico • Sean Mulvaney, Member Board of Directors, Export-Import Bank of the United States • Bernardo Quintana Kawage, CEO, ICA Construcción Urbana, Mexico • Vinodh Swaminathan, Director of Intelligent Transportation Systems, IBM, USA <p>Moderator:</p> <ul style="list-style-type: none"> • Lorenzo Lazo Margáin, Managing Partner, Alemán Velasco & Associates, Mexico
16:30-17:45 <i>BR3</i>	<p>Panel discussion</p> <p>The world needs more food: How can Mexico seize the opportunity to become a global agribusiness player?</p> <p>Steadily increasing global demand for food – grains, meat, dairy products – keeps driving prices up. This trend does not show any sign of abating given the continuing world's population growth, rising affluence in a number of emerging market countries transforming food consumption patterns and increased demand for biofuels. Mexico's agribusiness sector has been badly affected in the recent period by extreme weather conditions. However, this should not deter the country to try and leverage the increasing demand for food at the global level: Agro-industrial exports are expected to reach US\$ 10.5 billion this year, a 9% increase on 2010 figures.</p> <ul style="list-style-type: none"> • What are the areas in which Mexico could strive to expand its role as an international agribusiness player? • What next steps to develop bio-tech food production in Mexico in the context of the biosafety law? • How could Mexico leverage more its competitive advantages in the agribusiness sector? • How to promote more R&D in the agribusiness sector? <p>Speakers:</p> <ul style="list-style-type: none"> • Emilio Castillo Olea, President, Cargill de México, Mexico • Juan Carlos Cortés García, President, Consejo Nacional Agropecuario, Mexico • Mario López Valdez, Governor, State of Sinaloa, Mexico • Francisco Mayorga Castañeda, Secretary of Agriculture (SAGARPA), Mexico <p>Moderator:</p> <ul style="list-style-type: none"> • Félix Martínez, Vice President, Canilec, Mexico
16:30-17:45 <i>BR2</i>	<p>Roundtable</p> <p>They are breaking new ground: Entrepreneurs for Mexico's future</p>

	<p>A new class of entrepreneurs is emerging in Mexico: People ready to take risks to create high added value companies; people looking at leveraging the latest technology and social trends to create new activities. Who are they? How are they beginning to change Mexico's business landscape and Mexico's business culture?</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Lourdes Casanova, Lecturer Strategy Dept, INSEAD, France • Hernán Fernández, Chairman, Angel Ventures, Mexico • Daniel Mastretta, CEO & Founder, Mastretta Cars, Mexico • Alfredo Suárez Rivero, President & Managing Director, AliBio, Mexico <p>Moderator:</p> <ul style="list-style-type: none"> • Alberto Bello, Director Editorial de Negocios, Grupo Expansión, Mexico
16:30-17:45 Sign Up Session <i>BR4</i>	<p>Briefing</p> <p>Mexico in World 3.0</p> <p>Participants will be required to sign up in advance for this session. This session will not feature simultaneous translation. Following this briefing, participants are encouraged to join one of the discussions in parallel</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Pankaj Ghemawat, Professor Global Strategy, IESE Business School; Author of "World 3.0", USA <p>Chair:</p> <ul style="list-style-type: none"> • Claude Smadja, President and Founder, Smadja & Smadja, Switzerland <p><i>*This session will not feature simultaneous translation</i></p>
18:00-19:30 <i>BR3</i>	<p>Panel discussion in parallel</p> <p>What Mexico can learn from the world success stories</p> <p>Many countries faced with the same kind of problems that Mexico is confronting have been able to implement creative economic policies and solutions to these problems; some have proved quite apt to move fast up the world's competitiveness ladder. Even when taking into account the specific conditions in each country, what Mexico can learn from positive experiments or policies in other countries? What to emulate and what to avoid?</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Carlos Abella Picazo, Director of Commercialization, Paradores de Turismo, Spain • Woosuk Ken Choi, Deputy Executive Editor, The Chosunilbo, Korea • Tan Chin Nam, Chairman, International Advisory Panel, Media Development Authority, Singapore <p>Moderator:</p> <ul style="list-style-type: none"> • Claude Smadja, President and Founder, Smadja & Smadja, Switzerland
18:00-19:30 <i>Plenary Hall</i>	<p>Plenary discussion in parallel</p> <p>Setting the economic and political foundations for a modern state</p> <p>To resist the destabilizing impact of globalization modern states need today to associate the institutions and practices of strong political governance with an efficient economy that can achieve the optimum trade-offs between the requirements for high sustainable growth and the people's demands and expectations for social justice. Economic and political governance cannot anymore be addressed in a silo fashion. How to address the challenges of building the political and economic tracks in a complementary and even converging way? How to delineate what has to remain the domain of the state - and thus fit for decisive government initiatives - and what has today to be left to the role and responsibilities of the corporate world and of civil society?</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Manlio Fabio Beltrones, Coordinator of the Parliamentary Group, Partido Revolucionario Institucional (PRI), Mexico • José González Morfín, Coordinator of the Parliamentary Group, Partido Acción Nacional (PAN), México • Carlos Navarrete, Coordinator of the Parliamentary Group, Partido de la Revolución Democrática (PRD), México

	<p>Moderator:</p> <ul style="list-style-type: none"> • Ana Maria Salazar, CEO, Grupo Salazar, Mexico
<p>20:00-22:15</p> <p><i>Casona de los Cinco Patios</i></p>	<p>Gala dinner</p> <p>An evening for making new friends and enjoying cultural and gastronomical delight.</p> <p>Hosted by:</p> <ul style="list-style-type: none"> • Jose Calzada Rovirosa, Governor, State of Queretaro, Mexico <p>Transportation will be provided from the Congress Center to Casona de los Cinco Patios. After dinner, transportation will be provided to the hotels from Casona de los Cinco Patios.</p>

Tuesday 25 de October

<p>08:45-10:00</p> <p><i>BR3</i></p>	<p>Plenary debate in parallel</p> <p>Looking for an integrated strategy in the war against crime</p> <p>40'000 deaths after President Calderon launched the war against the narcos, and despite the fact that a number of gangs leaders have been captured or killed the war continues to rage on. Cooperation between the US and Mexican authorities has significantly improved and the use of drones since the beginning of the year is said to have brought significant results. But victory remains elusive in this war on the drug cartels and crime in general. How could the different stakeholders in Mexico – government, civil society, the media, business – work better together on this crucial issue? Are there further actions that the US and Mexico could take towards a more integrated strategy against crime and to make the Merida initiative bring even better results?</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Jorge Chabat, Professor & Researcher, CIDE, Mexico • César Duarte Jáquez, Governor, State of Chihuahua, Mexico • Luis Camilo Osorio, Former Colombian Ambassador to Mexico, Colombia • Diana Villiers Negroponte, Nonresident Senior Fellow Foreign Policy, The Brookings Institution, USA <p>Moderator:</p> <ul style="list-style-type: none"> • Alfonso Zárate, President, Grupo Consultor Interdisciplinario, Mexico
<p>08:45-10:00</p> <p><i>Plenary Hall</i></p>	<p>Plenary discussion in parallel</p> <p>Yes, Mexico can be even more attractive to investors</p> <p>In 2010, Foreign Direct Investment (FDI) increased to US 17.2bn, 16.6% higher than in 2009. The forecast for 2011 is US 22bn. Even though the curve is ascending there is still a high potential for significant increases in FDI flows into industry sectors that are not currently benefiting from foreign investment and other sources of FDI coming into Mexico. Because of Mexico's geographic situation and the closing gap between Chinese and Mexican wage levels, the US should be investing even more heavily than current levels. India and China are also waking up to the attractiveness of producing in Mexico in order to get un-hampered access to the US market. What needs to be done to provide an even more attractive environment for investors - not only foreign but domestic investors as well?</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Carlos Guzmán, Director General, ProMéxico, Mexico • Dieter John, Executive VP & CFO, Eurocopter Group, France • Rodrigo Medina de la Cruz, Governor, State of Nuevo León, Mexico • Rafael Moreno Valle Rosas, Governor, State of Puebla, Mexico • Stephen S. Poloz, President & CEO, Export Development Canada, Canada • Luis Téllez Kuenzler, Chairman of the Mexico Stock Exchange, Mexico <p>Moderator:</p> <ul style="list-style-type: none"> • Yael Smadja, President, Smadja & Smadja USA, USA
<p>10:00-10:20</p>	<p>Networking break</p>

10:20-11:40 <i>BR3</i>	<p>Panel discussion</p> <p>Listen Mexico, manufacturing is good for you</p> <p>Manufacturing has historically been an engine of growth for Mexico, and once again the latest recovery was driven by strong growth in the manufacturing sector. So how should Mexico do more to develop its manufacturing sector? How to build on existing manufacturing prowess from Mexico which are not advertised enough? How to ensure that the country leverage its competitive advantages to become a manufacturing hub in global supply chains? What needs to be done to make sure that jobs are not lost to the competition from China or other emerging manufacturing challengers?</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Raúl Gutiérrez, General Director, DeAcero, Mexico • Craig Kelly, Vice-President, The Cohen Group, USA • Hans-Joachim Kohlsdorf, Managing Partner of Efficient Ideas & Honorary Member of the CEEG, Mexico • Clyde Prestowitz, Founder & President, Economic Strategy Institute, USA <p>Moderator:</p> <ul style="list-style-type: none"> • Claude Smadja, President and Founder, Smadja & Smadja, Switzerland
10:20-11:40 <i>BR2</i>	<p>Debate</p> <p>Changing the orientations of the education system: let's be specific</p> <p>Although Mexico has invested significantly in its education system, this system is not delivering the kind of results that would allow Mexico to have the skills and talents necessary to sustain the kind of growth the country needs. One weakness remains the poor qualification of teachers; another significant issue is the mismatch between what the education system produces in terms of graduates and the needs of the economy. Too many historians, not enough engineers. In short Mexico is not getting enough bang for the buck with its education system and so far progress has been too slow to have a real impact. How should Mexico get serious about the reform of its education system?</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Armando Chacón Villar, Director of Research, Instituto Mexicano para la Competitividad A.C. (IMCO), Mexico • Javier Elguea Solís, Dean, Instituto Tecnológico de Teléfonos de México, Mexico • Pablo Peña, Chief Economist, Comisión Nacional Bancaria y de Valores (CNBV), Mexico • Armando Regil Velasco, President & Founder, Instituto de Pensamiento Estratégico Ágora (IPEA) • Alejandro Villanueva, Regional Program Director for Latin America and the Caribbean, WK Kellogg Foundation, Mexico <p>Moderator:</p> <ul style="list-style-type: none"> • Armando Paredes, Former President, Consejo Coordinador Empresarial, Mexico
10:20-11:40 <i>BR1</i>	<p>Panel discussion</p> <p>Mexico's strategic business ties with Latin America: A moment of big opportunities</p> <p>Although Mexico has a close business and trade relationship with Latin American countries, there is much more that could be done to create a more fruitful win-win interaction. The Pacific Alliance concluded last April between Mexico, Colombia, Peru and Chile would aim at integrating the economies of the four countries and could amount to creating the largest trade bloc in Latin America. What is the role of business?</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Jeffrey Davidow, Senior Counselor, The Cohen Group, USA • Nicolás Mariscal Servitje, CEO, Grupo Marhnos, Mexico • Eduardo Wallentin, Manager for Latin America and the Caribbean Region, International Finance Corporation (IFC), Mexico <p>Moderator:</p> <ul style="list-style-type: none"> • José Adolfo Ortega Juárez, Editor in Chief, Revista Expansión, Mexico
11:45-13:00 <i>Plenary Hall</i>	<p>Plenary session</p> <p>Keynote Address</p>

