

# 10th MEXICO BUSINESS SUMMIT REPORT



MEXICO  
CUMBRE DE NEGOCIOS  
BUSINESS SUMMIT

QUERETARO, 11-13 NOV. 2012



**Energies  
for developing Mexico**



# Message from Miguel Alemán Velasco Chairman of Mexico Business Summit

*With a feeling of optimism for the future of Mexico,  
amid significant events, such as  
the presidential elections in Mexico and the US,  
and in an already uncertain global economic outlook,  
**Mexico Business Summit** celebrates 10 years of existence.*

On behalf of the members of the Organizing Committee of Mexico Business Summit, I wish to acknowledge the valuable contributions of the participants of this tenth edition. It is the second time the Summit takes place in the beautiful state of Queretaro, and I wish to express our gratitude to Gov. José Calzada Rovirosa for his hospitality, as well as our appreciation for the important progress this state continues to achieve under his mandate.

Since my first visit to the World Economic Forum in Davos, Switzerland, I have seen the importance of networking leaders from the business, government, intellectual, scientific and other communities. We all know that the prevailing issues in Davos are dictated by the economic and political agenda of the great powers, disregarding the priorities and efforts of Mexico and of other countries that, regrettably, if not for bad news, are not worthy of global attention.

This is where the idea of establishing a high-level international forum was born, one in which we could analyze the issues that interested Mexico and the countries from Central and South America.

We first launched our activities in the state of Veracruz and conceived it to be an itinerant event. We then moved the event to the State of Nuevo Leon, followed by the State of Mexico and now, for the second time in a row, in the state of Queretaro. Today, Mexico Business Summit is the most prestigious and longest-running forum of its kind.

And so we may ask ourselves: where does Mexico stand after 10 years of this Summit's genesis?

We have witnessed the survival and resistance of institutions and laws, not without serious risks, despite the outbursts of the power struggle that results from democratic competition.

In the last years we have managed to endure the most profound financial crisis and to take less damage than other countries.

We compete, to the extent of our capabilities and resources, in a global market where we face strong rivalries.

We have managed for our companies to steadily stay on course and we support our governments in the fight against those who wish to impose violence above supreme laws and institutions of the Mexican State.

In short, in this Summit we analyze our country's destiny, the existing levels of freedom, the necessary furthering of the stages of technological and competitive advancement, developing markets, modernizing laws and making public administration more efficient.

Over the last decade, Mexico has overcome the challenges and, above all, the uncertainty of two political transitions. It is obvious for us all that our democracy can be perfected, but it can be strengthened by critique and consolidated by social scrutiny.

On the other hand, the electoral victory of Enrique Peña Nieto in the presidential elections gives us the opportunity to share a feeling of optimism for the future of Mexico.

The conditions generated by economic stability and the country's productive potential set the stage for a new period of rapid growth, with strong public investments in infrastructure, education, science and technology, and growing private investments in advanced industrial sectors.

As in previous years, the driving force of this Summit is the creation of a new productive, competitive, innovative and daring culture.

Right now, we are facing the dilemma of maintaining the status quo or changing in order to advance. Societies advance when they are capable of conceiving a common dream and are committed to making it happen. No nation has ever reached progress through hatred, division and violence.

A handwritten signature in black ink, appearing to read 'Miguel Alemán Velasco', with a stylized flourish at the end.

Miguel Alemán Velasco  
Chairman of Mexico Business Summit



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WELCOME TO  
BUSINESS SUMMIT  
IN QUERETARO 2012

# STEERING COMMITTEE

Miguel Alemán Velasco  
President, México Business Summit

Luis Aranguren Tréllez  
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Carlos Bremer Gutiérrez  
CEO, Value Casa de Bolsa S.A. de C.V.

José Calzada Rovirosa  
Governor, State of Querétaro

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CEO, Gruma México and Latin America

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President, Intermoda Fashion Group

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Executive President, Nestlé Mexico  
Chairman of the Board Nestlé Mexico

Rodrigo Medina de la Cruz  
Governor, State of Nuevo León

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President, CORAZA, Corporación Azteca

Oscar Peralta Casares  
President, CANACINTRA Querétaro

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Chairman America Latina, Bombardier

Federico Sada González  
President and CEO, Grupo Corporativo Empresarial ADAS

Clemente Serna Alvear  
President and CEO, Grupo Medcom

Pedro Velasco Alvarado  
Partner, Santamarina y Steta

Nicolás Zapata Cárdenas†

Nicolás Zapata de Vengoechea  
Vicepresident, Corporación Zapata Cardenas

Alfonso García Cacho  
Executive Director, México Business Summit

Claude Smadja  
President, Smadja & Smadja

Yael Smadja  
President, Smadja & Smadja USA Inc.

# ADVISORY COUNCIL

Luiz Ferezin  
President, Accenture México

José Natividad González Paras  
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Hans-Joachim Kohlsdorf  
Managing Partner, Efficient Ideas

Lorenzo Lazo Margáin  
Managing Partner, Alemán Velasco y Asociados

Félix Martínez Cabrera  
President, Mexican National Coffee Association

Andrés Rozental  
President, Rozental & Asociados

# FINAL PROGRAM

## 10th. Edition Mexico Business Summit Querétaro, 11-13 November 2012 Energies for Developing Mexico

Sunday 11 November

<b>13:30 onwards</b>	Participant registration
<b>15:30-15:50</b> <b>Plenary Hall</b>	A special curtain raiser for the Cumbre 2012 <b><i>The world Mexico needs to prepare for</i></b> <i>Speaker:</i> <ul style="list-style-type: none"><li>• <b>Paul Saffo, Futurist</b>; Managing Director, Foresight, Discern Analytics, USA</li></ul>
<b>15:50-16:05</b> <i>Plenary Hall</i>	Welcoming remarks <ul style="list-style-type: none"><li>• <b>Miguel Alemán Velasco</b>, <i>Former Governor, State of Veracruz, Mexico</i></li><li>• <b>José Calzada Rovirosa</b>, <i>Governor, State of Queretaro, Mexico</i></li><li>• <b>Oscar Peralta Cásares</b>, <i>President, Canacintra Querétaro, Mexico</i></li></ul>
<b>16:10-16:55</b> <i>Plenary Hall</i>	Plenary <i>Keynote Address by:</i> <ul style="list-style-type: none"><li>• <b>Laura Chinchilla Miranda</b>, <i>President of Costa Rica</i></li></ul> <i>Chair:</i> <ul style="list-style-type: none"><li>• <b>José Calzada Rovirosa</b>, <i>Governor, State of Queretaro, Mexico</i></li></ul>
<b>17:00-18:30</b> <i>Plenary Hall</i>	Plenary <b><i>A new chapter at Los Pinos and at the White House: what needs to change</i></b> <i>Speakers:</i> <ul style="list-style-type: none"><li>• <b>Thomas McLarty</b>, <i>President, McLarty Associates, USA</i></li><li>• <b>Shannon O'Neil</b>, <i>Senior Fellow for Latin America Studies, Council on Foreign Relations, USA</i></li><li>• <b>Arturo Sarukhan</b>, <i>Ambassador of Mexico to the U.S., Mexico</i></li><li>• <b>Arnulfo Valdivia</b>, <i>Coordinador de Asuntos Migratorios, Equipo de Transición del Presidente Electo Enrique Peña Nieto, México</i></li><li>• <b>Earl Anthony Wayne</b>, <i>Ambassador of the U.S. in Mexico, USA</i></li></ul> <i>Moderator:</i> <ul style="list-style-type: none"><li>• <b>Ana María Salazar</b>, <i>Vice President &amp; Executive Director, Mexico Weekly, Mexico</i></li></ul>

<p><b>18:30-20:00</b> <i>Plenary Hall</i></p>	<p><b>Plenary</b> <b><i>Moving to a North American industrial platform</i></b> <i>Speakers:</i></p> <ul style="list-style-type: none"> <li>• <b>Pierre Beaudoin</b>, President &amp; Chief Executive Officer, Bombardier, Canada</li> <li>• <b>Ronnie C. Chan</b>, Chairman, Hang Lung Properties Limited, Hong Kong</li> <li>• <b>Valentín Diez Morodo</b>, President, COMCE, Mexico</li> <li>• <b>Louise Goeser</b>, Chief Executive Officer, Siemens Mesoamerica, Mexico</li> <li>• <b>Raúl Gutiérrez</b>, General Director, DeAcero, Mexico</li> <li>• <b>Robert A. Pastor</b>, Professor &amp; Director, Center for North American Studies, American University, USA</li> </ul> <p><i>Moderator:</i></p> <ul style="list-style-type: none"> <li>• <b>Arturo Valenzuela</b>, Senior Advisor for Latin America, Covington &amp; Burling, LLP; Professor of Government, Georgetown University; Former Assistant Secretary of State for Western Hemisphere Affairs in the first Obama Administration, USA</li> </ul>
<p><b>20:00-20:30</b> <i>Foyer</i></p>	<p>Cocktail reception</p>
<p><b>20:30-22:00</b> <i>Querétaro</i></p>	<p><b>Official opening dinner</b> <i>Message from Felipe Calderón Hinojosa, President of Mexico represented by:</i></p> <ul style="list-style-type: none"> <li>• <b>Bruno Ferrari García de Alba</b>, Secretario de Economía, México</li> </ul> <p><i>A conversation between:</i></p> <ul style="list-style-type: none"> <li>• <b>Miguel Alemán Velasco</b>, Former Governor, State of Veracruz, Mexico</li> <li>• <b>Claude Smadja</b>, President and Founder, Smadja &amp; Smadja, Switzerland</li> </ul>

## **Monday 12 November**

<p><b>8:30-9:45</b> <i>Plenary Hall</i></p>	<p>Plenary <b><i>The economic outlook 2013: External uncertainties, domestic opportunities</i></b> <i>Speakers:</i></p> <ul style="list-style-type: none"> <li>• <b>Phil Guarco</b>, Managing Director and Chief Investment Strategist for Latin America, J.P. Morgan, USA</li> <li>• <b>Guillermo Ortiz Martínez</b>, Chairman of the Board, Banorte, Mexico</li> <li>• <b>Claude Smadja</b>, President and Founder, Smadja &amp; Smadja, Switzerland</li> <li>• <b>Bart van Ark</b>, Chief Economist, The Conference Board, USA</li> </ul> <p><i>Moderator:</i></p> <ul style="list-style-type: none"> <li>• <b>Manuel Rivera Raba</b>, Chief Executive Officer, Grupo Expansion, Mexico</li> </ul>
<p><b>9:45-10:15</b></p>	<p><i>Networking Break</i></p>

<p><b>10:15-11:30</b> <i>Plenary Hall</i></p>	<p>Plenary in parallel <b><i>Mexico-Europe: Looking for increased ties in a more uncertain context</i></b></p> <p><i>Keynote Address by:</i></p> <ul style="list-style-type: none"> <li>• <b>Karel de Gucht</b>, European Commissioner for Trade, European Commission, Belgium</li> </ul> <p><i>Followed by a panel discussion with:</i></p> <ul style="list-style-type: none"> <li>• <b>Valentín Díez Morodo</b>, President, COMCE, Mexico</li> <li>• <b>Edmund Duckwitz</b>, Ambassador of Germany to Mexico, Germany</li> <li>• <b>Joëlle Garriaud</b>, Senator, French Senate, France</li> </ul> <p><i>Moderator:</i></p> <ul style="list-style-type: none"> <li>• <b>Frédéric Garcia</b>, Chief Executive Officer, EADS México &amp; Chairman, SCS Cassidian México, Mexico</li> </ul>
<p><b>10:15-11:30</b> <i>BR3</i></p>	<p>Plenary in parallel <b><i>Policies for a more robust domestic market</i></b></p> <p><i>Speakers:</i></p> <ul style="list-style-type: none"> <li>• <b>Verónica Baz</b>, Director General, Centro de Investigación para el Desarrollo (CIDAC), Mexico</li> <li>• <b>Sergio Cervantes Rodiles</b>, National President, Canacindra, Mexico</li> <li>• <b>Luis de la Calle</b>, Chief Executive Officer &amp; Founding partner, De la Calle, Madracó, Mancera, S.C., Mexico</li> <li>• <b>Scot Rank</b>, President &amp; Chief Executive Officer, Walmart of Mexico and Central America, Mexico</li> <li>• <b>Carlos Eduardo Represas</b>, Chairman Latin America, Bombardier, Inc., Mexico</li> </ul> <p><i>Moderator:</i></p> <ul style="list-style-type: none"> <li>• <b>Alberto Bello</b>, Director editorial de Negocios, Grupo Expansión, Mexico</li> </ul>
<p><b>10:15-11:30</b> <i>BR4</i></p>	<p><b><i>Special sign-up session with the thought leaders you want to follow-up with:</i></b></p> <ul style="list-style-type: none"> <li>• <b>Paul Saffo</b>, Futurist; Managing Director, Foresight, Discern Analytics, USA</li> </ul>
<p><b>11:45-13:00</b> <i>Plenary Hall</i></p>	<p>Debate <b><i>Let me tell you where and how I will generate new business and growth in the next 10 years</i></b></p> <p><i>A conversation between:</i></p> <ul style="list-style-type: none"> <li>• <b>Marcelo Odebrecht</b>, President &amp; Chief Executive Officer, Odebrecht S.A., Brazil</li> <li>• <b>Carlos Slim Domit</b>, Chairman of the Board, Telmex, Mexico</li> </ul> <p><i>Animated by :</i></p> <ul style="list-style-type: none"> <li>• <b>Miguel Alemán Velasco</b>, Chairman, Mexico Business Summit, Mexico</li> </ul>
<p><b>13:05-14:00</b> <i>Plenary Hall</i></p>	<p><i>Special Address by:</i></p> <ul style="list-style-type: none"> <li>• <b>Enrique Peña Nieto</b>, President-elect, Mexico</li> </ul> <p><i>Chaired by:</i></p> <ul style="list-style-type: none"> <li>• <b>Miguel Alemán Velasco</b>, Former Governor, State of Veracruz, Mexico</li> <li>• <b>José Calzada Roviroso</b>, Governor, State of Queretaro, Mexico</li> </ul>

<p><b>14:10-15:40</b> <i>Querétaro</i></p>	<p>Plenary Luncheon <b><i>Marching into a new geopolitical landscape</i></b> <i>Speakers:</i></p> <ul style="list-style-type: none"> <li>• <b>George Friedman</b>, Founder &amp; Chief Executive Officer, Stratfor Global Intelligence, USA</li> <li>• <b>Robert Kaplan</b>, Chief Geopolitical Analyst, Stratfor Global Intelligence, USA</li> </ul> <p><i>Moderator:</i></p> <ul style="list-style-type: none"> <li>• <b>Claude Smadja</b>, President and Founder, Smadja &amp; Smadja, Switzerland</li> </ul>
<p><b>15:45-17:00</b> <i>Plenary Hall</i></p>	<p>Plenary brainstorming <b><i>A new energy policy as a “do or die” task for the new administration</i></b> <i>Speakers:</i></p> <ul style="list-style-type: none"> <li>• <b>Antonio Brufau Niubó</b>, Executive President, Repsol, Spain</li> <li>• <b>Gabriela Hernández Cardoso</b>, President &amp; Chief Executive Officer, General Electric Mexico</li> <li>• <b>Ernesto Marcos Giacomani</b>, Director, Marcos y Asociados, Mexico</li> <li>• <b>Carlos Morales Gil</b>, Director General, Pemex Exploración y Producción, Mexico</li> </ul> <p><i>Moderator:</i></p> <ul style="list-style-type: none"> <li>• <b>Luiz Carlos Ferezin</b>, President, Accenture, Mexico</li> </ul>
<p><b>17:00-17:15</b></p>	<p><i>Networking break</i></p>
<p><b>17:15-18:30</b> <i>BR3</i></p>	<p>Plenary in Parallel <b><i>Financing Growth</i></b> <i>Speakers:</i></p> <ul style="list-style-type: none"> <li>• <b>Roberto Albisetti</b>, IFC Country Manager for Colombia, Peru, Venezuela and Ecuador, International Finance Corporation, Mexico</li> <li>• <b>Agustín Coppel Luken</b>, Chief Executive Officer, Coppel SA de CV, Mexico</li> <li>• <b>Carlos Hank González</b>, <b>Chairman, Grupo Financiero Interacciones, Mexico</b></li> <li>• <b>Miguel Marón Manzur</b>, Under Secretary for SMEs, Ministry of Economy, Mexico</li> </ul> <p><i>Moderator</i></p> <ul style="list-style-type: none"> <li>• <b>José Enrique Arriola</b>, Mexico Bureau Chief, Bloomberg News, Mexico</li> </ul>
<p><b>17:15-18:30</b> <i>BR2</i></p>	<p>Plenary in Parallel <b><i>Infrastructure: Passing the baton after the national plan and re-evaluating the needs and the priorities</i></b> <i>Speakers:</i></p> <ul style="list-style-type: none"> <li>• <b>Eduardo Gómez Chibli</b>, Technical Director and Administrator of the Long Distance System, Teléfonos de México, Mexico</li> <li>• <b>Antonio Arranz Lara</b>, Chief Executive Officer, DHL Express México, Mexico</li> <li>• <b>Gabino Cué Monteagudo</b>, Governor of the state of OAXACA, Mexico</li> <li>• <b>José Andrés de Oteyza Fernández</b>, Chairman, OHL Mexico, Mexico</li> <li>• <b>Luis Zárate Rocha</b>, Chairman, Cámara Mexicana de la Industria de la Construcción (CMIC), Mexico</li> </ul> <p><i>Moderator:</i></p> <ul style="list-style-type: none"> <li>• <b>Lorenzo Lazo Margáin</b>, Managing Partner, Alemán Velasco &amp; Associates, Mexico</li> </ul>

<p><b>17:15-18:30</b></p> <p><i>BR1</i></p>	<p>Plenary in Parallel</p> <p><b><i>Lessons from the auto industry: Getting Mexico into the global players league?</i></b></p> <p><i>Speakers:</i></p> <ul style="list-style-type: none"> <li>• <b>Woosuk Ken Choi</b>, Deputy Executive Editor, The Chosunilbo, Korea</li> <li>• <b>Carlos García Fernández</b>, Former Executive President, Asociación Nacional de Productores de Autobuses, Camiones y Tractocamiones (ANPACT), Research General Coordinator and Professor at the Law Faculty, Universidad Panamericana, Mexico</li> <li>• <b>Gerhard Gross</b>, President &amp; Chief Executive Officer, Daimler Commercial Vehicles Mexico, Mexico</li> <li>• <b>Thomas Karig</b>, Vice President Corporate Relations and Strategy, Volkswagen México, Mexico</li> <li>• <b>Eduardo Solís Sánchez</b>, CEO, Asociación Mexicana de la Industria Automotriz (AMIA), Mexico</li> </ul> <p><i>Moderator:</i></p> <ul style="list-style-type: none"> <li>• <b>José Adolfo Ortega Juárez</b>, Editor in Chief, Revista Expansión, Mexico</li> </ul>
<p><b>17:15-18:30</b></p> <p><i>BR4</i></p>	<p><b><i>Special sign-up session with the thought leaders you want to follow-up with:</i></b></p> <ul style="list-style-type: none"> <li>• <b>George Friedman</b>, Founder &amp; CEO, Stratfor Global Intelligence, USA</li> </ul>
<p><b>18:30-19:45</b></p> <p><i>Plenary Hall</i></p>	<p>Plenary</p> <p><b><i>The fight against crime: How much will the strategy change and what results to expect?</i></b></p> <p><i>Speakers:</i></p> <ul style="list-style-type: none"> <li>• <b>Eduardo Guerrero Gutiérrez</b>, Author, Security Expert, Mexico</li> <li>• <b>Alejandro Hope</b>, Security Policy Analyst, Mexico Institute for Competitiveness (IMCO); Security Policy Analyst, México Evalúa, Mexico</li> <li>• <b>Oscar Naranjo Trujillo</b>, Executive Director, Instituto Latinoamericano de Ciudadanía, Mexico</li> <li>• <b>Pamela Starr</b>, Director, US- Mexico Network, University of Southern California, USA</li> <li>• <b>Alfonso Zárate</b>, Director, Grupo Consultor Interdisciplinario, Mexico</li> </ul> <p><i>Moderator:</i></p> <ul style="list-style-type: none"> <li>• <b>Diana Villiers Negro Ponte</b>, Nonresident Senior Fellow in Foreign Policy, The Brookings Institution, USA</li> </ul>
<p><b>20:00-22:15</b></p> <p><i>Ex Convento Santa Rosa de Viterbo</i></p>	<p><b>Gala Dinner</b></p> <p><i>An evening for making new friends and enjoying cultural and gastronomical delight.</i></p> <p><i>Hosted by:</i></p> <ul style="list-style-type: none"> <li>• <b>José Calzada Roviroso</b>, Governor, State of Queretaro, Mexico</li> </ul>

<p><b>08:45-10:00</b> <i>BR3</i></p>	<p>Plenary in parallel <b><i>Devising a green growth strategy that would make sense for Mexico</i></b></p> <p><i>Speakers:</i></p> <ul style="list-style-type: none"> <li>• <b>Marcelo de Andrade</b>, Co-founder, Partner and Principal, Earth Capital Partners LLP, United Kingdom</li> <li>• <b>Rubén Kraiem</b>, Partner &amp; Co-chair Clean Energy &amp; Climate Practice, Covington &amp; Burling LLP, USA</li> <li>• <b>Stéphane Lauret</b>, President, Safran Mexico, Mexico</li> <li>• <b>Marcelo Melchior</b>, Chairman &amp; Chief Executive Officer, Nestlé México, Mexico</li> </ul> <p><i>Moderator:</i></p> <ul style="list-style-type: none"> <li>• <b>Yaël Smadja</b>, <b>President</b>, Smadja &amp; Smadja USA; Executive Director, Cumbre de Negocios</li> </ul>
<p><b>08:45-10:00</b> <i>Plenary Hall</i></p>	<p>Plenary in parallel <b><i>Policies for providing jobs – and hope - to millions of Mexico’s young people</i></b></p> <p><i>Speakers:</i></p> <ul style="list-style-type: none"> <li>• <b>Mónica Flores Barragán</b>, Managing Director for Manpower Group Mexico and Central America, Mexico</li> <li>• <b>Julio Millán</b>, <b>President</b>, Grupo Coraza Corporación Azteca, Mexico</li> <li>• <b>Felipe Núñez</b>, Chairman, Jugos del Valle y Santa Clara; Vice President, New Business, Coca-Cola Mexico, Mexico</li> <li>• <b>Tonatiuh Salinas Muñoz</b>, Labor Secretary, State of Queretaro, Mexico</li> </ul> <p><i>Moderator:</i></p> <ul style="list-style-type: none"> <li>• <b>Lorenzo Lazo Margáin</b>, Managing Partner, Alemán Velasco &amp; Associates, Mexico</li> </ul>
<p><b>08:45-10:00</b> <i>BR4</i></p>	<p>Special sign-up session <b><i>The “Curiosity” and Mars exploration</i></b></p> <ul style="list-style-type: none"> <li>• <b>Rafael Navarro González</b>, Researcher, Nuclear Sciences Institute, UNAM and Co-Researcher, Sample Analysis at Mars Instrument Suite (SAM) for the NASA, Mexico</li> </ul>
<p><b>10:00-10:30</b></p>	<p><i>Networking break</i></p>
<p><b>10:30-11:45</b> <i>BR2</i></p>	<p>Debate <b><i>A genuine education reform in Mexico? From mission impossible to mission possible</i></b></p> <p><i>Speakers:</i></p> <ul style="list-style-type: none"> <li>• <b>Luis Ernesto Derbez Bautista</b>, Rector, Universidad de las Américas Puebla, Mexico</li> <li>• <b>Javier Elguea Solís</b>, <b>Rector</b>, Technological Institute TELMEX IT, Mexico</li> <li>• <b>Aurelio Nuño Mayer</b>, Coordinator for education, Transition team for the President-elect, Mexico</li> <li>• <b>Oscar Peralta Cásares</b>, President, Canacintra Querétaro, Mexico</li> </ul> <p><i>Challenger:</i></p> <ul style="list-style-type: none"> <li>• <b>Timothy C. Mack</b>, President, World Future Society, USA</li> </ul> <p><i>Moderator:</i></p> <ul style="list-style-type: none"> <li>• <b>Alejandro Carrillo</b>, Director General, Fundación Miguel Alemán, Mexico</li> </ul>

<p><b>10:30-11:45</b> <i>BR3</i></p>	<p>Debate <b><i>What role could corporate social responsibility play in boosting Mexico's growth?</i></b></p> <p><i>Speakers:</i></p> <ul style="list-style-type: none"> <li>• <b>Rodrigo Arboleda Halaby</b>, Chairman and Chief Executive Officer, One Laptop Per Child Association, Mexico</li> <li>• <b>Roberto González Alcalá</b>, Director General, Gruma Mexico &amp; Latin America, Mexico</li> <li>• <b>Nicolás Mariscal Servitje</b>, Chief Executive Officer, Grupo Marhnos, Mexico</li> <li>• <b>Hugo Santana</b>, General Manager, IBM Mexico, Mexico</li> </ul> <p><i>Moderator:</i></p> <ul style="list-style-type: none"> <li>• <b>Luis Alberto Aziz Checa</b>, Founding Partner, SAI Consultores SC, Mexico</li> </ul>
<p><b>10:30-11:45</b> <i>BR1</i></p>	<p>Discussion <b><i>Mexico tourism: the next steps to move up the international ladder</i></b></p> <p><i>Speakers:</i></p> <ul style="list-style-type: none"> <li>• <b>Miguel Alemán Magnani</b>, President, Interjet, Mexico</li> <li>• <b>Roberto Borge</b>, Governor of Quintana Roo, Mexico</li> <li>• <b>Jacques Rogozinski</b>, General Manager, Inter-American Investment Corporation, USA</li> </ul> <p><i>Moderator:</i></p> <ul style="list-style-type: none"> <li>• <b>Alfonso García Cacho</b>, Principal, Cumbre de Negocios, Mexico</li> </ul>
<p><b>10:30-11:45</b> <i>BR4</i></p>	<p>Special sign-up session <b><i>Digital technology as a power-to-the-people tool: It is just the beginning</i></b></p> <ul style="list-style-type: none"> <li>• <b>Abraham Geifman</b>, Director of Marketing and e-commerce solutions, IBM Mexico and Caribbean, Mexico</li> </ul>
<p><b>11:45-13:00</b> <i>BR3</i></p>	<p>Plenary in parallel <b><i>For a more efficient corporate Mexico</i></b></p> <p><i>Speakers:</i></p> <ul style="list-style-type: none"> <li>• <b>José Ramón Cossío</b>, Minister at the Supreme Court of Justice, Mexico</li> <li>• <b>Javier Garcia</b>, Director of Corporate Governance, Deloitte, USA</li> <li>• <b>Jorge Gaxiola Moraila</b>, President, Regulatory Committee, Mexican Stock Exchange, Mexico</li> <li>• <b>Edward Lewis</b>, Lecturer Department of Management, Daniels College of Business, University of Denver; Founder and President The Enterprise Transformation Group, Ltd., USA</li> <li>• <b>Eduardo Pérez Motta</b>, Chairman, Federal Commission on Competition, Mexico</li> </ul> <p><i>Moderator:</i></p> <ul style="list-style-type: none"> <li>• <b>Pedro Velasco</b>, Partner, Santamarina y Steta, Mexico</li> </ul>

<p><b>11:45-13:00</b> <i>Plenary Hall</i></p>	<p>Plenary in parallel <b><i>Mexico and Latin America: How so many common challenges should lead to more shared opportunities</i></b> <i>Speakers:</i></p> <ul style="list-style-type: none"> <li>• <b>Carlos de Mesa Gisbert</b>, Former President of Bolivia</li> <li>• <b>Álvaro Uribe Vélez</b>, Former President of Colombia</li> </ul> <p><i>Business perspective:</i></p> <ul style="list-style-type: none"> <li>• <b>Carlos Eduardo Represas</b>, Chairman Latin America, Bombardier, Inc., Mexico</li> </ul> <p><i>Moderador:</i></p> <ul style="list-style-type: none"> <li>• <b>Arturo Valenzuela</b>, Senior of Advisor for Latin America, Covington &amp; Burling, LLP; Professor of Government, Georgetown University; Former Assistant Secretary of State for Western Hemisphere Affairs in the first Obama Administration, USA</li> </ul>
<p><b>13:15-14:45</b> <i>Querétaro</i></p>	<p>Plenary luncheon <b><i>Snatching success from the jaws of change</i></b> <i>A conversation between:</i></p> <ul style="list-style-type: none"> <li>• <b>Ricardo Salinas Pliego</b>, President &amp; Chief Executive Officer, Grupo Salinas, Mexico</li> <li>• <b>Todd Buchholz</b>, Economist, Author, former White House Director of Economic Policy, Managing Director, Tiger Hedge Fund, USA</li> </ul> <p><i>Moderator:</i></p> <ul style="list-style-type: none"> <li>• <b>Claude Smadja</b>, President and Founder, Smadja &amp; Smadja, Switzerland</li> </ul>
<p><b>15:00-16:15</b> <i>BR3</i></p>	<p>Plenary in parallel <b><i>Mexico and the Trans-Pacific Partnership: Breaking the barriers to a fast conclusion</i></b> <i>Speakers:</i></p> <ul style="list-style-type: none"> <li>• <b>Katrina Cooper</b>, Ambassador of Australia in Mexico, Australia</li> <li>• <b>Luz María de la Mora Sánchez</b>, Professor of CIDE; Former Public Policy Scholar, Woodrow Wilson Center, Mexico</li> <li>• <b>Sergio Ley López</b> Chairman for Asia-Pacific Section of the Mexican Business Council for Foreign Trade (COMCE), Mexico</li> <li>• <b>Charles Shapiro</b>, Former U.S. Ambassador to Venezuela; President, Institute of the Americas, USA</li> <li>• <b>John K. Veroneau</b>, Partner, Covington &amp; Burling, USA</li> </ul> <p><i>Moderator:</i></p> <ul style="list-style-type: none"> <li>• <b>Yaël Smadja</b>, President, Smadja &amp; Smadja USA; Executive Director, Cumbre de Negocios</li> </ul>

<p><b>15:00-16:15</b> <i>BR2</i></p>	<p>Plenary in parallel</p> <p><b><i>Mexico's window of opportunity</i></b></p> <ul style="list-style-type: none"> <li>• <b>Jared Bernstein</b>, Senior Fellow, Center on the Budget and Policy Priorities, USA</li> <li>• <b>Carlos Guzmán Bofill</b>, General Director, ProMexico, Mexico</li> <li>• <b>Hans-Joachim Kohlsdorf</b>, Managing Partner of Efficient Ideas &amp; Honorary Member of the CEEG, Mexico</li> <li>• <b>Claude Smadja</b>, President and Founder, Smadja &amp; Smadja, Switzerland</li> </ul> <p><i>Moderator:</i></p> <ul style="list-style-type: none"> <li>• <b>Luiz Carlos Ferezin</b>, President, Accenture, Mexico</li> </ul>
<p><b>16:30-18:00</b> <i>Plenary Hall</i></p>	<p>Plenary session</p> <p><b><i>Priorities for the next 100 days</i></b></p> <p><i>A brainstorming among the participants will help identify and rank what business leaders see as the key priorities that the new administration should tackle first because of their impact on everything else.</i></p> <p><i>The brainstorming will be initiated by:</i></p> <ul style="list-style-type: none"> <li>• <b>Jorge Chabat</b>, Professor &amp; Researcher, Centro de Investigación y Docencia Económicas (CIDE), Mexico</li> </ul> <p><i>Moderated by:</i></p> <ul style="list-style-type: none"> <li>• <b>Rossana Fuentes Berain</b>, Editorial Director, Expansion, Mexico</li> <li>• <b>Alfonso Zárate Flores</b>, Director, Grupo Consultor Interdisciplinario, Mexico</li> </ul>
<p><b>18:00-18:45</b> <i>Plenary Hall</i></p>	<p>Sesión plenaria de clausura</p> <p><b><i>How Mexico can shape its future</i></b></p> <p><i>Keynote Speaker:</i></p> <ul style="list-style-type: none"> <li>• <b>Enrique Krauze</b>, Historian, Essayist and Publisher, Mexico</li> </ul> <p><i>Chaired by:</i></p> <ul style="list-style-type: none"> <li>• <b>Miguel Alemán Velasco</b>, Former Governor, State of Veracruz, Mexico</li> </ul>
<p><b>18:45-19:30</b> <i>Foyer</i></p>	<p><i>Farewell reception</i></p>

# SUMMARIES

## THE WORLD MEXICO NEEDS TO PREPARE FOR

**Speaker:**

**Paul Saffo**

*Futurist; Managing Director, Foresight, Discern Analytics, USA*



*Paul Saffo*

*The world has changed dramatically. It went from a “sunny” economic era to one not very predictable, “and everything is due to digital technology”, maintains Paul Saffo.*

*This great turbulence will make human office work and production disappear and robots will substitute all this. This is why it is imperative to reinvent ourselves: not only to survive, but also to do good.*

**F**rom 1987 to 2006 there was a sunny economic period which signified steady Gross Domestic Product growth, industrial production, and modest business cycles and inflation. However, **Paul Saffo** commented that on November 17th, 2008, the markets plummeted worldwide. This crisis started in the US, but the event was so immense and unexpected that it caused the economists to ask themselves: Is this an economic collapse? What is next? Facing an uncertain reality, where technology acquires more and more power, what came next was a change of state to a more volatile, unpredictable world.

Information technology was the main factor that impacted the economies of the world. By the end of the 80's, this information revolution not only brought about the fall of Berlin Wall, but also the collapse of the USSR. This due to the fact that the internet allows a more tangible participation and connection of people throughout the world. This can be considered a global tectonic movement that affected the behavior in the relationships between individuals and nations. It is evident that recently technology has caused a disproportional effect on the international scenario, where there are now non-state actors, such as NGO's, transnationals and social network industries that took advantage of this global transformation to position themselves in the market and generated income through the participation of persons in an economy that looks for the involvement of consumers in the creation of new products.

From September 11th, 2001 to 2003 came the great moderation period, which was a mercantile phenomenon where people were buying less than what they needed,

saving more and, in the process, chilling the economy. Under these circumstances the economists wondered: are we going up or are we going down? Then on Friday November 21st, 2008, came the great turbulence which brought about a world characterized by high amplitudes and ever growing cycles, which together with technology caused the Flash Crash on May 6th, 2010, where one trillion dollars disappeared in seconds, but the amount was recovered within minutes. Nonetheless, from that point on, the recuperations are as rapid as the crisis itself, due to the information technology and other platforms that allow the information to be processed in a precise and instantaneous fashion. Paul Saffo explained how “it is all about volatility fueled by digital technology [...] but volatility is also opportunity. There is not time for the faint hearted; only the brave and fearless will survive.” Technology has changed everything and economy has been the most affected. Economic cycles have been accelerated, and the behaviors constantly remind us that we are living in a world of continuous transformations.

Revolutions start with events that can seem meaningless, and this advance in technology has serious implications for Mexico, not only inside the country, because it also modifies its relations with its northern neighbor. We must remember that the US has always based its foreign policy on the preeminence of its borders. This determined in great part its foreign relations, and above all its relationship with Mexico, but in the near future both countries will have to deal with a common problem: unemployment. An area of great opportunity for both countries is in agriculture, because this aspect has been neglected by the two governments. This sector could generate a large number of jobs, while diversifying at the same time the national income. Without a doubt, Mexico and the US find themselves strongly linked, for it is the regions, not the nations that determine the national destiny, and both countries have the fortune of accompanying each other. Thus, it is completely insane, and almost an abomination, to think that a border can separate these two countries. Not even a wall can do that because people will always find a way to overcome it. Mexico, demographically speaking, is invading the US. “Without a doubt, I can say that this wall will come down, and the borders between Mexico and the United States will be dissolved.”



*Paul Saffo*

Something that we must not lose sight of is the fact that technology continues to advance. We now have the capability to start 3D printing of physical objects and this will bring even more consequences, such as loss of production jobs and even the disappearance of white collar jobs.

Saffo mentioned Facebook as a prime example of this. Last year they brought in \$3.7 billion in revenue with only three thousand employees. He also pointed out Foxconn, the world's largest electrical circuit manufacturer, with only 1.2 million workers worldwide. That is the kind of future we are heading to, and that is bad news for China, who seemed to have extensive labor availability, but it is not about the amount of people that you employ anymore, but about the level of specialization that they have. Furthermore, this country has great turbulence and social inequality. Paraphrasing Saffo we can say that: "unemployment will be global, and technology and innovation will take the place of the workers. The time of recuperation of jobs is becoming slower. In fact, in the future, robots will be cheaper to hire than people, and robots will take preeminence in our daily lives [...] Nowadays, in some places, workers are very costly and, at the same time, machines are more accessible and economic. For this reason, it is necessary to look for a way to create and generate more jobs; we need to learn how to take advantage of these changes to obtain more benefits. If we ignore this, economy will be in danger."

Something that must be highlighted is that the great turbulence has also created cyber-structural unemployment and the risk of ever growing social inequality, because not all the people possess the ability and the knowledge necessary to function in these jobs. The existing division between those that can have and those that can't will turn into a great abyss. Simply put, the internet has created an ambiguous world that allows a certain amount of the population to have participation, greater knowledge and the ability to explore a world of information, to which they did not have access before. Nonetheless, the other part must find an occupation that will allow them to develop as persons. In the next 50 years, the greatest challenge will be: what will replace the notion of a job?

To conclude, Saffo reflected upon where the power resides. In reality, the power is moving from the center to the edges, from Washington to the borders, from the places that once centralized this power towards the areas where new opportunities are growing. There will be an ever growing decentralization. But at the same time, there will be a more dynamic synergy due to the fact that new connections of power are being created around the world. Behind this great turbulence, new technologies will emerge that will help us to reinvent ourselves. It means great uncertainty that brings us a degree of fear, but also vast opportunity to do well and to create stronger and more prosperous societies.

*“Volatility is an opportunity.  
There is no time left for the  
weak at heart, only the  
brave and the audacious  
will survive”.*  
*Paul Saffo*

## WELCOMING REMARKS



### Speakers:

**Miguel Alemán Velasco**

*Former Governor, State of Veracruz, Mexico*

**José Calzada Rovirosa**

*Governor, State of Querétaro, Mexico*

**Óscar Peralta Casares**

*President, Canacintra, Querétaro, Mexico*

*José Calzada Rovirosa*

*Miguel Alemán Velasco*

*Óscar Peralta Casares*

*The relevant coincidence of the tenth Mexico Business Summit with the presidential elections in Mexico and the US kindled hope in order to explore new horizons without minimizing the challenges this implies. There were many mentions of gratitude towards the efforts from all the participants that have allowed to reach this first decade of the summit, turning it into a generator and driver of ideas in search of a more developed Mexico.*

**A** welcoming for the distinguished guests to the 10th edition of one of the most important business summits in the world, hosting business leaders, organizers and public officers. In this plenary, speakers shared their hopes and expectations of a brighter future for the state of Querétaro and Mexico as a whole.

To officially kick off the 10th Mexico Business Summit, held in the rapidly growing city of Querétaro, a welcoming Plenary Session took place; it featured important figures in state as well as some of the summit's chief organizers. The plenary was presided over by chairperson, **Alfonso García Cacho**. Among the important speakers that shared the podium that evening were **Miguel Alemán Velasco**; **Oscar Peralta**, and **Jose Calzada Rovirosa**.

In a session filled with acknowledgements, García set the tone by thanking organizers, speakers, and participants as well as distinguished guests such as Laura Chinchilla, President of Costa Rica, for assisting to the 10th edition of the Summit. The event, according to García, has become the single most important one of its kind in Latin America; he went on to highlight the noticeable yearly increase in attendance to the summit since it first began in 2002. "...if you can't find a seat it means we're doing something right..."- he joked. Upon drawing a few smiles from the audience, he proceeded to call the speakers to the podium one by one so they could render a few words of welcome. First speaker was Querétaro businessman and President of CANACINTRA Querétaro, **Oscar Peralta**. In a precise and clear manner, Peralta began by thanking those present as well as acknowledging the work that many of them had put in to making the state of Querétaro, and particularly the City of Santiago de Querétaro, a safe and attractive place for global investment.



*Óscar Peralta Casares*

He especially acknowledged Governor Jose Calzada's fostering of an unprecedented synergy between private initiative and the social sector. The importance of such partnerships, he argued, was in the way the private sector could help improve people's lives by providing many goods, services and education they otherwise wouldn't have. He also reflected on the importance of Mexico's current situation, characterized by solid macroeconomic markers, a fledgling but improving democracy, and many other indicators that, for Peralta are the clear signs that Mexico is on the edge of a new and brighter future. He concluded his part in the plenary with optimistic but challenging words about Queretaro's and, in fact, all of Mexico's future; "... for the first time in history..." he said "... [Advancement] is solely our responsibility..."

Next, Miguel Aleman, president of the organizing committee and distinguished Mexican politician and businessman, made a point of thanking the summit's most distinguished guests such as Laura Chinchilla of Costa Rica and former President of Colombia, Alvaro Uribe for their valuable participation. He proceeded then to welcome all those present to Summit. Aleman focused the thick of his welcoming address to enumerating different factors that move Mexico forward.

*“Mexico is going through a unique moment in history, with great advantages before other developing nations”.*  
*Miguel Alemán Velasco*

Like Peralta, Aleman talked about the unique moment in history in which Mexico is in and the advantages the country has as compared to other developing nations in spite of all the recent bad press it has gotten.

Two particularly interesting and important moments of his speech were the thanks he extended to companies like Bombardier, GE and other high technology and aeronautical firms for “having faith in Mexico”. He mentioned the important investments these firms have in Queretaro and described how their trust benefits not only the small central state, but the whole of Mexico by improving the country's image, boosting the interest in trained work force and yielding many interesting and legitimate jobs. Finally, Aleman referenced the present and future challenges that Mexico faces in dealing with the US, Europe and Central America, the importance of looking for other trade opportunities and at the same time strengthening existing ones.

Lastly, Queretaro's State Governor, Jose Calzada Rovirosa, in line with the other speakers, extended many thanks and acknowledgments to those present in the plenary hall. He gave especially warm thanks to Miguel Aleman and the entire organizing committee for trusting in the State of Queretaro for the second year in a row to be the venue of the Mexico Business Summit. The Governor went on to point out that this very international summit is a window of opportunity for the country's private and public sectors as well as a forum of expression for innovators with new ideas. For Calzada, events like the Summit are driving forces that promote urgently needed public policy reforms that will help the growth and development of Mexico. He briefly spoke about the ongoing labor and tax reforms currently happening in Mexico, and highlighted their importance in making Mexico a more attractive place to invest. Governor Calzada, echoing Miguel Aleman's words, described Bombardier and companies like it as icons of good industry.

He also recognized the important role the aeronautics industry plays in the Queretaro's industrial landscape.

In connection with this, Calzada mentioned that aeronautics production has placed Queretaro among the leading states in terms of aerospace manufacturing industry by creating 500 million dollars a year as well as over 5,000 jobs. Moreover, the governor stated that maintaining and growing the investment of the technology industries in the state was a priority and that for this to happen, the joint efforts of public and private actors are essential in order to secure the continued growth and prosperity of the region as well as to foster a spillover effect that will be advantageous to the whole country.

The state governor also mentioned the unique historical moment at which the 10th edition of the summit was taking place. He described the paramount conjuncture between the Mexico Business Summit and the change of administrations happening both in the US and in Mexico. Calzada stressed the importance of mutual collaboration between the two newly elected governments and suggested that many opportunities were on the horizon for both the US and Mexico as long as the partnership between the two was not neglected.

Finally and in reference to Oscar Peralta's words from earlier, governor Calzada brought up the subject of social policy and its importance in moving the country forward. He talked about the building of universities and training a talented work force as well as of the importance of sharing the bounties of economic progress with the least fortunate in society. He ended his participation in the plenary with a thought regarding the meaning of public service: "... public officers' duty is to translate sound finances into sound home economies..."

The very informative plenary session ended with Chairperson, Alfonso Garcia, thanking both the guests and organizer's participation in the summit as well as in the session. He reflected on the speakers' words and recapped on some of the most important topics that were brought up. Like the speakers, Garcia Cacho also stated that he felt that things were working out in Mexico's favor. He also mentioned the aerospace industry and the key role social investment plays in developing it as well as in attracting investment to this sector. In his closing statements, he invited the audience to take the event as one more opportunity to further improve Mexico and a space to look for new solutions to old dilemmas.

*"... the duty of public officials is to turn solid public finances into solid home economics..."*

*José Calzada Rovirosa*

*José Calzada Rovirosa  
Miguel Alemán Velasco*



## PLENARY

**Orador:****Laura Chinchilla Miranda***President of Costa Rica***Chair:****José Calzada Rovirosa***Governor, State of Queretaro, Mexico**Laura Chinchilla Miranda*

*Between Mexico and Costa Rica there are virtuous ties of cooperation, but they also share concerns about drug trafficking and the fearsome global crisis; in light of such challenges, the president of Costa Rica calls upon Latin America to remain committed to the stability attained and to rely on education to foster well-being and build a future of progress.*

**M**exico and Costa Rica are united in economic and trade cooperation, and their relationship is prosperous and supportive. Over the last few years, Costa Rica has been characterized by its development, which has been fostered by different factors such as its rule of law, freedom of expression and commitment to education. Here, Chinchilla calls for Latin America to adopt commitment and responsibility in the face of current challenges.

**Laura Chinchilla Miranda** began by acknowledging her gratitude for the opportunity to participate in this forum, in particular due to the importance that this moment of political transition represents for Mexico. She highlighted the cooperation that exists between Mexico and Costa Rica, two countries which are connected both economically and commercially. Chinchilla mentioned that, during her talk, she would tackle: first, the topic of the economic crisis and the lessons learned from this situation; second, the path in search of development; and finally, the trade opportunities between Costa Rica and Mexico.

The current crisis involved reduced movement of capital and value of assets, as well as loss of confidence. These challenges, while significant, were not fatal. In Costa Rica, healthy public finances, low inflation and supervision of the financial system have caused greater growth, and have avoided a drop in currency value.

On the other hand, throughout the 20th century, several Latin American countries have been affected by different economic crisis. In particular, the crisis in the 1980s resulted in several consequences and volatility in the region. During this time, countries could not make the necessary investments and inflation affected, mostly, the lower class. In other words, it hit those at the bottom hardest.

Despite all this, much has been achieved in terms of macroeconomic stability. Latin America faced a complicated situation, but it came out better for it and learned its lesson. Currently, almost all Latin American countries are less impoverished and are becoming more and more stable, with very few exceptions. However, without any doubt, the sacrifice needed to achieve long-term macroeconomic stability is well worth it. It is clear that growth over the medium and long-terms is faster if increased stability is attained. Additionally, we have to work to promote dynamic, inclusive and sustainable development. Moreover, Chinchilla mentioned that environmental preservation and use of technology are important for crossing the threshold of development and they have helped to establish a path to success in all sectors in her country. At the same time, she explains that her country has figured out how to make decisions that determined its own fate and that, in spite of its size, it has achieved development primarily through political and institutional stability, and environmental sustainability. Costa Rica is not only characterized by these factors; its development has also been promoted by its specific regime of free expression, its rule of law, its commitment to education, peace, and respect for the sovereign right of other nations.

However, one of the greatest threats to the country of Costa Rica is drug-trafficking, as it is a victim of risky geopolitics. Its location among other countries involved in drug-trafficking has resulted in two primary consequences:

1. It has managed to get Costa Rica caught up in a convoy of violence and corruption,
2. It has put the development advances of Costa Rica and Central American countries in general at risk.

This situation not only threatens the safety and lives of citizens, but also puts its institutions and regional democracy at risk as well. Chinchilla insisted that it is pivotal to not let down our guard, to not give up on the fight against narco-trafficking in the region, and to establish close ties to work together to cut the problem off at its roots.



*Laura Chinchilla Miranda*

On the topic of education and professional development, she said Costa Rica sustains high levels of development, and highlighted that more than 150 years ago it declared education a universal right, which allowed the country to invest more in the educational sector and social services. Additionally, Chinchilla explained that the country has managed to make human capital its primordial competitive advantage, supported by innovation. She added that, given the poverty that previously characterized her nation several years ago, the Costa Rica armed forces were abolished, which allowed for more resources to be allocated to developing schools and education.

As a clear example of how education has been driven forward, 90% of Costa Rican schools have access to internet connections and digital technology. Additionally, the country is currently pushing initiatives to recover national talent resident abroad. As a result, Costa Rica is among the top 10 nations of the world in terms of its population's preparation at the professional level.

Chinchilla also explained that a nation's wealth must be founded on spiritual and intellectual aspects rather than on economics. Next, she asserted the importance of political and social stability, which have been fundamental pillars for development in her country and which have been fostered in part through the opening up of trade.

*“It is crucial for Latin America to realize that the peoples’ essence comes from the integration of various factors and from an adequate balance...”*

*Laura Chinchilla*

Chinchilla also emphasized the creation of trade agreements in her country, which has allowed for the expansion of its export industry and the diversification of its market, now exporting more than 4,000 products to some 150 destinations around the world. Additionally, close to 40% of the companies in Costa Rica are linked to global value chains, such as the automotive, aerospace and aeronautic industries. This has allowed the country to become more and more involved in the economic scene not only regionally but also internationally. Chinchilla mentioned Costa Rica's commercial achievements as another pivotal aspect in its development. The country has aimed to complement these achievements with additional actions, such as the country's full incorporation into the Pacific Alliance trade bloc, which would unite it with Colombia, Chile and Peru, and which would allow it to increase its trade connections and regional integration. Meanwhile, human development and the opening up of trade, hand in hand with caring for and preserving the environment, have managed to strengthen the country's diversity and economy.

Caring for and preserving the environment has been another one of Costa Rica's primary focuses, for which different policies have been established that promote environmental conservation and responsible use of renewable energy sources. Chinchilla used the example of ecotourism, which has become one of the country's most important assets, promoting its competitiveness at an international level.

Specifically addressing the topic of the Costa Rica-Mexico relationship, Chinchilla states that her country recognized the need to participate more in international trade. Its first step was with Mexico, it being the first country with which it negotiated a free trade agreement, which entered into effect in January of 1995.

Since then, it has allowed for the bilateral exchange between these two countries to increase twelve-fold since the free trade agreement entered into effect. Today, Costa Rica is Mexico's primary economic partner in Central America.

In the last 15 years, Costa Rica has become involved in diverse business sectors with Mexico, for example in the industrial and agro-industrial sectors, as well as telecommunications services, among others. Currently, 10% of Costa Rican imports come from Mexico, while 40% of its exports are sent to Mexico. This relationship between the two countries has become of utmost importance, such that the presence of companies such as Bimbo, Cemex and Mabe now form part of the daily lives of Costa Ricans.

Finally, Chinchilla asserts that despite its challenges, Latin America must call for commitment and hope, as well as promote the identification and analysis of all areas of opportunity, taking advantage of them to the greatest degree possible, with the aim of fostering the region's progress. Likewise, it is pivotal that Latin America recognize that its essence comes from the integration of different factors and their appropriate balance, allowing for a holistic focus to be achieved, which promotes wellbeing and profound progress.

This sense of responsibility in the face of the current challenges presented by the global context must be transmitted to all international actors with the aim of establishing strong ties. Chinchilla, representing Costa Rica to Mexico, reiterates this proposal so that Mexican and Costa Rican values can come together and so that the two can be allied economically and through trade over the long-term, thereby achieving greater synergy and cooperation.



## A NEW CHAPTER AT LOS PINOS AND AT THE WHITE HOUSE: WHAT NEEDS TO CHANGE

### Speakers:

#### Thomas McLarty

President, McLarty Associates, USA

#### Shannon O'Neil

Senior Fellow for Latin America Studies, Council on Foreign Relations, USA

#### Arnulfo Valdivia

Coordinator of Migration Affairs, Transition Team of President Elect, Enrique Peña Nieto, Mexico

#### Arturo Sarukhan

Ambassador of Mexico to the U.S., Mexico

#### Earl Anthony Wayne

Ambassador of the U.S. in Mexico, USA

### Moderator:

#### Ana María Salazar

Vice President & Executive Director, Mexico Weekly, Mexico

*The United States and Mexico are experiencing a moment of hope, with a multiple handover of power in the government. Obama has pledged to raise the level of discussion on an immigration reform and to change the immigrant status of Latin Americans who boosted his reelection.*

*This won't be easy, and neither will opening up the energy sector that Peña Nieto is planning on for Mexico. Both aspects, if solved, would become a reference for a world that needs leadership, social stability and opportunities.*

**Ana María Salazar** started the session by saying that we are in a crucial and opportune moment, in which Mexico and the United States have both gone through an election process, and this is only possible every 12 years and it is a great opportunity for both countries. Due to the fact that President Barack Obama has been reelected, we can now talk of continuity, and it is even possible now to tackle difficult topics such as an immigration reform, regional security and the implications of the TPP (Trans-Pacific Strategic Economic Partnership). It is worth noting that the immigration reform has had its difficulties. This was real even before 9/11, but this event worsened the situation and made any debate on the topic impossible. It was after the 9/11 attacks that the policies, both domestic and foreign, turned aggressive to a certain point, and more so towards people that were seen as a danger to national security, and amongst them were the immigrants. Today, an immigration reform has become important again, due to the fact that it was the Latin vote in this presidential election that decided the outcome in favor of President Barack Obama.



Ana María Salazar

**Thomas MacLarty** added, regarding this aspect, that the Republican Party will have to undergo a profound transformation, due to the change of the immigration dynamic. We must remember the importance that Latin Americans have in the southern part of the US, for it was thanks to their votes that democrats were able to win this elections. MacLarty declared that “The elections in the US expressed a mandate on the part of the Latino community to change the situation of immigrants in this country.” It is of capital importance that the senate and congress work together to take the first step which will take us to economic and social stability, and the president must be able to sustain dialog with the opposition and with congress to make it possible to elaborate reforms of all types, amongst them the immigration reform. “Without a doubt, our elections (USA) were different, and reflected a change that we will see in the future. This is a good moment for Mexico, because we now see openness for an immigration reform in the US.”

On this subject, **Arturo Sarukhan**, mentioned that the United States was leaning towards the center-right which gives us elements to feel optimistic. However, the election displayed a profoundly divided and polarized country that will make obtaining an immigration reform very difficult. The Latin vote had an enormous weight in the last elections, something which will force the Republican Party into confronting the topic of the immigration reform. Close to 70% of the population in the states of Colorado, New Mexico and Florida are of Latin origin, and this percentage grows every day.



*Thomas MacLarty*

This has to be considered as an opportunity that must be taken advantage of starting in January of next year, when both governments take possession of power. Sarukhan also affirmed that “Mexico should not commit the same mistake of thinking that this is an issue of wills; it needs to be a mutual effort.”

On his part, **Arnulfo Valdivia** argued that the TPP will allow for greater connectivity between the North American nations, making Canada, the United States and Mexico more competitive, and at the same time, it will open a discussion to a much higher level on topics that affect both countries, like the immigration reform. Good bilateral relationships can produce a more competitive region that provides at the same time a good quality of life to its citizens, because the regions will mark the direction towards economic competitiveness. He also said that the TPP will dilute NAFTA as it modernizes its framework through consolidating the thinking axis of Latin America by addressing modern and important topics such as intellectual property and labor relations, among others. Nonetheless, we should not see the US as a mono-block because its interests are not fixed, and there are topics that Mexico is not prepared to address and vice versa.

In the opinion of **Shannon O’Neil**, the TPP and an energetic reform could bring about change in two years and, if the problems of bureaucracy at the border are resolved, it would make a great difference for the manufacturers almost immediately. She said that Ciudad Juarez reflects the social and economic problems of Mexico, worsened also by the violence in which it lives and despite this, more and more companies continue investing in this place because Mexico has a prosperous economic future, and the government should not only influence the result, but it should determine it, in its fight against organized crime.

Today, there exists a profound energetic relationship between the two countries, mainly due to the energetic exchange of \$45 billion from Mexico to the USA and \$25 billion from the USA to Mexico. However, a problem lies in Mexico's demand for the US to structure an immigration reform when they have not been capable of structuring an energetic reform. That is why the US has seen Mexico more as a problem and not so much as a partner. That is why dialog needs to be strengthened, along with the bilateral relationships so they can work together on projects that strengthen the economy, develop the energy industry and generate stability. These decisions, good or bad, not only affect these two countries, but also the region as a whole, including Central America. On the other hand, Canada has decided to distance itself gradually in order to avoid border issues or possible attacks, such as 9/11, but this action will also isolate it from future relevant debates regarding development. O'Neil finalized his intervention by saying "We must work together, and both countries need to invest on its future, for example they must look for the education that will help us to strengthen our region, we must take care of each other, as neighbors and as friends."

**Earl Anthony Wayne** also agreed that we have a great possibility to convert our continent into a beacon of stability in a world that yearns for leadership and security. The Merida initiative reaffirms the commitment between Mexico and the United States in the cooperation for security and development, as, without a doubt, what affects one country will affect the other. The connectivity of North America is vital to make the region more competitive. For this to happen, they must take measures against drug trafficking and corruption, besides improving education and border security, and promote economic and social growth. Thus, these topics should be made fundamental on the bilateral agenda. Wayne commented that "there is more than immigration, there is the economy and the opportunities that are opening up before us. If there is competitiveness in one country, it is evident that it will affect the other in a positive way."



*Arturo Sarukhan*



*Arnulfo Valdivia*

Lastly, the panelists agreed that the private sector should realize the main role they play in modern economic stability, national competitiveness and social development; the knowledge that the private sector has is necessary to facilitate the progress of the economy, and for this to happen we must revive the dialog so that a lobbying exists between the government and the private sector, and this should insert themselves more in the structuring of policies. The private sector should take its places alongside the government so that together they can make good decisions on relevant topics. Also, it is necessary that the US and Mexico strengthen their mutual programs and projects, and at the same time look to generate and create new jobs with fair salaries to diminish immigration. The immigration reform should not only be a dream for Mexico, but it should also be a dream for the US, and we must understand the energetic reform in Mexico as the key to the energetic independence of the region. We must pay attention to technology and innovation in both countries, for these are gaining power and are an excellent source of employment. In this fashion, the robust relationship, per se, between Mexico and the USA will become even more strengthened, which today is incomparable with the relationship they maintained in the past. In fact, there have been topics that could have destroyed the relationship between the two countries in the past, but in the present have not been able to do so.



*Shannon O'Neil*



*Earl Anthony Wayne*



## MOVING TO A NORTH AMERICAN INDUSTRIAL PLATFORM

### Speakers:

#### Pierre Beaudoin

*President & Chief Executive Officer, Bombardier, Canada*

#### Ronnie C. Chan

*Chairman, Hang Lung Properties Limited, Hong Kong*

#### Valentín Díez Morodo

*President, COMCE, Mexico*

#### Louise Goeser

*Chief Executive Officer, Siemens Mesoamerica, Mexico*

#### Raúl Gutiérrez

*General Director, DeAcero, Mexico*

#### Robert A. Pastor

*Professor & Director, Center for North American Studies, American University, USA*

### Moderator:

#### Arturo Valenzuela

*Senior Advisor for Latin America, Covington & Burling, LLP; Professor of Government, Georgetown University; Former Assistant Secretary of State for Western Hemisphere Affairs in the first Obama Administration, USA*

*Understanding NAFTA as a block that competes with the world forces us to redefine its merely trading status in order to make it efficient and competitive. The future of the three nations that compose it is intertwined and, apparently, each one goes its own way with different objectives that benefit no one. Hence the dire need for a real integration and to make an effort to invest more heavily in the supply chains that offer more added value. The bottom line of this transformation will have to be drawn by a genuine industrial policy.*

In the plenary session on industrial policy in North America, moderator **Arturo Valenzuela**, a valued aid of both the Clinton Administration and the Obama administrations, posed several key questions regarding the future of North America and in particular that of Mexico to the distinguished panel of guests.

To begin with the session, Valenzuela asked for Bombardier President **Pierre Beaudoin's** opinion on what was needed to make the integration process of the three countries that make up NAFTA more efficient. Beaudoin confidently answered that the first thing that needs to happen to improve the trilateral integration process is a greater investment in the value chain, that is, a greater investment in the manufacturing of higher value added components. In connection with value chains, Beaudoin also asserted that it is necessary for all of the countries -the US, Canada and Mexico- to understand that they shouldn't feel threatened by some jobs being moved from any one country to another within North America because this simply has to do with creating more efficient value chains. This process, far from hurting any single country, actually strengthens all three. For this reason, in Beaudoin's opinion, it is essential for the average worker in Canada and the US to understand that the manufacturing jobs that are moved to Mexico help making the whole region more competitive, and in doing so help his or her own economic outlook. He went on to say that politicians are obliged to tell "stories" that help their constituencies understand this fact. Furthermore, he added that a greater integration and thus a better and more competitive value chain, mean manufacturing different items in different countries.



*Pierre Beaudoin*

Next up was **Valentín Díez Morodo**, who spoke of the imperative of establishing a new industrial policy for Mexico in which the input of the private sector plays an important part. Díez gave an overview of the current Mexican situation but especially focused on the topics of legal reform pertaining to labor law. He identified the upcoming labor reform as an initial step to a better and more open policy towards business in Mexico. In reference to reforms, he also mentioned the excessive government regulations that exist in Mexico and how these create unnecessary barriers for entrepreneurs and investors. He argued that a reform was solely needed in this area to further reduce hindrances to business. Díez also spoke about the trade association between Mexico and its two northern neighbors; he insisted that it was necessary for Canada and the US to redefine the terms by which both countries deal with Mexico, steering the relationship in more egalitarian and thus more integrated direction. He went on to urge Mexican policy makers and businessmen to not put all their eggs in one basket and insisted they look for other trade partners and markets beyond the US. Díez ended his part by saying that Mexico must be more flexible in its policy regarding allowing



*Valentín Díez Morodo*

companies engage in international commerce. This for him should be a cornerstone of the country's new industrial policy. He concluded by stating that with less government regulations on the matter, more foreign investment would be available and thus Mexican companies would become more competitive.

Next, Valenzuela asked **Raúl Gutiérrez** to share his thoughts of how to improve value chains. Gutiérrez pointed out that Mexico was a great exporter of products, but that these products were of low added value and that the country should shift towards the manufacturing of high capital, low labor goods. He went on to add that the country must develop a different industrial policy which put less restrictions on business while fostering the integration of the three North American trading partners by allowing a freer movement of goods and services. He stressed that NAFTA must evolve from mere economic integration and spill-over into the realm of productive integration, that is, a coordinated effort in the organization of manufacturing and assembly of products that add value to exports and that spans the three countries. Such a policy could propel the region to greater competitiveness faced with other economic blocks such as Europe or South America.



*Raúl Gutiérrez*



*Arturo Valenzuela*

Drawing off of Gutierrez's though call for industrial policy, Valenzuela asked Professor **Robert Pastor** to express his point view on the effectiveness of industrial policies. For Pastor, the issue was not how to create industrial policy, but how to create an integrated regional market where actors truly take responsibility for the region's performance. In order to reach this target, measures such as setting standardized tariffs that are understood and followed from Canada and the US, down into Mexico must be put in place. In Pastor's opinion a paradigm like that would become a new model for integration rivaling that of the EU. Pastor pointed out though that one of the main impediments to further integration is the lack of political will north of the Rio Grande.

According to him, with security concerns in mind, many Canadian and American policy makers oppose integration that reaches beyond the economic realm. For the panelist, this reluctance represents lack of foresight. Pastor argues that borders are artificial boundaries that will soon be a thing of the past and assured that the old system would give way to different schemes of organization that will foster faster, more efficient and ever more integrated forms of trade.

*“Borders are artificial limits that will soon be a thing of the past”.*

*Robert A. Pastor*

Next, Valenzuela asked **Louise Goeser** what her point of view was on integration. She assured that for greater integration to occur, new conversations, that is, paradigms, must be considered. In Goeser's mind, conversations between the three countries that are currently centered on security must shift to conversations about the advantages of investing in Mexico. For this to happen Mexico must do a better job at marketing its advantages to investors. Likewise, government, media and civil society should contribute to shifting the conversation from the negative aspects that dissuade investors to the great advantage the southernmost country in North America offers. Once that happens, the panelist expressed, companies will understand that North America is set to become a power house on par with any other major economic contender.



*Louise Goeser*



*Ronnie C. Chan*



*Robert A. Pastor*

Another important highlight of the plenary was the participation of **Ronnie Chan**, who offered the Asian perspective on North American integration. After cracking a few jokes, he eased into the core of his message. He adamantly insisted that China and Mexico, and for that matter, China and North America, should not see each other as competitors, but rather that Mexico and its northern neighbors should instead recognize the great business opportunity China represents. Chan highlighted the size of the Chinese market as a strong point to his argument. He also mentioned that there are Chinese companies ready to invest beyond the Pacific, but that Mexico and its English speaking trade partners haven't done enough to attract their investments. Chan concluded by reiterating that China is not an enemy and that it would be wise for North America to see a partner in the eastern giant.

At the end of the session, while summing up, Valenzuela brought up the point that was neglected by the panelists but that the moderator considered a key element in the three country's relationship. Valenzuela pointed out that all three countries share cultural affinity stemming from common history geography and languages; thus their correlation is not simply economic, but one that goes beyond goods and services. The human factor is what most tightly binds the three nations; that and the fact that the future of all three countries is intertwined. Moreover, Valenzuela hinted, there is a real need to use each other's asset to go beyond economic integration and really strive to become a force on par with any Asian or European power block.