	<ul style="list-style-type: none"> • Luiz Inácio Lula da Silva, Former President of Brazil <p>Chair:</p> <ul style="list-style-type: none"> • Miguel Alemán Velasco, Chairman, Mexico Business Summit, Mexico
13:15-14:45 <i>Comedor</i>	<p>Plenary luncheon</p> <p>Keynote Address</p> <ul style="list-style-type: none"> • Felipe Calderón Hinojosa, President of Mexico <p>Introduced by:</p> <ul style="list-style-type: none"> • Miguel Alemán Velasco, Chairman, Mexico Business Summit, Mexico • José Calzada Roviroso, Governor, State of Querétaro, Mexico
14:45-16:00 <i>BR3</i>	<p>Debate</p> <p>Tell me about the real Mexico: How could the country bridge the image-reality gap?</p> <p>There is no under-estimating the damage that the actions of the narco-traffickers and the concerns about security issues have inflicted to Mexico's image. However, there are questions to be raised as to why this single element is able to obscure so many positive aspects in Mexico's development, from the very sound macro-economic stance of the country – one of the most solid in the Americas – to its rising middle class or the attractiveness it continues to exert towards many foreign corporations.</p> <ul style="list-style-type: none"> • Why is Mexico failing to project a more balanced image of itself abroad? • Why are so many Mexicans so unaware of their country's accomplishments or ranking in the world? • What can be done inside Mexico and abroad to create a perception which would be closer to what the "real Mexico" is? <p>Speakers:</p> <ul style="list-style-type: none"> • Mariana Borrego, Researcher, Aleman Velasco y Asociados, Mexico • Roy Campos, President, Consulta Mitofsky, Mexico • Rossana Fuentes Berain, Editorial Vice President, Expansión, Mexico • Amalia García, Former Governor, State of Zacatecas, Mexico • Cristina Pineda, Co-Founder, Pineda Covalín, Mexico <p>Moderator:</p> <ul style="list-style-type: none"> • Claude Smadja, President and Founder, Smadja & Smadja, Switzerland
14:45-16:00 <i>BR2</i>	<p>Panel discussion</p> <p>How should Mexico leverage the G.20 presidency?</p> <p>Mexico will host the G20 Summit in 2012, providing a good opportunity to both consolidate the G20 agenda to date, including the results of the forthcoming Cannes Summit in November 2011, and also advance Mexican concerns and priorities. Much will depend on how the global financial situation will evolve over the coming months, but moving forward on financial issues, including tax, anti-corruption, and development, will likely be at the forefront. How can Mexico advance its priorities in an optimal way? How to avoid potential deadlocks on issues such as climate change? How to encourage other members of the G20 to play a more active role in global affairs?</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Lourdes Aranda Bezaury, Deputy Foreign Minister, Mexico • Frédéric García, B20 Technical Committee Member, Group 8, "Trade & Investment", COMCE, México • Daniel Parfait, French Ambassador to Mexico, France • Andrés Rozental, President, Rozental & Asociados, Mexico <p>Moderator:</p> <ul style="list-style-type: none"> • Lorenzo Lazo Margáin, Managing Partner, Alemán Velasco & Associates, Mexico
14:45-16:00 <i>BR1</i>	<p>Debate</p> <p>50 million tourists by 2025? Why not if Mexico takes the extra steps</p>

	<p>Mexico receives 22.5 million tourists a year and ranks 10th on the tourism destination countries in the world. Based on the country's geographical, historical and cultural assets, it should receive at least double that number. Security is obviously a major issue - Drug-related violence, in particular in key resort destinations like Acapulco, has caused a decline in the number of tourists. What needs to be done in that domain, as well as in terms of infrastructure, access and country brand and image to bring the tourism industry to its full potential as a contributor to Mexico's economic growth?</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Miguel Alemán Magnani, President, Interjet, Mexico • Rafael Gallego Nadal, President, Federación Española de Asociaciones de Agencias de Viajes, Spain • Joan Mesquida Ferrado, Secretary of Tourism, Spain • Miguel Torruco Marqués, Confederación Nacional Turística, Mexico <p>Moderator:</p> <ul style="list-style-type: none"> • Pedro Velasco, Partner, Santamarina y Steta, Mexico
16:15-17:30 <i>Plenary Hall</i>	<p>Plenary discussion</p> <p>Building the Mexico brand through productivity and performance</p> <p>As the new challengers in the global economy - China, India, Brazil but also countries such as Turkey or Vietnam - make their mark, the battle for prominence is now increasingly fought on productivity, efficiency and innovation. This is a key feature the Mexico brand needs to be associated with. How to get there? This session is the result of the work of a task force launched by the Mexico Business Summit in collaboration with Accenture. A white paper will then be presented as the result of the task force's work as it stands after presentation and discussion with the Mexico Business Summit participants.</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Hans-Joachim Kohlsdorf, Managing Partner of Efficient Ideas & Honorary Member of the CEEG, Mexico • Matthew S. Levatich, President and COO, Harley Davidson, USA • Roberto Newell, Vice President, Consejo de Instituto Mexicano para la Competitividad, Mexico • Oscar Peralta Casares, President, Canacintra Querétaro, Mexico <p>Moderator:</p> <ul style="list-style-type: none"> • Luiz Carlos Ferezin, President, Accenture, Mexico
17:45-18:45 <i>Plenary Hall</i>	<p>Closing plenary</p> <p>Looking at the priorities for Mexico: The voices from the Parties</p> <p>In this follow-up session from the Monday morning discussions, the leaders of the three main parties will discuss the key issues identified by the participants as the priorities the presidential election candidates should focus on. These political personalities will have the opportunity to provide their feedback and their own views on what should be the key themes of the presidential election.</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Eloy Cantú Segovia, Senator for the State of Nuevo León, Partido Revolucionario Institucional (PRI), Mexico • Juan molinar Horcasitas, Secretary of Government Action and Political Commission, Partido Acción Nacional (PAN), Mexico <p>Moderator:</p> <ul style="list-style-type: none"> • Sergio Sarmiento, Editorial Director & Political Analyst, TV Azteca, Mexico
18:45-19:30 <i>Foyer</i>	<p>Farewell reception</p>



3.-Participants

A

Abella Picazo, Carlos
Paradores de Turismo de España, S.A.

Acosta, José
UPS

Acosta Parra, María Elena
Henkel Mexicana, S.A. de C.V.

Adame Tovilla, Margarita
Fumaq S.A. de C.V.

Aguilar de la Parra, Hesiquio
Gobierno de Veracruz

Aguilar Fraga, Benito
Adecco

Aguilar López, Juan Enrique
Logística Multigrupos S.A. de C.V.

Aguilar Pimentel, Ma. Elena
CFC Construcciones

Aguilar Torrecano, Juan Manuel
Quality Maximun Soluciones Financieras

Alarcón Brockmann, Patricia
Grupo Alarcón

Alarcón Brockmann, Rocío
Grupo Alarcón

Alarcón Martínez, Gustavo
Gobierno del Estado de NL

Albarrán Madero, Lucía
Publicare México S.A. de C.V.

Albor Mariño, Mariano
Instituto de Ciencias Nucleares, UNAM

Alcántara Rojas, Arturo
Omnibus de México S.A. de C.V.

Alemán Magnani, Miguel
Interjet

Alemán Velasco, Miguel
México Cumbre de Negocios

Almada López, Carlos F.
Gobierno del Estado de NL

Almanza Mosqueda, Jorge Enrique
Autotransportes de Carga Tresguerras, S.A. de C.V.

Almaraz Callejas, Wendolyn
Inmobiliaria Tlu S.A. de C.V.

Almeida Orozco, Sergio
Soluciones Financieras del Estado de Querétaro

Alonso Olivares, Alejandro
Aerolíneas Ejecutivas S.A. de C.V.

Alonso y Caloca, Aurelio
Atento Servicios, S.A. de C.V.

Alvarado De la Barrera, Ernesto
Ulbrinox Inc

Álvarez Álvarez, Alejandra
Comercializadora Jjalf S.A. de C.V.

Álvarez Certucha, Bernardo
Grupo Idesa S.A. de C.V.

Álvarez Vargas, Miguel Ángel
Televisa

Anaya Saavedra, Ma. Genoveva
Visage Ópticas

Antón García, Camilo de Jesús
Hotel Mirage

Anzaldúa Garza, Jorge
Industrial Perforadora de Campeche S.A. de C.V.

Anzaldúa Garza, Martín
Grupo Río San Juan

Aranda, Lourdes
Secretaría de Relaciones Exteriores

Aranguren Tréllez, Luis
Arancia Industrial SC

Arce González, Enrique
Banregio SA

Arceo, Saúl
Bombardier Transportation México

Arcos Rivera, Nancy
IEC Industrial Supplier S.A. de C.V.

Argüelles González, Sergio
FINSA

Argüelles Gutiérrez, Sergio
FINSA

Arguello Ruiz, Óscar
ABC Aerolíneas S.A. de C.V.

Arias Sánchez, Oscar
Ex Presidente de Costa Rica, Premio Nobel de la Paz

Arrambide Reyna, Tania Elizabeth
Instituto de la Juventud Regia

Arranza Lara, Luciano Antonio
DHL Express México S.A. de C.V.

Arroyo Quevedo, Juan Jesús
Mini Supercito Villas

Arteaga Santoyo, Rodrigo
Oficina del Lic. Enrique Peña Nieto

Autrey Maza, Xavier Desiderio
Altos Hornos de México S.A.B. de C.V.

Ayala De Anzaldúa, Erika
Industrial Perforadora de Campeche

Aziz Checa, Luis Alberto
SAI Consultores SC

Azpeitia Camargo, Marlene
UNAM

B

Bacher, Ann
Us Embassy

Baeza Ariza, Mónica
Cámara de Comercio México-Israel

Bahamon Jaramillo, Germán Alberto
Sony Ericsson

Ballesteros, Jordi
Accenture, S.C.

Barreira López, Ana María
Inveuropa S.L.

Beaudoin, Pierre
Bombardier Inc.

Bellei Barbieri, Giovanni Enzo
Maccaferri de México S.A. de C.V.

Bello, Alberto
Grupo Editorial Expansión

Beltrán, Beatriz
Avent S. de R.L. de C.V.

Beltrán, Jesús
Avent, S. de R.L. de C.V.

Beltrán Moreno, Bernardo
Soluciones 24/7

Beltrán Moreno, Leonardo
Guardatodo, S.A. de C.V.

Beltrones Rivera, Manlio Fabio
Senado de la República

Benavides Berrondo, Mauricio
Sitewit

Berho Corona, Lorenzo
Vesta S. de R.L. de C.V.

Berrondo Mir, José
MABE, S.A. de C.V.

Bethke, Kai
United Nations Industrial Development (UNIDO)

Bischmann, Joanne
Harley-Davidson Motor Company

Bogle, Christine
Embajada de Nueva Zelanda

Boiles Fernandez, Francisco
Consultores y Promotores Asociados, S.C.

Boorstein, Tamara
Ogilvy Public Relations Worldwide

Borrego Hoffmann, Mariana
Alemán Velasco y Asociados S.C.

Boy Pineda, Mauricio
BDP International México S.A. de C.V.

Bravo Acosta, Jesus
Tapia Construcciones Industriales S.A. de C.V.

Bremer Gutiérrez, Carlos
Value Casa de Bolsa S.A. de C.V.

Bretón Aretia, Saúl
Operaciones Internacionales Sabre S.A. de C.V.

Brilliant, Myron
US Chamber of Commerce

Bringas Bustamante, José Rogelio
Bajío Partes

Briones González, Salvador Enrique
Centro de Investigación y Docencia Económicas

Briseño Deibert, Guillermo
Donaldson S.A. de C.V.

Briseño Sainz, María Eugenia
FECAPEQ

Buitrago, Jaime
ExxonMobil México

Butchart Gándara, Daniela
Grupo Nestlé México S.A. de C.V.

C

Cabello Martínez, Andrea
Kenworth Mexicana

Cabrera Cuaron, Luis
Cabrera Cuaron y Asociados S.A. de C.V.

Cabrera Sigler, Alejandro
Acsa Contratista S.A. de C.V.

Caicedo, Andrés
Invertional Finance Corporation

Calderón Hinojosa, Felipe
Presidente de los Estados Unidos Mexicanos

Calzada Mercado, Guadalupe
Automotores de Querétaro S.A. de C.V.

Calzada Mercado, Mario
Polo y Ski S.A. de C.V.

Calzada Mercado, Miguel
Polo y Ski S.A. de C.V.

Calzada Rovirosa, Antonio
Consultor Independiente en Desarrollo Internacional

Calzada Rovirosa, José Eduardo
Gobierno del Estado de Querétaro

Camacho Lombardo, Fernando
Excel

Campos Esquerra, Roy Alberto
Consulta, S.A. de C.V.

Campos López, Arturo
Industrias Camca S.A. de C.V.

Camposeco, Prieto Max
Gobierno del Estado de Querétaro

Cantú, Eloy
Senador

Cantú Ayala, Félix
Grupo CFC de Fabricaciones y Construcciones

Cantú de León, Elías
Consultoría Estratégica Primer Circulo

Carbajal Ayala, Eduardo
Eaton Technologies

Cárdenas Cardona, Isaac
IEC Industrial Supplier S.A. de C.V.