## OFFICIAL OPENING DINNER

Message from Felipe Calderón Hinojosa,  
President of Mexico

**Speakers:**

**Bruno Ferrari García de Alba**  
*Secretario de Economía, México*

**A conversation between:**

**Miguel Alemán Velasco**  
*Former Governor, State of Veracruz, Mexico*

**Claude Smadja**  
*President and Founder, Smadja & Smadja, Switzerland*



*Bruno Ferrari García de Alba*

*A decade of debates on Mexico has been the greatest accomplishment of this Summit, states Miguel Alemán, because when you ask questions you also learn that it isn't enough to identify shortages, you also have to know how to solve them, thus remaining hopeful of experiencing a Mexico capable of turning ideas into actions.*

*As to President Calderón, he sent a message highlighting the economic advances during his administration, many of which, all false modesty aside, are a consequence of the debates in this forum.*

The Inaugural Dinner began with a video briefly demonstrating the attributes possessed by the State of Queretaro, showing it as an attractive place, particularly in terms of tourism, business and education. Next, Miguel Alemán Velasco proceeded to formally present Bruno Ferrari García de Alba, who spoke at the **Business Summit 2012** in name of the President of the Republic, Felipe Calderón Hinojosa. Ferrari began by thanking the authorities, government representatives, businessmen, media and all those present for the invitation to participate in said Forum. Additionally, he recognized the importance of conducting events of such magnitude, as they manage to bring together important people, and also serve as a means for fostering and driving the economic development of the country, an economy which is estimated to increase by 4% this year. Likewise, this Business Summit offers an excellent opportunity for discussing Mexico's current direction. Meanwhile, Ferrari highlighted the performance of the Secretariat of Economy in Mexico in contributing to the creation of a more equitable society. He mentioned that over these last six years, Mexico has become the most important economy in the Latin America region. While on the one hand having the North American Free Trade Agreement (NAFTA), Mexico also has 12 additional treaties with other countries, including one with the European Union, an agreement which entered into effect on July 1, 2000. These alliances allow the country to diversify its markets and increase its economically attractive aspects. Another fundamental point addressed by Ferrari was the importance of the participation of Mexican companies in the country's economic setting, which has been driven by investments and has catapulted Mexico toward development. This

development has been supported by the Calderón administration, for instance through its support of small businesses. At the same time, he highlighted the growth that the automotive, electronics and aerospace sectors have experienced, thereby improving the business environment in Mexico.

With the aim of generating higher levels of development and wellbeing, Ferrari explained that it is necessary to protect intellectual property and strengthen both the rule of law and the internal market, fighting against monopolies. Mexico has to stay positive from a political point of view and recognize the importance of Mexican consumers, who are the key to economic development. It is important to stress that currently Mexico participates significantly in world trade. However, promoting development strategies and trade initiatives, such as the Pacific Alliance, is fundamental for achieving greater prosperity. Said alliance, passed in June of this year, establishes a trade bloc among Chile, Colombia, Peru and Mexico, with the aim of strengthening the economic relationship among these countries with a clear focus on expanding its trade with Asia.

Today, everyone should be committed to Mexico's advancement, in particular, he emphasized, young people under 26 years of age, who currently represent the future of the country. He continued by asserting that this is an advantageous environment given that the country is currently in a very important moment for development that it should take advantage of. Finally, Ferrari commented that Mexico is competitive, knows how to open itself to new markets and honors its commitments. It has cemented the foundations for being a more prosperous country and a more dynamic economy, an idea which Ferrari confirms by asserting that Felipe Calderón is handing over a country that is much stronger and more prepared as compared to that which we saw six years ago.

Following Ferrari's talk, Alemán took the stage, sharing a brief history of the Business Summit. In particular, he expressed his gratitude for the participation of Mexican business leaders, many of whom, he pointed out, had accompanied him throughout the ten years of the summit. The idea for the forum was born out of a need to analyze economic issues in Mexico, and due to its success and the continued support of its participants, the project continues forward in 2012.

*I want Mexico to be a place where  
young people build their dream  
and adults help them  
make it come true.  
Miguel Alemán Velasco*



*Bruno Ferrari García de Alba  
Miguel Alemán Velasco*

Over the last ten years, the Business Summit has yielded important results, including contributing to market development, legislative advances and increased economic efficiency. The outcomes of the forum have been taken into consideration by the Presidency of the Republic and have resulted in relevant public policies, an importance which is demonstrated by Ferrari's representation in the name of President Calderón.

Alemán added as a conclusion his hopes for the country; specifically, he asserted that he would like to see a Mexico that is prosperous, with a society without divisions, where everyone helps each other to push the country forward. He wants a Mexico that is capable of transforming ideas into action in order to be recognized on a global level. Likewise, he desires a Mexico with youth that are driven and where individual dignity and respect for the law are essential factors in the country's development. He stated: "I want a Mexico where young people have a dream, and adults support them in achieving it." Alemán finished by inviting the audience to take an active role in changing their way of being and thinking to thereby build a new Mexico.

Next began a short question and answer session between Alemán and Claude Smadja. Smadja first asked Alemán to share his perspective on the most significant achievements of the Mexico Business Summit over the last 10 years. Alemán identified the primary achievement as the fact that all businessmen now believe in the Summit. It has become a well-respected forum for asking questions and learning. He explained that through the forum we can now figure out what to do better—not just what needs to be done, but how to do it.



*Miguel Alemán Velasco  
Claude Smadja*

Prior to establishing the Summit, Alemán noticed that people were always discussing economic issues in Europe, Asia, the U.S., and Canada, "but nobody was talking about us in Mexico. So, [I] said, let's sit together and ask about us." The Mexico Business Summit has successfully created a space in which Mexican economic issues are discussed and solutions proposed. It has become a lift-off for development projects, the most notable example of which is Queretaro. Ten years ago, Queretaro was barely noticeable on the economic map, whereas today it is a leading and prosperous economic center.

Smadja then questioned Mexican pride, asking “Don’t you think that Mexicans should learn to be more proud of their country?” He explained this question by saying that he sometimes feels that people in Mexico do not know who they really are. Alemán rejected the notion, explaining that everybody in Mexico is proud; however, they are also very cautious about outside opinions. He did assert, notwithstanding, that Mexicans should brag more about their country’s successes. To further advance, Alemán asserted that Mexico needs to invest in technology. What is more, it must be innovative and choose where it wants to go. There are a lot of opportunities for both government and businesses to take a more active role in propelling the country forward. Specifically in terms of government, Alemán stressed that administrations should strive for some continuity, supporting existing projects instead of always creating an entirely new agenda upon taking office. At the end of the discussion, Alemán reaffirmed his confidence in the Mexican people, saying that his optimism derives from his belief in his country, in his people, and in his government. Indeed, Smadja praises Alemán saying that while he works around the world, the Mexico Business Summit will be truly unique and that being a part of it is a great pleasure and honor.

*“Now we know what needs to be improved, not only in terms of what we need to do, but also of how to do it”.*

*Miguel Alemán Velasco*



*Miguel Alemán Velasco*



## THE ECONOMIC OUTLOOK 2013: EXTERNAL UNCERTAINTIES, DOMESTIC OPPORTUNITIES

### Speakers:

#### Phil Guarco

Managing Director and Chief Investment Strategist for Latin America, J.P. Morgan, USA

#### Guillermo Ortiz Martínez

Chairman of the Board, Banorte, Mexico

#### Claude Smadja

President and Founder, Smadja & Smadja, Switzerland

#### Bart van Ark

Chief Economist, The Conference Board, USA

### Moderator:

#### Manuel Rivera Raba

Chief Executive Officer, Grupo Expansion, Mexico

*El panorama global es complicado: EUA está al borde de un abismo fiscal que, de no resolverse, arrastrará a la economía mundial, mientras que la Eurozona vive una recesión que pulveriza empleos y contamina finanzas y Asia se instala en una desaceleración. México, en cambio, se muestra sólido, ha librado bien la crisis y es su oportunidad para despegar.*

**Manuel Rivera Raba** reflected on the circumstances in which we find ourselves in a worldwide level, for it is evident that there is a tendency towards deceleration. In fact, the economies, even the most powerful ones, are decelerating; unemployment rates are rising and the global atmosphere is in crisis. Despite this, Mexico finds itself in a very interesting situation, and it has found a way out of world crisis. Mexico has done an extraordinary job in terms of finances and macro economy, they have achieved stability and they are prepared to confront the challenges that lie ahead. For this reason it is necessary to know: what are the uncertainties and surprises awaiting us? What else is there for us to do?

**Bart Van Ark** added that Mexico will have a growth percentage of up to 4%, and that it is an example of stability in matters of macro economy, however, the cooperation between Mexico and the US has been influenced by the effects of Hurricane Sandy, and this should not be underestimated. The country has been devastated by the disaster and is strapped for cash, and if it invests in building, it will be in the reconstruction of the infrastructure that was destroyed by the hurricane. In addition, the United States fiscal cliff is expected, and if this happens the country will fall into an economic recession by the start of next year which will drag the rest of the world with them.



Manuel Rivera Raba

This crisis would be of unimaginable proportions, as the current recession of the country will take at least 10 years to be overcome, and we [the US] are barely at the midpoint. We can see this problem from two perspectives: If the economic demand in the United States recovers, this could represent a growth of up to 2.5% to 3%, but the long term tendency indicates that a deceleration of up to 2% could easily happen. The same thing will happen with the economies of China and Brazil, for the deceleration will be global.

With respect to this, **Claude Smadja** commented that the future of Europe is also not encouraging. The Eurozone will have minimum growth rates and could become worse. This recession is the result of a political crisis that has sunk Europe into a scenario of gradual recession, “the supposed 0.2% growth for the year 2013 is a lie.

Europe is now in recession and it will only deepen in 2013. All this is a result of the political crisis in the Eurozone; this crisis was detonated by the Greek situation in 2010.” Smadja added that he sees no way, “not even with a magic wand, how you can stop this social unrest and unemployment. This is the crisis made by Germany for Germany. We are nowhere near to a solution to this crisis and we will not achieve any improvement before 2014.”

The crisis has defeated the objective of the European Union, now there is a financial protectionism and the division has worsened between the countries that there are on the periphery and those that are in the center, which is the case between France and Germany. The financial policies have been completely inefficient; in fact, France has an unemployment rate of 13% that could easily reach 20% in the youngest population. Smadja concluded by saying that “There is no reason to think of a forecast of improvement, all this will take us to an economic suicide.”

*“Mexico must maintain a good relationship with the United States, but it must seek better relationships with emerging regional economies”.*

*Phil Guarco*



*Phil Guarco*

Regarding Asia, Smadja said that it is possible to see a much more optimistic panorama, since China is liberating the savings of the people towards consumption, thus making the economy more dynamic. Furthermore, the social security net and the construction of infrastructure has been expanded, which will allow the people, as they feel more secure, to spend more. Recently, more credits have been granted and there has been a change in the business community, and all this is reflected in an annual growth rate of 7.5% to 8%.

**Phil Guarco** argued that “The perspective of growth for the region of Latin America is also quite optimistic, for we can expect a rational growth rate of 4% next year.” Exports have been on the rise, in line with industrial production; even Latin America has now started to export more to Asia than to Europe, and as a result, China now determines the prices of raw materials in Latin America, and has become a source of growth for this region. In the entire region there will be an increment in salaries and greater financial stability. Mexico must maintain a good relationship with the US, but must also look for improve relations with emerging regional economies such as Brazil.

**Guillermo Ortiz Martínez** said that México today has a debt that represents close to 30% of its GDP which is much lower than that of developed countries, yet it maintains a constant fiscal deficit due to the labor unit cost falling close to 10%. However, the labor reform will allow greater economic flexibility, and global changes have facilitated an increment in productivity and competitiveness. Ortiz concluded by saying that “we have all the conditions at present for the country to take off in a complicated world. I am much more optimistic of the possibilities for Mexico.”



*Guillermo Ortiz Martínez*



*Bart van Ark*

Regarding the global situation, he pointed out that the US must achieve an accord between the democratic and republican party, and improve the relationship between them in order to generate greater confidence and to elaborate efficient policies. If congress and the senate do not come to an agreement, then the US will drag the rest of the world into a fiscal cliff. Notwithstanding, the economy has recuperated little by little and has had some luck, but still faces enormous challenges.

Europe, on the other hand, will keep moving slowly, it will keep stumbling but it will not stop. For the Eurozone, it is essential that they establish institutions that will allow the central Bank to be strengthened, besides generating a political and economic cohesion between its member states. Its growth will be slow and short term, but Europe will come out of this crisis in the future, due to the fact that it is a vast and rich region in many regards. On the other hand, China has an advantage; their margin of savings is growing and they have opened up to the rest of the world like never before in their history. China will keep growing at a rhythm of 7% for at least a few years and they will turn into an economic leader, but they must not forget the challenges they face, or else they will fall into the same trap of the current economic powers.

The world economic crisis is a product of the division amongst the countries of the Eurozone and the political crisis of the US and Europe. According to Smadja, this crisis started during the Cold War, where the relationships were constructed under the assumption that they were friendly nations, but in reality, France and Germany are fighting for the leadership of Europe. In the US all confidence has been lost between the private and public sector, and these places the small and medium companies in great difficulties. The external and internal debt, along with a lack of efficient fiscal policies, worsened the problem even more and has brought us to a disheartening panorama. Europe and the US have turn into economic threats, due to the irresponsibility that they have exhibited in their internal and external policies. The time has come for both of them to take responsibilities for their acts, with more prudent policies and profound structural reforms.

To end the session, the panelists concluded that the Mexican economy has great possibilities of getting ahead despite the world economic crisis, as long as it maintains a good relationship with the US, but it must also diversify its alliances, it must look to generate more and better jobs with fair salaries, social development, take care of their fiscal deficit and elaborate structural reforms. China is in its best moment of economic growth, but the same growth will demand internal policies that are more democratic and equalitarian, or else there will be social uprisings that will stop its development. The world in general is going through an underlying political transition that has not been transparent and impedes any anticipation of what is to come.

## MEXICO-EUROPE: LOOKING FOR INCREASED TIES IN A MORE UNCERTAIN CONTEXT

### Speakers:

#### Karel de Gucht

European Commissioner for Trade, European Commission, Belgium

#### Valentín Díez Morodo

President, COMCE, México

#### Edmund Duckwitz

Ambassador of Germany to Mexico, Germany

#### Joëlle Garriaud-Maylam

Senator for the overseas French and Secretary of the Commission Foreign Affairs, Defense and Armed Forces, France

### Moderator:

#### Frédéric García

Chief Executive Officer, EADS México & Chairman, SCS Cassidian México, Mexico



*After 12 years of existence, the trade agreement between Mexico and the European Union has borne fruits, and yet it is perfectible and the relationship must go beyond the commercial side. Mexico must learn from the European technological and educational advances, and focus on this market, going beyond the comfort that represents the US market. We have to look up to new horizons and be prepared to make this important leap forward, furthering small- and medium-sized businesses.*

**F**rédéric García highlights the importance of the relationship that exists between Mexico and Europe while mentioning that the EU is the second biggest commercial partner Mexico has in terms of exports. Furthermore, he goes on to point out the importance of having the present debate in order to discuss the Mexico-Europe relationship and thus look to the future, improve commercial practices and move the debate forward.

García gives the floor to each one of the panelists present by asking what, in their experience, is the current relationship between Mexico and the country that each one represents.

**Karel de Gucht** speaks of the Mexican-European Union relationship, especially in commercial terms, mentioning how both have a common history of shared values that keep the two close. Europe need business partners and Mexico is essential in this matter. De Gucht urges Mexican businessmen to trust in Europe's strengths and that, despite the crisis, Europe is still the world's biggest market. In order to take advantage of both economies to the fullest both must:

- Increase economic ties in order to create a more integrated context in this sense.
- Know trade agreements and the benefits they offer.
- Create more long term investment and employment.

The European Union is ready to take this step with Mexico, but the latter must be ready for this. Moreover it is important not to lose sight of other markets like Canada, South America and of course Europe. We must focus on fulfilling the world economy's objectives.

**Valentin Díez Morodo** agrees that Mexico represents a great opportunity for Europe to invest given its macroeconomic features. He describes the interest that Mexican companies have in exporting their products to Europe; some examples are coffee, beer, and tequila among others. Furthermore, he invites all present to learn more about the trade agreements that exist with the European Union; get close to them to learn and share their different characteristics among these technological clauses. He urges the public and private sector as well as the president elect of Mexico to focus on these different aspects and thus coordinate a better relationship with Europe. 50% of exports to the EU are from European companies established in Mexico, while only 25% of companies are of Mexican origin. Along with other data mentioned, this helps form a general overview of the relationship that exists between these two regions. Mexico can learn much from the European Union's development and so it must insist on approaching Europe for this learning and exchange process to happen.

Despite the great responsibility that Germany has had to carry by turning into the economic motor of the European Union, it survived the crisis, according to **Edmund Duckwitz**. He says, NAFTA can grow to become something very similar to the EU in terms of commerce and may even become better. But, trade is not the only part of the equation; there must be mutual respect among the parts and agreements must be respected. Mexico is highly attractive to Germany; proof of this is the large amount of German companies currently active in the country. However, he points out the need he detects to increase the investment in education. The experience that Germany has in training its population can help Mexico strengthen that area and thus attract greater investment. But improving the quality of education must go beyond just the college level, but should also include technicians, skilled labor, basic education etc.



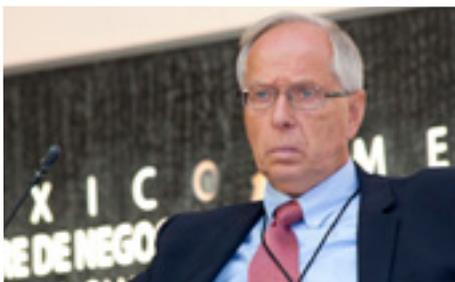
*Frédéric García*



*Karel de Gucht*



*Valentin Díez Morodo*



*Edmund Duckwitz*



*Joëlle Garriaud-Maylam*

On the other hand, Mexico needs to be more aggressive; it need to makes its presence felt in the German landscape. In business fairs there are a large numbers of Brazilian and Argentine companies, but a very small numbers of Mexican ones. Mexico seeks to trade with the US too much and loses sight of other options. The country must open new channels and must also be willing to take on the challenge this entails.

**Jöelle Garriaud**, who worked closely with Mexico in the G-20, mentioned that the French love Mexico due to, among other things, the shared values and the mutual love for culture. Mexico's image in France is favorable; however, it has been tarnished due to the media coverage of the wave of violence that the country is going through. Moreover, the image of Mexico as portrayed through its movies raises questions about the rule of law. Mexico's participation in the G-20 enhanced its political image; political and business ties were strengthened after Mexico's president elect, Enrique Peña Nieto's, visit to France and his subsequent invitation extended to the French head of state to visit Mexico in 2014.

García then highlighted the most important topics that the panelists discussed:

- Firstly, the panelist spoke of the need for both actors to build free trade agreements and further develop existing relationships in order to have further success.
- There are many opportunities for European investment within Mexico, but there is also interest from the Mexican side to invest in Europe.
- Mexico is urged to take advantage of Germany's experience in relation to the training of the labor force.
- Finally, the different measures Mexico has taken have caused a good impression in France. Likewise, promoting cultural and commercial ties generates great potential to strengthen Mexico in its relation to other countries.

*“One can no longer think only  
in domestic terms  
if we find ourselves in  
such a globalized world”.*  
*Joëlle Garriaud-Maylam*

Before proceeding to the Q&A part of the session, Garriaud invited Mexico to change the prevalent image of France, that is, an image characterized by perfumes and beauty products. She also encouraged those present to live experiences beyond Paris; to know the country's industry and its other regions.

Among the topics that came up in the last part of the session was the importance of both continents further incentivizing investment in small and medium sized business in order to create new jobs. Mexico is the gateway to all countries that have free trade agreements and must be seen as the connection to Latin America according to Diez Modoro. Mexico hasn't paid much attention to the exchange with the EU and has largely focused on the US due to closeness with and comfort of the relationship with this country. However, Mexico should be more self-critical; commit to a self-evaluation that leads the country to change its focus and objectives, open its eyes to new horizons and prepare to take a big step.

Duckwitz further discussed his stance on education. Beyond the value given to academic education, artisans and technicians should also be valued due to their specialized knowledge and the edge they bring when competing in the European market which is “difficult and competitive.”

Queretaro is an example for all countries due to the fact it has created and aeronautical university where personnel of a specific company can be trained. Decentralization, being audacious and autonomous, leads us to success. You can no longer just think in national terms if we find ourselves in a globalized world. These are some of the closing thoughts that Garriaud leaves us.

Mexico seeks greater exchange with and attract greater investment from the UK to boost technological development and thus have a closer work relationship and good results, said Diez Modoro in answer to a question about what projects and alliances Mexico has in that region.

Duckwitz insists that Germany is interested in increasing investment to support foreign companies, speeding up production and thus growing trade. Furthermore he stated that it is extremely important to mind people who are important, not just those with college educations, but also factory workers, artisans, technically trained personnel, etc. Greater assertiveness on behalf of Mexican companies and businesses will make a great impact in order to improve the relationships between both countries. Countries can no longer be stationary and have their arms crossed, expecting foreign investors to offer up opportunities to change, develop and succeed. They have to go out there and look for opportunities.

García closed the debate by inviting Mexico as well as the EU and their business community to seek out the advantages that they offer each other and that can be shared to improve the bilateral relationship.



## POLICIES FOR A MORE ROBUST DOMESTIC MARKET

### Oradores:

#### Verónica Baz

Directora General, Centro de Investigación para el Desarrollo (CIDAC), México

#### Sergio Cervantes Rodiles

Presidente Nacional, Canacindra, México

#### Luis de la Calle

Director General y Socio fundador, De la Calle, Madrazo, Mancera, S.C., México

#### Scot Rank

Presidente y Director General, Walmart de México y Centroamérica, México

#### Carlos Eduardo Represas

Presidente para Latinoamérica, Bombardier Inc., México

### Moderador:

#### Alberto Bello

Director Editorial de Negocios, Grupo Expansión, México

*La sociedad mexicana desea incorporarse a la vida laboral para salir adelante y, aunque es un mal, en la informalidad encuentra un camino.*

*El reto es convencer que la formalidad vale la pena. En la clase media radica la fuerza del crecimiento y es también la responsable del consumo interno del país, pero se requieren más empleos, empresas competitivas, promover la producción nacional, erradicar la corrupción y convencernos de que tenemos futuro.*

During the discussion, a number of key issues facing the domestic market in Mexico were deliberated on. These included the trends shaping the market, as well as ways to overcome obstacles to the expansion of consumption among the middle classes. Moderator **Alberto Bello** began by discussing the potential for growth in Mexico's domestic market. While the nation's middle class is expanding, this burgeoning sector of society still faces a number of challenges. He stressed small and medium-sized enterprises (SMEs) as an area of great opportunity for economic expansion.



Alberto Bello

**Luis de la Calle** described the Mexican economy in quite positive terms, proclaiming its GDP to be “healthy”. However, in spite of this, the Mexican economy requires fundamental changes to encourage further growth and many of these necessary changes are opposed by key interest groups. De la Calle argued that Mexico has great potential as a platform for exports and needs to focus more on this potential in order to increase its market value. Regarding informal employment, De la Calle believes that while it is not good, it demonstrates the strong desire within society to move forward and to join the work force. That being said, it is essential to establish parameters which encourage people to seek formal employment; doing so will give new economic impetus to the country, which will allow Mexican consumers to increase the value of their assets, sell, buy and be more active in economic terms.

*“We cannot accept the belief that, since the powerful nations are not growing, we have to delay our growth”.*  
*Luis de la Calle*

Additional to this, it is essential to recognize that one of the fundamental impediments to economic and political development, as well as social and cultural, is extortion amongst the municipal and state authorities, and also the unions.

In Mexico we should not accept the assumption that because the world economic powers are not growing “as much”, we should slow down our development in some way. It is important for Mexico to become a stable country so that the people may be capable of increasing their productivity; and from there laying the foundations for competitiveness and the future of the country day after day. On the subject of competitiveness, Mexico is recognized as having long shown itself to be more competitive than Brazil. That said, it is important that the country does not become over confident or complacent, as competitiveness is built from day to day. The labor reform was discussed, with De la Calle advising that it should only be welcomed if its aim is to promote a more modern and dynamic economy.

De la Calle was adamant that Mexico’s growth is dependent on the people’s faith in their own potential: “In spite of all the negative elements, Mexico is not ‘ok’ but it is ‘better’. Nowadays, the majority of Mexicans are not poor. If we swallow the story that we’re poor, we have plenty of excuses for claiming that things are done poorly. Today’s Mexican is more educated, s/he has a better home, his/her own property, but above all, aspirations. In Mexico we can’t grow until we have convinced ourselves that we have a future.”



*Luis de la Calle*



*Scot Rank*

One of the key questions Bello asked the discussion panel was: how can we increase consumption in Mexico and what consumer trends have been seen in recent years? **Scot Rank** was resolute that the middle classes play an essential part in determining this, given that it is the catalyst for growth in Mexico while also being the country's major internal consumer. He added that it is necessary to promote national products and ensure borders remain open in order to guarantee the supply of food and trade with other countries and to decrease inflation on food. The latter, he said, has a huge impact on the lives of Mexican consumers, given that it is a constant threat for those trying to life themselves out of poverty.

Adding to his previous comments he noted that problems such as drought, climate change, the greenhouse effect and others of a similar nature have an enormous impact on the environment. Therefore, it is essential to invest in these areas to mitigate the consequences and to ensure that domestic production develops appropriately.

The discussion moved to the empowerment of the Mexican consumer. The question was answered by **Verónica Baz** who asserted that although Mexico is more stable than before on a macroeconomic level, productivity has been quite low. Mexico's growth is our hands and there are many actions that can be taken to benefit the consumer. To this end, the Center of Research for Development (CIDAC) found 53 steps that are crucial , only 41 of which could realistically be implemented to help aid Mexico's economic growth. The following are the main examples given by Baz:

- The creation of an official public information registry,
- The regulation of rail tariffs
- The importance of gender policies and integrating women into the labor market.

According to **Carlos Eduardo Represas**, now is the time to establish means for developing the internal market. The key to expanding this domestic market is job creation together with public, private and foreign investment. Thus, it is essential to develop initiatives to encourage investment and eliminate current obstacles to employment generation such as public and private monopolies.



*Verónica Baz*



*Carlos Eduardo Represas*



*Sergio Cervantes Rodiles*

There is substantial social and infrastructure investment in Mexico but it is imperative to encourage people to set up new businesses. This is a rare occurrence in Mexico due to a lack of adequate economic stimuli to support the country's entrepreneurs. There is big potential for employment creation in this untapped area; in fact, approximately 21% of formal businesses in Mexico are set up by entrepreneurs.

Represas focused on the importance of eliminating corruption in Mexico while simultaneously fomenting entrepreneurship and innovation in the country through venture capital funds. Finally he added that the challenge should not be to create a million jobs a year but to create a million companies that will increase the level of employment in the country.

**Sergio Cervantes Rodiles** remarked that, in order to strengthen the internal market, competitiveness needs to be discussed, as this competitiveness is what obliges business owners to increase productivity. He further added that it is essential that all government purchases are beneficial to the country and adhere to fairness and transparency regulations. He stressed the importance of making advances in the area of tax collection so that the process is easier to carry out. This, he believes, will let those who are currently working in the informal sphere see taxes as something they can accept and live with, and will thus encourage them to join the formal work environment. Rodiles also mentioned the need to recognize Mexico's weaknesses in the primary and secondary sectors in order to increase the value of agricultural produce.

The panel discussion ended with a short Question & Answer session on a wide range of subjects such as the importance of education focused on providing students with the requisite knowledge and abilities to compete in the workplace. The fiscal reform and the need to adapt the social security system was also mentioned, as was the importance of focusing on developing economic openness in order to increase Mexico's participation on an international level.

To conclude, Bello summed up the participants' comments on policies they deem necessary to ensure domestic market growth, emphasizing: the need for fair and transparent competition; an end to monopolies and corruption, as well as fiscal reform to generate formal employment; the need to end corruption and extortion in the country; and finally the importance of reducing costs in conjunction with actions that may stimulate the development of the domestic market in Mexico.

## LET ME TELL YOU WHERE AND HOW I WILL GENERATE NEW BUSINESS AND GROWTH IN THE NEXT 10 YEARS

### Oradores:

**Marcelo Odebrecht**

*Presidente, Odebrecht S.A., Brasil*

**Carlos Slim Domit**

*Presidente del Consejo de Administración, Telmex, México*

### Moderador:

**Miguel Alemán Velasco**

*Presidente, "México Cumbre de Negocios", México*



*Two young entrepreneurs pointed out that investment in infrastructure and its maintenance, reinforcing the domestic market, healthcare and education systems based on the access to technological and IT advances, are the cornerstones to achieving development and sustainable growth in Latin America. They also discussed the relationship of Mexico and Brazil and the South Americans' lack of interest in creating a free trade agreement.*

In the discussion on regional opportunities for creating new businesses, **Carlos Slim Domit** and Marcelo Odebrecht shared their experiences as two young, second-generation businessmen in the modern business environment. They offer an interesting perspective, as they have worked in diverse contexts, have a presence in international markets, and have enjoyed impressive success. Their debate focused on not only identifying opportunities, but also on how and when to take full advantage of those opportunities. They addressed the challenges of the rapid advance of technology and the sustainable development of internal markets. Moderator and audience questions produced many points for reflection regarding Mexico and Brazil, the relationship between them, and the Latin American region as a whole.

Slim Domit emphasizes the importance of improving health and education as pivotal to the strengthening of social inclusion. In particular, he emphasizes the role of technology in bringing all populations, including those in remote areas, closer to services and information. Slim Domit recalls the various crises lived during the 1980's and 90's and asserts that the current state of consistent stability is relatively new in the region. As such, there are significant opportunities available to the new generations of Latin Americans, as they can take advantage of the current economic stability, as well as the greater and faster access to information. This moment of stability is characterized by a young workforce and easier credit access with international interest rates that are low and paid over long periods. It offers the chance for a new era, one that includes greater citizen participation in the economy, increased job opportunities, new investment and economic development prospects. Slim Domit identifies this as the great opportunity of the moment, one that needs to be supported by strategic investment in the internal market. Opportune action could jumpstart a positive cycle in the country and put Mexico in an advantageous position for development into the future.

Odebrecht concurs that the current stability offers a significant opportunity, particularly in terms of infrastructure growth and the possibilities offered by a consumption market, but he simultaneously warns that it could be one of the region's greatest challenges if not embraced as a motor for increased development. He asserts that Latin America will not be able to grow sustainably if it does not fully focus on building quality infrastructure and education systems for its populations.

**Odebrecht** added that, despite significant development opportunities in the region, the infrastructure gap between Latin America and more developed countries is unlikely to close over the next 10-15 years. This is due to the fact that other countries continue investing significantly more money in infrastructure than Latin America. He expresses his optimism, however, in that, as compared to ten years ago, the Latin American population now recognizes the need to invest in infrastructure, which will certainly lead to the region's improvement. He uses his own experience as an example, noting that when he was in school, engineering was not a popular degree and infrastructure projects were frowned upon. Today, the situation has changed and infrastructure growth is a big topic of discussion, offering an important opportunity.

When asked why the Mexican middle class is disappearing, Slim Domit reaffirms the importance of the internal market in this matter, which will be supported by the creation of new companies that provide jobs and by attracting Direct Foreign Investment. He points to examples of the success of this approach in countries such as China, India and Brazil.

On how to avoid monopolies, Odebrecht points to the need for self-examination. He explains that with the emergence of the technology area, many companies jumped in and grew rapidly. Now, however, they need to pause to evaluate company governance in order to facilitate sustainable growth and competition. Slim Domit, meanwhile, points to the fundamental need for more investment. Investment generates jobs and allows for participation, but it also demands competition, thus subverting monopolies. Investment could be stimulated by reducing restrictions on foreign investment and establishing regulations that promote increased rural telecommunications coverage.



*Marcelo Odebrecht*

Furthermore, he points to programs that provide financing for small and medium-sized businesses, promoting growth and healthy competition. For instance, Telmex offers credit to companies that have solid payment records, as well as international financing at national rates. He suggests that the government could likewise provide such support to foster the country's small businesses.

Slim Domit emphasizes the issue of access to technology as it relates to many of these topics. For example, increased investment will allow for increased internet access. This, meanwhile, will allow for the poorest child in a rural area to have access via the internet to the same information as the richest child in the most developed country. Thus, through technology, we have the opportunity for great educational advances.

Telecommunications, though, have to reach every corner of the country, which requires developing infrastructure. Infrastructure allows for faster and more advanced technology, and thereby increased access to greater sources of information, new markets, and motors of social development in areas such as education and health. For the latter, for example, universities and hospitals could connect with research centers worldwide to provide improved services. Medical consultations could be made remotely. Information on illnesses and treatments could be shared internationally and health projects undergone bilaterally. Improved health and education will in turn make the population better prepared and better employed. By establishing effective alliances, Mexico can develop the infrastructure needed to provide its people with these pivotal education and health services.

Regarding the creation of infrastructure, both panelists agreed that while maintenance is an issue often disregarded, it is also an area of vital opportunity for development. Slim Domit, for instance, highlights maintenance as a way of driving immediate job creation. Furthermore, he adds that not only infrastructure projects need maintenance, but also other areas such as archaeological zones and tourist attractions, which offer long-term job opportunities. Odebrecht, meanwhile, focuses on how to bring attention maintenance, identifying concessions to private and government actors as a particularly effective tool.