Cárdenas Zubieta, María del Rocío
PMI Comercio Internacional S.A. de C.V.

Carpentier, Paulina
Bayer de México, S.A. de C.V.

Carrasco, Ernesto
Kroll

Carrasco Santana, Diódoro
Aliquantum

Carrera Perrusquía, José Antonio
Protecto Mallas

Carrera Quiñonez, Olaf Arturo
MES Tecnología en Servicios y Energía, S.A. de C.V.

Carrillo Castro, Alejandro
Fundación Miguel Alemán, A.C.

Carrión Rodríguez, Eugenio Pacelli Francisco
Asociación Nacional de Tiendas de Autoservicio y Departamentales AC

Carstens Carstens, Agustín
Banco de México

Casanova, Lourdes
INSEAD

Casillas Moreno, Ana Rosa
ABC Aerolíneas S.A. de C.V.

Castellanos Vidaurreta, Emilio
Ernst & Young

Castellón Nájjar, Francisco Javier
UNAM

Castillo Olea, Emilio
Cargill de México

Castro Obregón, Luis
Nueva Alianza

Cataneo Flores, Marisa Odeth
Cattaneo Inmobiliaria

Catto, James
Embajada de los Estados Unidos Mexicanos

Cavazos Cavazos, Lorena
Laboratorio Roche

Cazarin Martínez, Teresa
Consejo de Desarrollo del Papaloapan

Celis Orozco, Jorge Ramón
Citicapital

Cerda Morett, Esperanza
Murguía Consultores

Cervantes Díaz, Francisco
CCEM

Chabat Madrid, Jorge Luis
Centro de Investigación y Docencia Económicas A.C.

Chacón Villar, Armando
Instituto Mexicano para la Competitividad, AC

Chan, Ih Ming

Charur Nasta, Ricardo Jesús
Grupo Profemex S.C.

Chavarría Espinosa, José Nerio
Universidad Autónoma de Querétaro

Chedraui Obeso, José Antonio
Grupo Comercial Chedraui S.A.B. de C.V.

Choi Woosuk, Kenneth
The Chosun Daily Newspaper

Cobo Mantilla, Ma. Fernanda
Accenture, S.C.

Cohen Meusnier, Viviane
Industrias Michelin

Comenge, Fernando
Snecma America Engine Services

Connell, Jonathan
Bombardier Aerospace México

Contreras Coronado, Lorena
Donaldson S.A. de C.V.

Córdova, Bertha
Polo y Ski S.A. de C.V.

Córdova Martínez, Julio César
SolRecauda S.C.

Corona Artigas, Pablo Humberto
Complejos Residenciales

Corona Méndez, Jorge

Corpancho Soto, Juan Carlos
Senado de la República

Corral Gallardo, Barbara
Bombardier Transportation México

Cortes García, Juan Carlos
Consejo Nacional Agropecuario

Cotté, Bruno
Safran

Croci, Maurice
Embajada de Francia en México

Cruz Morales, Martha
Centro de Investigación y Docencia Económica

Cuellar Sánchez, Héctor
Cámara de Comercio y Tecnología México China AC

Cuenca, Eduardo
Eurocopter de México Planta Querétaro S.A. de C.V.

Cuevas, Roberto
Accenture, S.C.

D

D'Arcimoles, Emeric
Morpho (Grupo SAFRAN)

Davidow, Jeffrey
The Cohen Group

Davoine, Caroline
Delegacion General de Quebec

de Alba Barnola, José
Grupo Balvanera

de Aldecoa, Cristóbal
Phillip Morris Latin America & Canada

De Anzaldúa, Renee Michelle
Grupo Río San Juan

De Carvalho Junior, José Augusto
Pilgrims Pride S. de R.L. de C.V.

De la Garza Ortega, Gustavo Mario
Marcatel Com S.A. de C.V.

de la Garza Treviño, Daniel
Ernst & Young

De la Garza Villareal, Jesús
Corus México S.A. de C.V.

De la Garza Villarreal, Héctor Alfonso
Republicano Ayuntamiento de Sn. Nicolás de Los Garza

De la Isla Herrera, Fernando
Gobierno del Estado de Queretaro

De la Macorra Rivera, Cecilia
ExxonMobil México S.A. de C.V.

de la Madrid Cordero, Gerardo Antonio
Ecuación 2010

De la Madrid Cubillas, Francisco
BBV México, Fideicomiso Sub-metrópolis de Tijuana-Grupo El Florido

De la Madrid García, Francisco
BBV México, Fideicomiso Sub-metrópolis de Tijuana-Grupo El Florido

De la Maza Benignos, Josué
Nestlé México S.A. de C.V.

De la Rosa Ibarra, Jesús
IBM de México

De la Torre Cordero, Ricardo
GMI

De Silva, Jacobo
Accenture, S.C.

Del Barrio Molina, José Manuel
Toyota de México

Del Cojo Haro, Augusto César
Adelco Distribuciones, S.A. de C.V.

Del Rivero, Joaquín
Grupo Expansión

Devlyn Mortensen, Frank
Grupo Devlyn S.A. de C.V.

Dezi Di Florio, Paolo Guerino
Venameca México S.A. de C.V.

Díaz, Juan Pablo
Prosegur

Díaz De León, María Luisa
Grupo Expansión

Díaz Ordaz, Eugenia
Constructora Urbanizadora Ixtapan S.A. de C.V.

Díaz Lozano, Eduardo
Crecimiento Programado, S.A. de C.V.

Díez Martín, Oscar Antonio
Daemon Quest Latam S.A. de C.V.

Diez Morodo, Valentín
COMCE

Dingler Delgado, Humberto
Kybernus AC

Diosdado Delgado, Juan Manuel
Comisión de Estudios del Sector Privado Para el Desarrollo Sustentable

Domínguez Gil, José Alfonso
Operaciones Internacionales de Servicios

Domínguez Servien, Francisco
Municipio de Queretaro

Dorantes Bazán, Andrés
Grupo R

Dresser, Denise
ITAM

Duarte Jáquez, César
Gobierno del Edo. de Chihuahua

Durand, Serge
Eurocopter de México S.A. de C.V.

Durif, Gabriel
Safran México

E

Echarte, Luis J.
Grupo Salinas

Echevarría Domínguez, Antonio
Embotelladora del Nayar S.A. de C.V.

Echevarría García, Antonio
Embotelladora del Nayar S.A. de C.V.

Elguea Solís, Javier
Instituto Tecnológico de Teléfonos de México

Enciso Cordero, Alicia
Grupo Nestlé

Enríquez, Juan
Excel Venture Management

Esguerra Umaña, María Clara
Nestlé Servicios Corporativos S.A. de C.V.

Esprestate, Pablo
Repsol

Esqueda Ramos, Humberto
Comisión Estatal de Aguas/Qro.

Esquivel Chavira, Sergio
Grupo SID

Estévez Medina, Ricardo
Real State

Estrada Breña, Carolina
Instituto Tecnológico de Querétaro

F

Fabreguette, Julien
Eurocopter de México-Qro. S.A. de C.V.

Farías Fuentes, Lorena María
Ernst & Young

Favier Salcedo Álvaro
Grupo Favier

Ferezin, Luiz Carlos
Accenture, S.C.

Fernández, José Ismael
Dimasa del Golfo S. de R.L. de C.V.

Fernández García, Francisco Javier
Automotores de Querétaro S.A. de C.V.

Fernández Lamadrid, Hernán
Angel Ventures Mexico

Ferrari Pardiño, Ramón
Consejo de Desarrollo del Papaloapan

Ferreiro, María Teresa
Industrial de Formas Mexicanas S.A. de C.V.

Flores Ortiz de Montellano, Héctor
Colusa, S.A. de C.V.

Fonseca Andere, Pablo Antonio
Prudential Real Estate Investors

Franco Martinez, Ruth
Laboratorio Roche

Frías, Carlos
Grupo Expansión

Fuentes Berain, Rossana
Grupo Expansión

Fuentes Ramírez, Guillermo
ICA Construcción Urbana

Funes Lovis, Rafael
Dynaware S.A. de C.V.

G

Gallego Nadal, Rafael
Federación Española de Asociaciones de Agencias de Viajes

García , Frédéric
EADS México/EADS Telecom Mexico (Cassidian SCS México)

García Alcocer, Luis Alfonso
Geo Casas del Bajío S.A. de C.V.

García Cacho, Alfonso
Cumbre de Negocios, S.C.

García Díaz Mirón, Luis
Asesor Financiero Independiente

García González, Gustavo Alonso
Kenworth Mexicana S.A. de C.V.

García González, Juan José
Mantenimiento Marino de Mexico, S. de R.L. de C.V.

García Martínez, Ana Laura
Ernst & Young

García Medina, Amalia
Comité sobre Migraciones, Internacional Socialista, México

García Quiroz, Ma. del Socorro
Senado de la República

García de la Cadena Pallares, Ignacio
Universidad Autónoma de Querétaro

García Prieto Amezcua, Benito
Medios Impresos Servicios Integrales S.A. de C.V.

Garza Álvarez, José Luis
Interjet

Garza Cantú, Ramiro
Grupo R

Garza Vargas, Ana María
Grupo R

Garza Vargas, José Ramiro
Grupo R

Gastelum , David
Bachoco

Gaytan Ramírez, Ana Erika
LR Transportes

Gervais , Réal
Bombardier Aerospace México

Ghemawat , Pankaj
IESE Business School

Gil Elorduy, José Ernesto
Comisión Federal de Telecomunicaciones

Gobenceaux , Claude
Messier Services Americas

Gómez Zenteno, Esperanza
Banregio, SA

Gómez-Daza Rangel, Manuel
GD Desarrollo de Proyectos, S.A. de C.V.

Gonnet Crabos, Thierry
Adecco

González Barrera, Roberto
Gruma Maseca y Grupo Financiero Banorte

González Cid, Eduardo Carlos
I Arquitectos S.A. de C.V.

González De Polanco, María Elena
Impulse Telecom

González Laporte, Claudio X
Kimberly Clark S.A.B. de C.V.

González López, Juan Pablo
González Fernández Abogados

González Martell, Abraham
Camara Mexicana de la Industria de la Construcción

González Monroy, Néstor
Resources Global Professionals

González Morfín, José
Senado de la República

González Palacios, Jesús René
Deingo S.A. de C.V.

González Parás, José Natividad
Primer Círculo

Gorena Mireles, Mario
Asociación Nacional de Establecimientos TIF AC

Granguillhome Morfin, Rogelio
Secretaría de Relaciones Exteriores

Green , Michael
IBM de México

Grijalva Vega, Amapola
World Trade Consultants Group

Grillo Posada, Juan Carlos
Proexport

Gross , Gerhard
Daimler Vehículos Comerciales México

Guerrero Gil, Ancizar
Proexport

Guillaumin Ireta, Edgar
*Kansas City Southern de México,
S.A. de C.V.*

Gutiérrez , Eduardo
IBM México

Gutiérrez , Gabriela
Dimasa del Golfo S. de R.L. de C.V.

Gutiérrez , Raúl
DEACERO, S.A. de C.V.

Gutiérrez Candiani, Gerardo
Coparmex

Gutiérrez De Quijano, María del Carmen
Prosegur

Gutiérrez Fragoso, Juan Francisco
*Secretaría de Desarrollo Económico
Durango*

Gutiérrez Llaguno, Mariano
Metlife México S.A.

Gutiérrez Servién, Ramiro
Finsa

Guzmán Bofill, Carlos
ProMéxico

Guzmán García-Colín, Alejandra
LaREDChina

Guzmán Montalvo, José
*GBC Global Business & customs
Solutions, S.C.*

H

Hadjopoulos De Marcos, Emely
*Marcos y Asociados, Infraestructura y
Energía, S.C.*

Haekkerup , Susanne Rumohr
Embajada de Dinamarca

Hernández , Jorge
*Asociación Mexicana de Agencias de
Viaje*

Hernández Cardoso, Gabriela
General Electric México

Hernández Flores, Judith
*Autotransportes de Carga Tresguer-
ras, S.A. de C.V.*

Hernández Gamundi, Félix
World Trade Consultants Group

Hernández García, Gema Yammel
Universidad Autónoma de Querétaro

Hernández Huerta, Arturo
Grupo Fomento Queretano

Hernandez Montes, Mariana
*Segmento Queretano de Servicios
S.A. de C.V.*

Hernández Venegas, Juan Antonio
Grupo Autofin México

Hernández Yañez, Salvador
Grupo Dexel

Herrera Blasco, Beatriz
Fertilizantes y Minerales S.A. de C.V.