*“The government should generate more opportunities for small businesses”.*  
*Carlos Slim Domit*



*Carlos Slim Domit*

Additionally, he points to the possible role of NGOs, specifically those dedicated to environmental issues. He asserts that these organizations put a lot of energy into discussing the projects and trying to prevent their execution, but few keep up with the projects once they are implemented. Everyone--government, private companies and civil society--should be co-responsible for infrastructure maintenance. Both participants agreed that a comparative evaluation of Mexico and Brazil in terms of competitiveness and fertility for investment depends completely on the sector, as each country has its distinct strengths and weaknesses. Overall, though, there is a tendency for citizens to undervalue the competitiveness of their own country while admiring that of others. However, Odebrecht views public-private partnerships as a solution to many of the population's basic needs, including improved hospitals, schools and housing options.

Odebrecht asserts that he is not sure that there is greater credit in Brazil as compared to Mexico. He explains that it is much more developed in the Mexican housing market than that of Brazil, for example. Overall, Brazilian credit lines are very expensive, so the country still needs to improve greatly in that area. However, he does point to the success of the Brazilian National Development Bank, which is very strong and effectively supplies the needed credit to the business community regardless of the state of liquidity in the financial market. He identifies this as a very positive example that might be replicated by Mexico.

Odebrecht recognized that while the relationship between Mexico and Brazil has improved and involves increased investment on the part of both countries, a free-trade agreement between them is not likely to be established, due to Brazil's participation in Mercosur. Additionally, such an agreement is not a priority for the government nor the business community of Brazil at this time. However, Odebrecht does see many opportunities for improvement in the relationship. For example, he explains that as Mexico currently invests significantly more in Brazil than vice versa, the countries could strive for a more equal partnership.

Overall, three vital points were emphasized by both Slim Domit and Odebrecht to achieve sustainable development and growth: strengthening of the internal market; investment in infrastructure and its maintenance; and the importance of strong systems of health and education, facilitated by technological advances and access to information. Both men referenced their own success to inspire the audience to promote development in Latin America by effectively taking advantage of the great opportunities currently present in the region.

## PLENARY SESSION

**Special Address by:****Enrique Peña Nieto***President-elect of Mexico***Presentadores:****Miguel Alemán Velasco***President, "Mexico Business Summit", Mexico***José Calzada Roviroso***Governor of the State of Querétaro, Mexico*

*Mexico is going through a transition filled with optimism and opportunities to improve social and economic aspects: it holds invaluable strengths to do this. "We want a competitive Mexico, with broader global presence, innovative, successful, where every citizen has access to education, healthcare and security". Large companies, such as Interjet, carry out important investments, and states such as Querétaro are landmarks for progress. Enrique Peña Nieto listed his government actions and called upon all Mexicans to be part of the Mexico we all want to see.*

**Miguel Alemán Velasco** started the session by thanking the presence of President-elect, **Enrique Peña Nieto**, and the governor of Querétaro, **José Calzada Roviroso**. He outlined that the presence of Peña Nieto gave the Business Summit a higher status, and remembered that Peña had already been a participant of the Summit, as well as the host of the 8th edition on 2010, held at Toluca, Estado de México, under the title "Take-off Time: Actions for Change". Likewise, Alemán thanked the presence of the entrepreneurs in the room. The election of Peña Nieto has generated confidence for the country, assured Alemán, because he brings along modernity, rule of law and sustainability. He declared that the contribution of every citizen is required to create a better Mexico; one that is inclusive, dynamic and secure. "We are committed to walk by your side to achieve our goals", Alemán told the president-elect. He also urged the entrepreneurs to invest, offer better qualities and prices, and to generate jobs for a growing population.

*Miguel Alemán Velasco*

He remembered that since the times of Ernesto Zedillo, Mexico runs an effective macroeconomic model that contrasts with the contemporary world's economic crisis. Nonetheless, he said that it's not only economic stability that which is important for the country, but also the empathy between government and people.

Before yielding the floor to José Calzada Rovirosa, Alemán announced the new 3,200 million dollar investment of aeronautic company Interjet, who are buying 40 model A-320 planes, which consume 15% less fuel, resulting in reduced emissions. He said that 6 of these planes would be functioning within six months and that, by 2014, there would be 20 Superjet planes in service to achieve national and international connections. This investment will generate direct jobs as well regional development and an increase in tourism. “We don’t want to grow just for the sake of it... [I am convinced that there are] patriot Mexicans, committed to build the greatness of Mexico”, said Alemán.

Calzada opened his speech by thanking the presence of Peña Nieto, and also by thanking Alemán for making of Querétaro the venue of the Business Summit, as well as for the significant investment of Interjet. The governor said the responsibility for the future of Mexico rests not only on the government and businesses, but on all Mexican citizens. This involves converting the strong national economy into a strong family economy, and converting stability into prosperity. The governor concluded his brief speech suggesting that Mexico lacks belief in the fact that it is a great country.



*José Calzada Rovirosa*

Applauded by the audience, Peña Nieto took the stand and began his speech first by thanking the hospitality of both the government of Querétaro and of the Alemán family; he was also thankful for the willingness of the representatives of the society who came to learn about the advantages Mexico has in terms of investment. He said that his intention for the Summit was to reaffirm the pathway Mexico would follow under his office, “We believe Mexico deserves to be in better conditions.” He highlighted the advantages that Mexico has in foreign investment for the following years: “I am convinced that Mexico is a country with an enormous potential, and that the first thing we, Mexicans, have to assume, is to know how to give credit and value to the potential that there is,” said Peña, and assured that optimism and commitment are two vital aspects which must prevail in the attitude of the Mexicans.

He reaffirmed what Calzada said earlier about the importance of passing from a stable, growing economy to a strong family economy, because the macroeconomic system of the country has not reflected itself in this matter in the last 15 years. Peña Nieto also identified Mexico’s strengths as being a vast territory, being the seventh largest producer of crude oil in the world, having a large consumer market, having a dynamic, solid and competitive exporting sector, and being the second biggest economy in Latin America and the fourteenth biggest globally. He added that Mexico is a country which maintains economic, political and social stability and already has a wide web of free trade agreements with 44 countries that represent two thirds of the wealth generated in the whole world.

During his speech, the president-elect emphasized the priority and support that he plans on giving to free trade. This, he assured, is the only way to raise the levels of competitiveness and of showing our economic capacities.

While other countries of the world take protectionist measures, Peña Nieto committed to be the leader of a government that will become a permanent supporter of free trade, thus allowing the production of the country to be present in a global manner. He mentioned that big agreements are currently under construction, such as the Trans-Pacific Strategic Economic Partnership.

Continuing with data on Mexico's economy, Peña said that, according to information from the Economic Commission for Latin America and the Caribbean (ECLAC), 60% of manufacture exports in Latin America in 2011 were from Mexico. We are the fourth place in vehicle exports, and the 6th aerospace parts supplier for the U.S.A. Here, the President commented that Querétaro is the state that has had more development in this area, representing 36% of worldwide aerospace exports. All of this means a very optimistic scenario which reflects the potential of Mexico. He said that for these types of success cases to replicate along the country, it is necessary for the government to be a facilitator of investment.

National development and social well-being necessarily move along the economic development, and the new government will focus on that. "We want a competitive country, with more global presence, and one which has innovative productive processes." Peña outlined that we are in search of a more modern Mexico, with new, developed infrastructure the government will invest on. "We want a successful Mexico, in which every citizen has access to education and health services," where people can fulfill their personal wishes, where there's no place for frustration, mainly in the case of our youth, said the President.

Peña pointed out the five main goals for his office, which had been the pillars of his electoral campaign:

1. Achieve a country with better public security. A secure environment, with a strategy focused on reducing violence, homicides and extortions. Not only will combat will be pursued, but also prevention, through fighting exclusion and thus preventing the youth from committing crimes.



Enrique Peña Nieto

2. Reduce the levels of poverty. This is imperative for a country that is aspiring to be modern, emergent and a leader. Policies will be established to go from welfare to participation, bringing the population into the productive activity.

3. Sustainable economic growth. To open the opportunity for entering a productive, healthy and active activity. Here we find a Decalogue, embedded in a free market economic model with social responsibility:

- a. Maintain the macroeconomic stability
  - b. Boost economic competence
  - c. Promote Mexico as an energetic power
  - d. More investment on human capital
  - e. More investment in infrastructure
  - f. Encourage formal economy
  - g. A new strategy for foreign trade
  - h. Economic policy for the field
  - i. Tourism
  - j. Integral fiscal reform
4. Review the education system. Expansion of the educational coverage, and formation of highly qualified teachers.
  5. Recover the leadership of Mexico in the world. This depends on the country's internal success.

These goals are part of two dimensions of crucial importance: being sure that the government acts with better effectiveness, that is, that the government translates policies into actions; and generating structural reforms in the energy, treasury and social security fields, and all those related to the labor reform. Regarding this last reform, Peña Nieto said it is a more flexible system which will boost easier hiring. He also mentioned there is a growing optimistic feeling, and the opportunity to get rid of situations which prevent a healthy coexistence. This, he said, is a favorable scenario to build the Mexico we all want to have. Likewise, he assured that key factors for a transition are precisely the businessmen and women of the country. The president-elect finished his speech urging the audience to see the great window of opportunity available to Mexico, to develop the attitudes, capacities and talents that are already present in the country, and to help the construction of a Mexico that everyone wants to see. Inspired by the title of this year's Business Summit, the President concluded by saying, "Let us be part of the energies for developing Mexico."

*"Let's be a part of the energies  
for developing Mexico"  
Enrique Peña Nieto*

*Enrique Peña Nieto  
Miguel Alemán Velasco*



## MARCHING INTO A NEW POLITICAL LANDSCAPE

### Speakers:

#### George Friedman

*Fundador y Director General, Stratfor Global Intelligence, EUA*

#### Robert Kaplan

*Chief Geopolitical Analyst, The Earth Institute, Columbia University, EUA.*

### Moderator:

#### Claude Smadja

*President & Founder, Smadja & Smadja, Switzerland.*



*Smadja helped foster dialogue by pointing out that the US is a diminished giant, that Europe is on the brink of the abyss and that China is an important economy. If it were so, said George Friedman, the Chinese would invest in China, to which Robert Kaplan added that its success depends on what the West buys from it and that it doesn't have a clear, well-defined bearing.*

*The question is: How does this scenario affect Mexico?*

**A**ccording to **Claude Smadja**, the United States is a diminished giant that is facing serious domestic problems. Europe is on the brink due to economic and political crisis. China is an emerging economy that has established itself as one of the most important countries on a global scale, but it is not exercising the responsibilities that come with being an economic power. Given these circumstances, the question is: what does this all mean for Mexico?

**George Friedman** started by saying "If China were the future, they would be insane to invest anywhere else; in fact, Chinese do not invest in China but in other countries." It's true that China is one of the three main entities in the world along with the United States and Europe, but Chinese products are no longer competitive and labor has become cheaper in Mexico than in China. The Chinese miracle is a hostage of the west because it relies on western consumption, "China is yesterday's news." In the US, President Barack Obama is ending foreign military adventures, and for this reason Syria is no longer of interest. This reflects the selectivity of the wars it engages in, and not because it is weak, for it is a fact that the US controls all the oceans and could be said that it is stronger than ever.

Both **Robert Kaplan** and Friedman believe that the US economy is growing slowly but moderately, yet it still accounts for a quarter of the world's economy. Friedman argues that the United States is losing international political authority, thus, is no longer the world police and social worker, and has now centered its attention on domestic problems.



*George Friedman*

Its social problems will not be resolved from Washington, but through the participation of society and the private sector. Washington was created for political and ambitious men, and the rest of the states for business. For that reason, you should not go Washington to understand the US, but rather to other states. Additionally, 4 years of war has transformed the country in an incredible and profound way, and there is now a great difference between the army of the US compared to any other. The elites have also been divided in the US, and the media and electronic technology have given rise to this division.

Mexico is one of the largest and youngest economies and it occupies the 11th place in terms of demographics, with a population that averages 25 years of age. It is growing rapidly, but there are also negative aspects, such as the existence of groups that have monopolized the use of intimidation and force and have weakened the political stability of the nation. The destinies of the United States and Mexico are profoundly intertwined, especially the northern part of Mexico and the southern part of the US, which find themselves more and more integrated, which will lead us to the complete disappearance of borders in the future. Kaplan mentioned that “the geographic destiny of the US is in the south.” The relationship of power between the two has been diluted. It is possible that in the future there will exist a predominant zone between the southern border of US and the northern border of Mexico.

Friedman continued by saying that Mexico is a country in a stage of transition. passing from being a nation without confidence, into one which is self-aware. Mexico is divided by its topography but the more independent and decentralized its institutions become, the stronger it will be. Friedman affirmed: “I do not consider that Mexico is going to be manipulated by the United States or China, but is destined to become a worldwide super power.”



*Robert Kaplan*

Furthermore, he believes that the US political system is dysfunctional, and that its founders wanted to create a dysfunctional system due to the lack of trust that those in power would do good. He suggests that the thinking of the founding fathers was to protect the private sector and civil society from the government; they were not interested in huge social programs. For this reason, Europe has failed, because its bases were too idealistic, while the US has always been very pragmatic. He finished by saying that Turkey and Mexico are headed to becoming middle level powers in the future, while China and Europe will continue to weaken in a profound way, due to the internal problems they have surfaced recently.

Prompted by this comment, Smadja emphasized that the dysfunction of the US is a result of the severe crisis in the Middle Class which reflects great structural challenges in its society. The US has been the defender of the status quo on the international scene. This has generated social problems, many of which China opposes, for there is great social mobility there and this in turn converts China into a significant competitor.

Friedman answered by saying that China is in a disadvantage, for it depends economically on the West; in fact, its government keeps loaning money to companies that should have disappeared, but it does this with the only purpose of maintaining stability in its unemployment rate, something that in the long term will create great unemployment. He also said that China is Japan on steroids, and that it is a complex regime that nobody knows where it is heading. Enormous inefficiencies are leaking into the system, because just as Japan, they are obtaining economic growth through the reduction of profits. In the same manner China has come to a point where it can no longer go any further. And furthermore, China is focusing its attention in Russia, for this country has half the length of the world.

Kaplan also participated by saying that there is not exist a defined course for China, it has apparent possibilities to turn into the predominant power, but there is a sustained ethnic uneasiness in its exterior limits, besides the unequal distribution of wealth that generates much social inequality. One policy that has characterized the China regime has been that of conquer and divided. We have seen this in the form in which China conducts its relations with the other countries in the pacific. China has invested a large amount of money in its military growth, which has generated fear in the countries of the region, for it has assigned considerable amounts to purchase nuclear submarines. Nonetheless, Asia continues to be an important opportunity in economic matters, and as such, Mexico and the United States, who have a very tight relationship, should expand their horizons towards this region.

Friedman finalized his participation by highlighting the following points:

- “The only way to contain the expansion of China is thought the TPP”.
- “China has been relegated to the past”
- “The more Mexico develops places like Queretaro, and improves its institutions, the closer it will get to becoming a world power.”
- “The competition or cooperation between Mexico and the US will mark the rest of the world.”



*Robert Kaplan  
George Friedman  
Claude Smadja*



## A NEW ENERGY POLICY AS A 'DO OR DIE' TASK FOR THE NEW ADMINISTRATION

### Speakers:

**Antonio Brufau Niubó**

*Chief Executive Officer, Repsol, Spain*

**Gabriela Hernández Cardoso**

*President and Chief Executive Officer, GE Mexico*

**Ernesto Marcos Giacoman**

*Director, Marcos & Associates, México*

**Carlos Morales Gil**

*General Director, Pemex Exploration and Production, Mexico*

### Moderator:

**Luiz Carlos Ferezin**

*President, Accenture, Mexico*

*The weight that Pemex carries on its shoulders on a national level is enormous, and complex too; and it clearly “can’t manage everything”. Neither can it be treated as a “minor” who doesn’t have permission to invest profits and to pay the right taxes.*

*There is a strong need for an energy reform that provides the state-run oil company with the freedom to decide how to apply its budget and with the possibility to receive private investment.*

There is an urgent need to increase energy production in Mexico, but for this to happen, the question on how much it needs to be invested and how that investment should be allocated must be resolved. This is the overview **Luiz Carlos Ferezin** gives regarding the energetic scenario in Mexico, after introducing the guest speakers. He also mentions the global reach that the energetic problem has, the current situation at PEMEX, the transformation of the energetic sector, and the issues regarding sustainable energy.

Mexico must find a new way to manage its resources. It may, for example, try to follow some of the models other countries have. However, the model of Petrobras, the biggest oil company in Brazil, cannot be applied in Mexico, for it is designed for specific needs and for a specific country. Mexico must find its own model and design its own rules. Likewise, the problem must be solved on how to transform the country in order to achieve a 30% carbon emissions reduction for 2020, by reviewing the fiscal implications therein.



*Antonio Brufau Niubó*

Ferezin asks **Antonio Brufau** his opinion about the energetic sector in Mexico. Brufau talks about the paradigm that Mexico represents for investment, for it combines opportunities and an ever increasing tendency towards the standard. Mexico is on the radar of international companies. However, from Repsol's perspective, Brufau points out some opportunity areas which would help an exchange between these two actors, and he suggests:

- That PEMEX finds alternative corporate models without losing sight of the special characteristics defining Mexico.
- That the Mexican government develops a more stable new legal framework which adapts to PEMEX.
- That PEMEX focuses on research regarding the extraction of new fuel sources, such as lutite gas.
- That the energetic sector in Mexico follows the example of investment of the USA on energetic security, such as investment on deep waters extraction.
- And finally, that PEMEX considers renewing its infrastructure through public-private cooperation.

**Carlos Morales Gil** offers a general perspective on EMEX. According to Morales, it is essential, both for PEMEX and Mexico, to make a difference between the public company and the public resources, and propose reforms on this matter. That is, problems should be divided in two aspects: what PEMEX needs and what the nation wants to do with its resources.

For PEMEX to be a company it needs budgetary freedom. There are processes, organizations, resource allocation. However, PEMEX is often treated as a "minor", for it is not allowed to spend its profits; plus, it doesn't pay taxes as it should. This is way the most important reform coming from the Mexican government should be to allow PEMEX to have autonomy as a company and to have budgetary control, plus the collection of the appropriate taxes.



*Ernesto Marcos Giacomani*



*Carlos Morales Gil*



*Gabriela Hernández Cardoso*

Regarding the concept of property, Morales highlights that Mexico must redefine the way in which it conceives this term, especially regarding who can use this property and how many taxes it should pay, and how to obtain more profits through the available resources. PEMEX was originated by a political idea of letting taboos in the past; there's where the difference lies, even when compared to other national companies. The velocity and use of monetization should also be decided.

On a different key, it is known that General Electric is a profitable company, but has also had an important roll regarding the energetic development of the country by implementing programs in the oil sector which have proved a significant growth. Gabriela Hernández Cardoso shares her thoughts on the need for companies to act freely. For her, Mexico has lost some opportunities, such as the creation of research and development centers, like the one opened in Rio de Janeiro due to Petrobras' success, because of the rigidity of the policies regarding company autonomy. She adds that Mexico needs more frequent reforms in order to be able to offer the adequate incentives to promote investment in said field.

**Ernesto Marcos Giacomán**, who has worked both in the private and public sectors, reminds us of the energetic reform of 2008, which pleased not too many people, to note that deeper reforms should be made and include:

- The strengthening of PEMEX by granting it managing autonomy.
- A gradual and selective openness to the private sector. ¿To whom can we open door for investment?
- A more precise regulatory framework which describes the responsibilities of each party.
- A body that regulates the energetic sector and determines who the owner of the resource is.
- And a constitutional reform regarding resources exploitation.



*Luiz Carlos Ferezin*

*“Mexico has to find its own model  
and set its own rules”.*  
*Luiz Carlos Ferezin*

According to Marcos, the different simulations that took place, guaranteed the reforms' profitability in comparison with the current scheme. Likewise, the profits can be invested on technology to make PEMEX a more competitive company. No company, despite how powerful it is, can exploit oilfields on its own, that is why investment is necessary for the country. Mexico must look for strategies that are adapted to our own reality, our own schemes, not adopting foreign schemes which have worked on other countries. The national oil industry still needs development regarding suppliers, goods, services, etc.

Brufau agrees that internationalization is necessary, for PEMEX cannot absorb all of the expenses. On the other hand, it is not relevant for him for PEMEX to be competitive; Mexico is an exception to the known models.

PEMEX should try to follow to very significant examples: the one of Saudi Aramco, the biggest oil company in the world –it has the second largest crude oil reservoir in the world and it is the one with more production- located in Saudi Arabia, and the one of Norway. Each of them has key points that would be important to take into account. Saudi Aramco should be recognized as a company, and Norway as a country with good monetized resources management and how it turned them into technology. PEMEX, on the other hand, is competitive regarding production costs, asserts Morales.

The geographic and cost advantages, among others, plus the great Mexican wit, are important factors which make of Mexico a strong candidate for development. Hernández also says that the country has the talent, good engineers and practical knowledge, we only need to make that talent grow, and investment is the basis for that.

The speakers agreed that Mexico's case is a particular one, and the customized solutions should be offered. Thus, they talked about the need of a new corporate model, a legal framework, and a new fiscal and resource exploitation scheme. The importance of opening the energetic sector for dealing with the great commitment PEMEX has with the whole country was reiterated. In words of Marcos, "PEMEX can't handle everything."

Ferezin managed to list the key points shared by each of the speakers, and which are necessary for an effective energetic reform. It is vital to have: a standardizing framework, more freedom and strengthening for PEMEX, count with a regulatory body stronger than the current one in order to achieve more competitiveness, have a greater manufacturing capability, and finally, look for those alternate models that can be applied, as long as they are adaptable to the specific needs and requirements. In other words, the energetic sector in Mexico poses big opportunities for foreign investment, and if a reform in this field happens, it would be important that not only the public sector is taken into account, but also the private, for it is the one who can have the capacity of turning Mexico into an energetic power.

In the Question and Answers session, some interesting questions on investing in PEMEX came up, such as why to invest in said company if it is not economically convenient. A solution offered for this is to create an oil industry that does not belong to only one company, as well as to achieve economic permanence and stability.



## FINANCING GROWTH

### Speakers:

#### Roberto Albisetti

Director for Mexico and Central America, International Finance Corporation (IFC), USA

#### Agustín Coppel Luken

Chairman and Chief Executive Officer, Grupo Coppel, Mexico

#### Carlos Hank González

General Director, Interacciones Financial Group, Mexico

#### Miguel Marón Manzur

Under Secretary for SMEs, Ministry of Economy, Mexico

### Moderator:

#### José Enrique Arrijoja

Mexico City News Bureau Chief, Bloomberg News, Mexico

*There is an acknowledgment to the banking system for the credits given to SMBs, as well as to Mexico's strength in terms of its manufacturing calling and its human capital; however, we lack greater investment in infrastructure, agile credits and a higher tax collection capability.*

**Moderator José Enrique Arrijoja** opened the discussion on how to maintain, and in particular finance the growth of the Mexican economy, by asking the speakers for their views on the current situation in Mexico and what they believe the near future holds for the country. In his question, he highlighted that, according to the OECD, Mexico currently has the lowest tax revenues in Latin America and further asked what could be done to improve the situation and allow the country to prosper. The question was taken up by Miguel Marón Manzur who maintained that Small and Medium Sized enterprises are the crux of the Mexican economy: INEGI (the National Institute of Geographic and Statistical Information) calculates that there are currently four million registered companies in Mexico, which account for approximately 99% of all businesses, and provide 73% of the country's labour force. The management of SMEs depends into which of the following five categories they fall: entrepreneurs; micro businesses; small businesses; medium sized or "Gazelle" businesses; and big businesses.



José Enrique Arrijoja

Over the past six years the Calderon administration has provided SMEs with support financially as well as in the areas of business development and infrastructure.

This has helped to strengthen the links between private banking and the government. Credit and global financing have increased considerably in recent years and Marón recognizes the work done by bankers and investors in funding SME's, as well as the reasoning behind their funding of these companies. This funding amounted to 370 billion pesos in the form of loans for SMEs during the last six years, and supported over 420,000 companies of this nature during this time. Arrijoja directed his next question at **Roberto Albisetti** asking the IFC director for Mexico and Central America: "What do you think are the strengths and weaknesses of the country in terms of economic growth?" Mexico's main strengths, according to Albisetti, are its manufacturing sector and its domestic market, with the latter being strong and wide reaching in his opinion. There are still a number of sectors in the country that require major development, but Mexico's demography and large work force have contributed greatly to the country's economic growth, and have been the basis for its competitiveness in the aeronautic and auto industry. Furthermore he mentioned that a number of very important clusters have been established in the country, and these are currently competitive at an international level.

A mere 27% of the adult population in Mexico has a formal account with a recognized banking institution, Albisetti explained. This is far lower than in other countries such as Brazil and Italy. He shared other statistics from a study carried out in 2010 in which it was revealed that only 32% of the companies involved in Mexico's manufacturing industry are affiliated with a bank compared to 48% in other areas of Latin America. Based on these numbers, Albisetti pointed out that there is huge potential for improving and expanding the financial system in Mexico.

Marón added that it is essential to increase access to financing for SMEs, and to ensure that this process is easier and more efficient, so that businesses are able to progress further and become more competitive.

If it wants to maintain this competitiveness at both a national and international level, Mexico needs to invest a greater percentage of its GDP in infrastructure, according to **Carlos Hank González**.

*"Simplicity and transparency  
are necessary in order to optimize  
tax collection".*

*Carlos Hank González*



*Carlos Hank González*

Furthermore, González stated that one of the biggest impediments to economic development in the country is that there are too many issues competing for the available resources and investments.

This is why it is of the utmost importance to work towards developing new financing mechanisms that must be more regulated and transparent than those currently in existence.

Hank went on to mention that approximately 4% of Mexican GDP is currently spent on infrastructure, and he reiterated Marón's argument that the government must work together with the private sector to strengthen investments in order to ensure Mexico's resources are used in a more productive manner. There is enormous potential for growth in the Mexican banking system, but it is essential to manage financing in a responsible manner.

According to Agustín Coppel Luken, the Mexican economy has been experiencing an upturn; growth is certainly evident, but it has taken years to happen. He further added that the country's economic stability has become a major issue due to Mexico's position in the world economy. People are saving and the country's banks are in a healthy state, so there should be no false growth, while infrastructure should be solid and reliable. The means of supporting and encouraging loans is of paramount importance; it is not only necessary to provide loans, but also to educate people on what loans entail and to make them aware of the value of money. It is also essential to offer the initiatives required by entrepreneurs to strengthen the country's economy. Furthermore, the country is in need of fiscal and energy reforms, which go hand in hand, as well as educational restructuring.

Albisetti mentioned the current relationship between the Mexican industrial model and the issue of reforms (energy, infrastructural, telecommunications, etc.). There are studies, he stated, that show that decreasing monopolies in the telecommunications and energy sectors could increase GDP by at least 2% annually.

Marón gave an example of one of the economic variables in Mexico, which he said are stable. Mexican exports are currently worth around one billion pesos per day.



*Agustín Coppel Luken*



*Miguel Marón Manzur*



*Roberto Albisetti*

This fact provides Mexico with enormous possibilities for growth in the following years. For every 260 new entrepreneurial ideas that become businesses, the country's GDP increases by 1%. Similarly Mexico's GDP is also increased by 1% for every 70 medium sized businesses that become large sized enterprises. This demonstrates why it is so important to support this business sector, as doing so drives Mexico's economic development forward and increases the country's revenues.

For his part, Coppel explained that he had learned a lot about how to support and encourage Small and Medium Sized enterprises to take out loans. The way to do this is not to just start a branch and lend money just for the sake of lending it. The idea is to provide tools that will allow entrepreneurs to take advantage of the resources that are available to them and to make the most of these. Hank agreed with these comments, and added that giving support to people and showing them how to manage a loan correctly will help ensure further access to new forms of financing.

Marón also discussed the subject of SMEs in the construction sector, which were unable to acquire loans until a few years ago, and so could not acquire a credit rating. Through an agreement with the private sector, 100 million pesos in guarantees were provided for these SMEs and the loans were made available instantly. This in turn led to a growth in the role played by these companies in the sector.

To finish the discussion, Arrijoa asked what the speakers would like to see in the fiscal reform brought in by the administration coming to power on 1st December. Coppel said he hoped that the subject of tax expenditures would be simplified, so that society would have an easier task when it comes to paying taxes, which ensure optimum and fair tax collection in Mexico. Simplicity and transparency are essential to make tax payment easier and to optimize tax revenues in the country, in Hank's opinion. Furthermore, it is necessary to provide sufficient funds that will attract foreign investment. In order to do this, a system of guarantees must be developed to ensure the interest and participation of the nation's banks. Marón expressed the need to create a system of infrastructure that allows banks to take more risks and encourages them to finance entrepreneurs. In a similar vein to the other speakers he emphasized that tax collection must be fair and simple so that everyone can reap the benefits.



## INFRASTRUCTURE: PASSING THE BATON AFTER THE NATIONAL PLAN AND RE-EVALUATING THE NEEDS AND THE PRIORITIES

### Speakers:

#### **Antonio Arranz Lara**

Chief Executive Officer, DHL Express México, Mexico

#### **Gabino Cué Monteagudo**

Governor of the state of OAXACA, Mexico

#### **José Andrés de Oteyza Fernández**

Chairman, OHL Mexico, Mexico The Mexico Business Summit is produced by 6/11

#### **Eduardo Gómez Chibli**

Director Technical and Network Administration Long Distance, Teléfonos de Mexico (Telmex), Mexico

#### **Luis Zárate Rocha**

President, Mexican Chamber of Construction Industry, Mexico

### Moderator:

#### **Lorenzo Lazo Margáin**

Managing Director, Alemán Velasco & Associates, Mexico

*The highest poverty levels are to be found in the Southeast, and yet, this is a region rich in natural resources; in Mexico City we have an airport that is about to collapse, and the country is lagging behind in terms of railway infrastructure for transporting people and goods. This cocktail makes the dire need for an infrastructure plan all the more evident, one ridden of bureaucratic obstacles, one that draws the route to development.*

This discussion featured the participation of key people from the field of infrastructure. **Lorenzo Lazo Margáin** opened the panel by emphasizing the importance of creating infrastructure for establishing paths for the country's development, and the way in which the federalist system limits the ability of local governments to take action in project implementation. Because of this, he explained, Mexico needs public policies differentiated based on the marginalization index so that the states that most need it can have easier access to opportunities for creating infrastructure development. Likewise, Lazo pointed out that, in order to establish paths to the country's development, investment must be made in infrastructure so as to open development options to the individual, the country, and also the region.

**Gabino Cué Monteagudo** drew attention to the large gap that exists between the states in the Southeast of the country and the Northern and Central regions. Additionally, he pointed to the importance of combining infrastructure and connectivity in order to increase competitiveness and reactivate the regional economy, thus breaking the vicious cycle of poverty and unfulfilled needs. While it is true that the states with the highest poverty levels are located in the Southeast region of Mexico, it is also true that it is the region with the most natural resources in the country, which is also endowed by its privileged isthmus location.



Lorenzo Lazo Margáin



Gabino Cué Monteagudo



Luis Zárate Rocha

For this reason, through comprehensive, long-term planning accompanied by private investment, significant infrastructure projects can be carried out there that will support the region's growth and development. These projects include the production of wind power and the Tehuantepec Isthmus project that aims to unite the Pacific and Atlantic oceans.

Later, Cué asserted the need for private investment, thereby taking advantage of the new Public Private Partnership Act to provide the resources necessary to finance important infrastructure projects. Public financing alone is not enough to bring the Southeast region to the same level of development as the rest of the country.

**Antonio Arranz Lara** expressed a logistical point of view on infrastructure, identifying the need to invest in improving airport infrastructure as a pivotal element for Mexico's competitiveness. Mexico must have an airport that accommodates for the country's predicted growth, as the current one is at the point of collapse. He asserts: "to compete in the big leagues, we have to have big league infrastructure." He emphasized the importance of the Federal District government and that of the State of Mexico negotiating to resolve this problem. Furthermore, Arranz spoke of the need to construct new ports, transverse highways, and beltways, as well as to update regulations to meet travel and transport demands.

Another important need identified by Arranz was that of increasing railroad infrastructure both for transporting merchandise and passengers. He stressed the importance of creating multimodal terminals that offer both land and railway access for transporting goods more efficiently. On this subject, Oteyza asserted that in order to develop these types of infrastructure, the private and public sectors would need to cooperate, as neither is capable of implementing such a project independently.

Moreover, Arranz stated that the creation of infrastructure must be steered toward the flow of materials and information based on technology, as this will allow us to compete with the big countries and improve our value chain. At the same time, we need to be more careful in executing the budget allocated for creating infrastructure, given that in the last six-year period, 20% of that allocation was not used due to the inefficiency of the project bidding processes and the current limitations on private investment.

**José Andrés de Oteyza** emphasized that Mexico needs to develop more quickly. Growth rate over the last few years has been about 2%, while this year it is estimated to be 4%. While this is an important increase, Oteyza argues that a 6% or higher yearly growth rate is needed for Mexico to reach its development goals. Specifically, he explained that Mexico is a strong exporter at the moment, but its internal market leaves much to be desired. Mexico needs to coordinate and to act pragmatically, efficiently and effectively to form strategic alliances. Additionally, to increase the competitiveness and productivity of the Mexican economy, the education-infrastructure binomial must work correctly. Education improves the productivity of human resources, while infrastructure improves that of the economy, together strengthening the internal market.

**Eduardo Gómez**, on the other hand, focused on the importance of broadband technology, and how driving development in this area is key for participation in the modern world. He proposed the creation of a digital agenda and culture that will allow for access to services and everyday use. This implies the extension of computer access in the country in order to take advantage of such services. Gómez believes that broadband is the key to bringing Mexico in line with Europe and the U.S. in all sectors, including education, health and government.

To achieve these objectives, access to broadband must be increased. The current reach of Telmex is 8.3 million users. However, before expanding the broadband infrastructure, households must first gain access to computer technology. As a key element to driving communications, in addition to the creation of a digital agenda and the fostering of broadband infrastructure, information technologies and communications technology must fully converge.

Additionally, Gómez argued that to strengthen investment in infrastructure, long-term, sustained investment must be promoted. For this, all operators dedicated to information technologies and communication tools must commit themselves. To date, it has been difficult to penetrate a convergence of multimedia services. However, Mexico now has one of the 10 most advanced networks worldwide, which gives it a significant advantage as compared to other countries in driving development.

*“If you want to compete  
in the major leagues,  
you have to have infrastructure  
suitable for the major leagues “.*

*Antonio Arranz Lara*



*José Andrés de Oteyza Fernández*



*Eduardo Gómez Chibli*



*Antonio Arranz Lara*

Likewise, Gómez agreed with Oteyza that the public and private sectors must form a joint commitment. He pointed to the specific case of reducing the digital gap, thereby being able to enter modern society and facilitating a digital culture to penetrate Mexican society.

Luis Zárate focused on the need to create infrastructure given that it is a tangible and long term investment. However, he admits that the development of infrastructure in Mexico is limited by a number of factors, including heavy bureaucracy. Zárate proposed several solutions, such as: modernize the development bank; create a risk map; stimulate the internal market; and pass comprehensive legal reforms, in particular for the Public Works Law. Additionally, he recommended that projects be prioritized, specifically in terms of those that yield high profitability, foster social benefits, and optimize regional impact. All of these recommendations were made with the aim of bringing Mexico into the top 25 countries in terms of amount invested in development.

Although he recognized the advances made in terms of coordination thanks to the National Conference of Governors (CONAGO, acronym in Spanish), he highlighted the need to reestablish the National Infrastructure Council, so that the construction industry would be included in the planning and implementation of infrastructure projects.

Likewise, Zárate insisted on the importance of the role played by education in terms of development, given that, regardless of the amount of resources invested in infrastructure, if the population is not educated, those projects will not yield the desired results.

The panelists agreed that strategic infrastructure development is necessary to increase Mexico's competitiveness in the international environment, while also strengthening its internal market and thus improving the quality of life for citizens. Likewise, they highlighted the need for a strategy that facilitates cooperation between private and public investment to extend the reach of the country's infrastructure. Together, united in the goal of strengthening the country's productiveness, companies of all sizes can increase Mexico's competitiveness. Forums such as these are key in the development process, as expressed by Lazo when he said in closing: "a country that doesn't plan can't advance."



## LESSONS FROM THE AUTO INDUSTRY: GETTING MEXICO INTO THE GLOBAL PLAYERS LEAGUE

### Speakers:

#### Woosuk Ken Choi

Deputy Executive Editor, *The Chosunilbo*, Korea

#### Carlos García Fernández

Former Executive President, *Asociación Nacional de Productores de Autobuses, Camiones y Tractocamiones (ANPACT)*, Research General Coordinator and Professor at the Law Faculty, *Universidad Panamericana*, Mexico

#### Gerhard Gross

President & Chief Executive Officer, *Daimler Commercial Vehicles Mexico*, Mexico

#### Thomas Karig

Vice President Corporate Relations and Strategy, *Volkswagen México*, Mexico

#### Eduardo Solís Sánchez

Chief Executive Officer, *Asociación Mexicana de la Industria Automotriz (AMIA)*, Mexico

### Moderator:

#### José Adolfo Ortega

Editor in Chief, *Revista Expansión*, Mexico

*Mexico drives at great speed in terms of automotive production and exports, boosted by NAFTA.*

*The numbers are surprising: the sector represents 3% of GDP, 14% of the country's manufacturing and provides direct jobs to half a million Mexicans. As such, we are talking about the "preferred" industry; however, it lacks its own brand to work as Mexico's ambassador in the world.*

José Adolfo Ortega Juárez opened the discussion welcoming the participants and providing some details on the automotive industry. In Mexico, this industry represents 3% of the GDP and 14% of the manufacturing production. At the same time, more than a fifth of all national exports belong to this sector, which represents around thirty million dollars in income and is the reason for 6% of the foreign direct investment in the country. It is because of these reasons, and because it directly employs six million people, that the automotive industry has become the "pampered" topic of the national economy since the fall of the housing industry in a crisis during 2004.



*José Adolfo Ortega*

To begin the exchange of ideas, Ortega addressed Eduardo Solís and asked how is it that the automotive industry has had an upturn in the last ten years. Solís made it clear that this is no surprise; this industry has had a great presence in the country during the last forty years. The historical moment that marked the real difference was the signing of NAFTA in 1994.

When Mexico entered the North American Free Trade Agreement, it only had 6% of the productive capacity of the region, while the United States had 78% and Canada had 16%. Nowadays these numbers have changed. Canada still maintains those 16%, but the USA's percentage has decreased 13% in favor of Mexico's productive capacity, which has now established at 19%.

The agreement simultaneously brought good and bad news. On the one hand, the reduction in the share that the USA has suffered is a strongly worrying topic for the main decision-makers in public policy matters in said country. On the other hand, these are good news for Mexico. Despite the increase being only 13%, it is believed that the growth of the country has started to level the powers of the three nations in the region –Mexico, the US and Canada. We are starting to see the very beginning of what could be done. In the next ten to fifteen years, despite the great installed productive capacity of the USA, the industry has nothing to do but to move south, to Mexico.

Up until now, the automotive industry has been a story of success for our country. The liberalization of all the components, the aperture of markets from North to South, as well as towards Europe and Japan, have let Mexico position itself as a good platform for production and exports. According to Eduardo Solís, there are three fundamental reasons for the achievement of this development:

1. The privileged location of Mexico. There are three crucial elements that have to be taken into account when choosing where to locate a new plant: location, location and location.
2. The net of commercial agreements that allow access to markets without paying high import fees. Even having to pay two, three or four percent in import fees can make a huge difference when choosing to export or not to export.
3. The national experience in that sector; a world class work force, and a wide and qualified base of providers. Proof of this is the fact that Mexico is the number one provider of car parts in the United States. Nowadays, Mexico is achieving historical levels of production and exports with about three million units produced per year. According to Solís, by year 2017 we could be talking about four million units per year. This, of course, will depend not only on Mexico's installed capacity, but also on the projections that exist for the world market and its demand.

Solís concluded by acknowledging that while the domestic market is very depressed, and is located on a twice as low productive level as it should, if things are done the right way, the situation can improve.

Later on, Ortega asked Thomas Karig about the role that Mexico plays for such an ambitious brand as Volkswagen, whose plans include becoming the top automotive producer by the year 2016.



*Eduardo Solís Sánchez*

Karig answered that Mexico's role is growingly important, and that this is reflected in the recent important decisions that his company has made in relation to its own growth, and in the announcement by Audi of its intentions of opening a plant in the country.

Karig pointed out the potential of growth of VW in the United States. Specifically, the brand's plans include becoming an important player in the North American market, as opposed to the niche player role it plays nowadays. He also mentioned the importance of acquiring independence from the Euro by starting to produce merchandise designed for the North American market and the USA. In this sense, trade agreements play a fundamental role. In the Mexican case, the existing network of said treaties is not only another one of the advantages, but a decisive factor and a characteristic that makes Mexico different from all other countries. This is why Volkswagen is promoting a full strategy based on the production of a small number of models that will be produced solely in Mexico, which is the most important of VW's North American markets, but which will also be available to export elsewhere. Audi, for instance, Karig commented, will produce their Q5 model exclusively in Mexico. Finally he pointed out that making use of the free trade agreements requires maximizing the Mexican added value through suppliers that are looking for the deepening of their supply chains in Mexico.

After this intervention, Ortega addressed Eduardo Solís in relation to the crisis of treaties with such countries as Brazil and Argentina. Solís pointed out that, in general, there are two kinds of free trade agreements: those accepted by the parliamentary entities of the countries, which require the approval of said entities to be ceased; and those in which the representative of the executive branch has the right to break unilaterally (such as the Montevideo 80 Treaty). This does not represent a danger as these kinds of agreements are minimal and less common in Mexico.

Carlos García Fernández took the floor in regards to heavy vehicles and spoke about the importance of updating what he calls the "superstructure", or getting rid of the obsolete vehicle fleet. García pointed out that the heavy automotive industry represents 5.2% of the manufacturing GDP, 6.5% of manufacturing in general, and that the national production in this sector is of about 174 thousand units a year.



*Thomas Karig*



*Carlos García Fernández*

*Woosuk Ken Choi**Gerhard Gross*

To demonstrate the importance of said productive sector for the country, he also mentioned that out of the 880 thousand tons of freight transported during 2011, 55% was transported via heavy vehicles. 97% of the people transported during that same year were transported on buses made in Mexico. According to Garcia Fernandez, since 2009 a much bigger part of the produced vehicles is exported as opposed to being used to renew the national automotive fleet. The average age of all this transport is 17.5 years. Finally, he pointed out that the goals that have to be pursued are modernization, for which it is required to limit the entrance of used vehicles from the United States, and the professionalization of motor transport.

Ortega carried on asking Woosuk Ken Choi about the similarities between Mexico and South Korea in automotive terms. Ken pointed out that Korean car brands have served to promote the international image of his country, and proposed the creation of a Mexican car brand that could serve not only as a generator of wealth, but also as an ambassador of Mexico's image throughout the world. From producing about 8000 vehicles in 1945, Korea has come to produce 18 million in 2011. Among the measures that took Korean production to said levels are governmental subsidies, which far from being a kind of welfare; promoting the adaptation and appropriation of foreign technologies, and the incentives to small and medium-sized producers.

When asked what factors make a company decide to invest or not invest in a certain country, Gerard Gross detailed the occupation, production, and number of national sales and exports of the three Daimler plants in Mexico. He pointed out the fact that not renewing the automotive fleet only makes it more expensive to maintain.

In a second round of interventions, Solís spoke about the necessity of an efficient industry standard to clean up the vehicle fleet. Karig, on the other hand, mentioned the importance of taking care of agreements and generating specialists in the automotive area. Fernandez asked his colleagues to propose to move forward in the issue areas discussed. Finally, Ken proposed to burden the sale of used vehicles as a strategy to direct the buyers to new vehicles.

## THE FIGHT AGAINST CRIME: HOW MUCH WILL THE STRATEGY CHANGE AND WHAT RESULTS TO EXPECT?

### Speakers:

#### **Eduardo Guerrero**

Author; Security Expert, Partner, Lantia Consultores, Mexico

#### **Alejandro Hope**

Security Policy Analyst, Instituto Mexicano para la Competitividad México Cumbre de Negocios es producida por (IMCO); Security Policy Analyst, México Evalúa, Mexico.

#### **Óscar Naranjo Trujillo**

Executive Director, Instituto Latinoamericano de Ciudadanía, Mexico

#### **Pamela Starr**

Director, US-Mexico Network, University of Southern California, USA

#### **Alfonso Zárate Flores**

Executive Director, Grupo Consultor Interdisciplinario, Mexico

### Moderator:

#### **Diana Villiers Negroponte**

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



Eduardo Guerrero

*The debate confronted panelists on the president's actions in the fight against drug trafficking; some defended Pres. Felipe Calderon, while others thought that his actions showed a lot of muscle and very little intelligence. The fact is that complicity between police officers and criminals is nothing new in Mexico, just as it is a known fact that the US sells firearms without any control and is the largest consumer of drugs in the world.*

*To stop organized crime from acting against democracy is the main challenge.*

**Diana Villiers Negroponte** started the session by asking one question to the panelists: How is the scenario on security in Mexico seen? To which **Alfonso Zárate Flores** answered by saying that the absence of state commitment is notorious on the part of the departments and the federal procurement of justice, which do not show the same commitment as the army and the federal police. One example of this is that under the government of President Salinas there were five different attorney generals, and the same happened with President Calderón and his secretaries of state. Zárate pointed out that: "The government of Calderón can be summarized in two sentences: A lot of force and little intelligence."



Diana Villiers Negroponte

The rise of organized crime presented itself in the period of Miguel de la Madrid and has persisted for almost 30 years. There were two events that signified the entry into this bloody period in Mexican history. First was the assassination of Manuel Buendia, who was killed for investigating the Federal Bureau of National Security, and second was the assassination of Enrique Camarena, the US DEA agent. This brought to light the collusion of criminal gangs with governmental institutions, besides the fact that there has always been a bad selection of the heads of the departments and bad government employees that have made this problem even worse. In the administrative lineaments of the PRI party throughout history, we have seen constant improvisation and little prevision. There lies the inefficiency of these directives that put an emphasis on the police, which resulted in a diminishing capacity to understand the phenomenon.

On the other hand, **Alejandro Hope** argued that the government of Calderón has left three main legacies, that did not exist 6 years ago: a) criminal gangs have multiplied since 2006; b) there has been a higher incidence in violent crimes, such as theft, extortion and kidnapping; and b) local capacities were not constructed to combat these criminal gangs, because the force of the army was used above all others. He ended by saying that “It is time to plan an exit strategy, but the local field is fundamental, in other words, you cannot take the army out to the streets, you have to attack the problem in a local manner.”

**Oscar Naranjo Trujillo** disagrees with those who criticize presidents that take measures in eliminating the heads of criminal organizations, because violence not only undermines security but also the confidence of the investors, social stability and economic growth. “The killing of the main heads of the drug trafficking is not the answer but if you do not do this, you diminish the confidence on society in its institutions; the most perturbing thing is that confidence is the value that is in crisis in Latin America [...] any security policy that does not generate confidence, is a policy that diminishes democracy.” The public safety policy of Mexico not only impacts Mexicans, but also all of South America.

*“There is no way for law enforcement and the pursuit of justice to advance if the emphasis is on just one link: the police element”.*

*Alfonso Zárate Flores*



*Alfonso Zárate Flores*

If Mexicans do well, then all the rest will do well also.” We need to change toward a more dynamic perspective, where the governments are not found guilty, but where we understand that the mafia structures are exclusively responsible for the insecurity and violence. In fact, 36% of all violent deaths in Latin America have their roots in drug trafficking. The lesson that the Colombian experience leaves us with, is that the use of force is legitimate. The war against organized crime not only reduces the consumption, supply and demand of drugs, but also protects the democratic values of a country. “The difficult decisions that the governments have taken have brought with it a considerable cost, but history will justify them in the end.”

**Pamela Starr** was asked how the policies of Enrique Peña Nieto will impact the Barack Obama administration, to which she answered that the policies of the Mexican president elect will bring with them continuity in the fight against organized crime. The United States has played an active role of support in the resolution of this problem that has permeated all of Mexico. This broader security strategy of Peña Nieto will bring great pleasure to the US, and this will reconstruct the confidence in Mexico and its institutions. She also said that “the border towns are no longer the most violent in Mexico, Acapulco and Torreon now occupy first place.”

Starr affirmed that the zeal that the US has shown in helping Mexico many times has been interpreted as an attempt to impose its policies on Mexico. What is clear is that the US needs to reduce its use of drugs, arms trafficking shipments and money laundering in order to have a significant effect in the field of security. Initiatives on the acquisition of guns are not foreseen on the part of Obama, but what could happen in the future, would be a limitation on “strong purchases of heavy weaponry.”

Eduardo Guerrero Gutiérrez defended the six year rule of Calderon by saying that violence has dropped in the last 14 months, and his administration closes with 63,700 executions, and that the number of young men that join the cartel has diminished, due to the fact that in the first year of their enrolment, 20% to 40% of the new recruits are assassinated. The lesson that we have learned at the end of the Calderón administration is that it is necessary to professionalize the police of the municipalities, and that we must be very careful not to generate waves of violence, because if these are not contained on time, they will cross the thresholds and will turn into an uncontrollable epidemic.



*Óscar Naranjo Trujillo*



*Alejandro Hope*



*Pamela Starr*

We all understand that a country that is placed in the context of violence turns into fertile ground for the generation of extortions. In these last 6 years, we find a mistaken concept that if you kill cartel leaders, violence will diminish. When asked the question of what awaits us with Peña Nieto, Guerrero Gutierrez argued the following points:

- There will be a change in the structure of security. The structures will be much stronger.
- The state ministry will once again be powerful.
- The federal police will pass from the ministry of public safety to the state department.
- The matter of the cartels is a matter of intelligence.
- There needs to be greater intelligence exchange between the different Mexican agencies in order to disable the cartels.
- Financial intelligence (Money Laundering) will be thoroughly investigated.
- There will be greater financing on security.
- The extradition of Mexican criminals to the US must continue in order to exert more coercion on the criminals.
- The legalization of marijuana for recreational use, in Colorado and Washington State, will bring with it consequences that we have not yet began to understand, and we do not know the magnitude of its effects.

Zárate commented that corruption has turned into a basic ingredient of the Mexican Culture. For many years, Mexico saw its corruption in a cynical manner, with the classic saying “this is not our problem”, which caused this cancer to metastasize. Today the problem of corruption is much more serious due to the fact that it was neglected for many years. There must be a serious and real commitment on the part of the authorities to combat impunity.

With regards to the economic growth of Mexico, Zárate declared that this economic standstill is the product of young people that do not have access to dignified employment, and thus shelter themselves in informal commerce, in delinquency and immigration. He added that in order for Peña Nieto to have success in his administration, the executive, legislative and judicial powers must be committed to bring economic growth to the country, or else he will not be successful in fighting organized crime.

Naranjo Trujillo mentioned that the treaty of extradition between both countries is a greatly efficient judicial institution, and he pinpointed that “you cannot resolve transnational crime through state and local measures. When an extradition to the US occurs, the binding possibility is destroyed, along with the destruction of the symbol of success of the mafia boss”. Extradition is universal and global justice. He concluded by saying “I cannot imagine there being a prison in Mexico that could keep El Chapo Guzman locked up.”

Hope expressed his opinion that Felipe Calderón has been aggressive with respect to extradition. Extradition is a deterrent instrument; if you use it with intelligence it will help in future arrests. Mexico should not have high profile characters in its jails that could exert governance inside these premises.

As a conclusion, Pamela Starr assured that the resolutions that legalize the recreative use of marijuana eliminate the fiction of marijuana used for medical purposes and she said that this will take us to rethink the bilateral strategies on drug trafficking. Marijuana will bring new taxes to finance the states. With respect to the legalization of marijuana in some states, Guerrero Gutierrez said that “Those who think that this will alleviate the problem of violence in Mexico are wrong. This is not the solution.”

Other observations that were generated amongst the audience regarding this topic brought up the following comments by the panelists:

- “It will eliminate the criminal sanctions of cultivating, transport and distribution, and at the same time it will reduce the price of marijuana and generate an internal traffic in the US,” Hope.
- “This will only allow the states to tax marijuana more aggressively. It is already legal, but when the main players come into play, then the federal government will proceed. If it is for individual use then there is no problem.” Starr.
- “Legalization will not diminish crime, because the center of the criminal economy is kidnapping. The emerging crime in Latin America is extortion, and this in turn is the main threat to the coexistence, tranquility and development of societies,” Naranjo Trujillo.



## DEVisING A GREEN GROWTH STRATEGY THAT WOULD MAKE SENSE FOR MEXICO

### Speakers:

#### Rubén Kraiem

Partner, Covington & Burling; Co-Chair, Practice on Clean Energy and Climate, USA

#### Stéphane Laurent

President, Safran Mexico, Mexico

#### Marcelo Melchior

Chief Executive Officer, Nestlé México, Mexico

#### Luis Manuel Guerra Garduño

Director, Comité Ambiental AICH, Mexico

### Moderator:

#### Yaël Smadja

President, Smadja & Smadja USA

*Mexico strongly needs a policy for a sustainable environment whose foundations ought to be key factors such as the respect and protection of the environment, the establishment of a system of clear environmental standards, the promotion of investments in the environment and the in-depth analysis of the benefit-cost ratio; this way we will be able to create a green economy that benefits the country.*

At the beginning of the discussion, the panel were unanimous in their belief that the country has already made great advances and achieved a lot in terms of environmentally sustainable growth, and that the region has the requisite potential to play a leading role on the subject at a global level. To achieve this requires more government incentives in order for participation in the green economy to be economically viable for the entire supply chain.



Yaël Smadja

Yaël Smadja, the panel moderator, began proceedings by asking the audience if they believed being green slows down growth or boosts it, with the audience overwhelmingly deciding on the latter. The question she then posed to the panel was; what had been achieved by the Calderon administration's climate change initiative and how can Mexico become a leader in the field of green economy.

**Rubén Kraiem** answered that he believes that a green economy is a group of policies that fulfil certain criteria, which include environmental protection and enhancement. The government has shown little interest in the latter, as environmental enhancement as this does not figure amongst the measurements of GDP. This exclusion is a serious error that should be rectified, as it as it limits the way we see our growth.

Kraiem further added that incentives must be established to encourage Mexican business owners to become interested in adopting green strategies that will benefit the country's growth. On the subject, he highlighted the example of recycling companies, a group which clearly aim for environmental sustainability, but whose objective is affected by the fact that they acquire the majority of their materials from the informal labour sector, has an adverse effect on the economy of the country. Reality is that the cost of the final product manufactured by a company in Mexico does not normally include the short and long term "environmental cost" generated by this production. The major challenge facing the country is to create an environmentally sustainable policy that takes these issues into account and that is advantageous to both the environment and the economy. There is also a need for guidelines and a system to be out in place that will ensure that all damage caused to the environment and the economic activity carried out is recorded in a transparent manner. For this reason Kraiem maintains that the green economy should be based on the following four criteria:

- Increased protection of natural resources and an appreciation of how their intrinsic value, as well as their exploited form, contributes to the GDP.
- Incentives to encourage the use of green measures, and economic deterrents to discourage fossil fuel use.
- A practical price scheme that reflects "environmental costs" which are currently excluded from market prices.
- A system of transparent and well defined guidelines and standards.

*"Mexico has the capability to become a country that produces bio jet fuel".*

*Stéphane Lauret*

He was also careful to emphasize that any action taken must be practical and possible to implement.

Responding to Smadja's question on the plans that Peña Nieto's administration may have to combat climate change, **Luis Manuel Guerra Garduño** agreed with Kraiem's emphasis on the need for practical policies to encourage advances in the green sector. Similarly he stated that a green economy is one where development is evaluated in a manner that respects quality of life and care for the environment.

Guerra was adamant that the current system of subsidies needs to be gotten rid of and replaced by one which provides economic stimuli to Mexican companies in a number of ways, reducing taxes and making the bureaucratic process easier to encourage ecological investment with the aim of promoting green development and concrete decision making focused on protecting the environment.

**Marcelo Melchior** remarked that his company, Nestlé, finds itself working in relative “isolation” when it comes to environmentally sound initiatives due to the lack of integration in other areas of the supply chain in similar practices.

For Nestlé in particular, three of the most important factors for advancing the green movement are: water preservation; strengthening of the agricultural sector; and electricity. It is essential to not only think about how to do business, but to think about how to do business in a sustainable manner. He mentioned Nestlé’s many self-sustaining farms, which are capable of producing their own electricity, as an example of how to achieve the latter.

It is also necessary to establish regulations and agreements that will allow for the development of practices favorable to environmental sustainability, and prevent the formation of monopolies, given that these are impediments to the growth of a green economy.

Smadja directed her next question at Stéphane Lauret, asking him how a company such as Safran can take advantage of green policies in Mexico. Upon taking up the question, Lauret commented that Mexico could become a major producer of “bioturbosina”; a bio-fuel especially designed for aircraft and made from Jatrofa, a plant indigenous to Central America. Currently, however, the production cost of the fuel is very high and requires government support in order for it to prosper and to become globally marketable. Adding to his earlier comments, Kraiem emphasized the importance of developing solutions to establish public policies that ensure an “energy efficient” Mexico, in which renewable energies will form part of the government agenda.

During the subsequent Question & Answer session, the panel discussed a number of issues, amongst them the pertinent subject of Carbon Emission Taxes and the complexities of their implementation, given the difficulties of deciding who is responsible for these in a global system. Kraiem added that these taxes could be used to increase government revenue and could fund fiscal incentives that would ensure that companies adhere to ecological legislation.



*Rubén Kraiem*



*Luis Manuel Guerra Garduño*



*Marcelo Melchior*



*Stéphane Lauret*

Each of the speakers offered a last word on the subject, highlighting the importance of a sound analysis of the cost-benefits of green growth strategies. New projects need to include energy self-sufficiency, which will help Mexico to overcome current obstacles to its growth and lead to a more sustainable economy.

One of the questions which stood out was, what do the companies where the speakers work do to educate their employees on the subject of looking after the environment? Melchior was the first to answer, commenting that Nestlé has begun using technology that allows it to convert the vapor obtained from the process of milk production to produce water which is then purified to be used for whatever purpose it may be needed. Lauret added that Safran, in co-operation with other airlines, has implemented the so-called “green flights”; the client pays a little more for the service but with the advantage of flying in aircraft that use bioturbosina.

To end the discussion, each speaker gave their brief concluding remarks on the subject. Kraiem indicated the importance of carrying out a correct analysis of the cost-benefits of green strategies while also highlighting that an economy should be green in order to reflect growth and that those that are not environmentally sustainable are inaccurate and will not advance. Guerra emphasized that it is essential to have correct and precise information to work off when it comes to the subject of ecology. Furthermore, he mentioned that a green economy needs innovation and that Mexico has the opportunity to grow and change things in order to rid itself of the obstacles to creating green policies. In his summation, Melchior underlined the need to create projects that can generate their own electricity, as this would help Mexico overcome current obstacles and become more sustainable than it is at the moment. He added that Nestlé will continue working towards being more sustainable and green. Finally, Lauret concluded that a green economy is paramount in any country that hopes to develop and reiterated the need for serious government investment in the production of bioturbosina. Mexico has the potential to become a leader in the area, he said.

## POLICIES FOR PROVIDING JOBS – AND HOPE – TO MILLIONS OF MEXICO’S YOUNG PEOPLE

### Speakers:

#### **Mónica Flores Barragán**

*Directora General, ManpowerGroup México y Centroamérica*

#### **Julio Millán Bojalil**

*President, Grupo Coraza Corporación Azteca, Mexico*

#### **Felipe Núñez López**

*Chairman, Jugos del Valle y Santa Clara; Vice President, New Business, Coca-Cola Mexico, Mexico*

#### **Tonatiuh Salinas Muñoz**

*Secretary of Labor, Government of the State of Queretaro, Mexico*

### Moderator:

#### **Lorenzo Lazo Margáin**

*Managing Partner, Alemán Velasco & Associates, Mexico*



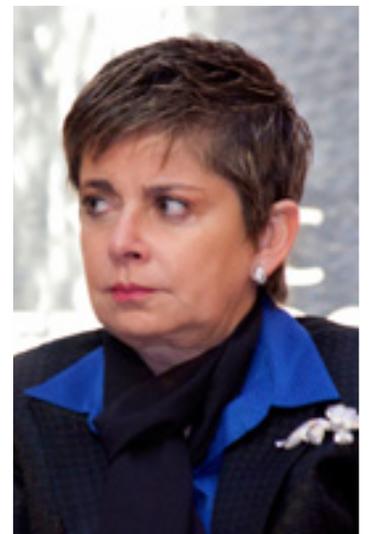
*A good labor reform that fosters the inclusion of young people is of no good if they are not prepared; the change must be made along with an education reform that furthers a cultural change in society, and we must also understand that Mexico needs the experience of important businessmen and the energy of young people for the sake of the country.*

**Lorenzo Lazo Margáin** introduced the topic of the national labor reform and the economic implications that the reform’s modification would have on Mexican families. In particular, panelists were asked to consider which aspects of the reform would help establish new and more flexible working environments that would favor young people and other marginalized sectors of the population, such as the informal sector, giving them a stronger hold in the workforce.

**Mónica Flores Barragán** asserted that although the labor reform being discussed is a significant step for the country, it is not enough. While the reform would help foster flexibility in the work environment, the country suffers from greater, structural problems including a failure to link the business sector with the education sector. Mexico needs to increase its efforts to promote the skills and competencies that the labor market demands in order to fill current gaps. While the reform promotes greater inclusion of young people in the market, it will not help if they are not prepared with the necessary skills.

The current education system is completely deficient, and society is still replete with young people who neither study nor work, while others are completing degrees that the market does not need. The labor reform does not include key aspects such as formal, professional training and internships. For true, productive change, Mexico needs an education reform.

Furthermore, we need to generate a culture that focuses on the market’s needs. Parents need to be informed and topics of vocational preparation should be included in middle and high schools, not just universities.



*Mónica Flores Barragán*

Additionally, Flores indicated that Mexico needs stricter regulations on outsourcing so that workers' rights are not adversely affected by the non-ethical actions of companies: "Business management must be educated so that it is more selective when choosing suppliers. [...] Companies, government and service providers should behave ethically." She asserts that outsourcing has a bad reputation due to the companies that do not obey the rules, sacrificing the workers' needs. The labor reform needs to be much clearer on these regulations.

**Julio Millán Bojalil** agreed with Flores that bridges must be built between business and education so that equilibrium can be achieved between supply and demand in the labor market. The failure to link worker supply with the market demand "makes us unemployable." This relationship must be established in coordination with constant investment for the creation of new jobs. Job creation is key to the process of improving the country and increasing social development, and it will require significantly increased investment and a higher economic growth rate. This is a reality that must be recognized and confronted practically.

Additionally, Millán highlighted the need to create training programs for the worker from the moment they join the workforce, so that they can adapt to the new realities constantly arising in the market. Existing workers need training as well, in topics such as telecommunications, and current jobs need to be adjusted to future services and needs. The world is moving ahead rapidly, and Mexico must change its way of thinking in order to keep up and meet the demands of future technology and jobs. We must identify what our needs will be as a country, region, and people.

Flores concurred with Millán, stating that degrees are becoming more and more obsolete. The leadership must make a change, providing training to keep its workers' skills up to date.

Modern workers need specialization with diversification. The business community must advance much more quickly to ensure sustainable talent--and much faster than the labor reform provisions. All in all, the law will not provide the final solution; individuals must be educated that they need to take responsibility for developing themselves professionally.



*Julio Millán Bojalil*



*Felipe Núñez López*

**Felipe Núñez López** outlined actions that large companies can take to promote job creation, noting his experience with the alliance made between the brand Ciel and the Technological University of Monterrey to support the businesses of young entrepreneurs. Through this program, young companies are mentored by experienced businesspeople who help them in diverse areas of business planning. Additional funds are invested in providing training to existing businesses so that they can improve and become more sustainable. Núñez stressed the importance of large companies supporting the creation of new businesses, as existing companies alone cannot offer all the jobs that the country needs. In particular, study abroad and international internships offer an important opportunity for Mexican youth to learn useful skills and best practices, as well as spurring creativity. Mexico should embrace the opportunity to export its talent and benefit from the experience gained.

Núñez's company also creates flexible work options for its workers, such as allowing for home offices and the rendering of complementary services for employees such as daycare. In particular, these options are aimed at supporting women in sustainable careers within the company. Núñez emphasized his commitment to gender equality and retaining female employees over the long-term, pointing out that four out of ten top management positions within his company are currently held by women.



*Tonatiuh Salinas Muñoz*

**Tonatiuh Salinas Muñoz** spoke of the success of employee-employer relations in the state of Queretaro, and how they have been developed. He pointed specifically to the “Three-way Alliance” formed among the unions, companies and the government, which has acted to support agreements and avoid strikes. He insisted that the government must serve as a tool for creating opportunities and making sustainable development a key objective for the region. He used Queretaro's success as an example, explaining that six out of ten jobs in the state are currently held by young people, and over the last administration unemployment has decreased by about 3.7 points. Economic policies must be clear and embody the idea that “today's decisions take us to where we want to be tomorrow.” Salinas appealed to young people to be innovative in creating new businesses, while inviting large businesses to establish responsible payment schemes that allow for young businessmen to survive.

Salinas also spoke of the state's challenges, however, focusing specifically on gender equality. He explained that while 52% of jobs in the state are held by women, equity is still not reflected in incomes: only 38 out of every 100 pesos in salary go to women. Income disparity is an issue that continues to afflict Mexico nationwide.

Flores identified an additional shortcoming of the labor reform and the panel discussion, in that the scope is very limited in focusing only on increasing opportunities for young people and women.

She asserted the need to talk about “real diversity” -not just age and gender, but issues such as race and sexual preference as well. Mexico is still fighting to overcome numerous taboos that restrict participation in the labor market. She points to examples that seem “laughable,” but that remain realities in the country, such as people with tattoos being unable to work bottom-level factory jobs.