Herrera Caldera, Jorge
Gobierno del Estado de Durango

Herrera Rivera, Antonio
*Dana de México Corporación S. de
R.L. de C.V.*

Herteman , Jean-Paul
Safran

Holschneider Goddard, María Teresa
Altos Hornos de México S.A.B. de C.V.

Holzer de Rozental, Vivian
Rozental & Asociados

Huenemann , Jon
PMI Global Services Inc.

Huerta Leal, Adrian
Diario Distribuciones S.A. de C.V.

Huici y de Yta , José Luis
Outsourcing Total

I

Ibarra Avalos, Alia Lorena
*Asociación Mexicana de Mujeres Em-
presarias, A.C.*

Ibarra Davila Madrid, Martha Alejandra
Buckingham School

Ibarra Ibarra, Alejandro
*Instituto Tecnológico Autónomo de
México*

Imperial Zuñiga, Ramón
*Caja Popular Mexicana S.C. de A.P.
de R.L. de C.V.*

Ituarte Zarza, Juan Carlos
SEDESU

J

Jacques Pérez, José Luis
Higiene Textil S.A. de C.V.

Jáidar Benavides, Omar Pedro
Instituto de Fisiología Celular, UNAM

Jaime , Clara Isabel
Bajío Partes

Jasqui Amiga, Jacobo
*Inmobiliaria y Promotora Nacional
Metropolitana S.A.*

Javkin Martinez, Alexis
Aerolíneas Ejecutivas S.A. de C.V.

Jiménez Arreola, Héctor César
Club Campestre de Querétaro A.C.

Jiménez Cruz, Gabriela
Embajada de Costa Rica

Jiménez Valenzuela, Sergio
Grupo Educare, S.A. de C.V.

John , Dieter
Eurocopter

K

Kazakoff , Michael
UBM Live

Keime Malvaux, Patrice Georges
*Plastic Omnium Sistemas Urbanos,
S.A. de C.V.*

Kelly , Craig
The Cohen Group

Kessel Martínez, Georgina
BANOBRAS

Kiehnle , Bruno
Grupo Río San Juan

Kilbride , Patrick
U.S. Chamber of Commerce

Kohlsdorf , Hans-Joachim
Efficient Ideas

Kraiem , Ruben
Covington & Burling LLP

Kraus , Margery
APCO Worldwide

Kutz Girault, Ander
Oñate, Willy y Cía. S.C.

L

Labelle , Pascal
Bombardier Aerospace México

Lancaster Jones, Sara
*Instituto Tecnológico y de Estudios
Superiores de Monterrey*

Lauret , Stéphane
SAFRAN MEXICO

Lazo Margáin, Lorenzo
Aleman Velasco y Asociados S.C.

Leal García, Sabás
Vector Casa de Bolsa S.A. de C.V.

Legorreta Chauvet, Alejandro
Legorreta M&A Asociados S.A. de C.V.

Leñero Álvarez, Mónica Gabriela
Asociación Nacional de Tiendas de Autoservicio y Departamentales AC

Leon Chi, Carlos Andres
Medichi

Levatich , Matthew S.
Harley-Davidson Motor Company

Levy Dabbah, Simon
Latinasiagroup

Leyva Gaxiola, Maribel
Universidad Autónoma de Querétaro

Lichtinger Dondish, Alan
Garden Growers Inc S.A.P.I de C.V.

Lindner López, Hedwig
Arochi Marroquín & Lindner SC

Llanas Mejía, Annapaola
Instituto Tecnológico Autónomo de México

Lomelí Avendaño, Iván
Notaría Pública 30

Londoño Ochoa, Sebastian
Star Network

López Arellano, Mónica
Añico Consultores

López Briseño, Fausto
Harley-Davidson México

López Gutiérrez, David
Gobierno del Estado de México

López Martínez, Claudia
Notaría 24

López Mestre, Ana
Consejo Coordinador Empresarial AC

López Meyer, Gilberto
Aeropuertos y Servicios Auxiliares (ASA)

López Morton, Luis
Lopez Morton

López Muñoz, Valentín
Henkel Mexicana S.A. de C.V.

López Patán, Carlos
Productos Medix S.A. de C.V.

López Ruiz, Miguel Omar
LR Transportes

López Sánchez, Marcelo
Secretaría de Desarrollo Sustentable

López Torres, Rafael
Distribuidora de Camiones Cahi México, S.A. de C.V.

López Valdéz, Mario
Estado de Sinaloa

López Portillo Tostado, Jorge
Gobierno del Edo. de Querétaro

Lorenzini Cruz, Paulina
ACSA Contratista S.A. de C.V.

Loustaunau Diez Gutierrez, Héctor
Alejandro
Star Network

Lowry Martínez, Catalina
Secretaría de Desarrollo Sustentable

Lozano De la Peña, Guillermo Gerardo
Cadena Comercial Oxxo S.A. de C.V.

Lozoya Austin, Emilio
JF Holding

Lugo García Pelayo, Fernando
Notaría 24

Lula da Silva , Luiz Inácio
Brasil

Luna Campos, José Manuel
Becton Dickinson de México S.A. de C.V.

Luna Traill, Jaime
Grupo Metal Intra

M

Macgregor , John
Embajada de la Gran Bretaña en México

Macgregor , Judith
Embajada de la Gran Bretaña en México

Macías Viveros, Miguel
TELMEX

Madrazo Bonilla, Luis
Secretaría de Desarrollo Económico del Edo. de Durango

Magaña Alvarez, Abel
Gobierno de Querétaro

Magnani de Alemán, Christiane
Interjet

Maldonado González, Francisco José
Media Products de México S.A. de C.V.

Malpica Basurto, Darío
Universidad Contemporánea

Mandujano Martínez, Hugo Rubén
Secretaría de Desarrollo Sustentable

Manzano Díaz, Ricardo
Enterprise Business Consulting S.A. de C.V.

Manzi Patoni, Salvatore
Arcangelo Joyeros S.A. de C.V.

Marcos Giacomani, Ernesto
Marcos y Asociados, Infraestructura y Energía SC

Marín Carazo, Alfonso
Ebcon

Mariscal Servitje, Nicolás
Grupo Marhnos

Mariscal Torroella, Nicolás
Grupo Marhnos

Marquez Espinoza, Solange
Kraft Food de México

Marti Bolaños Cacho, Alejandro
AMFE

Martinez , Leonardo
Department of Treasury

Martínez Cabrera, Félix
CANILEC

Martínez Leyva, Carlos
UNAM

Martínez Mattar, Marcos
Discover Mexico

Martínez Mondragon, Jaime
ERM México, S.A. de C.V.

Martínez Oropinel, Alberto
Fumaq S.A. de C.V.

Martuscelli Quintana, Jaime
UNAM

Mascareño Bueno, Aida
Logistic Services

Mastretta , Daniel
Tecnoidea S.A. de C.V.

Matute Ibarreche, Angel
Aerolíneas Ejecutivas S.A. de C.V.

Mauri Vilariño, Antonio
Grupo Empresarial ANCA S.A. de C.V.

Maya López, Lorena
Atento Servicios, S.A. de C.V.

Mayorga Castañeda, Francisco Javier
SAGARPA

Mayorga Hernández, Lesly Adbet
Universidad Autónoma de Querétaro

Mbete , Mphakama Nyangweni
Embajada de Sudáfrica

McAdoo , Michael R
Bombardier Aerospace

McGuinness , Mayiya
Industrias H-24, S.A de C.V

McGuinness Capwell, Mark J
Industrias H24 S.A. de C.V.

Medina De la Cruz, Rodrigo
Gobierno del Estado de NL

Medina Mora Icaza, Teresa de Jesús
Servicio de Administración Tributaria

Medrano Escobar, Eduardo
*Makino/Single Source Technologies,
S. de R.L. de C.V.*

Medrano Rodríguez, Rodrigo
Aerolíneas Ejecutivas S.A. de C.V.

Mendizabal García, Ma. De la Luz
Geo Casas del Bajío S.A. de C.V.

Mesquida Ferrado, Joan
*Ministerio de Industria, Turismo y
Comercio de España*

Meza García, Rodrigo
Prudential Real Estate Investors

Millán Bojalil, Julio A.
Coraza Corporación Azteca S.A. de C.V.

Millán Costabile, Gabriel Serficor
Partners SAPI de C.V.

Millán Costabile, Mauricio
Coraza Corporación Azteca S.A. de C.V

Miller , Martha
Sally Beauty Holdings Inc.

Miranda Moreno, Rafael
Vision Consulting S.A. de C.V.

Mireles Montemayor, Luis
Montemayor y Asociados

Mohamed , Rashid
Grupo R

Molinar Horcasitas, Juan

Monroy de Carbajal, Marylin
Eaton Technologies

Montano Guzmán, José Alejandro
*Portal Comunicación Veracruzana
S.A. de C.V.*

Montes Bertin, Manuel
DHL Express México S.A. de C.V.

Montes Campos, Ma. de la Paz
Proveedora La Perla S.A. de C.V.

Montes Eriksen, Oscar
Inveuropa S.L.

Montoya Sanchez, José Angel
Grupo R

Moran Calles, Mario R.
ProMexico

Moran Rivera, Marcelino
Muebles Baltasar S. de R.L.

Moreno Durán, María Adriana
Gobierno del Estado de Tlaxcala

Moreno Durazo, Luis Carlos
González Luna, Moreno y Armida S.C.

Moreno Romero, Alejandrina
UNAM

Moreno Valle Rosas, Rafael
Gobierno del Estado de Puebla

Mulvaney , Sean
Export-Import Bank of the US

Munive Camarillo, Alberto
Gem Cib Corporate S.A. de C.V.

Muñoz Álvarez, Omar
Dimasa del Golfo S. de R.L. de C.V.

Muñoz García, Dina
Vincent Consultores S.C.

Murguía Ashby, Juan Pablo
Murguía Consultores

N

Nacer Gobera, Jorge
Nacer Global Holding

Nájera Colunga, Luz del Carmen
CPIngredientes S.A. de C.V.

Navarrete Ruíz, Carlos
Senado de la República

Navarro Garza, María Fernanda
Metlife

Navarro Hernández, José Alvarado
Embotelladora del Nayar S.A. de C.V.

Navarro Hernández, Jose Luis
Grupo Empresarial Alica, S.C.

Navarro Martínez, Ana Isabel
Consejo de Promoción Turística

Negrete , Alfonso
Grupo SID
Negroponte , John D.
McLarty Associates

Neu , Carl Richard
The Rand Corporation

Newell García, Roberto
*Instituto Mexicano para la Competitividad,
A.C. (IMCO)*

Niembro Calzada, Jaime Bernardo
Comercializadora Jjalf S.A. de C.V.

Nieto Ramírez, José Antonio
Hotel Spa Las Cavas

Niezen , Carlos
Accenture, S.C.

Novella Muñoz, Óscar Said
Logistic Services

Núñez Coronado, Luz Martina
*Colegio Internacional de Aviación
Profesional S.A. de C.V.*

O

Ocampo De la Garza, José Felipe
Los Azulejos Gastronomía S.A. de C.V.

Olavarrieta Maldonado, Martín Carlos
Fundación Cultural Baur, A.C.

Olive Hawley, Luis
Proméxico

Oreamuno Newton, Jorge
*Industrial de Formas Mexicanas S.A
de C.V*

Ortega , Adolfo
Grupo Expansión

Ortega Olivé, Arturo
Aerolíneas Ejecutivas S.A. de C.V.

Ortega Vázquez, Santiago
Aerolíneas Ejecutivas S.A. de C.V.

Ortíz Martínez, Guillermo
Grupo Financiero Banorte

Ortiz Paz, Marco Antonio
Grupo Metal Intra SAPI de C.V.

Osorio Isaza, Luis Camilo
Colombia

P

Pacual Duran, Monserrat
Indra Sistemas México S.A. de C.V.

Páez Ortega, Mario
Centro de Investigación y Docencia Económica

Paiz Del Carmen, Salvador José
Grupo PDC

Paiz Del Carmen, Sergio Alejandro
Grupo PDC

Palacios Alcocer, Jaime
Hospital de la Santa Cruz S.A. de C.V.