The panelists agreed on the need for the business world to push for educational change, which will in turn serve to stabilize the labor market. Millían set forth a specific proposal on this topic, suggesting that universities should not be subsidized, but rather that in order to receive budgetary funds they would have to meet quotas directly linking educational undertakings with the market’s demands. Núñez reiterated the role that large companies can play in supporting young businesspeople so that their experience combines with the energy of youth for the overall benefit of the country. Salinas agreed, emphasizing the importance of youth in entrepreneurship and job creation: “we want a Queretaro that is a factory of ideas where innovators do well.” In this vein, he highlighted the many support systems the state government offers to foster both the workforce and education sector, such as scholarships, as well as fiscal stimuli for universities and international work and study programs.

Lazo Margáin, meanwhile, echoed this sentiment, closing his participation by quoting Miguel Alemán Velasco as saying “I want a Mexico where the young people have a dream, and the adults support them in achieving it.” He continued quoting Samuel Gompers, labor union leader and founder of the American Federation of Labor: “What does labor want? We want more schools and fewer jails, more books and fewer guns, more learning and less vice, more leisure and less greed, more justice and less revenge. In sum, we want more opportunities to make the best of ourselves.”



*Lorenzo Lazo Margáin*

## A GENUINE EDUCATION REFORM IN MEXICO: FROM MISSION IMPOSSIBLE TO MISSION POSSIBLE

### Speakers:

**Luis Ernesto Derbez Bautista**

*Rector, Universidad de las Américas Puebla, Mexico*

**Javier Elguea Solís**

*Rector, Technological Institute TELMEX IT, Mexico*

**Óscar Peralta Casares**

*Presidente, Canacintra Querétaro, México*

### Provocateur

**Timothy C. Mack**

*President, World Future Society, USA*

### Moderator:

**Alejandro Carrillo**

*General Director, Fundación Miguel Alemán, Mexico*



*Officials from educational institutions, authorities and industrialists push for an education reform that goes beyond mere computers and English, one that fosters logical thinking and reasoning among students and also trains them in the use of technologies, one that professionalizes teachers, but above all, one that involves the various sectors of society in order to free Mexico from the lowest levels of education within the OECD countries.*

Since 1821, education has always been an issue present on Mexico's government agenda. At the beginning of the 20th century, 70% of the population was illiterate, whereas today, more than 90% of the population knows how to read and write. Nevertheless, among OECD member countries, Mexico rates as one of the lowest educational levels. This is alarming, especially considering that more than 6% of the Gross Domestic Product is allocated to the education sector. Following this brief introduction, **Alejandro Carrillo** asks **Luis Ernesto Derbez Bautista** about the extent to which the Mexican academic system meets the changes being made around the world in this area.

A diagnostic evaluation must be conducted of what the country needs in terms of education. In reality, Mexico does not have a problem of access, but rather one of educational quality. Indeed, the Mexican education system has a problem of relevance. Furthermore, Derbez mentions that the future does not depend on changing higher education, but rather we first have to figure out "how to resolve primary and secondary schooling" so that we can then focus on middle and higher education. Students need to be taught how to learn and how to adapt to change.



*Alejandro Carrillo*

Currently there are two parallel schooling systems: the public and private, and they differ greatly in terms of content and quality, even more when considering the system in rural areas and serving the indigenous populations. Likewise, it creates two very different classes of students: those that have access to private education and those that attend public schools. Additionally, the growing emergence of “low level” universities brings into question their educational quality as well. Students must be trained to perform in the modern world. “It is not a matter of simply providing computers and teaching English,” but rather students must know how to truly use and understand these tools. The current educational system needs not only the implementation of technology, however, but also adequate teachers and appropriate content. Students need to understand that they can learn from different sources, not just through formal education.

Carrillo takes this idea of the marked difference between the two education systems and references the need to improve the quality of education in the public, rural and indigenous areas. He then invites **Javier Elguea Solis** to speak on how to take advantage of information technologies in order to increase efficiency and achieve greater growth.

“The future will reward those who can use technology and create knowledge. [...] We are on the threshold of a new era” in which the concept of wealth has been redefined. The term wealth will no longer reference petroleum or money, but rather knowledge, ideas. It is important to gain the skills of the 21st century. Technology is the nervous system of the current world. In accordance with this, Elguea mentions three languages that form the basis for cognitive abilities:

- Verbal Language: not only knowing how to read and write, but how to effectively communicate;
- Numerical language: to reason with numbers; and,
- Computer language: the ability to use computers.

This last one is of utmost importance as, when a child learns to use a computer, it is then easier for him/her to acquire the other two types of languages.



*Javier Elguea Solis*



*Luis Ernesto Derbez Bautista*



*Timothy C. Mack*



*Óscar Peralta Casares*

Elguea also states that 50% of the quality of education depends on the processes of selecting, training and motivating teachers. But it is also influenced by frequent educational evaluation to identify where errors are being committed. Many countries do this to improve educational quality step by step.

Carrillo makes important observations about the languages mentioned by Elguea. Verbal language is what differentiates humans from animals and allows people to share their ideas. In ancient times, the Phoenicians created the first alphabet, and almost anyone could read and write without spending years in elite universities studying in order to do so. The use of technology (laptops, PCs, etc.) is comparable to the creation of the alphabet, as today, through technology, anyone can have access to almost any kind of knowledge or information.

Previously these thresholds could not be crossed, but these break the barrier making knowledge available to the non-elite.

**Oscar Peralta Cásares** points to the great importance and need for companies to be involved in the education sector. For him it is vital as the “channel and bridge” that allow him to do things for his country, given that businesses are “co-responsible for education.” Through education, a more productive environment for creating experts is attained. Previously, curricula were changed every 15 years, but now they are changed every two or three years; their constant updating is essential. An education reform must involve the participation of all sectors. In Mexico, teachers have lost the sense of a calling and passion for education. It is of utmost importance that this sense of a calling for teaching be returned and that they become passionate again. Likewise, it is essential that the students build a sense of belonging that is currently so absent, because by establishing belonging, a connection will be created for constant communication to achieve common objectives together.

Peralta also touches on a sensitive topic: the political aspect of education. This brings with it certain obstacles that inhibit the advance of education in Mexico: the unions and their leaders; individuals who put their personal interests ahead of the good of the community.

The difference between recognizing problems and doing something to solve them is also discussed. Currently, we need students that speak two languages or more to be able to perform successfully in a society that is so globalized. In terms of technology, the gap is growing more and more, and if nothing is done about this problem, we could fall behind and end up obsolete. Different programs have been implemented, among them, one that is sponsored by the United States. In the words of Peralta: “it is sad that governors from other countries have to come here to improve the education system.”

Carrillo continues and asserts that we must stop asking ourselves what the country can do for us and begin focusing on what we can do for our country. The participation of businessmen is essential for the education reform, and a great education reform is urgently needed.

*“We just love to talk  
about politics  
instead of  
discussing education”.*  
*Luis Ernesto Derbez*

To hand the discussion over to **Timothy C. Mack**, Carrillo highlights the importance of getting the perspective of someone who sees the problem from the outside.

Mack identifies three pivotal points for improving education in Mexico:

- 1) recognize that it is a system-wide problem requiring a comprehensive approach.
- 2) change requires collaborative commitment from all sectors of society.
- 3) striving for a new kind of student, which will lead to knowledge creation.

The first demands that teachers be provided new tools and teaching methods, as well as that the public at large -including businesses and NGOs- understand their role in supporting educational initiatives. The second emphasizes the importance of a joint effort for improvement among the public and private sectors. Third, the “new student” needs to be prepared to innovatively approach future problems, generating ideas to face a constantly changing world. This aspect will make Mexico both a national and international player not only in the business world but also in areas such as politics and logistics. For Mexico to become a global partner, it must develop the aptitudes and skills of its students so that they can be competitive in terms of human capital. Finally, he highlights that, thinking beyond computers, phone systems offer affordable access to global learning resources. Now different skills and techniques can be learned through technology and global resources, but students need to know where to find the information.

Carrillo briefly narrates the story of Prometheus and Epimetheus to stress the fact that Mexico is currently at a point in which it can still think before acting in order to achieve an effective education reform. Prometheus, whose image is used as an effigy by many universities, is known for always thinking before acting, whereas Epimetheus is known for opening Pandora’s box, acting before thinking.

Universities, meanwhile, must stay updated so that they can satisfy the educational needs demanded by the market. This will make Mexico more competitive in the current world.

Finally, Carrillo closes the session by stating that the country has instilled the wrong mentality in terms of education and pay. The belief exists that, first, one studies or completes certificate programs to obtain more money, instead of studying and preparing oneself for the simple purpose of progressing or improving oneself, which will be accompanied by increased pay. But this should not be the only objective. Social change must be combined with educational change.



## WHAT ROLE COULD CORPORATE SOCIAL RESPONSIBILITY PLAY IN BOOSTING MEXICO'S GROWTH

### Speakers:

**Rodrigo Arboleda Halaby**

Chairman and Chief Executive Officer, One Laptop Per Child Association, USA

**Roberto González Alcalá**

Chief Executive Officer, Gruma Mexico & Latin America, Mexico

**Nicolás Mariscal Servitje**

Chief Executive Officer, Grupo Marinos, Mexico

**Hugo Santana Londoño**

President and Chief Executive Officer, IBM Mexico, Mexico

### Moderator:

**Luis Alberto Aziz Checa**

Founding Partner, SAI Consultores SC, Mexico

*Civil society and companies have to work hand-in-hand in order to satisfy the needs of a country, since no government in the world can solve them on its own. We have to build values and view the worker as a collaborator and look into his human side and not only look out for the interests of investors.*

**Luis Alberto Aziz Checa** opened the discussion by stating “there is no government in the world that can manage its country on its own. We, the civil societies and the enterprises, have to work jointly”. Aziz commented that the term “corporate social responsibility” was coined when the companies understood that they mustn’t focus only on the needs of the investors, but also on the needs of the individuals and groups affected by the actions of the company: the stake-holders. This concept has three levels:



Luis Alberto Aziz Checa

1. Corporate philanthropy – consists of giving money and resources directly to the actors of society.
2. Risk Management – some companies use corporate social responsibility as a self-regulating tool, avoiding in this way being regulated by the governments and averting potential scandals that could damage their names.
3. Creation of value – the promotion of a sustainable business model that becomes a strategy of the company.

In relation to that, the moderator formulated two essential questions; where is Mexico and where are its companies in relation to this topic? Does or doesn't corporate social responsibility has to become a mandatory topic regulated by the government?

**Roberto González Alcalá** stated that social responsibility is very important for Gruma. According to him, his grandfather, founder of the company, lived his life with a great social conscience even before that term was coined. It started as a philanthropic concept, but with the years and the arrival of the XXIst century, it became one of the central topics in the internal management of the company and an important part of its own business strategy. Internally, it's called "basic promise" and it consists of guarding the interests of several groups of people; the share-holders, collaborators, clients, consumers and the community as a whole.

The strategy has to be measurable and quantifiable in relation to its impact on said groups.

Inside Gruma, the "career plan" was created. It supports its collaborators –term used by this company to call its employees- through a sort of university program. Essentially, to move up the hierarchical ladder of the company and earn higher positions, each employee has to take certain mandatory classes. Apart from giving classes to the collaborators, Gruma also trains around 200 clients per year. According to González Alcalá, this has had a great impact with great results. Part of the reason for this growth, of about 180% in the last ten years, of the company has to do precisely with these measures. At the same time, Gruma promotes the improvement of the education of the children of those communities where the company is involved in some kind of activity, preparing the future generations in a more competitive way.

The moderator then addressed **Nicolás Mariscal Servitje** and asked him about the ways in which the topic of corporate social responsibility has been considered by his company. Mariscal answered that the reason for the existence of Grupo Marhnos is to build wellbeing, and mentioned that there are four lead values in the company:

1. Integrity - "walk the talk";
2. Commitment - "being a patriot of the company";
3. Discipline – it is "vital and necessary";
4. Leadership – in every one of the collaborators, because they are the soul and vitality of the company.

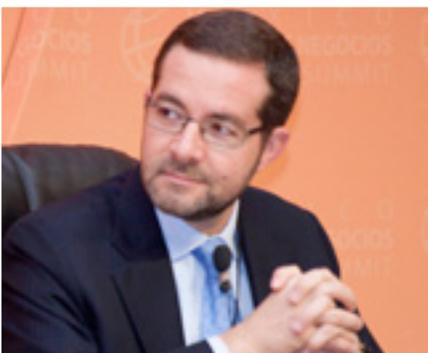


*Roberto González Alcalá*

He stressed the importance of “focusing on the person” and of applying the Christian social principles to entrepreneurial activity. He also said that they have the commitment to give out quality to their customers, and a policy of zero accidents, as well as the philosophy of sharing their own good practices even with their competitors. At the same time, he mentioned that it is crucial to approach collaborators and get to know each one of them as an individual more than as a simple employee. This is why Grupo Marhnos organizes at least two yearly events with the families of all its collaborators, and a system of management by objectives was established.

**Hugo Santana Londoño** referred to the “glocality” (global vision, local actions) of IBM, and mentioned that values are linked to social responsibility and the philosophy of diversity. On a global scale, the company has a budget of 170 million dollars shared by ten programs that reinforce this philosophy with LGBT and “cross-generation” groups because, he commented, four generations collaborate constantly inside the company. In Mexico the attributes of ethics and values, collaborative efforts, and clear objectives among the executives of IBM have been identified. He gave some examples of the company’s social programs, such as; Smart City (50 million dollars as the global budget), Service Grants (helps 76 NGO’s in relation to their management organizations) Reading Companion (computer-based English language teaching system with more than 10 thousand young people being impacted), and Little Explorer, which IBM manages jointly with CONAFE and the DIF. Finally, said Santana, the main thing is to have a clear vision and to unify diversity with values and corporate social responsibility. This is how a greater impact is achieved.

**Rodrigo Arboleda Halaby**, in his role of representative of the NGO’s, spoke about the circumstances that led him to the One Laptop Per Child project. He shared the philosophy of the organization in terms of showing results and considering the young as agents of change.



*Nicolás Mariscal Servilje*



*Hugo Santana Londoño*



*Rodrigo Arboleda Halaby*

He said that entrepreneurs are responsible for these projects as much as the government. Arboleda shared a strategy of sustainability and saturation, which he named “a love triangle of development”:

- The public sector has the resources and the convening power and it “has to pull”;
- The private sector has to contribute with money, but more so with its practices, its transparency, and accountability, by presenting results on time and under the planned budget;
- The NGO’s guarantee the stability in time, so that the new politicians don’t destroy what was done by the previous ones.

Finally, he urged Mexican entrepreneurs to create a fund managed by a “bank of social investment”, and to make a commitment to investment, arguing that private investment is necessary to supplement current levels of government investment. In the question and answer session, the idea was brought about to form “strategic alliances” to achieve goals. Alcala, Mariscal and Santana expressed their agreement with this idea, adding that these alliances mustn’t only be local but global, and must integrate the public sector, NGO’s and even universities.

## MEXICO TOURISM: THE NEXT STEPS TO MOVE UP THE INTERNATIONAL LADDER

### Oradores:

**Miguel Alemán Magnani**

*Presidente Ejecutivo, Interjet, México*

**Roberto Borge Angulo**

*Gobernador Constitucional del Estado de Quintana Roo, México*

**Jacques Rogozinski**

*Gerente General, Corporación Interamericana de Inversiones, EUA*

### Moderador:

**Alfonso García Cacho**

*Director Ejecutivo, Cumbre de Negocios, México*



*Tourism is one of the most important sources of income, after oil and remittances, and yet a lower budget is assigned to it, and it hasn't been exploited in an intelligent manner.*

*Businessmen, officials and specialists all agree that the main challenges to make the sector grow are solving the issue of insecurity, developing more infrastructure and professionalizing service providers.*

In the session on Tourism in Mexico, moderator **Alfonso García Cacho**, organizer and recurrent speaker of the Mexico Business Summit, presented a distinguished panel of businessmen, public officers and experts on the Tourism industry in Mexico. Before moving on to the panelists and as an introduction to the session's topic, García stated that "tourism is an activity not an industry". Furthermore, he added that "... [Tourism] is the best feature of Mexico's image" and for him, a potential goldmine, very much worth developing.

Soon thereafter, he ceded the floor to **Roberto Borge Angulo**, who briefly described the importance of tourism for Mexico as well as the paramount role the industry plays in his state. He went on to describe different strategies his administration is following to promote his state abroad. Included in these measures are the participation in a world class fair in which Quintana Roo has ranked high due to its world class facilities and warm people.

Among many interesting facts that Borge shared, the Quintana Roo's executive mentioned that tourism is the 3rd most important source of revenue for the country; moreover, he added, it represents 9% of the GDP. However, the activity faces several challenges in his state; for Borge, the most important ones are:



*Alfonso García Cacho*

- **Interconnectivity**; the limited amount of destinations that airlines offer.
- **Training**; that is, not enough of it given to people involved in the sector, this in turn affects quality of service.
- **Diversification**; the inadequate amount of existing destinations and activities and the need to increase them.
- Infrastructure; growing and improving what already exists.

Later, in clarifying important measures the country as whole should take as to be more competitive as compared to other countries, Borges stressed that it is important to send the message abroad that Mexico is a friendly country. He especially highlighted the need for good training of service personnel to guarantee in this way the best possible treatment of international visitors. Despite some shortcomings regarding the treatment of guests, as the governor had pointed out before, for him “the country’s most important capital is the warmth of our people.”

In summing up, Borges identified what for him are Mexico’s biggest challenges in the sector. The most important challenge, according to the speaker, is making tourism a priority in Mexico. He explained that the activity is one of the country’s biggest money makers after oil and remittances, but gets a much lower budget. Secondly, he pointed out that another of the country’s biggest challenges is to connect Mexico via air travel due to the limited amount of destinations available coupled with the service’s high price. Borges ended his first part in the panel discussion by energetically urging those present to “keep betting on tourism.”

Next up was **Jacques Rogozinski**, who spoke about his experience in the creation of jobs in the tourism sector. Rogozinski began his participation in the panel with a very interesting food analogy where he compared a country’s resources to the available ingredients in a pantry. He insisted that Mexico, despite the richness and diversity of its ingredients, does not wisely exploit the two most important and readily available resources it has: energy and tourism.



*Jacques Rogozinski*

Mexico hasn’t been using tourism right in the overall recipe. Despite all the advantages the country has, the speaker argued that Mexico doesn’t rank well in branding surveys due to negative perception of the service quality the country has earned. To better this and many other areas, the speaker next gave a list of possible improvements to consider that could help in how the country is perceived abroad. Included in these suggestions were:

- The Improvement and providing of services: Rogozinski gave the example of a Korean cab he once took that had within a visible sign with a cell phone number on it to call in case a visitor needed any help. He went on to say that “It doesn’t matter if these services are used or not, what’s relevant is that they exist.”
- The improvement of Mexico’s negative image regarding honesty: this, he concluded, can only be done through fair remuneration and the appropriate training of those in the service sector, and especially focusing on training service personnel on common client satisfaction situations as well as in the English language.

Finally, **Miguel Alemán Magnani**, took the floor to share his points of view regarding tourism in the country and especially concentrating on the subjects of synergy between private and public sector, air travel and how to expand tourism in Mexico, as well as the need to improve the country’s image abroad.

Alemán reflected on the main reason why, in his opinion, Mexico does not rank among the first places in tourism worldwide. The biggest reason, he insisted, is the negative image Mexico has projected abroad. In order to counter the negative perception, according to Aleman, the country must create a united front that includes private sector, media, government and civil society all of which must be committed to spreading the better part of Mexico. Furthermore, he continued, Mexico needs to cut back on the bad; in his words, “don’t speak ill of your camel if you want to sell it.”

Despite the speaker’s strong insistence in showing the better part of Mexico, he acknowledged the Latin-American country’s many challenges. Alemán went on to list, what he perceives as Mexico’s barriers to becoming a leader in tourism. The first issue he mentioned was the country’s current security situation. He described how much of the perceived insecurity abroad was mostly a reflection of the prevailing opinions within the country but did not necessarily reflect the truth of the situation. The second area of opportunity he mentioned was infrastructure. For Alemán, the tourism sector urgently needed to improve its services throughout the industry, its capacity in terms of number of visitors, and, most importantly, the country’s interconnectivity in terms of air travel.

*“The country’s most  
important capital  
is the warmth  
fits people”.*  
**Roberto Borge**



*Roberto Borge Angulo*

Another area of opportunity Alemán identified was diversity, especially in terms of state differentiation. For him it is very important for each state to create its own brand that makes its type of tourism special and distinct from the other types of tourism offered.

Aleman explained this helps in catering to niche markets, such as adventure tourism, as well as in the creation of positive perception of Mexico abroad. Perhaps the most important issue the speaker identified, and one that was echoed by the other panelists, was the matter of country-wide unity and more specifically, unity in the tourism sector. Alemán's very concrete proposal was that like in other industries, the tourism industry should create a unified chamber of tourism in order to present unified strategies to improving the sector instead of having to merge diverging strategies as is the current case.

Lastly and like Rogozinski, Aleman mentioned the much needed move towards the professionalization of service providers in tourism. In Aleman's opinion, minding all these barriers and carrying out the necessary improvements would simultaneously greatly improve the industry and show a better image of Mexico abroad. This in turn would mean a greater flow of tourists and perhaps also increased investment in the country.

To conclude, the speaker took the opportunity to announce that, regarding the issue of interconnectivity, Interjet would be offering a direct flight from Queretaro to San Antonio in 2013. He explained the importance of smaller airports in making a more interconnected country something possible and further asserted his commitment to making this happen.

Guided by García, the panelists were asked what they would like to see in the tourism sector in the following years. The panelists unanimously agreed that what they would all like to see is an improved perception of the country. Moreover, they all agreed that there needs to be a united front, not only of those involved in the tourism sector but also, and most importantly, of media and civil society and the type of image that together these entire actors project abroad.



*Alfonso García Cacho  
Roberto Borge Angulo*



*Miguel Alemán Magnani*



## FOR A MORE EFFICIENT CORPORATE MEXICO

### Oradores:

#### **José Ramón Cossío**

*Minister at the Supreme Court of Justice, Mexico*

#### **Javier García**

*Director of Corporate Governance, Deloitte, USA*

#### **Jorge Gaxiola Moraila**

*President, Regulatory Committee, Mexican Stock Exchange, Mexico*

#### **Edward Lewis**

*Lecturer Department of Management, Daniels College of Business, University of Denver; Founder and President The Enterprise Transformation Group, Ltd., USA*

#### **Eduardo Pérez Motta**

*Chairman, Federal Commission on Competition, Mexico*

### Moderator:

#### **Pedro Velasco Alvarado**

*Partner, Santamarina y Seta, Mexico*

*Mexico can carry out specific actions with the purpose of becoming more efficient in corporate terms. Eliminating corruption and abiding laws are the basis for the performance of society and companies. If businessmen understand their corporate role and combine it with appropriate regulatory frameworks, progress will be made in developing businesses and making the country grow.*

**Javier García** opened the forum using a series of charts that he shared with the audience and by means of which he presented what the model for government should be in order to guarantee supervision, internal monitoring and risk control in the corporate world. He also showed that the integration of the different areas of the corporation is the key to avoiding repercussions and corruption at a corporate level.

An important point that García mentioned and that must be dealt with urgently is the fact that to date, in Mexico, we do not have formal processes of succession in private organizations and thus there are no regulatory measures for said proceedings. This has two main consequences:

- It hinders continuity and efficiency in the development of enterprises and their projects.
- It fosters actions related to corruption and bad corporate practices.

Instead of focusing on efficiency, Mexican corporate practices must focus on effectiveness, which according to **Edward Lewis** means, “doing the right things in the right way.” Mexico’s lack of growth and competitiveness for the last ten years is mainly due to the absence of the necessary means and/or resources in order to implement effective procedures. In lieu of this, it is necessary to deal with this matter if there is the desire for the country to be more prosperous and to manifest a greater spirit of leadership.

The issue of effectiveness must be initially dealt with by the members of the directive boards in order to help with the development of corporations. The latter can no longer just take symbolic roles, but rather, they must understand and ensure that the following three main elements must exist at all times:

1. Strong strategic planning and a dynamic performance processes
2. A global value chain
3. A strategic decision making framework

It is also important to mention that before splurging on information technology (IT), it is essential to understand the role it plays in helping reach the goals of any company. Likewise, it is a priority to drive the right kind of education and training in order to further foster the use of information technologies and furthermore, get the best from it. What's important is the creation of knowledge and applying it in a favorable manner.

Together with the latter, Lewis pointed out that, to increase the effectiveness of corporate Mexico, it's is necessary to focus on three main areas which are key factors in managing the country's development:

- Creativity, which is sometimes only focused on innovation. According to Lewis, the latter cannot exist without creativity and furthermore, it's is up to the consumer to decide if a company is creative or not since it's consumers who decide what they're willing to buy.
- Organizational culture to foster creativity
- Leadership style with a decent focus aiming to create a more dynamic environment in any company.

**Jorge Gaxiola Moraila** urged the audience to differentiate between two important issues which are why do we need efficiency and who needs it. However, it is necessary to further clarify that higher costs are not a given when speaking about efficiency but, managing any enterprise correctly does require wisdom and responsibility.

Moreover, **Eduardo Perez Mota** added that it is necessary to always take into account the internal as well as the external context since both affect company performance.



*Edward Lewis*

When speaking about the current context, Gaxiola emphasizes market policies; he added that in Mexico people tend to believe they have an economy where they can take things for granted, and that's the country's main problem. There is no other way to make up for lost growth potential but through regained competitiveness, productivity, efficiency, not only at a national level, but at an international level too.

*Javier García**José Ramón Cossío*

Another idea, be it erroneous, that Mexicans often cite is the so called fact that the best environment is the sole product of planting trees and not littering; however, the first and most paramount thing that must be done to ensure a healthy business environment is making sure laws are followed and that companies do not engage in collusion with friendly rivals. Companies must safeguard their rights and interests; they must not however, overstep the law.

Perez added that “everyone complains about everyone else, but no one does anything about it.” For this reason it is of great importance to stop being spectators and become involved in the bringing about of positive change for Mexico.

Later on, Pedro Velasco brought into the discussion the relevant topics of how to break with the current state of things and how to leave the comfort zone that does not allow many to be an active part of the development of a more efficient corporate Mexico.

In reference to the latter, Jose Ramon Cossio recognizes that businessmen usually believe that rights and laws are what get in the way of the development of business. This leads to the prevailing notion in the business community that laws are useless obstacles that scare off entrepreneurs and hinder their participation.

On the other hand, Cossio stated that the relationship between municipal authorities, state authorities and federal authorities has been fragmented. Additionally, he said, as long as we keep thinking of the law as something that “blocks” the country’s development, then corporation will wrongfully continue to consider it another obstacle to overcome. Cossio closed by mentioning that people could really benefit from the law and as citizen we must stop trying to destroy and obstruct both it as well as authorities.

*“...Before thinking about ourselves,  
let’s think about our  
surroundings and generate  
common conditions for  
social harmony in order  
to improve our countries  
development and growth”.*

*José Ramón Cossío*

To conclude, each one of the speakers reiterated their previous comments and suggestions geared towards improving the effectiveness of corporations. Garcia highlighted the importance of having strategy, surveillance and control, in order to ensure adequate discussions in government forums regarding laws and reform. He added that if businessmen understand their corporate role and combine it with the right regulatory frameworks, then there will be improvement in the development of business.

Lewis ended his part in the discussion by complementing Garcia's comments, by saying that keeping laws in mind is important but so is taking into account the considerations of the members of company governing boards because doing so involves as well as guarantees their partaking regarding responsibility for the company's competitiveness and efficiency.

Gaxiola stated that a market economy where fundamental rights are respected is the key to the development of a corporate Mexico. Furthermore he added that the country needs to be "shaken up", not with violence or uncertainty, but with a change of attitude in everyday life.

Perez concluded that an important factor to point out regarding this subject is institutions since these are the elements that clearly show if country is developed or not. Due to the aforementioned, a series of goals and principles that allow society to assess and respect institutions, the judicial system, laws and the executive, legislative and judicial power must exist.

Cossio concluded the session by commenting that people must understand that they can benefit from laws and further reiterated that the authorities' as well as the government's work must stop being obstructed. It is necessary that before thinking in ones' self, we think of the bigger picture and moreover, generate common conditions of human habitation, not just for the improvement of human relations, but for the further development of our country.



*Jorge Gaxiola Moraila*



*Pedro Velasco Alvarado*



*Eduardo Pérez Motta*



## MEXICO AND LATIN AMERICA: HOW SO MANY COMMON CHALLENGES SHOULD LEAD TO MORE SHARED OPPORTUNITIES

### Speakers:

**Carlos de Mesa Gisbert**

*Former President of Bolivia, Bolivia*

**Álvaro Uribe Vélez**

*Former President of Colombia, Colombia*

### Business perspective:

**Carlos Eduardo Represas de Almeida**

*Chairman for Latin America, Bombardier, Inc., Mexico*

### Moderator:

**Arturo Valenzuela**

*Senior of Advisor for Latin America, Covington & Burling, LLP; Professor of Political Science, Georgetown University; Former Assistant Secretary of State for Western Hemisphere Affairs in the first Obama Administration, USA*

*A great social pressure in terms of poverty and inequality are the challenges that Latin America faces even after having achieved democratic stability and macroeconomic consolidation with the boom of raw material exports required by industrialized countries. There are strengths at hand in order for the region's growth to be sustainable, which is why the Pacific Partnership represents an opportunity for regional integration and progress.*

Latin America faces a promising future due to the democratic stability that it has reached, its macroeconomic consolidation, and the recent boom provoked by the exportation of commodities to industrialized countries such as China. However, it is still confronted by many challenges and has areas that lag behind the more developed regions, particularly in terms of social inequality and poverty. For this reason, asserts **Arturo Valenzuela**, it is imperative that the region works on regional integration as well as on sustainable economic development.

On regional integration, **Álvaro Uribe Vélez** suggested the Pacific Alliance as an initiative for progress in Latin America. This alliance is formed by Mexico, Colombia, Costa Rica, Chile and Peru. Mexico stands out among these countries because of its extraordinarily positive economic figures, its reduced dependency on the U.S.A., and its economic diversification. Together, the Pacific Alliance economies make up \$2.7 trillion, which together makes them an important actor within the world economy.

Additionally, Uribe identified five democratic principles for bringing success to this alliance:

- 1. Safety:** In this area, Chile leads in the region with highly satisfactory levels of safety, closely followed by Costa Rica. However, the other countries in the alliance also have important strengths. Peru has made its position clear, refusing to negotiate with terrorists.

Mexico is coming out ahead and is seen very optimistically by other countries. Colombia, meanwhile, understands that it cannot return to the situation in which it lived up until a few years ago.

**2. Freedom of private investment:** These countries are very well positioned in the region in terms of competitiveness, and while they still have a long way to go, together they have a lot of possibilities. A big challenge will be getting minimum investment rates to 30%, with private investment making up no less than 23% of that.

**3. Diversification of the economy:** In this area, Mexico serves as an important example, particularly because its manufacturing industry is aimed at diverse sectors. Colombia, Chile and Peru are making an effort to diversify their economies in order to add value and avoid being based solely on the exportation of commodities.

**4. Social Pressure:** The big challenge in this section is the government's response to the population (200 million people among all five countries), and especially how it responds to social pressure from young people. Young people need to be educated so that they will be entrepreneurs, using a private-public partnership in which the State provides resources and the industry administers them.

**5. Institutional Independence:** Institutions must be strengthened so that prosperity does not depend on the will of the governing powers. Through institutional independence there will be political security, accompanied by participatory pluralism.

The importance of the Pacific Alliance was highlighted and differentiated from already established bodies such as MERCOSUR or UNASUR, as Uribe stressed that currently in UNASUR more importance is given to ideology than to the integration process. At the same time, he noted the lack of consistency that this body has in its stance against violence. On this topic, **Carlos de Mesa Gisbert** added that the integration processes need to go beyond political integration so that a more holistic vision is achieved.



*Álvaro Uribe Vélez*

Uribe emphasized the inseparable relationship between social cohesion and investor confidence, such that it drives sustainable growth. He highlighted the role that the private sector plays in the region's development and identified the need for an educational effort that corresponds to the market's demands. An emphasis on entrepreneurship requires a significant educational effort, as it requires an education system that is integrated at all levels.

*“América Latina se  
ha fortalecido gracias  
al neoliberalismo”.*

*Carlos de Mesa*



*Carlos de Mesa Gisbert*

On the current administration of Latin American governments, Uribe asserted that priorities, in terms of public spending (which for now is high), must be reviewed so that when the boom in the exportation of commodities ends, Latin America's growth will continue to be sustainable, and the region will not have to face situations like the one Europe is currently undergoing due to excessive public spending: “when there are booms, you have to anticipate that a crisis might come.”