Palafox Paz, Enrique
Gobierno del Estado de Querétaro

Pando Leyva, Luis Miguel
Consejo Coordinador Empresarial AC

Parada Ávila, Jaime
Instituto de Innovación y Transferencia de Tecnología N.L.

Pardo Bejarano, Juan Carlos
Grupo Nestlé México S.A. de C.V.

Paredes, Armando
Grupo APAL

Pascual Fajardo, José Ernesto
UNAM

Pastor, Robert
American University

Patton Vega, Jorge Arturo
Distribuidora y Comercializadora Loraine, S.A. de C.V.

Paulín Gómez, Carlos Miguel
Papelería Paulín S.A. de C.V.

Pelchat, Christiane
Delegación General de Quebec

Peña, Pablo
CNBV

Peña Nieto, Enrique
México

Peniche de Ortega, Magdaperla
Aerolíneas Ejecutivas S.A. de C.V.

Peralta Canovas, Ernesto
Grupo Perca S. de R.L. de C.V.

Peralta Casares, Carlos
Grupo Metal Infra

Peralta Casares, Marcela
Laminadora Mexicana de Metales S.A. de C.V.

Peralta Casares, Oscar E.
Grupo Metal Intra SAPI de C.V.

Peralta Navarrete, Oscar
Grupo Metal Intra

Peralta Navarro, Damaris
Mini Supercito Villas

Peralta Vaqueiro, Leopoldo
Ceras San Nicolas S.A. de C.V.

Peralta Villarreal, Luis Manuel
Peralta Pinzon y Zarate

Pereda López, Ricardo
Grupo Perc

Pereida Barragán, Reyna
Poder Judicial Federal

Pérez Collado, Juan Ignacio
Heidrick & Struggles S.A. de C.V.

Pérez Martínez, Lorena
Medios Impresos Servicios Integrales S.A. de C.V.

Pérez Motta, Eduardo
Comisión Federal de Competencia

Pérez Villalobos, Blanca Estela
AMMJE Capitulo Estado de México Zona Poniente

Pesqueira Taunton, Manuel
Sisal Bienes Raíces

Piepsz, Olivier
Safran

Pineda, Cristina
Pineda Covalin

Pizarro Cordero, Emilia
Inmobiliaria Cafarel S.A. de C.V.

Planque, Michel
Embajada de Francia en México

Plascencia Villarreal, Mauricio
Publicare México S.A. de C.V.

Plasencia Saldaña, Roberto
Grupo Flexi de León S.A. de C.V.

Polanco Enciso, Bernardo
Impulse Telecom

Poloz, Stephen
Export Development Canada

Pordzik, Wolfgang
DHL

Portales Galindo, Julio Ernesto
International Communication & Business S.A. de C.V.

Prestowitz, Clyde
The Economic Strategy Institute

Quintana Kawage, Bernardo
Construcción Urbana - ICA

Quiroz Sánchez, Carlos Gabriel
Perform-IT, S.A. de C.V.

R

Ramírez Magnani, José Luis
Interjet

Ramírez Vélez, Ma. de Lourdes
Travers Tools S. de R.L. de C.V.

Ramos, Rodolfo
Bachoco

Ramos Casas, Rafael
Coca Cola FEMSA

Ramos Jiménez, Blanca
Vision Consulting

Ramos Sánchez, Francisco
Great Panther Silver Limited

Raoul, Veronique
Eurocopter Group

Rasche, Nyran
Pablo Peña (ORADOR)

Recton, Eric
Messier Dowty

Regalado Barrera, Lorena
Polo y Ski S.A. de C.V.

Regil Velasco, Armando
Instituto de Pensamiento Estratégico Agora A.C.

Regil Velasco, Claudia
Instituto de Pensamiento Estratégico Agora A.C.

Reims Hernandez, Eduardo
REIMS Arquitectura S.A. de C.V.

Rello Lara, Carlos
Bio Sistemas Sustentables Sapi de C.V.

Renwick, John
Gollek Servicios, S.C. (Kellogg's)

Renwick, Kelly
Gollek Servicios S.C. (Kellogg's)

Represas De Almeida, Carlos Eduardo
Grupo Nestlé

Reséndiz Paredes, Pedro
CANACO Querétaro

Reyes, Humberto
Bombardier Aerospace México

Reyes Carrillo, Armando Antonio
Toyota Motors Sales de México

Q

Reyes Robles, Jaime
Instituto Tecnológico y de Estudios Superiores de Monterrey

Reynaga , Norma
Dimasa del Golfo S. de R.L. de C.V.

Riaño Velandia, Julio Anibal
Embajada de Colombia

Richardson , Bill APCO
Worldwide

Riera Mendez, Alvaro
Logística Tecnología y Calidad S.A. de C.V.

Ríos Alvarado, Flavino
H. Congreso del Edo. de Veracruz

Ríos Solís, Lucero
Instituto Tecnológico Autónomo de México

Riquelme , Lucía
Russell Reynolds Associates, A.C.

Riquelme Turrent, Eugenio
Russell Reynolds Associates, A.C.

Rivera Hurtado, Manuel
Travers Tools S. de R.L. de C.V.

Rivera Raba, Manuel
Grupo Expansión

Robledo Castellanos, Jaime
Multimundo Radio

Robles Álvarez, Carlos
Bombardier Aerospace México

Robles Ruiz, Alejandra
Grupo SID

Robson , Wayne
Embajada de Canadá

Rodríguez , Diana
US Chamber of Commerce

Rodríguez Borgio, Carlos
Presidencia de la Republica

Rodríguez Cervantes, José Luis
Grupo Salinas

Rodríguez Gonzalez, Liliana
Axon Interconex S.A. de C.V.

Rodríguez González, Norberto Carlos
Axon interconex, S.A. de C.V.

Rodríguez Hernández, Jesús María
Cámara de Diputados

Rodríguez Hurtado, Leticia
Hotel Spa Las Cavas

Rodríguez López, Alondra Denise
ITESM Campus Querétaro

Rodríguez Martín, Paulino
INDRA SISTEMAS MEXICO S.A. DE C.V.

Rodríguez Martínez, Daniel
Autobuses de la Piedad,S.A. de C.V.

Rodríguez Ortiz, Maribel
Coraza Corporación Azteca S.A. de C.V.

Rodríguez Pizarro, Esteban
Gobierno del Estado de Querétaro

Rodríguez Tolentino, Rafael Alberto
Inmobiliaria Cafarel S.A. de C.V.

Rodríguez de Castro , Manuel
Transportación Marítima Mexicana

Roldan Islas, Jesus
Bombardier Transportation México

Rosa , Alessandro
Accenture, S.C.

Rosado Ramírez, Axel Alejandro
Poder Legislativo del Edo. de QR

Rosario , Milton
Becton Dickinson de México S.A. de C.V.

Rosas Lardizabal, Francisco Javier
UPS Servicios Profesionales S.A. de C.V.

Roux , Camille
Safran México

Rozental , Andrés
Rozental & Asociados

Rubio Castillo, Felipe Alejandro
Centro de Ingeniería y Desarrollo Industrial

Ruiz Carmona, José Ricardo
SAS Metropolitano Veracruz, Boca del Río y Medellín

Ruiz Limón, Pablo
Banco Nacional de México S.A.

Ruiz Maza, Francisco
Russell Reynolds Associates, A.C.

Ruiz Rubio, Roberto
Grupo Fomento Queretano

Russier , Michel
EADS

Saba , Moises
Corporativo Mesa, S.A. de C.V.

Sada Humphrey, Brenda
Media Products de México

Sada Taméz, Fernando L.
Senado de la República

Salazar Guerra, Francisco Gerardo
Artimedica, S.A. de C.V.

Salazar Slack, Ana María
Grupo Salazar S.A. de C.V.

Salinas Muñoz, Tonatiuh
Gobierno del Estado de Querétaro

Salinas Pliego, Ricardo
Grupo Salinas

Salmon Franz, Mauricio Alberto
Gobierno del Estado de Querétaro

San Roman Dunne, Ricardo
Constructora Urbanizadora Ixtapan S.A. de C.V.

Sánchez De Armas, Miguel Ángel
Partido Nueva Alianza

Sánchez Guillen, María de Lourdes
Louniko Trading Corporation

Sánchez Muñoz, Francisco Javier
IGSA S.A. de C.V.

Sánchez Ramos, Rosario
UNAM

Sánchez Ruiz, Mario
Consejo Coordinador Empresarial A.C.

Sánchez Sánchez, Ana María
Spacios Virtuales Business Center

Sánchez y Oldenhage , Sandra
Amgen Mexico

Sandoval , Héctor
Morpho Cards

Sandoval Serna, Alain Gerardo
Partido Demócrata

Santana Londoño, Hugo A.
IBM de México

Sarmiento Fernández de Lara, Sergio
TV Azteca

Sarrapy Priede, Paul Francois
Grupo Porteo S.A. de C.V

Sarukhan , Arturo
Embajada de México en USA

Séguin , Johane
Export Development Canada

Segura de Zozaya , Ma. Elena
Kansas City Southern de México

Sepúlveda Ibarra, Alberto C.
Eurocopter de México

Serna Alvear, Clemente
Grupo Medcom

S

Serrano Berry, Alejandro
Notaría Pública Número 7

Serrano Galicia, Gerardo
González Fernández Abogados

Serrano Segovia, José Francisco
Grupo TMM SAB

Sharkey , Joe
New York Times

Sharkey , Nancy
New York Times

Shkolyar , Nikolay
Embajada de Rusia

Short , David
FedEx Express

Shub , Adam
Embajada de los Estados Unidos Mexicanos

Silva , Aníbal
ICE Asesores en Comunicación y Prensa

Silva Correu, José Luis Felipe
DHL Express México S.A. de C.V.

Slim Seade, Héctor
Telmex

Smadja , Claude
Smadja & Smadja

Smadja , Yael
Smadja & Smadja USA Inc.

Soland , Kurt
Bayer de México S.A. de C.V.

Solís Cámara y Jiménez Canet, Fernando
Grupo Financiero Banorte

Solorzano , Luis

Sommer Speissegger, Berndt Michael
Laminadora Mexicana de Metales S.A. de C.V.

Sosa Elizaga, Manuel Miguel
MS Legal Advisors SC

Soto Pérez, Mónica
Kraft Foods de México

Soto Borja Escobar, Ignacio
Grupo Losrram

Sousa Landa, Everardo Gaston
Link Soluciones Empresariales S.C.

Spinolo Prieto, Carla Andrea
Secretaría de la Juventud

Suárez Herrera, Alejandro
UNAM

Suárez Rivero, Alfredo
AliBio

Suárez Rotter, José Ramón
Grupo SID

Swaminathan , Vinodh
IBM's Intelligent Transportation System Initiative

T

Tamayo Laris, Laura
Daimler Vehículos Comerciales México

Tamez Fuentes, Donaciano
Río San Juan Construcciones

Tan , Chin Nam
Media Development Authority

Tapia Vargas, Juan Carlos
Construcciones Industriales Tapia S.A. de C.V.

Téllez Kuenzler, Luis
Bolsa Mexicana de Valores

Téllez Valverde, Alfonso
Consultoría de Libre Comercio, S.C.

Thibodeau , Stephanie
Export Development Canada

Toledo Tirado, Manuel
Aerolíneas Ejecutivas S.A. de C.V.

Tomasis García, José Ángel
FECAPEQ

Tome Velázquez, José Felipe
Citicapital

Torres Juárez, José Ricardo
Promotores del Centro S.A. de C.V.

Torres Juárez, Néstor Jaime
Detalle y Distribuciones

Torres Landa García, Juan Arturo
Provincia Juriquilla

Torres Landa Urquiza, Juan Emilio
Inmobiliaria Tlu S.A. de C.V.

Torrucó Marqués, Miguel
Confederación Nacional Turística

Tovar Milan, Enrique
Grupo R

Trejo Montes, Juan Gabriel
Proveedora la Perla S.A. de C.V.

Treviño , Cordelia
Ulbrinox Inc.

Tueme Pedraza, Jesús D.
Credit Agricole Corporate & Investment Bank

U

Ugalde Rodríguez, Carlos
CANACINTRA San Juan del Río

Uribe Vélez, Álvaro
Colombia

Urquiza De Torres Landa, Ma. Guadalupe
Provincia Juriquilla

Urquiza Luna Parra, Rodrigo
Radiomovil S.A. de C.V.

Urquiza Trejo, Juan Manuel
Materiales y Construcciones Dourca S.A. de C.V.