**Carlos Eduardo Represas** agreed that the creation of new businesses is pivotal for regional development. For this purpose, he asserts that the region needs a “Latin American Agenda for Competitiveness,” to establish the commitments that each country should make in order to eradicate poverty, using the free market as a support mechanism. Represas identified several agreements he believes should be included in this agenda:

- creation of openings for productive investment;
- provision of stimuli for forming new businesses;
- support and coordination with regional companies, as opposed to viewing them as local competition;
- consolidation of the creation of the Pacific Alliance; and
- ensure that existing Stock Markets are complemented, while also eliminating barriers to regional trade.

Additionally, he pointed out the importance of cooperation between the two regional powers, Mexico and Brazil, aimed at underpinning Latin American development. Similarly, **Carlos de Mesa Gisbert** agreed on the importance of the Brazil-Mexico relationship, as well as on that these countries should establish an inclusive leadership that promotes regional equilibrium in terms of both investment and economic presence.

Represas highlighted the importance of the role that young people play in the region's development and stated that before looking for a job, they should make it a priority to think of ways to create good jobs. In this way, business creation must be fostered through alliances with already existing Latin American institutions.

Mesa, on the other hand, stressed that the region needs to deeply commit itself to democratic values, not just to the appearance of democratic values, in order to establish sustainable development.

He states that Latin America is following a cycle that will close off economic prosperity; the region cannot continue to have small nations that do not truly live under democracy. The debate between the public and private sectors hinders a country's ability to confront problems and grow. Mesa also believes that the social responsibility of businesses must drive the effort to close the gap between the rich and the poor in Latin America.

He also added that Latin America has been strengthened thanks to neo-liberalism, additionally mentioning that "we are reorganizing ourselves in a positive way; we have learned our lesson from a liberalism that is too orthodox and, at the same, time from social protests." He also celebrated the points made by Peña Nieto, aimed at eradicating poverty, incorporating Mexicans into a profitable family economy with a coherent macroeconomic policy approach and responsible policies, supporting business owners and promoting entrepreneurs.

Social cohesion, poverty reduction, and improved living conditions cannot be attained without education, innovation and technology. Entrepreneurship, investment and innovation are in society's hands, not in the hands of the State.

All panelists agreed on the need to promote private sector participation in order to foster development and increase Latin America's competitiveness on a global scale. Furthermore, the region should work to secure a true and profound democratic culture, as well as strive to coordinate for sustainable development and regional equilibrium. As a major power in Latin America, Mexico possesses great potential to reclaim its role as a regional leader in these efforts, simultaneously balancing Brazilian influence.

Education was also one of the common topics. The need to work for quality education from starting at the basic stage was suggested. This education would serve as a basis for development and prepare the population to face current and future challenges. For this, it is important that the obstacles that exist in the region in terms of teaching be eliminated, as expressed by the former President of Bolivia, considering that "we are working with professors at a 19th-century level to prepare students that will face the challenges of the 21st century."

To conclude, Valenzuela insisted that "we are better when we see the continent in a general way, not in an individual way." For this, cooperation and integration efforts among the Latin American nations must be fostered.



*Carlos Eduardo Represas*



*Arturo Valenzuela*

## PLENARY LUNCHEON: SNATCHING SUCCESS FROM THE JAWS OF CHANGE

### A conversation between:

#### **Ricardo Salinas Pliego**

*President & Chief Executive Officer, Grupo Salinas, Mexico*

#### **Todd Buchholz**

*Economist, Author, former White House Director of Economic Policy, Managing Director, Tiger Hedge Fund, USA*

### Moderator:

#### **Claude Smadja**

*President and Founder, Smadja & Smadja, Switzerland*



*Eradicating government regulation and bureaucracy that stand in the way of evolution, and having business leaders spending more time thinking about their products and less in meetings, will all clear the path for innovation and towards success in a world that demands evermore rapid changes.*

On the plenary luncheon, **Claude Smadja** directed a conversation between **Ricardo Salinas Pliego** and **Todd Buchholz** about how to snatch success from the jaws of change. The conversation focused on the importance of adapting to changes in a globalized world, and the main characteristics businessmen must display before this reality.

A Chinese business leader once said that success does not depend on who is bigger or smaller, but who is faster. Very few master the art of adapting and assuring change.

Buchholz expresses his admiration for Salinas because he is listed in Forbes' most successful men. He joked and said he is listed as well... on Forbes' subscribers.

There are many characteristics that make a CEO successful. Sometimes luck can be a great ally; maybe a teacher or a person you have met changes something in your perspective or in your life. But an essential characteristic is passion. Passion for the product you are selling, according to Buchholz. The vast majority of CEO's are obsessed with success, but forgetting about your product is neglecting what really matters. Steve Jobs, at some point in his career, was offered the position of CEO at Citibank, but it is hard to imagine what would have happened if he had accepted the offering. Jobs decided to remain where he was and follow his passion.

For Salinas passion is important, but he also takes into account the knowledge you have about the industry you work at. He further added that an important feature is the understanding of human resources, for example, the ability to effectively communicate mutual objectives.



*Claude Smadja*

To snatch success as a CEO, on Smadja's point of view, it is necessary to master three powers: knowledge, networking and communication. The speakers discussed for a while whether these abilities are innate or acquired and whether born leaders exist or not.

Salinas and Buchholz agreed that communication is an important ability, not only for CEO's, but for every single person in a top position, and that this ability can be developed. Buchholz mentioned that another important ability is knowing how to identify what specific business a CEO is in so that he is able to achieve every goal that is set. Salinas reckons knowledge is acquired and some people are born with some abilities, however, he would not trust only on that.

To anticipate change, one of the best characteristics is for a company to be relatively small. But the question is if there is any formula, an instinct to do it, or how does it come for a person. Small family businesses are the new model that is "eating the big companies' breakfast," in Salinas words. Nevertheless, change is not so simple, for it carries too much risk along, and sometimes you can bet the whole company on a single decision. Change takes courage, and for a CEO it is harder since he has to convince a lot of people. Buchholz highlights this as another important characteristic for innovative leaders. "It is better to make your own company obsolete, than wait for others to do it for you." Apple is a great example of this; they made their own products be obsolete, but by improving themselves. In the beginning, in the times when Microsoft was the leading company, Apple managed to overcome them, and now it overcomes itself. Dell Company, on the other hand, took the path that lead to comfort. It is easier to follow an already established model, google something up, rather than sitting down to think and come up with something new. Jobs could have lived of the iPad for the rest of his life for it was a great product, but he decided to create the iPhone and make his own invention obsolete; he was the first one to do so, not the second or the third.

Touching upon the importance of innovating to keep companies updated, Buchholz highlights that CEO's spend too much time in meetings, rather than spending it thinking about their product and how to innovate it. Salinas accepts that it is difficult to keep in touch with the industry and to think of new things; however, he tries to save some time to do it.

It was further discussed how necessary it is to keep a company in an advantageous position. To Salinas, exploring new tendencies, paying attention to

new products and markets, and interacting with them is essential. An alarming tendency he identifies is the elimination of intermediaries in services because of the use of mobile devices. A good example on this is on-line shopping, through which you need no physical stores, less employees are required, etc.



*Ricardo Salinas Pliego*

Government steps in the way for evolution, according to Buchholz, while Salinas expresses that it is the first obstacle for the private sector. Both speakers and the moderator, agreed that the existence of so many government regulations can make it very difficult to innovate; thus, they encouraged the audience to support business leaders in getting rid of the pestering bureaucracy. “Government policies tend to suffocate job creation,” Salinas remarks, and small businesses are burdened when taxes are raised to collect money.

It is for this reason that economic crisis came into being. There gave loans to every single person who asked for it, and the government’s justification to do so was based on the people’s right to own a decent house or to have a decent way of living.

People asked for all the money they could, without having how to pay for it, and therefore, the government raised the taxes.

Buchholz also talks about the ‘first movement’ myth, that is to say, being the first one in the market to invent something or come up with a new idea. Based on his opinion and experience, it is also possible to triumph by conceiving the way in which you can improve existing products or ideas.

The image of businessmen has been deteriorated worldwide. One of the reasons why this has happened is because of the big companies and unequal distribution of globalization profits. To thwart this, companies should be more involved with social development, in Salinas’ opinion. Buchholz emphasized that, most of the life quality improvements in the 20th century have taken place within the free trade agreements. An example of this is Asia, who has opened to free trading, helping sectors in poverty to no longer belong to that social stratus.

Each one of the speakers mentioned which are the biggest mistakes a CEO can make in the highly dynamic environment that we are living in nowadays. For Salinas, choosing the wrong team can affect significantly the performance of a company. You can have knowledge, abilities, etcetera, but at the end of the day, what really counts and what will really make a company work is having the right team. For Buchholz, to stop innovating is the worst mistake. In some occasions, CEO’s tend to drift away from the product and it may become vulnerable.

*“There are many features that make a general manager successful.*

*On some occasions,*

*luck may be a great ally...*

*But one essential characteristic is passion for the product you’re selling”.*

*Todd Buchholz*



*Todd Buchholz*

## MEXICO AND THE TRANS-PACIFIC PARTNERSHIP: BREAKING THE BARRIERS TO A FAST CONCLUSION

### Speakers:

#### **Katrina Cooper**

*Ambassador of Australia in Mexico, Australia*

#### **Luz María de la Mora Sánchez**

*Professor of CIDE; Former Public Policy Scholar, Woodrow Wilson Center, Mexico*

#### **Sergio Ley López**

*Chairman for Asia-Pacific Section of the Mexican Business Council for*

*Foreign Trade (COMCE), Mexico*

#### **Charles Shapiro**

*Former U.S. Ambassador to Venezuela; President, Institute of the Americas, USA*

#### **John K. Veroneau**

*Socio, Covington & Burling, EUA*

### Moderator:

#### **Yaël Smadja**

*President, Smadja & Smadja USA*



*The TPP was not created by the US, but rather was an initial idea from New Zealand. Countries like China, Japan, South Korea and Indonesia have not shown too much interest in signing it, which would not mean for Mexico an entry to the large Asian market. However, this is a commercial opportunity for Mexico to include aspects that were not contemplated in NAFTA.*

**A**fter welcoming the speakers, **Yaël Smadja** presented some background information on the Trans-Pacific Partnership. It is commonly believed that this agreement was launched by the U.S.A.; however, it was New Zealand who had the original idea, and Brunei, Chile and Singapore who initially entered the agreement. Recently, Mexico joined the discussions, in search for a free trade agreement with this region, wondering if it would be convenient for the country's economy. The moderator then directed the first question to **Luz María de la Mora Sánchez**, who had previously worked as a Chief of the Economic Relations and International Cooperation for the Ministry of Foreign Affairs, and as Chief of the Negotiation Unit in the Ministry of Economy; what is the state of the negotiations of the agreement? De la Mora answered with offering more data on the origin of the treaty. She explained how the TPP, now conformed by Australia, Peru, Viet Nam and Malaysia, plus the countries that were mentioned above, addresses new topics, such as State owned enterprises, regulatory coherence and intellectual property. The agreement was started by small, visionary countries, with great ambition and high standard rules. She said that the commercial agenda will lead the way for a new trade policy. The TPP has already had 14 rounds of negotiations, and this was the first year in which Mexico and Canada joined the discussions during the meeting in Leesburg, U.S.A., last September. When asked about the "times" of the agreement, she said she believes that the reelection of Barack Obama ensures the continuity of the negotiations and as such predicts a closure of the treaty in late 2013.

Smadja then addressed **Sergio Ley López**, asking about the strategic importance of the Trans-Pacific Partnership for Mexico. “Mexico cannot allow itself to stay out of this agreement”, he answered. President of the COMCE, who is also the former Mexican ambassador to China and Indonesia, thus counting with broad experience in the Asian topic, said that Mexico had already built a platform with North America, from which it would be vanished if this agreement was not taken advantage of. He argued that although negotiations will be tough, they will attract diverse advantages and benefits. On the other hand, Ley denied that the TPP will draw Mexico closer to the “big Asian markets” since important nations such as Japan, Korea, Indonesia and China have not considered adhering to this alliance. About China, he also commented that it is a country that likes to join agreements in whose “creation” it has participated; thus, not having been part of the origin of the TPP, there is certain reticence to adhere.

When his turn came, **John K. Veroneau** was questioned about the strategic perspective and the geopolitical considerations of the U.S.A. regarding the treaty. First, Veroneau took the opportunity to congratulate the ambassador of New Zealand, Christine Bogle, who was present in the room, for the creation of the TPP.

Then, he commented that the United States, while considering joining the agreement, concluded that it would bring good results in the long term, and that it represents a counterweight for free trade agreements in China. He assured that, within the last 5 years, the TPP has shown potential to be a very important agreement. Right after, the moderator asked **Charles Shapiro** if Washington was expected to go forward with the negotiations under Obama’s office. Shapiro, expert in the field of international trade and investment, and advocate for the economic inclusion of the Americas, asserted that President Obama knows that the TPP agreement is important, but that he has the tough job of considering the budget that he will designate for it. The president must take into account the crisis his country is going through before focusing attention elsewhere. What is more, the Democrats have always been somewhat ambiguous regarding free trade agreements, so the President faces opposition even within his own party.

*“Mexico cannot afford  
to be left out  
of this agreement”.*

*Sergio Ley López*



Luz María de la Mora Sánchez



Sergio Ley López

Ambassador **Katrina Cooper** commented on the apparent dilemma Australia faces regarding its relationship with two opposite countries: China and the U.S.A. She assured that neither of these relationships is in jeopardy, firstly, because Australia's relationship with the United States is strong in many ways. They share a history, a common past, and there is no reason to believe this relationship would be damaged. Secondly, because integration with China will continue to deepen. Furthermore, she said that Australia doesn't approve of a policy of containment of China. The TPP, said Cooper is a strategic opportunity for sharing, and a pathway for free trade agreements, all due to its ambition. In short, the TPP should not be a topic of discussion regarding Australia's relations with China and the U.S.A, as it involves more than eleven other countries. Finally, she was asked to comment on NAFTA in relation to the TPP. Using a clever analogy, Cooper said that if NAFTA was a "first laptop", then the TPP is an "iPhone 5".

Readdressing the China-USA dilemma, Ley and Veroneau commented that one of the main reasons for China not to get involved is the barrier that the American Congress represents, as well as the limitations of the domestic regulations. However, the Asian Giant recently called for a meeting to negotiate the TPP, on December 5th, to which Mexico has been invited. Knowing China's position in this matter is complicated, but from the U.S. perspective, it is definitely an either/or situation.

After these comments, Smadja opened the Questions and Answers session, walking around the audience and handing the microphone to the public. Two participants expressed their concern about Mexico entering the Partnership. "Will there be risks for Mexico? Was Mexico forced to sign the document in the Congress to join the TPP? Why not evaluate other existing treaties, like NAFTA?" were some of the questions. Each of the speakers took their turn to try and clarify these doubts. Ley said that there were no risks for Mexico, but maybe some disadvantages. Still, he assured that this is normal when entering any free trade agreement. De la Mora pointed out that Mexico was not "forced" to sign any documents, but made its own consultations and evaluations.



*John K. Veroneau*



*Katrina Cooper*

She added that there always costs as well as benefits. For example, Mexico would feel the pressure in the textile, footwear and toys fields, because it would be competing against an experienced manufacturer such as Malaysia. The risk, in any case, is to be left out of the TPP, said De la Mora. There is no need to renegotiate NAFTA; what has to be done is finish taking advantage of it, but some public policies of Mexico have prevented us from that, she said. On the other hand, Shapiro said that NAFTA is ancient in terms of trading, as it has been in force for 20 years now; plus, it cannot be reopened for negotiation. The TPP represents a way to address the matters that were left out of NAFTA. Veroneau said it is not known how both agreements will coexist, but he's sure that if NAFTA represents a base, then TPP is above it.

In spite of some opposition found among the audience, the conference ended with an optimistic feeling for the possibility of Mexico entering the officially called Trans-Pacific Strategic Economic Partnership.



*Charles Shapiro*



## MEXICO'S WINDOW OF OPPORTUNITY

### **Oradores:**

#### **Jared Bernstein**

*Senior Fellow, Center on the Budget and Policy Priorities, USA*

#### **Carlos Guzmán Bofill**

*General Director, ProMexico, Mexico*

#### **Hans-Joachim Kohlsdorf**

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

#### **Claude Smadja**

*President and Founder, Smadja & Smadja, Switzerland*

### **Moderator:**

#### **Luiz Carlos Ferezin**

*General Director, Accenture, Mexico*

*There are a lot of Mexicos that need to converge in order for it to become a powerhouse. The country doesn't just export oil anymore, now it sells medium and high technology, and it is linked to the US through NAFTA. The good news has to be widely relayed in order to create an attitude of "Yes, I can" and to offer an appealing image for foreign investment.*

**M**oderator **Luiz Ferezin** began the panel's discussion with a few starter questions, among them how to keep Mexico competitive, what steps must be taken quickly, and how to attract private investment to the country. He also brought up a few hot topics such as the position Mexico should take towards China as well as the different challenges and advantages the most southern country of North America has. Before ceding the floor to the panelists, Ferezin pointed out that Mexico is a country with great human resources, which are full of talented and innovative individuals able to produce high end technology. For the session's moderator this is a prime advantage that neither business leaders nor politicians should forget.



*Luiz Carlos Ferezin*

First up, it was **Carlos Guzman's** turn and it was he who set the session's course by stating that "[Mexico is] in the right place at the right time." Guzman highlighted Mexico's progress in the last 25 years and assured that the country's macroeconomic indicators had never been better. However, Guzman also acknowledged that Mexico is living trying times especially regarding security and social welfare. The panelist spoke of the need to reform the manufacturing scheme by transferring places of production, doing business in other countries different from the US, as well as producing more value added products. He stressed that all this must be done while keeping in mind the implications that being next to the world's biggest economy brings and with which Mexico has a very important treaty: NAFTA.

Soon thereafter, Guzman referred to the famous BRICK concept's proponent, **Jim O'Neil**. According to O'Neil, Mexico is one of the eight so-called golden economies, that is, one of the eight best economies to invest in due to its expected growth. According to Guzman, these predicted golden economies stem from information in a study carried out by Harvard University which considered many quantifiable variables that measured the investment attractiveness of 150 countries and in which Mexico ranked 20th.



*Hans-Joachim Kohlsdorf*

Among the variables considered, the study included many on barriers to trade such as governmental red tape as well as corruption indexes and security indicators. Along with other factors, one of the reasons why Mexico ranked so well was that it currently reconfigured its exportation scheme due to the fact that it no longer only exports petroleum, but also sells mid and high level technology abroad. After giving a short historical overview that emphasized how much Mexico has changed for the better in the last 30 years both in the economic and political arena, the panelist explained that Mexico had already undergone the necessary changes other countries had postponed. "[Change] is no day in the park..." he said... "[but] we've already changed and we're half way there ... [however] this change has to go hand in hand with democracy." For Guzman, this edge put Mexico in an advantageous position, ahead of the curb, but is conditioned to how well the country uses its present advantages.



*Carlos Guzmán Bofill*

The speaker who took the microphone next referenced the session title and spoke about Mexico's window of opportunity. Businessman and summit organizer **Claude Smadja** stated that for him, Mexico has many exploitable advantages and that, if managed and used correctly, there will come a time when these can be used to speed up the country's growth. He went on to talk about other emerging powers around the world and especially about China. He reminisced about few particularly trying years when Chinese labor was cheaper than Mexican labor and how some felt the Chinese had taken Mexican jobs. However, Smadja pointed out that due to rising living standards, Chinese labor was now no cheaper than that of Mexico. Moreover, for him, it was time to start competing on other fronts. The current trend in manufacturing, Smadja elaborated, shied away from labor intensive activities and focused on high capital, high technology activities. Smadja's verdict for China was that the great eastern giant is on the verge of reducing its long and cumbersome supply chains; all this, Smadja stated, means new opportunities for Mexico which can position itself into these upcoming vacuums and profit from China's ever transforming industrial and economic landscape. The Swiss panelist assured that "...there is a new geography of wealth that is being driven by the small and fast transnationals...and all that is happening now."

**Hans-Joachim Kohlsdorf**, focused on the issue of marketing Mexico abroad. He began by posing the very relevant question of how to sell Mexico outside of the country. The answer he came up with and shared was that the idea of a sound Mexico to invest in can only be sold on the condition that good news is valued and recognized by the business community, all levels of government as well as the media and civil society. For Kohlsdorf an important thing that needs to happen is the greater prevalence of news that can be shown abroad to market the country both within the country and in others nations. For the panelist this type of news is paramount to creating a can-do attitude at all levels within the country as well as for attracting business from abroad. Two examples of encouraging information that have shown Mexico in a positive light are firstly Mexican private schools that have divulged information about ranking sides with the best educational sectors in the world, as well as information on the advances the Mexican agro-industry has had in the last few years as compared to the same sector in other countries.



*Jared Bernstein*

Third up, panelist **Jared Berstein** from the US touched on an important subject: the sometimes sweet, sometimes sour relation that Mexico has to the US and how the latter must take advantage of it. Berstein mentioned the importance of NAFTA and encouraged Mexico to aim higher up in the value chain by manufacturing capital and technology intensive products. Keen on offering the Mexican business community sound advice to better take advantage of current opportunities, Berstein went on to reference a well-known self-help book and based on its premise laid out “the seven good habits of the globalized business person” which according to the panelist are:

1. Good synergy between the public and private sectors: that is, shared responsibility of both communities in order to get things done quickly and efficiently.
2. Improve infrastructure: invest in improving services. These are important to making countries more attractive as investment opportunities.
3. Minding debt; both internal and external
4. Minding domestic markets; that is, recognizing the population’s demands
5. Looking outwards; recognizing external markets and their potential
6. Making sure that the benefits of globalization are felt everywhere: that is, to ensure that no one feels left out of the Bonanza least we risk social turmoil
7. Minding the service sector; that is, keeping in mind lower value sectors such as police departments, hospitals and many others

To close up, Berstein urged Mexican businessmen to get out of their comfort zone and stay ahead of the game.

Among the issues brought up in the Q&A session was Mexico’s current reform to labor laws. The speakers unanimously agreed that said reform improved the countries competitiveness abroad although Guzman acknowledged it was seen as a problem by certain industrial sectors. Another important issue that came up was the importance of giving Mexico good a reputation and thus brings investors in. Smadja in fact suggested that newspapers run permanent sections on Mexico’s achievements and thus spread good news through media that usually highlights the country’s most negative aspects.

In conclusion, it was established that in Mexico many opposing interests exist and that these interests must converge in order to improve everyone’s lives. Furthermore, the panelists agreed that the Mexican labor reform is the first baby step in a process intended to make the country more attractive to foreign investment and that although said reform seems like a problem for certain sectors of the economy, they are not for the most advanced sectors of the economy. The relationship with the US is another fundamental topic that Berstein highlighted and which must be minded, especially in terms of security and not necessarily in terms of productivity; finally, all speakers agreed that the stars are aligning for Mexico and that the country will surely become a world power if it remembers that in the journey to greatness is a marathon and not a sprint.

## PRIORITIES FOR THE NEXT 100 DAYS

**Speaker::**

**Jorge Chabat**

*Profesor e Investigador, Centro de Investigación y Docencias Económicas (CIDE), México*

**Alfonso Zárate Flores**

*Director, Grupo Consultor Interdisciplinario, Mexico*

**Moderated by:**

**Rossana Fuentes Berain**

*Editorial Director, Expansion, Mexico*



*P*resident-elect Enrique Peña Nieto must forget the promises and make way for real pledges that solely depend on him, in terms of education, security and the fight against corruption; changes must be accompanied by a pact of unity and supported by a good selection of his cabinet members, capable of regaining the people's confidence in the government.

It is now generally accepted that the first one hundred days of a new administration entering the government are crucial for defining the course and setting the tone for the rest of the term. Deciding this trajectory was the theme of this session. **Rossana Fuentes Berain** explained the audience that the session would be an interaction between them and the panelists, and those present would have the opportunity to suggest what concrete actions the administration of the recently elected president, Enrique Peña Nieto, should take in its first days.

**Jorge Chabat** and **Alfonso Zárate Flores** both agreed that Peña Nieto faces great challenges upon assuming power in December and that he must plan how to help the country recover and also get the citizens' trust back. At the same time, he must strive to obtain the support he needs to do so, both from society and those involved in the politics field in general.

Right after, Fuentes explained the mechanics of the session to the audience: each table would have around 20 minutes to work as a team and propose specific actions for the first one hundred days of the six-year administration; those proposals would be then uploaded to 'Spot Me'. The audience would then have the opportunity to vote for which ideas should be prioritized.



Rossana Fuentes Berain

Then, the moderator ceded the floor to Zárte and Chabat for them to express which, from their own point of view, were the three most important actions that Peña Nieto should take during the first 100 days of his office in order to have a good start. Zárte mentioned the need of a well selected work team, for it is important to recognize the people who are adequate for each post; governmental re-organization, which would allow the administration to adapt to the requirements that the new president needs; and an inaugural address which offered concrete solutions and achievable promises.

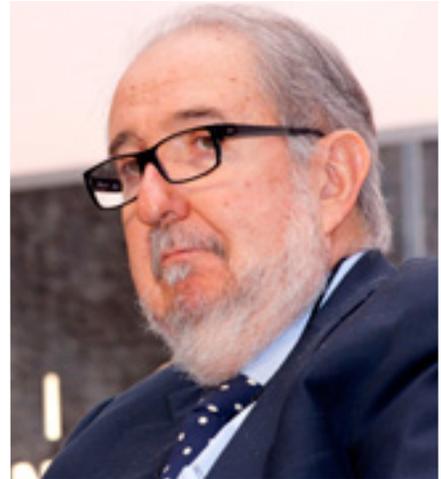
Chabat also focused on the need to provide real solutions and emphasized that implementing these solutions should depend on the President himself, and not on the actions of others, for this would be an obstacle for progress in general terms. Generating employment through investment and education reform were the other topics he would like to see dealt with. Finally, there needs to be a review of the whole educational system, for it requires more attention in order to improve the country's academic quality.

Later on, the session's dynamic took place. Time was given to the audience for working as teams and come up with a specific idea as the main priority of Peña Nieto's incoming administration during the first 100 days.

When the time was up, the forum was open for the audience's participation. Each and every team took the microphone and exposed some of the main proposals they had come up with, including:

1. The integration of a good work team, which should include highly qualified personnel.
2. And Opening speech in which commitments, not promises, are made; one which is full of conviction and involves the youth, women, and business people of the country.
3. A pact of unity, to recover the Mexicans' trust.
4. The issue of education itself. There needs to be an intellectual plan which allows for the development of an educated Mexico.
5. A specialized, qualified cabinet, mainly in the area of education. It is necessary to appoint not only a Secretary, but a whole strong, specialized team.
6. The issue of security, and an integral program which includes topics such as prevention, welfare, and society's peace. A program whose aim is to end the violence and insecurity within the country.

When the open participation ended, the voting through Spot Me took place. Each table had Access to the system and provided their ideas regarding the priorities for Peña Nieto to take into account. From this participation came up four main topics with the highest percentages:



*Jorge Chabat*

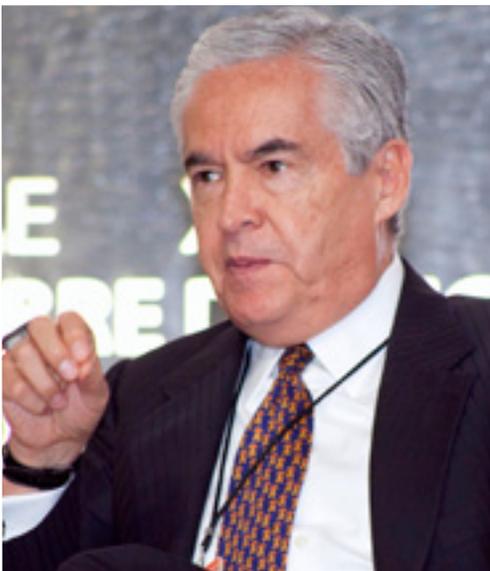
- 1) Improving education, 30.4%
- 2) A plan to fight corruption, 19.6%
- 3) Security, 19.6%
- 4) Energetic reform, 13%

Apart from the aforementioned topics, with a lower percentage, came up the issues of internal market, the pact of unity, the fiscal reform, and the country's long term projects.

The audience had the chance to comment on these results. They considered that fighting corruption would allow the opening of more companies and thus increase the country's labor force. Likewise, it is important to take industrial or entrepreneurial politics, so qualified people can have a job in which they can use their knowledge, abilities and capabilities. Another comment from the audience focused on the need to consider a strategic combat against the insecurity which right now permeates the whole country.

Fuentes then asked the speakers to conclude by adding a brief comment. Zárate said that Peña Nieto should use the communication channels he had now been using for a while, like television, radio and newspaper, to communicate civic and democratic values. On the other hand, Chabat stressed out that "the country is affirmed by people", who need to be educated regarding the meaning of democracy and the rule of law. Furthermore, jobs must be created, but at the same time, people need to be trained, and human capital with ideal skills should rise.

At the end, representing the State of Queretaro's educational institutions, a young man briefly addressed the audience. He said it is imperative to narrow the links between the public and private sectors in order to strengthen the quality of the human capital and the educational investment in the country. On the other hand, he emphasized the importance of promoting an orderly demographic growth. Also, he added that it is necessary to acknowledge the joint participation of the state, society, companies, and civil society, which is vital to the correct development and growth of Mexico not only on the short term, but also on the long one.



*Alfonso Zárate Flores*

## HOW MEXICO CAN SHAPE ITS FUTURE

**Keynote Speaker:****Enrique Krauze***Historian, Essayist and Publisher, Mexico***Moderator:****Miguel Alemán Velasco**

President, “México Cumbre de Negocios”, México



*If the good news don't make the headlines, they should at least be in our hearts. We have democracy, freedom of expression and an institutional system; there are free elections and alternation in the government, and yet what stands out is corruption, scandals and insecurity...*

*We can no longer be a society indifferent to acute inequalities and mediocre growth, nor can we remain indifferent to the complicity between public authorities and drug traffickers. We must learn that being a good Mexican is to learn to tolerate and listen to the opinion that differs from ours.*

*We have to regain peace and tidy up and set order in our house. Mexico's time has come.*

The closing ceremony featured a speech by **Enrique Krauze**, who succinctly highlighted both Mexico's successes over recent years, as well as the challenges it currently faces. As **Miguel Alemán Velasco** pointed out in his final comment, Krauze, in a compact and compelling presentation, successfully provided an extraordinary lesson from over 80 years of Mexican history in which he underlined the important advances made as well as the major challenges for its future. Mexico needs to learn to listen in order to be able to be tolerant and to debate.

Krauze began by stressing Mexico's achievements; while the country often makes front-page news, and always in the form of negative stories, it has many sources of pride and success that are ignored by the media. Not long ago the focus was on corruption, and now it is on crime: "We haven't received enough credit and, worst of all, we don't give ourselves enough credit" for our accomplishments.

These great advances include the transition to democracy after centuries of living under authoritarian regimes. This transition, which took 30 years, was completed smoothly and peacefully. Today, Mexico enjoys authentic division of power, political pluralism and freedom of opinion with an independent, citizen-run electoral body: the IFE [Federal Electoral Institute]. In the last elections, 50 million Mexicans voted and three million participated in overseeing the electoral system. Additionally, we are witness to the change of power to another political party, which is a sign of democracy.

Another positive aspect of recent Mexican history is the way the country has negotiated the various social, political and economic crises it has undergone, beginning with that of 1968. Mexico came out of each crisis without any revolutions, wars or disintegration, and formed high quality public officers at an international level. He even asserted that today, Mexico could give advice to the European countries in crisis on how to deal with their current economic situation. In addition, the economic environment enjoys significant macroeconomic stability with large reserves and low inflation rates. Likewise, Mexico's political environment is stable in a way that is unprecedented in Latin America as it has had 78 years of institutional continuity since 1934, with a new president taking power on December 1st every six years.

In terms of Mexico's problems, Krauze puts forth three primary issues: crime and insecurity; lack of economic growth; and poverty. The most pressing of these three is the first, regarding crime and insecurity, which worries the country as a whole. It has not only resulted in regions of the country turning violent, but it has also stolen peace from the consciousness of the Mexican population.

Given that drug-trafficking represents an extremely complex issue that dates back to the 1970s and 80s due to the public powers' complicity with criminals, and that it is an issue exacerbated by Mexico's closeness to the U.S. (the largest drug consumer market), Krauze proposes various strategies to combat it. However, none of these strategies will bring an immediate solution: any solution will take time. We cannot expect miracles, but there are several solid areas we need to work on in order to combat the problem; we need a modern police force; to stop money laundering; a better legal system; safer prisons; and national consensus against crime.

An essential part of this strategy is also making a radical change in Mexico's diplomacy toward the U.S. For many decades, Mexico was marked by a high quality and imaginative diplomatic service. It must aim for greater dignity in its relationship with the U.S. It must regain this great diplomatic tradition, above all now as Obama is about to begin his second term, "it cannot be that their addictions produce our deaths." In the face of the strongest political power in the world, Mexico must have the strongest lobbying power. It must exert a more aggressive diplomacy, with a greater presence. This duty falls not only on diplomats, but also on society and public figures. Likewise, Mexico must accept help in order to resolve this huge problem in a democratic way.