Ussel Perrier, Gerard
Invest Inversión y Estrategía, S.C.

V

Valdéz Mingramm, Rafael
LaREDchina

Valdivia Machuca, Arnulfo
Gobierno del Estado de México

Valenzuela , Arturo
Georgetown University

Valverde Montero, Verónica Ana Luisa
Consultoría de Libre Comercio, S.C.

Van Genderen , Mark
Harley-Davidson Motor Company

Vargas Guzmán, Abel
Grupo R

Vargas Valle, Rodrigo
ITESM Campus Querétaro

Vázquez Rigada, Fernando
Link Soluciones Empresariales S.C.

Vázquez Ruiz, Cristina
UNAM

Vazquez Mellado Zolezzi, Alejandro
Segmento Queretano de Servicios S.A. de C.V.

Velasco Alvarado, Pedro A
Santamarina y Steta SC

Videgaray Caso, Luis
Oficina del Lic. Enrique Peña Nieto

Villalvazo Cámara, José Gabriel
Parque Temático Cozumel, S.A. de C.V.

Villanueva , Alejandro
Kellogg Foundation

Villarreal , Yolanda
*Internation Communication & Business
S.A. de C.V.*

Villiers Negroponte, Diana
The Brookings Institution

Vincent Villanueva, Raúl Alberto
Vincent Consultores S.C.

Vinco , Robert
Morpho (Grupo SAFRAN)

Vitrac , Stéphane
Snecma

W

Walker , Linda
*Walker Von Graffenried Asset Man-
agement AG*

Wallentin , Eduardo
IFC

Wong Gallegos, Juan Yared
Instituto Tecnológico de Querétaro

Y

Yañez Carbajo, Fabián
Cámara de Comercio México-Israel

Z

Zambrano , Jesús
Partido de la Revolución Democrática (PRD)

Zamudio Monsalvo, Alejandro
Grupo SID

Zapata de Vengoechea, Nicolás
Corporación Zapata Cárdenas

Zarandona Arana, Ignacio
Fertilizantes y Minerales S.A. de C.V.

Zárate Correa, Jessica Imelda
ITESM Campus Querétaro

Zárate Flores, Alfonso
Grupo Consultor Interdisciplinario SC

Zatarain , Eduardo
Bachoco

Zorrilla Saavedra, Rosa Ma.
Sisal Bienes Raíces

Zozaya Délano, José Guillermo
*Kansas City Southern de México S.A.
de C.V.*

Zozaya Rojas, Roberto
UNAM



4.-Sponsors



Telmex

Teléfonos de México (TELMEX) is celebrating 20 years as a private company. During this time we have extensively modernized and updated our capabilities, transforming our company from one that exclusively offered telephony services to become one of the nation's leaders in telecommunications, in a highly competitive market. Our commitment for the past two decades has been to connect Mexico through the best technological platform, offering our customers complete access to the best services and promoting technical innovation as well as communications and information technologies in the country.

We are proud to be the only telecommunications company with national coverage. Our services satisfy the needs of more than 90% of the population in urban semi urban and rural areas, a demonstration of our commitment to serve all of Mexico.

20 years investing and technological development to offer more and higher connectivity

Development of the SME market

During 20 years as a private company, TELMEX has made significant investments in the development of customer service, especially in the SME and corporate market segments. The focus on the broad range of corporate customers has made it possible for even micro and small and medium enterprises in the country to have access to world-class information Technology and Communications (ITC).

Development of the Corporate Market

For the corporate market, we have developed a unified communications platform that integrates new -generation services in voice, data and video. We offer these capabilities through an administrative model that allows our customers to choose only the services that they use to support and to update their individual infrastructures. As part of these arrangements we make available web service support teleconferencing, solutions for call centers and unified communications, among other services.

Integration of Communications with Information Technologies

In order to integrate communications with information technologies we have opened five new lines of business: Cloud Computing, Software Development, Outsourcing, Security, and Consulting and Training.

Information Technology and Communications (ITC)

Based on the corporate strategy to increase our participation in the ITC

-Information Technology and Communications- market we launched TELMEX IT, in which we redesign how our services are delivered to market so that they integrate various communication and information technologies.

TELMEX 2010 Driving Technological Innovation Program

In January 2010, we launched the TELMEX 2010 Driving Technological Innovation Program in order to bring a better future to Mexico. That program reinforced our commitment to the development and welfare of all of Mexico, with clear goals in connectivity digital education and culture, and information technologies.

OUR COMMITMENT WITH MEXICO: DRIVING EDUCATION AND DIGITAL CULTURE

TELMEX created Aulas Digitales, computer-equipped classrooms that promote childhood development and learning; Bibliotecas Digitales, which provides computer access for children in primary grades, and Casa TELMEX, educational centers that emphasize skills in science and technology, universal values and appreciation of the arts among students in low-income urban areas.

FUNDACIÓN TELMEX

Fundación TELMEX was created in 1995 with a commitment to support health, education, justice, culture and sports in our country. Among its accomplishments to date are 620,502 surgeries, 6,709 organ and tissue transplants, 2,564 specialized medical equipment installations related to maternal, neonatal, and child development needs, 85,616 bail bonds, 255,494 bicycles for the "Ayúdame a Llegar" (Help Me Get There Program), 28,695 thousand tons of humanitarian help for disaster relief, 11.093 million bags of nutritional candy, early education manuals, cultural events and support for more than 1,636 public and private institutions.

TELMEX today is a Mexican company that proudly works for all Mexicans. Even as we celebrate our 20th anniversary, we reconfirm our commitment to continue the evolution of our company and support the development of telecommunications in our country.



Since Banorte started as a financial institution, and throughout all these years one thing has remained constant: our support in Mexico and the Mexicans.

It all began in Monterrey, a city of effort and commitment where all its inhabitants are taught that the most difficult tasks can be done and the greatest challenges can be overcome by working together only.

That was how we understood that our mission, as Mexicans, was to support all those Mexicans who help the country get ahead day after day, the ones who educate and teach, and dream of building a future filled with opportunities for all of us.

In Banorte that is our essence, to be responsible as citizens and as an institution in order to make our leadership a means to support our community.

Principles such as work, honesty, respect and consistency have allowed us to serve and support the Mexicans in every corner of the country.



The Company that nourishes the heart of Mexico and the World

Founded on 1949 in Cerralvo, Nuevo León, by Roberto M. González Gutiérrez and his son Roberto González Barrera, GRUMA has been, for more than 5 decades a company in constant evolution today the worldwide leader in production and distribution of flour and tortillas with plants in Mexico, United States, Central America, Venezuela, Europe, Asia and Oceania.

Since its origin, its Basic goal is to modernize the most antique and traditional industry of Mexico: the industry of dough and tortilla, transforming it into a modern process, ecologic and efficient that enables to offer the consumers high quality products. It has also ventured successfully into the business of wheat flour, snacks and conserves. In Mexico, it has 17 modern manufacturing plants of corn flour; 10 of wheat flour, one for machinery and two for tortillas.

Its facilities of flour manufacturing in Yucatán has been awarded with the Prize of Quality, and with the Iberoamerican Prize of Quality.

CENTRAL AMERICA

In the beginnings of the 70's decade GRUMA starts operations in Costa Rica. Afterwards it enters the market of conserves, being its main product the palmito, then extends operations to other countries of the region such as: El Salvador, Guatemala, Honduras and Nicaragua. Currently, it has five manufacturing plants of corn flour, two of tortillas and snacks, one for rice and one for palmito.

UNITED STATES, EUROPE, CHINA AND AUSTRALIA

During mid 70's it arrives to the United States. Currently, Azteca Milling, its corn flour producing subsidiary, has seven mills, and Mission Foods with 22 manufacturing plants of tortillas and snacks, included those of Europe (England, Holland and Italy), China and Australia.

VENEZUELA

Since 1994, GRUMA is in Venezuela, and in the year 2000 acquired the local company Molinos Nacionales C.A. (MONACA), so today it has 4 processing plants of oat and wheat, 5 of corn flour, 2 of rice, one of spices and one of pastas.

Since 1968 and until today, its division of Technology Developer 51 patents, related to methods, machinery and processes for the industry of flour production and corn tortillas, which were registered in countries such as United States, Mexico, Canada, Costa Rica, Venezuela, Spain, Italy, England and Japan, among others.

GRUMA gives jobs to 15,900 people in 84 plants strategically located. It has consolidated leading brands that reach millions of consumers around the World: MASECA, elaborated with 100% selected corn, taking the best of this grain to all the products manufactured with this flour. MISSION, a companion to Mexicans in foreign countries with tortillas and added value products and contributes to make other consumers around the world integrate tortilla to their own diet. SELECTA offers wheat flour and prepared quality flours.



The origins of Nestlé go back to 1867 in Vevey, Switzerland when its founder, Henri Nestlé revolutionized the food industry by developing the first infant milk food to satisfy the nutritional and food needs of children. In 1905, he merged with one of the largest producers of condensed milk, the Anglo Swiss Condensed Milk Company, with which he started the internationalization and diversification process. To the initial production of condensed milk and infant milk food, new products like, soluble coffees, chocolates and sweets, frozen, refrigerated and culinary products as well as pet food were progressively added; today all of these products are known and sold worldwide in more than 100 countries.

Always heading innovation and renovation in the food sector, Nestlé takes advantage of its more than 170 years of experience in research and technological development to offer to its clients food products of the highest quality and nutritional value.

Nestlé is positioned as the world's leading nutrition, health and wellness company. It is present in all the continents with more than 10,000 products, elaborated in 456 factories in more than 84 countries with more than 283,000 collaborators all around the world. Nestlé's brands and products are focused towards a constant innovation and renovation, listening to and anticipating to the changing needs of its consumers, trying to make its products always available whenever, however and wherever they may be needed.

Nestlé has been committed to knowing the needs and requests of its clients and consumers, as well as their local values and culture. For this reason the company has shown great ability to adapt to the local uses and circumstances, without turning away from its convictions and fundamental values that are so important to ensure success.

80 years in México

In 1930, Nestlé was established in México as an importer of food products. Five years later its first factory was built in Ocotlán, Jalisco, where it developed a dairy basin to guarantee supply and which brought great benefits to the community.

With 80 years in Mexico, Nestlé is the leading nutrition company in Mexico, backed by 28 global Research Centers, 14 manufacturing plants and 16 distribution centers in Mexico, creating more than 6,500 direct jobs.

Nestlé builds its strategy of Creating Shared Value on the generation of concrete benefits for the Mexican society, the fostering of technological innovation for its food products and basing its growth on the promotion of nutrition, health and wellness with products for all the stages of life that take care of consumers of all ages.

BOMBARDIER

Bombardier Inc.

Bombardier is a global transportation company with 69 production and engineering sites in 23 countries, and a worldwide network of service centers.

We operate two industry-leading businesses:

- Aerospace
- Rail transportation

Our 65,400 employees design, manufacture, sell and support the widest range of world-class products in these two sectors. This includes commercial and business jets, as well as rail transportation equipment systems and services.

Bombardier is headquartered in Montréal, Canada, and its shares (BBD) are traded on the Toronto Stock Exchange. In the fiscal year ended January 31, 2011, we posted revenues of \$17.7 billion US.

Bombardier Aerospace

Bombardier Aerospace's manufacturing operations in Querétaro, México established in 2006 and complement the company's other existing manufacturing sites. Operations in Mexico, which employ approximately 1,600 full-time employees, allow Bombardier to develop a manufacturing Capacity that reduces its reliance on third parties for structural aircraft components and greatly contributes to the reduction of operating costs and increased profitability. Bombardier hopes that as new markets emerge, the Mexico site will have the capacity for final aircraft assembly.

In addition to main harnesses and electrical sub-assemblies for Bombardier business and commercial aircraft, operations at the Mexico site include the manufacture of structural aircraft components, including the Global business jet family aft fuselage, the Q400 aircraft flight control work package (rudder, elevator and horizontal stabilizer) and the CRJ100/90011000 NextGen and Challenger 605/850 aircraft rudders. Manufacturing of the composite structure, electrical harness and wings for the all-new, state-of-the-art Learjet 85 business jet as well as sub-assembly systems installation, will also be carried out at the Mexico site. Construction on the 200,000-ft² (18,581-m²) Learjet 85 aircraft facility began in September 2009, and in May 2010, Bombardier announced that the foundation and shell structure of the building were complete. The facility was inaugurated on October 21, 2010.

Bombardier Transportation

Bombardier Transportation was the first company of Rolling Stock established in Mexico and today the only company of this segment in the country. It is present in Mexico since 1992 through its facility in Ciudad Sahagún, Hidalgo when it ventured to purchase the Railway Rolling Stock manufacturer Constructora Nacional de Carros de Ferrocarril (Concarril). Since this acquisition, Bombardier Transportation has become the most important supplier of the Mexican transport market, as most of the rolling stock of the Mexican freight and transportation systems were built in this facility.

It is specialized in design, manufacture, tune up, maintenance and customer service of metros, locomotives, and regional trains. The modern plant has approximately 850 employees and is equipped with the latest equipment generation to produce high quality products and services.

In addition Bombardier Transportation has a plant in Huehuetoca, Estado de México which is specialized on Electrical Harnesses manufacturing for Railways managed by a multifunctional and semi-autonomous team and highly specialized workers. Due to facility geographical location it has logistics advantages to export finished products to customers located at North/South America Pacific and Atlantic Oceans.



The SAFRAN Group is a high technology international group, leader in its core business: Aerospace (propulsion and equipment), Defense and Security.

With nearly 60 companies, 55,000 employees in the world and over a 10 Billion-Euro result, SAFRAN Group is worldwide number one in:

- Commercial aircraft engines (SNECMA – CFM)
- Helicopter engines (TURBOMECA)
- Landing Systems (MESSIER-DOWTY)
- Braking systems (MESSIER-BUGATTI)
- Cable Systems (LABINAL)
- Fingerprint Biometric Systems (MORPHO Identification)
-

SAFRAN has been in México since the end of the 80's and it has more than 3,000 employees, for 10 companies.

The group is heavily involved in 4 of the 8 economic agreements on education, competitiveness cluster, environment (biofuel) and SMEs, led by the High Level Group that reports directly to both President F. Calderón and President N.Sarkozy.

The Group companies located in Mexico are:

- State of Mexico & Mexico City :
 - o MORPHO Identification (biometric systems, fingerprint-iris-face)
 - o MORPHO e-DOCUMENTS (manufacture and sale of smart cards)
 - o SAFRAN MEXICO (corporate office)
 - o TURBOMECA (commercial office)
- Chihuahua :
 - o LABINAL (cable systems)
- Queretaro :
 - o SAMES (Maintenance of CFM-56 engines)
 - o MESSIER SERVICES AMERICA (maintenance of landing gear)
 - o SNECMA (manufacturing of engine parts CFM-56)
 - o MESSIER-DOWTY (manufacture of landing gear parts)
- Tamaulipas :
 - o GLOBE MOTORS (electrical systems)

Further information:

SAFRAN México

T. +52 (55) 5281 8775

info@safran.com.mx

www.safran-na.com



Shaping the future of aerospace and defence

EADS brings together businesses that are market leaders in their own right, forming a group driven by a single vision, a vision that unites companies like the globally leading aircraft manufacturer, Airbus; the world's largest helicopter supplier, Eurocopter; Europe's leader in space programmes, Astrium; and Cassidian, a worldwide leader in global defence and security solutions.

EADS has strong European roots, but the aerospace and defence industry is truly global. EADS operates across the globe, in every continent in fact, in more than 170 locations worldwide and we export around 75% of our products and services. More than 50% of our revenues come from outside our traditional home markets in Europe.

Innovation is the lifeblood of EADS. Since its foundation, EADS has invested almost € 26,000,000,000 in research and development. With product life cycles exceeding 30 years, sustainability is one of EADS' main concerns when designing and marketing products. We spend 80% of our total aeronautics research budget on 'green' technologies, working hard to maximise resources while minimising our impact on the world around us.

We began with Grupo Río San Juan, a company founded in 1958, as the pioneer in construction and housing Development in the most important industrial, commercial and dwelling areas in the northern region of the state of Tamaulipas, an also as one of the main generators of jobs, business and direct foreign investment in the region. In Grupo Río San Juan, we have a territorial reserve of over 9,880 acres which will be used for future housing developments required by the market demand.

Grupo R is founded in 1960 and since its creation; it has been a fundamental support for the development of many Petróleos Mexicanos projects, always placing the strictest enforcement of safety and care of the ecology first. Starting in 2010, it became the only Mexican company that has ventured in ultra deep water oil drilling, after the acquisition and operation of the GR Centenario, Bicentenario platforms, and soon with the Muralla IV one, which keeps us ahead technologically speaking, and which also allows us to face the new challenges we are faced with in the oil and gas extraction in deeper and deeper waters.

As for the energy sector, our companies are highly specialized and competitive in engineering, design, procurement, construction, installation, maintenance and integrated services for the oil industry, as well as for the drilling, maintenance and rehab of oil wells, both inland as offshore. The main companies of Grupo R are:

Comprehensive Real Estate Development. Urbanization and Construction

Grupo Río San Juan, S.A. de C.V. (GRSJ), Constructora Mataredonda, S.A. de C.V. (CM), Triturados y Premezclados del Norte, S.A. de C.V. (TPN)

Drilling

Industrial Perforadora de Campeche, S.A. de C.V. (IPC), Grupo R Exploración Marina, S.A. de C.V. (GREMSA), Corporativo Grupo R, S.A. de C.V.

Gas Fields

Servicios Múltiples de Burgos, S.A. de C.V. (SMB), Desarrollo y Servicios Petroleros S.A. de C.V. (DSP), Servicios Costa Afuera y Mantenimiento de Plataformas: Constructora y Arrendadora México, S.A. de C.V. (CAMSA), Servicios Marítimos de Campeche, S.A. de C.V. (SMC), Mantenimiento Marítimo de México (MMM).

Industrial and Oil Contruction

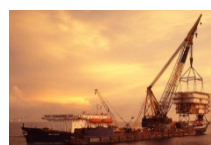
Bosnor S.A. de C.V. (Bosnor), Constructora y Edificadora Madero, S.A. de C.V. (CYEMSA), Río San Juan Construcciones S.A. de C.V. (RSJC), Proyectos Ebramex, S. de R.L. de C.V. (Ebramex) y Mina-Trico, S. de R.L. de C.V. (Minatrico).

Industrial Maintenance

Servicios y Maquinaria de México, S.A. de C.V. (SYMMSA), T3 Energy Services de México, S. de R.L. de C.V. (T3 Mexico)

Specialized Transportation

Servicio Industrial Especializado, S.A. de C.V. (SERIESA)





Grupo Salinas is a group of dynamic, fast-growing and technologically advanced companies, focused on creating shareholder value, and improving society through excellence. By making technology available to all levels of society, Grupo Salinas promotes the development of the countries where it operates.

*Created by the entrepreneur Ricardo B. Salinas, Grupo Salinas doesn't function through stock stakes –it is not a holding company. However, it operates as a forum for management development and decision– making for the top leaders of the companies which are part of the Group: **Azteca, Azteca America, Grupo Elektra, Banco Azteca, Seguros Azteca, Afore Azteca, Grupo Iusacell. Azteca Internet and Italika.***

Grupo Salinas' resources allow for all of its companies, some of them publicly-held corporations, to rapidly and efficiently implement the best of the group's collective thinking and achievements to optimize management performance, procedures and technologies.

Grupo Salinas companies generate a 12 months combined revenue of more than US\$4.62 billion and US\$830 million in EBITDA, through its operations in the media-communications, specialized retail, financial services, telecommunications and Internet sectors. Firms that form part of Grupo Salinas operate in Mexico, the U.S., Guatemala, El Salvador, Honduras, Peru, Argentina, Panama and Brazil, and an expansion of operations throughout other Latin-American countries is already under way.

*Besides its for-profit operations, Grupo Salinas created **Fundación Azteca, Fundación Azteca America and Fomento Cultural Grupo Salinas;** non-lucrative organizations dedicated to improving health, education, preserving the environment, and making culture affordable for everyone.*



Grupo Radio Centro is a leading broadcasting company in Mexico. For the last 30 years, it has been the number one group of broadcasters in Mexico City, which is the most populated city in North America.

The main activities of Grupo Radio Centro are the production and broadcasting of musical programs, news, interviews and special events. Its revenues are derived primarily from the sale of commercial airtime to advertising agencies and businesses.

The average audience share of the Company in Mexico City in 2002 was 31.4%, more than double the most popular broadcasting company next in the list in Mexico City.

Grupo Radio Centro currently owns eight AM radio stations and five FM stations, and it manages and operates an additional FM station. Grupo Radio Centro operates five AM and six FM stations in Mexico City, out of the 14 radio stations it owns or operates. The three remaining AM radio stations, including one in Mexico City, are currently managed and operated by third parties under operating contracts.



Grupo TMM

Transportación Marítima de México

We strive to be an extension of your business

TMM is the largest Mexican logistics and transportation company in Latin America, and is the dominant provider of logistical outsourcing services, trucking, specialized maritime and port management in Mexico.

This ability to integrate various modes of transportation (multi-modal), combined with seamless logistical processes help customers manage their manufacturing inventories, and distribution with a high degree of accuracy and efficiency.

The original company, Transportes Maritimos Mexicanos, S.A. was constituted on June 1955 and three years later changed its registered name to Transportacion Maritima Mexicana, S.A.

During 60's the Company experienced a fast growing era, it started operations on the Atlantic Gulf with services to US and Mexican ports; opened its Pacific Coast liner service to Central and South America; inaugurated its transatlantic service on a regular basis to Northern Europe, initiated regular services to the Far East and to the Mediterranean Coast; and started its regular services to Brazil.

At that time the Company initiated its diversification process, first in the railroad business acquiring the Tex-Mex railway, and in 1983 initiating the Car Transportation operation with specialized vessels.

During the 90's TMM enters into strategic alliances; in 1993 agrees with Hapag Lloyd to serve Northern Europe ports; in 1994 with Seacor Marine in Supply Ships; in 1995 again with Hapag Lloyd to serve the Mediterranean area, and also with CSAV for the Car Carrier business.

In logistic services, in late 90's TMM acquired the concession to operate the Manzanillo Container Terminal in the Mexican Pacific; it obtained a 40 year concession on the international Cruise Dock at Cozumel Island at the Mexican Caribbean, and also got a 25 year concession from the Acapulco Port Authority, to operate the cruise dock, the multipurpose terminal, and the international cargo terminal.

TMM is listing on the Mexican Exchange Market since 1980; and abroad TMM is listed on the New York Stock Exchange effective 1992.



Grupo Consorcio de Fabricaciones y Construcciones, S.A. de C.V.

The group was created in 1974 and it was de pioneering company in México regarding the manufacturing and installation of the firs offshore oil platform with an oil production of 35,000 barrels per day in the Campeche probe, which was a worldwide record. Very shortly after, there was an underwater line established between said platform and the port of Dos Bocas in the State of Tabasco, located 45 miles away.

Later, the company manufactures and built around 50 drilling, production and gas compression offshore oil platforms. It has also set around 2000 mile long underwater piping between said platforms and the coast, not to mention its involvement in countless projects regarding the reconstruction and rehabilitation of several refineries, all for Petróleos Mexicanos.

During the period 1980 – 1990, in joint ventures with Norwegian and British companies, over 650 qualified jobs in the oil industry in Mexico were created, since in that time, there was not sufficient qualified personnel in Europe, due to the development of the Northern Sea.

To date, the company continues working in different contracts in the rehabilitation and modernization of several refineries in Mexico, as well as in the development of all kinds of projects in the oil industry.



Grupo Fomento Queretano (FOQUE) is one of the most prestigious industrial group based in the city of Queretaro. It has an outstanding history within the companies located in the state.

The group was created in 1794 with the founding of La Victoria Bottling Company. The latter established the production and distribution of a traditional beverage, Refrescos Victoria, in Queretaro. In 1945, La Victoria Bottling Company obtained the franchise to bottle and distribute a global brand product that is now the symbol of the group: Coca-Cola.

Grupo Fomento Queretano is the corporate name of a successful group of companies. Among them are: the retailers SuperO; Productos Araceli milk, milkshakes and cream producers and La Victoria Bottling Company with the Coca-Cola brand.

The group directly employs over 2,500 people, generating a significant economic and social welfare for families that depend on the company. It also contributes to the development of society. FOQUE is considered one of the five largest companies in generating employment in the state.

La Victoria Bottling Company produces and distributes a complete portfolio of beverages, such as: Coca-Cola, Coca-Cola Light, Coca-Cola Zero, Fanta, Manzana Light, Sprite, Fresca, Refrescos Victoria, Jugos del Valle, Ciel, Powerade, Nestea, Glacéau, Café Blak, among others. It covers the whole territory of the state of Queretaro and the states of Guanajuato, Estado de Mexico and Hidalgo.

With the modernization of production lines, our products are mainly elaborated in our plant in San Juan del Rio, Queretaro, operating since 1980. The group has seven distribution centers to extend our service beyond the cities of Queretaro and San Juan del Rio. Marketing strategies gave us a total market share of 72%, making us leaders in the soft drinks industry in our territory.

We have obtained a Clean industry Certification for four years in a row, and the recognition of a Socially Responsible Company since 2009.

Among the main features of Grupo Fomento Queretano, we seek to be in constant innovation to meet the demands of a consumer-oriented market. Our goal is to "provide satisfaction moments to our clients and customers through our beverages".



Accenture is a global management consulting, technology services and outsourcing company.

Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments.

With approximately 177,000 people serving clients in more than 120 countries, the company generated net revenues of US\$21.58 billion for the fiscal year ended Aug. 31, 2009.



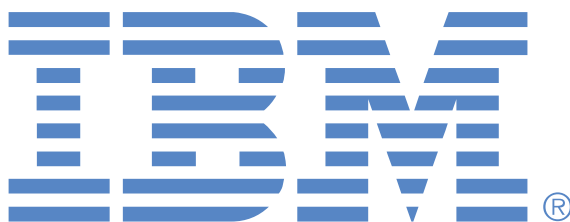
Arancia Industrial S.A. de C.V. is an enterprise Group of Jalisco, conformed by diverse companies as Enmex, S.A. de C.V., specialized in biotechnology and nutritional and industrial enzyme production, Servicios Estrella Azul de Occidente, S.A. de C.V., which provides a vanguard system in the service of textile and surgical packages for hospital use, Naturaextracta, S.A. de C.V., specialized in processing products for the food industry and nutritional pharmaceuticals based on extractive oil resins and derivatives of chili pepper and a society in Pacific Star Logística S.A. de C.V., which is the main logistic and distribution supplier for the food industry in Mexico, some real estate companies in addition to institutional investments in international companies.

Arancia Industrial was founded on 1925 by Don Luis Aranguren Sainz and up today it lives in the legacy based on an arduous work, the austerity persistence and a high degree of ethics, sustained in the search of the stable and competitive growth. These high values of its founder serves to feed the Company's effort to stand itself electable and receive by three consecutive years the Socially Responsible Company distinctive award (ESR) that evaluates four areas: enterprise ethics, relation with its personnel, relation with the community and efforts for the sustainability and preservation of the environment.

Arancia Industrial has based this action on two vertebral columns, by one side in a culture of real values and by the other, one based on effectiveness. Due to that reason, for Arancia Industrial being recognized in its effort means to fortify the intention to upgrade the concept of philanthropy into a much more organized process as the one of continuous improvement, in the scope of social responsibility as well as in its daily business performance

Mission of Arancia Industrial is to generate material, intellectual and human wealth to allow permanent growth based on competitiveness, to became the best option for the clients, its personnel and its shareholders, besides to contribute to the economic and social development of the regions where it operates, and to reinforce permanent respect to the environment. But always holding a long term view in mind.

Our greater value is the person, we believe in its unlimited potential, which becomes a reality by means of qualification, training and a good leadership. This is the base for our growth, within a frame of mutual respect, worthy treatment and a confidence environment.



IBM is the biggest IT Company with 99 years of leadership and presence in 170 countries in the world; it has 400,000 employees and it had revenue of 96 million dollars in 2009. That same year, IBM broke a record by being first place in the patents registry for 17 consecutive years, with nearly 5,000 registered patents only in the US.

IBM México

- *IBM Mexico has been in the country for more than 80 years and 34 in Jalisco. All this time, it has been characterized by being closely linked to the country's technological and economical development.*
- *IBM is the precursor of the "Mexican Silicon Valley" and since its creation the Tecnológico Guadalajara Campus has stood out for its innovation, high technology and operative excellence. Approximately 2,000 professionals work every day in more than 15 missions carried out by the Campus, which export almost one billion dollars in high-complexity technological products.*
- *Among the missions managed by the Tecnológico Guadalajara Campus are:*
 - *Software Factory / Software Lab/Testing Factory*
 - *Tapes Subsystems manufacturing, unique in the world and with 10 years of excellence.*
 - *Manufacturing of System X servers family*
 - *Hard Drive storage DASD (DASD DS/3000, 4000 and 5,000)*
- *Customer Solutions Center (CSC)*
 - *26 patents created in the Tecnológico Guadalajara Campus*

Innovation

- *Innovation as a public policy has been a relevant issue in IBM. In 2007, during the visit of Mr. Sam Palmisano, IBM CEO's, to President Felipe Calderón, the importance of innovation as a competitive tool was discussed and efforts made by other countries were mentioned, especially those in the US where Mr. Palmisano played a fundamental role from the private sector perspective.*
- *In 2008, IBM organized a Forum involving the Economy Ministry, the Congress, academia and Business sector, in order to discuss innovation policies.*
- *The leading role of the Economy Ministry of Mexico was very relevant in the recent reforms to the Science and Technology Law, in order to set innovation, research and technology development aimed at business purposes as a national priority.*



Fertinal

Grupo Fertinal, S.A. de C.V. is a leading producer of phosphate-based fertilizers in Latin America and the only producer in Mexico with large reserves of high quality, commercially exploitable phosphate ore. Fertinal's operations are fully integrated.

Fertinal's phosphate ore mine and beneficiation facility located in San Juan de la Costa, Baja California has world-scale annual production capacity of 2 millions tones of phosphate rock.

Fertinal's Lázaro Cárdenas Fertilizer complex is the largest phosphate-based fertilizer production facility in Latin America, producing 1.5 million tons of fertilizer per year.

Fertinal currently serves the northern and central regions of Mexico, as well as Latin American, Australian, India, China and Pakistan markets.



A Mexican company that rises up to offer a different alternative in the service of air transportation; counting on the best qualified group of human talent in the Mexican civil aeronautics industry.

Its present fleet is of 15 new airplanes Airbus A320; with capacity of 150 passengers each one. It is possible to make notice that the airline preferred to clear 30 seats of the original configuration of each airplane, in order that their passengers travel more comfortable.

Interjet to 3 years, 10 months on watch to their clients, sum to the date than eight mil/ion users transported, thirty are the routes that the airline offers, flying to these to the best prices in a class superior to the well-known "tourist", being placed as well as the first airline of high efficiency of our country, obtaining to cover the needs with diverse sectors of the population, being included destinies of businesses and pleasure leaving the Airport of Toluca and the International Airport of Mexico City.

It is the first airline in Mexico that has been conceptualized, designed and constructed under the of "High Efficiency" businesses model, resulting from a precise and most careful planning completely made by Mexican personnel of the amplest experience and capacity in the Mexican civil aviation.

Experienced Pilots, that have been selected under the most rigorous examinations of technical knowledge and flight experience; working with Flight Attendants well trained in subjects of security and on board service, offer smooth flights with excellent attention on our airships, which are supported by ground and technical personnel highly skilled.

Interjet applies the outmost computing technology and the state of art in automation within all the servicing and operative processes that modern aviation company may offer.

Mission

To provide air transportation services highly safe to fair price, by means of a substantial elevation of the efficiency and productivity of all its resources, for direct benefit of all its passengers

Vision

To be the company with the highest yield, leader in its business sector, that guarantees stability and permanence in the national air transportation industry.

Objectives

- To satisfy the potential demand of air transportation in Mexico, with the highest safety, quality and excellence servicing indexes.
- To stimulate the air transportation demand, with fair and competitive tariffs.
- To benefit directly to the users with more air traveling options to its destinations
- To maintain and perform a permanent program of high efficiency in the operations to be reflected in lower tariffs and better service to benefit our users.
- To create direct and indirect working positions in different zones of the country, employing more highly enabled personnel in the aeronautics industry.

The enterprise innovation that distinguishes to Interjet offers for its passengers who travel from and for the Airport of Toluca as well as the International Airport of Mexico City, its terrestrial service comfortable, that they leave 5 strategically important points of the Mexico City.

The ticket purchase can be made in any of the sales offices, at the time of realizing its purchase by Internet or in the numbers of call center.

Working and serving to the Nation with enthusiasm energy, Interjet fulfills its objectives.



CONSULTORES INTERNACIONALES, S.C.®

Experiencia con Futuro

Consultores Internacionales, S.C., is an economic consulting firm with more than 42 years of experience creating value to the market, during which we have developed more than 953 projects, through the implementation of state-of-the-art methodologies that help our customers in their decision making process. We offer a team of professionals in different disciplines focused on defining the best problem solving alternatives and on accompanying our customers towards the success of their business projects.

Our benefits lie on in three main service areas: Prospective Intelligence, Competitive Intelligence and Development of Small and Medium Enterprises. The Firm's strategic approach allows us to design, implement, evaluate and measure short, medium and long term planning results through prospective tools. Consultores Internacionales, S.C. was the first company to implement Prospective tools in SMEs, in State and National governments and multinational organizations; creator and author of the "Sistema de Gestión Prospectiva®" -prospective management system. Consultores Internacionales, S.C., also works with companies in their innovation capabilities, from their diagnosis through their certification process in Innovation, Development and Technological Research (I+D+i). In Consultores Internacionales, S.C., we develop competitive business agendas; prepare SMEs for their internationalization process or their participation in productive chains. Our studies in competitiveness and positioning have contributed to the improvement of industrial and commercial sectors. We have participated in multiple projects for the public sector, from integral auditing programs to long term positioning analysis for geographical regions and economic sectors.

Consultores Internacionales, S.C., is the founder and sponsor of the "Premio Nacional Tlacaélel de Consultoría Económica" -National Tlacaélel Award® of Economic Consulting- where we have seen the participation of more than 1000 students in 25 events during more than 34 years.

Consultores Internacionales, S.C., has created and developed high impact econometric models like the "Modelo Macroeconómico Tlacaélel®" -Tlacaélel Econometric Model®- and the "Índice de Precios Metropolitano" -Metropolitan Pricing Index, among others.

You can contact us at:

José Ma. Rico No. 55, Col. del Valle, México, D.F. C.P. 03100

Office. 5524-7750

E-mail: info@consultoresinternacionales.com

***The first consultation is free of charge
Please allow us to serve you***



Grupo Financiero Value is a leader in stock-market intermediation, fund operator, investment management and leasing. Value Financial Group provides a wide range of services in Mexico to a substantial and diversified client portfolio that includes corporations, governments and individual investors. We invite you to take a tour of our new internet portal and use the many financial resources it offers.

Mission

The mission of Grupo Financiero Value is meeting the financial needs of its customers through a personal treatment so that we are a leader in customer's care and service

Vision

To be the leading growing financial group in the country by providing high quality financial services, consistency and profitability, with an experienced working team in an environment of honesty, collaboration and cutting edge technology that can ensure security for our customers and continued growth of our portfolio.

VALUE Casa de Bolsa

Value Casa de Bolsa specializes in investment management in order to increase the assets of our clients. Value Casa de Bolsa is recognized in the market due to the best quality services provided, the best investment funds as well as to the fact that we give our clients the best results.

Value Casa de Bolsa specializes in:

- *Investment Funds*
- *Money Market*
- *Capital Markets*

EXPANSIÓN

MEDIO ASOCIADO

Founded in 1966, Grupo Editorial Expansión (GEE) is currently the most important publishing house aimed to selective and business audiences in Mexico. In 1998 it was oriented to "revolutionize the standards of the Mexican editorial industry", starting with an innovative and strengthening strategy.

Today GEE has a portfolio of 17 magazines: which are: Expansión, Obras, Manufactura, Ambientes, IDC, Quién, InStyle ELLE, Vuelo, Loop, Quo, Audi Magazine, Balance, Chilango, Life & Style, Yachts y Vacaciones Sin Límite, all of them leaders in different segments of the market and shortly it will publish the Travel+Leisure México magazine. Its most recent launch on line include: CNNExpansión.com, Chilango.com y SaludEmpresarial.com. It has a 6.3 million monthly reader's audience.

In 2005, GEE was acquired by Time Inc., the biggest magazine company in the world. This fact consolidates its leadership as the printing house with most credibility, transparency and respect in México.



5.-Summit Images







BOMBARDIER



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Comité México Cumbre de Negocios

Presidente / President
Miguel Alemán Velasco

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