*Enrique Krauze*

This strategy must be accompanied by economic growth, specifically focused on the microeconomic environment, which has been left behind because of the emphasis on the macro-economy to date. By strengthening its microeconomics, Mexico can empower family economies, and, of particular importance, those of women. Big reforms are not the only thing that will revolutionize the labor market; Mexico is a country of small businessmen which the bank must support with new financing schemes.

To achieve this goal, the country needs to design and pass structural reforms in terms of labor, financing, energy and monopolies. This represents a significant area of opportunity for the new government in both the legislative and executive branches. The PAN tried to carry out these reforms, but did not succeed due to its own faults, as well as obstacles presented by the opposition. Krauze also stated that although history demonstrates that the best proposal reform would have to come from the left--in Brazil, three reformist leaders from the modern left achieved significant changes; in Spain, the big reforms were carried out by the PSOE (Spanish Socialist Workers Party, acronym in Spanish)--in Mexico, a left power capable of driving these changes has not arisen.

“The new government has less time than it thinks to demonstrate solidity and leadership. In politics the clock runs fast and its only god is chance. Opportunities exist in short intervals of time.”

Returning to the topic of diplomacy, Mexico needs to focus its efforts on having a greater presence in Latin America, since Cuba will soon be making an inevitable yet uncertain transition. This change brings the possible of a smooth opening that could also be extended to Venezuela. It is imperative that Mexico be seated at the “big table” in order to direct the change in the Caribbean and reclaim its protagonist role as a leader in the region, reinforcing its diplomatic tradition.

Together with the efforts made by the government, it is important to include other actors that make up an essential part of how the country operates, such as mass communication media, businesses, the Catholic Church and Civil Society, so that government actions will be supported and promoted.

Mass communication media must rise to the social mission that they have as bodies licensed by the government, complying with the demand for transparency in its agreements with the public power. The media must be critical of the government, but it also has the obligation to self-evaluate its actions.

The role of businessmen, on the other hand, is to serve as the example of Mexico’s competitiveness and to demonstrate confidence in the country. It is important to foster entrepreneurship and Corporate Social Responsibility. The Church, meanwhile, must use its influence to instill values in the context of the modern society.

More important than all of these individual roles, however, is that of the Mexican civil society as a whole. Krauze stressed the need for civil society to participate in public life and establish a democratic culture. He explained, “Mexico has conquered democracy,” putting the external structure in place, but it does not yet know how to navigate it as a society.

Mexicans need to “learn to listen to each other, dialogue, debate, reason, support, and change their opinion.” In this way, the country will go from being one that is loved, to one that is tolerant and respected.

To close the tenth session of the Mexico Business Summit, its president, Alemán, as well as Governor Calzada and the President of CANACINTRA, gave their thanks and congratulations to all the employees and participants.

Governor Calzada highlighted the importance of having not only federal responsibility, but also individual responsibility, as well as that of establishing unity among all the pieces that give Mexico life, and thereby we can attain a more successful and developed country. He pointed out that the years ahead are years of opportunities; Mexico has a great future and great prospects, so it should believe in its national potential and build the foundations for a developed Mexico.

They all agreed that the event was marked by great professionalism, productive discussions and analysis, and innovative ideas, successfully serving to “plant the seed of optimism” in those present. They demonstrated optimism for the future that awaits Mexico and encouraged those present to work in their area to create a better Mexico.



*Enrique Krauze*



*Enrique Krauze  
Miguel Alemán Velasco*

## CLOSING AND FINAL THOUGHTS

## Closing and final thoughts



*Alfonso García Cacho  
Miguel Alemán Velasco  
José Calzada Roviroso  
Yael Smadja  
Óscar Peralta Casares*

**U**nder the theme line of Energies for developing Mexico, the tenth **Mexico Business Summit** concluded in 2012 with proposals that will be able to drive the country towards more competitive stages in the global economic scene. It is worthwhile mentioning that this tenth edition recorded the longest and most attended conference day since its creation in 2003.

During the closing ceremony, **Oscar Peralta Casares**, President of Canacindra Queretaro, expressed his gratitude to the participants because of their unparalleled professionalism and dedication. “Let me also thank Miguel Alemán for allowing us to each time learn more and more from you; thanks also to the governor of Queretaro for his leadership”, and he finished by specifying that “**Mexico Business Summit** wouldn’t be the same without you. This is the most important business-enhancing event in Mexico and in Latin America”.

Immediately after, **Miguel Alemán Velasco**, Chairman of Mexico **Business Summit** thanked the governor of the state of Queretaro, **José Calzada Roviroso**, for his hospitality. He also thanked the close to 840 participants, among which there were men and women who have played leading roles in politics, business and academia, as well as being known for their contribution to the success of this forum, considered to be the most relevant one in Latin America.

Among his final thoughts, Miguel Alemán highlighted the fact that the topics dealt with great quality and clarity contribute in shaping the new proposals that Mexico needs. He also congratulated the young students, businessmen and politicians for their participation in the Forum for future leaders, acknowledging the fact that they should always represent society’s fresh and critic voice.

In turn, the governor of the State of Queretaro, **José Calzada Rovirosa**, highlighted and praised the extraordinary level of the speakers, who were able to set specific goals in the national agenda that are the basis for carrying out the reforms the country requires to boost its development.

Finally, the governor closed the 10th edition of **Mexico Business Summit**, by stressing the fact that we are regaining the germ of optimism and the trust that we should all have in our country.

He thanked the confidence shown by Miguel Aleman to celebrate this Summit, and he anticipated the dates for the eleventh edition: October 20 - 22 2013, stating that it will be up to all the members of the Organizing Committee to choose the venue, not without previously proposing Queretaro as the host city.

One of the highlights of the summit came with the participation of President-elect **Enrique Peña Nieto**, who honored the event by revealing the five main axis on which he will focus his six years in office, starting December 1.

1. More public safety
2. Reduction of poverty levels
3. Sustained economic growth
4. Revision of the education system
5. Recovery of Mexico's leadership in the world



*Miguel Alemán Velasco*

These objectives, pointed out the President-elect, will be reached with a government that acts with efficacy, turning policies into actions, and generating structural reforms in terms of energy resources, tax collection, social wellbeing and labor reform.

He reassured the attendees that: "... I am convinced that Mexico is a country with enormous potential and that the first thing that we Mexicans have to do is to learn to acknowledge and appreciate the potential it has...; optimism and commitment are two aspects that should drive the attitude of Mexicans", and at the end of his speech he called upon them: "Let's be a part of the energies for a developed Mexico".

The summit also counted on the valuable participation of the president of Costa Rica, **Laura Chinchilla**, who stressed the unity and cooperation of her country and Mexico, a relationship that she described as prosperous and cooperative, and she called on all Latin America to gain commitment and responsibility in order to face today's challenges.

Numerous and valuable ideas were the results of the participation of distinguished personalities from the business, political, academic, economic and public sectors attending the more than 37 programmed discussions.

Among the *Energies for developing Mexico*, the topic of **education** was emphasized, concluding that the current model is deficient, acknowledging the urgent need to establish a quality educational system that provides teachers with the right tools to face the onslaught of ever-changing technology.

In terms of **trade**, the need to broaden the horizons of the goods exchanged was raised, instead of only working based on the North American Free Trade Agreement. The quest for new horizons in Europe or Asia demands more competitiveness, which is why it is essential to have a genuine **industrial policy** that allows for flexibility and an increase in investment.

When addressing the **global economy**, it was concluded that Mexico is experiencing stability in the midst of a financial and economic crisis that is hitting developed countries such as the US and the countries of the European Union. This situation represents an opportunity for Mexico to grow more than ever, a momentum that cannot be wasted, where relationships with emerging countries must be strengthened. Now is the time to stand out in a complicated world setting.

But the challenges are inevitably linked to the **domestic market**, which is furthered by a middle-class who should be growing by generating jobs, eliminating oligopolies and establishing a **fiscal reform** that formalizes employment. The government has to generate more opportunities for small businesses and retailers.

Lastly, the **energy** issue was very controversial, among other things because it was said that Pemex is being treated as a “minor, without the freedom to decide how to apply its budget and where to spend the profits it makes”. The urgency strives in Mexico having to find its own model and establish clear rules to build a new energy policy.



*Oscar Peralta Casares*

The closing ceremony of the Tenth edition of the **Mexico Business Summit** was led by historian and essayist **Enrique Krauze**, who expressed the following thought: “What does it mean to be a good Mexican?, ... To be a good Mexican means to learn to tolerate and listen to the opinion that differs from ours. We have to regain peace and tidy up and set order in our house. We have to be able to grow without wasting our resources and avoiding white elephants, with both our feet firmly on the ground. As a matter of urgency we have to tend to the immense downfalls and shortcomings of poverty, but above all, we have to build a culture of civility in which the respect of life is and remains, forever, the sacred compass for Mexicans. I hope this happens, I hope this really is Mexico’s time”.

It is time to generate *the Energies for developing Mexico*.



*Miguel Alemán Velasco  
José Calzada Rovirosa  
Óscar Peralta Casares*

# SIGN UP SESSIONS

**SIGN UP SESSIONS**

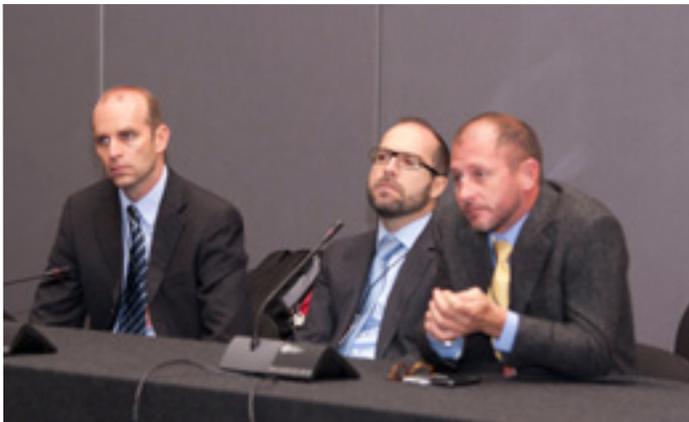
**Paul Saffo**

*Futurist; Managing Director,  
Foresight, Discern Analytics, USA*



**The “Curiosity” and Mars exploration**  
**Rafael Navarro González**

*Researcher, Nuclear Sciences Institute, UNAM and Co-Researcher, Sample Analysis at Mars Instrument Suite (SAM) for the NASA, Mexico*



**SIGN UP SESSIONS**

**George Friedman**

*Founder & CEO, Stratfor Global Intelligence, USA*





MEXICO FUTURE GROUP

# Special Program for the Mexico Future Group

10th Edition

Mexico Business Summit

Querétaro, 10-11 November 2012

Doña Urraca Hotel & Spa

Special Program for the Mexico Future Group, 10–11 November 2012

*Final program*

<p><b>Saturday November 10</b>  <b>Doña Urraca, Hotel &amp; Spa</b>  <b>5 de Mayo No. 117, Centro Histórico, CP 76000, Santiago de Querétaro, Qro.</b></p>	
17:30 onwards	Participant registration
18:15 – 18:30	Welcoming remarks <b>The new entrepreneurs that Mexico needs</b>
18:30 – 20:00	Session1 <b>Coming (very) soon: Let me tell you what will change our lives and our world</b> <ul style="list-style-type: none"> <li>• Paul Saffo, Futurist; Managing Director, Foresight, Discern Analytics, EUA</li> </ul>
20:00 – 22:30	Meet, and fun  Participants are invited to relax and meet one another
<p><b>Sunday November 11</b>  <b>Doña Urraca, Hotel &amp; Spa</b>  <b>5 de Mayo No. 117, Centro Histórico, CP 76000, Santiago de Querétaro, Qro.</b></p>	
9:30 – 10:30	Session 2 <b>The revenge of geography</b> <ul style="list-style-type: none"> <li>• Robert Kaplan, Chief Geopolitical Analyst, Stratfor, USA</li> </ul>
11:00 – 12:00	Session 3 <b>My golden rules when investing</b> <ul style="list-style-type: none"> <li>• Ronnie Chan, Chairman, Hang Lung Properties, Hong Kong</li> </ul>
12:30 – 13:30	Session 4 <b>Family Businesses: Sustainability beyond success</b> <ul style="list-style-type: none"> <li>• Nicolas Mariscal Servitje, CEO, Grupo Marhnos, México</li> </ul>
13:30 – 14:30	Brunch
15:30 - onwards0	Participant Registration at the Congress Center

## Special Program for the Mexico Future Group

**F**or two consecutive years now, the ***Mexico Business Summit*** has opened a space for young people, with the purpose of offering them experiences and references of present and future challenges they will be facing in a country committed to globalization and the complexities this entails.

Bearer of hope for the future, young students, businessmen and politicians carry the strength to be able to trade social fracture and violence for a prosperous and generous nation far away from hatred. Well aware of their potential, this Summit opened the agenda for two days so that quality speakers such as Ronnie Chan, Nicolás Mariscal Servitje, Robert Kaplan and Paul Saffo shared their vision about success, investments and the type of changes that could have a positive impact on Mexican society.

This space designed for young people focused on exploring new horizons through earnest discussions and serious analysis, and strived to create a new culture: productive, competitive and innovative.

This forum was inspired by the firm resolve of Miguel Alemán Velasco:

“I want Mexico to be a place where young people build their dream and adults help them make it come true”.

COMING (VERY) SOON: LET ME TELL YOU  
WHAT WILL CHANGE OUR LIVES  
AND OUR WORLD

**Speaker:**

**Paul Saffo**

*Futurist; Managing Director, Foresight, Discern Analytics, USA*



*Basic education in Mexico is low quality and must be replaced by one that allows young people to be capable of creating their own businesses. To build innovators requires a platform of teachers that distances itself from traditional models, but also a political agenda that teaches ethics in order to tackle corruption.*

**P**aul Saffo began by stating that “Mexico needs to create a platform for young entrepreneurs that will allow them to think outside the box and broaden their horizons; they need to have a vision to create a network among peers.” This platform would not only provide them with these tools, but would also allow them to establish a dialogue for discussing all topics of common interest. Among those who were present at the first session of Mexico’s Business Summit were young lawyers, government employees, IT experts, economists and entrepreneurs. Saffo examined how the consumer economy ended in 2008, and that we have now shifted to the creator economy. The first, which was fueled by a consumer society in the United States, started after the Second World War, taking the place of the industrial economy. The fundamental matter of the consumer economy was to answer the question: How can we create a need? This question, however, was left unanswered. The United States ran out of capital to keep on buying goods that it no longer needed, and in the month of November of 2008, the capacity of this country to keep paying for the advancement of world manufacturing came to an end, bringing with it a collapse of the market. In contrast, the creator economy promotes the participation of the consumer, and this is essential. Such participation is reflected in social media, video games and other businesses that make it easy for people to participate, as consumers are looking to have their own experience with the product. The internet is a platform which has allowed diverse products such as videogames, specifically Warcraft and Call of Duty, to generate 1.3 billion in sales and to generate income for search engines, for instance Google, each time a search is made. These are examples of the creator economy in action, where the participation of the people generates a value.

In Mexico there are very few incubators that work with students to create their own enterprises, there needs to be more catalyzers, because an entrepreneurial spirit will never be the same as entrepreneurial thinking. These are two different things. On the question made by the audience, regarding actions the government must make to create favorable ecology for entrepreneurship, he answered that the government employees need to think like entrepreneurs. There needs to be a strong public-private partnership, they must provide recognition for successful entrepreneurs and create competitions; there must be a priority for the government to see that regulations and bureaucracies don't get in the way of innovation.

Claude Smadja, president and founder of Smadja & Smadja in Switzerland, who was also in attendance, commented that "the educational system has to be restructured, because the problem in Mexico resides in the primary education stage, which is extremely bad. The government should fund primary and secondary education, and let the private sector take care of universities." He added that this is how China and Korea have been able to reach a 96% literacy rate.

Latin America has great possibilities of turning into a region that sustains the world economy, due to the abundant natural resources that it possesses, the large amount of young people that it has, and its great demographic growth. Even its own geography is strategic, but there needs to be an educational system that allows the development of its people. Mexico should look at China to learn from the educational models that it has. In China there exists a great social mobility; this is not the case for Mexico.

Regarding this issue, Saffo commented that Mexico needs to change the paradigm and the role of the professor from "sage at the stage" to "guide by the side." He continued, "the way to break the teacher's union grip on education is through on-line lecture courses", to which an audience member responded, "we give our children a bunch of information but we don't teach them to think about this information." Saffo replied "Mexico needs to make education a part of its political agenda; it requires an ethical education to break the pattern of attractiveness to join the cartels. Unless his happens, there will not be a change."



*Paul Saffo*

Topics on international economics were also discussed including the answer to climate change which is to get off hydrocarbons in the next 30 years and shift to sensible nuclear power. Furthermore, venture capital, which started after World War II, does not have the same effect in the United States, the reason being that it is an aging society, and thus cannot continue to be the leading economy. It is not growing sufficiently nor fast enough.

Regarding Europe and its economic crisis, he thinks the biggest challenge is the social consequences of their struggles, derived from the problem they are facing. As a prime example of this, he mentioned the right wing extremist group called “Golden Dawn”, one of the terrorist groups that are emerging in that continent.

To conclude his talk, he gave the attendees the following take-home points:

- “Pay good attention to myths; never underestimate the power of myths. He mentioned that the secret of Silicon Valley was its myths, and the way they took advantage of them.” He cited as the keys to the success of Silicon Valley: velocity, vision and intuition. He also put as an example the “Gold Rush” of 1848 that was essential to the settlement of the western part of the United States. Regarding this, he said: “Dante Alighieri’s Terrestrial Paradise is the source of some of the most entrepreneurial phrases of all time.”

- “Think about which myths can be revived in Mexico.”
- “I will always prefer brain power over raw materials.” It may seem that countries with great natural resources possess a greater advantage over others, but this is only so if they know how to take advantage of it. However, on occasions this can result in being counterproductive, because resources in abundance sometimes impedes countries from developing technological innovation, a quality that some countries with fewer resources have developed.

- “Don’t copy others; don’t copy what Silicon Valley has done. Steal the best ideas and apply them. I think that Mexico is a little hard on itself on occasions.” He added that Mexico must recognize its high creative capacity and needs to believe more in itself.

- “Find the way to make kids think that anything is possible.” This will drive society to be more entrepreneurial, and to think in a more visionary way towards the future. “The ideas of the new generations do not have to be totally theirs, they can get ideas from others. The important thing here is that they find a way to adapt those ideas to their surroundings, to their reality.” But at the same time, Saffo mentioned that it is important to not over saturate the kids with too much pressure to turn into entrepreneurs. Doing so will only put Mexico under the risk of undergoing what has happened in Japan and Korea, where young people find themselves totally burnt out by the time they reach university.

- “Mexico’s economy needs T-Shaped people. These are people who have broad expertise but are specialized in one thing and do that thing very well.”

- “Be suspicious of those that tell you how something works, find out for yourselves.”

- “Mexico’s opportunity is in technological innovation.”

## THE REVENGE OF GEOGRAPHY

**Speaker:**

**Robert Kaplan**

*Analista en jefe de Geopolítica, Stratfor, EUA*



*“Technology can defeat geography. Technology makes geography more claustrophobic and valuable [...] The more we understand geography, the less surprised we will be in the future”.*

**R**obert Kaplan started his exposition by highlighting the importance of geography in the development of countries. He cited Tunisia as a prime example: The geographic positioning of this country, which is the Arab state closest to Europe, became the detonator of the Arab Spring movement when a vegetable vendor lit himself on fire in December of 2010 in protest for a repressive government, influencing other Arab countries such as Egypt and Libya.

Mexico is the 12th largest and one of the most dynamic economies in the world. It had a growth rate of 3.9% in 2011, according to President Felipe Calderón. Despite this, the use of force has been monopolized by two main criminal groups: the “Zetas” and the Sinaloa Cartel. This has created a problem of governance in Mexico, and the growth of these criminal entities has been made possible due to the fact that Mexico has an enormous amount of mountain ranges, which constrain the country’s development. In other words, Mexico’s geography has been a limitation. He pointed out that the Western and Eastern Sierra Madre are one of the most mountainous places in the world: “If we could flatten out the mountains in Mexico, this country would have the territorial extension of Asia.”

The immigration of Mexicans to the United States has not only increased, but has also been the cause of a doubling of the population in the northern part of Mexico since the 1990’s. These phenomena will not only bring about an immigration reform, but will also create a new configuration by the end of the 21st century. Kaplan pinpointed that “the border between the US and Mexico will most likely disappear.” The media corridor, from Boston to Washington, has always centered its attention more on Europe, the Middle East and China than in Mexico and Latin America. This has causes that are both historical and geographical. But this paradigm is changing, because what happens in Mexico matters more than what is going on in the Middle East or other parts of the world. The future of Mexico will always be linked to the US. Geographic positioning has always affected the domestic policies of any country. Also, the population of Mexico is younger than its northern neighbor’s, and its growing more rapidly. “We are entering a more claustrophobic society, where there is more interaction.

” Mexico, asserted Kaplan, is the only geographical challenge that the United States has.

Mexico has been a dilemma throughout history for the US; the question has always been: What to do with Mexico? But Mexico should ask itself: How can we make ourselves more favorable to the US? For this reason, there are many bilateral issues on the political agenda, for example, illegal immigration and drug trafficking. Both countries have to work together to reduce poverty, and in order to do so, “we need NAFTA to go further.”

Legalization of marijuana in some US states is the beginning stage of developing a more pragmatic relationship between these two nations. This legalization will weaken the drug cartels. In fact, the killing of some of the main cartel figures has been achieved through the cooperation of both governments, and these actions have taken place off the media screen. Nonetheless, the US press has always described Mexico in a negative light, but as the Mexican economy continues to develop, Mexico will gain more leverage and will be seen as less of a problem to the US.

“The key to Mexico’s economic growth lies in its decentralization,” said Kaplan. The more decentralized Mexico is, the more vibrant its institutions will be. The genius of America is in its institutions; the stronger the states are in Mexico, the better the country will be. The challenge of democracies, not only in Mexico but also in Europe, is to generate social welfare. This is not only an economic problem but also a social and political one, for governments need to create new and fair environments.

Regarding Europe, he argued that they are in a disastrous situation due to their economic crisis, for the Eurozone project was very ambitious and it was not able to unite Europe. This division is very visible between the countries of northern Europe, which have always been considered as the rich ones, and the Mediterranean countries, categorized as poor. Amongst these we find Greece, who is one of the biggest “headaches” for the Eurozone. Greece has weak institutions and has never been able to achieve parity with countries such as France, Germany, Holland and Turkey. This last country has an ever growing influence amongst the Balkan states, and this is no coincidence, for its geographical position is strategic. It possesses almost all the water reserves of the Middle East, which has made it very economically competitive. Besides this, it is an ethnically cohesive state, and has a great future as a mid-level power. “The map of 19th century Europe is coming back,” concluded Kaplan.

He also mentioned other regions, such as Asia Pacific, and especially China, of which he said the growth they have experimented in past years cannot be sustained, due to its political structure. He also said that the Pacific and Atlantic oceans would become narrower because everything is more interrelated. The growing economy in China leaves us with a question:

*Democracy’s challenge, not only in Mexico but also in Europe, is to generate social well-being... governments must create new and equal settings”*  
*Robert Kaplan*

With time, will it turn into the world's police, as the US has become? This question is linked to the fact that in the present there is an arms race in the western Pacific, and in 50 years China will have more nuclear submarines than the US. To this, Claude Smadja, president and founder of Smadja & Smadja in Switzerland, declared that "the future of naval war is in the submarines."

This situation has fostered the terror that Japan, Korea, and the Philippines feel for China, because if China becomes weak economically and politically, it is possible that it will turn more aggressive in military terms. But Kaplan says that the future of China is insecure, and he predicts that there will be political and social agitation that will weaken its military growth. He foresees that there will be sustained endemic ethnical uprisings in China if the government falls. Lastly, he added that the Pacific, understood as a naval lake for the US, is coming to an end. Concerning Indonesia, he mentioned that they have terrible infrastructure and its political institutions are very weak. This country has many questions that have not been answered. About North Korea, he said that very soon it will be disintegrated, since it doesn't have stability, and it also does not have good possibilities in this age of information and technology, since it hasn't opened up to the rest of the world.

Geography has played an important role in the development of the culture and economy of the nations, because it enables or limits communications and the relationships between different countries. Furthermore, geography will be an important factor in the future growth and stability of nations such as Russia, China, Korea, Indonesia, Turkey and México, along with other emerging economies.



*Robert Kaplan  
Yaël Smadja*



*Robert Kaplan*

## MY GOLDEN RULES WHEN INVESTING

**Speaker:**

**Ronnie Chan**

Chairman, Hang Lung Properties Limited, Hong Kong



*Joking, he says he is a nobody, but this is Ronnie Chan talking, one of the most successful investors in Asia. Connoisseur of markets, he states that he prefers “writing a check” in the US or China (because they offer more security) before doing so in Mexico, due to the perception in terms of security and the lack of reforms; furthermore, he advises to take advantage of the relationship with China and not to see her as a competitor.*

In the session on the golden rules for investment, speaker **Ronnie Chan**, one of the most successful real-estate entrepreneurs in all of Asia, shared his thought on how to make sound investments in China. Chan has built one of the biggest, most environmentally friendly and state-of-the-art network of malls that exist today in the emerging world power. However, when speaking of Chan, **Claude Smadja**, presenter and summit organizer, made it clear that the man is “...a champion at keeping a low profile.” In an increasingly globalized world, where today's great Eastern power is an economic juggernaut on par with the US, knowing more about the people across the Pacific is a competitive advantage, and in Smadja's words, Chan is the person to talk to “... If you want to know what's happening with China...” An unimposing man, Ronnie Chan echoed his presenter's comments by referring to himself as “...a nobody.” Chan reminisced about his early years as a businessman in Hong Kong, his family values and how his father had taught him about the importance of pulling one's own weight in the world. He quickly got down to business however, and told the story about how a few years back, his brother and him decided to invest globally, but to only concentrate on two countries: the US and China. The reason behind this decision was, firstly, the stability of American currency coupled with the Exponential growth potential of China. Implicit in his words was Chan's first lesson: look both for stability and dynamism when investing. A few moments later, the speaker shared an anecdote on geopolitics and the importance of keeping up to Asia. Chan went on to explain that Hong Kong was a great place to invest because of all the Chinese business that due to the political conditions on the main land, found safe haven there. Indonesia on the other hand, was a good investment opportunity due to the wealth of resources the country has. But, in the 90s the south-eastern Asian country fell into political turmoil. The moral of the story, as interpreted by Chan, is: in a world with changing conditions, geopolitics trumps economics.

Further elaborating on the subject of good investment practices, for Chan, the two big things to keep in mind when doing business in Asia are, first, choosing the right market, country and industry if one has a choice. For him, China was the ideal environment due to his personal experience there and his understanding of the market. Linking his experience to that of the audience's situation, he addressed the young entrepreneurs present by saying "Why would you want to invest in Asia if you have a big emerging market in Mexico? The second thing investors have to keep in mind has to do with a situation he is all too familiar with as a businessman working in China: corruption. The speaker made it clear that a good legal framework and the respect for the rule of law is essential to being able to carry out a business operation sustainable, and without snags, but he also admitted that, "If the pond is too clear there won't be any fish..." In the end, there needs to be a balance that allows business to do innovative things without too much red tape. Another important subject that Chan brought up was the China-Mexico relation. The speaker urged the Mexicans present to reconsider the prevailing view point regarding China: "China is not a competitor..." he insisted, rather, Mexico needs to redefine its relation to the country of the golden stars. Chan went on to say that many financial opportunities exist between the two countries. Mexico should focus on attracting Chinese investment and companies as well as selling Mexican products in a market of over a billion people. Moreover, Chan continued, Mexico and China have a shared potential problem that is the reemergence of the US as a manufacturing power due to the use of robotics. This commonality could serve as point of convergence for both countries to explore mutual interests. Later, in the Q & A session, several relevant topics were brought up. A particularly controversial question was why not invest in Mexico instead of the US and China. Chan candidly answered that, for many investors, it wasn't worth the trouble. He talked about the importance of reforms in key areas of the Mexican legal framework and highlighted that improving the perception of security in the country was paramount to attracting new investment to the country. In his case, he opted to invest in these two countries because, on the one hand, the US is safe politically, monetarily and security-wise, while China was a country he knew best of all.



*Ronnie Chan*

Later on, he was asked about the importance social and environmental investment has in the business context. To answer this question, Chan talked about the interest many in the Chinese regime have in promoting energy saving and ecological trends throughout the country. In his opinion, the Chinese government, and the population in general, is much more concerned about these factor than their counterpart in the west.

*“Why do you want to invest  
in Asia when you have a  
large emerging  
market in Mexico?”  
Ronnie Chan*

The biggest constrain on advancing these progressive measures further across the country was the pressures generated from being an emerging power with a booming economy, but for him it was only a matter of time.

He followed up by saying that -“the [Chinese] government will have [ecological] standards...the trend is there.....I saw this coming.... so might as well do it now... retro fitting is so expensive...”-

A piece of advice he was particularly adamant about was directed to those wanted to know more about the Chinese situation in order to make good investment decisions. Chan strongly suggested that the readers of Western media not make decisions based on what they learn from these sources. “...They don’t understand China...” he said. An example of this came up when a member of the audience mentioned a potential housing bubble disaster that he’d read about. Chan explained that although there are some areas in a China where there is housing being built where no demand exists, there are other places where exactly the opposite happens. -“China is so big big...”- he said; for him, it’s impossible to generalize about the whole country.

Some other useful advice he had for the young businessmen was on the importance of concentrating on one line of business in order to be successful. In his experience, those companies that tried to do too many things, and especially those that did many things they didn’t completely understand, failed in all of them. Those who instead concentrated on a single line of business in which they had experience in, fared well. Applying this to the Chinese conundrum, Chan said that you should only bring business to China if you know the industry. Furthermore, he pointed out, not all industries do well in the land of the great wall due to market barriers, particularities of consumer preference and many other factors that make setting up shop in China a potentially difficult enterprise.

Regarding China in the future, Chan predicts that there will be few changes in Chinese government policy. Based on his perception of mounting social unrest together with the current population’s expectations of higher living standards, Chan predicted hard times for Asia’s red giant. His prescription is reform for the more than 70 year-old one party system, but admits that due to what he perceives is lack of foresight of the political leadership, change will come slowly.

Another dark cloud on the horizon is the increase of hostilities between the US and China. In Chan’s eyes, the US is unnecessarily rocking the boat with recent and provocative actions. He was referring to a current incident in which the US governments backed the Japanese government regarding the Island dispute between China and Japan. In Chan’s view, the US, like Mexico, should recognize China for what it is: the country’s biggest potential market. For Chan it all came down to what he explained in the words of former American President Ronald Reagan, “trust the check.” To conclude an extremely interesting and enlightening talk, Chan gave another, perhaps obvious and comical, but undoubtedly true, piece of advice on investing: the cardinal rule of investing anywhere is “to be lucky.”



*Ronnie Chan  
Claude Smadja*

## FAMILY BUSINESSES: SUSTAINABILITY BEYOND SUCCESS

**Orador:**

**Nicolás Mariscal Servitje**

*Director General, Grupo Marinos, México*



*Managing a family business is not an activity “suitable for all”, states Nicolás Mariscal Sertvitje, after emphasizing that delegating responsibilities implies hiring quality professionals and being aware that not all decisions must be made by the family. Values, communication and flexibility are the keys to success.*

Mariscal focuses on the advantages and challenges of running a family business. His aim was to cover three primary questions: Is working in a family business the right alternative for me? What do you have to do in order to have a successful family business? And, how do I take charge in my family business? In his succinct presentation, Mariscal began by giving an overview of his company, which was established five generations ago. He highlighted that in the second generation, the company began to look at how art and science —two opposite concepts— could coexist. Likewise, he emphasized the success of having architects and engineers working together. In the 1970's, the company began to shift toward more of a development company as opposed to simply construction, and in the last decade, Mariscal has brought a finance-focused approach to the company.

From a personal point of view, Mariscal shares that he first worked in Wal-Mart, followed by Wall Street, before joining the family business. He asserts that this experience in other industries and with a non-relative boss was key for his professional growth and success. In 2007, he and his cousin took over the family business, forming a new board of directors and establishing a joint-CEO structure. Mariscal identifies running a family business as “not for everyone;” it involves many challenges, but also offers great opportunities and is a source of significant legacy and pride.

Mariscal quickly opened the session up to questions, which resulted in discussion of several significant topics relating to the intricacies of running a family business. First, he touched on the general challenges to making change within the company. For instance, in his case, his father swore that the company would never go public. Today, however, it is indeed partly public, though it took a lot of time and work, particularly to transform mindsets. Change is difficult and

slow, but the important thing, he emphasized, is to have open discussions among managers and shareholders. He goes on to explain that change is slower than if you had your own business, but it creates value in the long-term. On the other hand, as a family business, it is much more flexible, with greater openness to expanding into new markets and industries, and it does so more quickly than large corporations. He continues, while some may see changes in focus as inefficiency, his company has project development as a uniting factor across its work. As the industry changes so often, this type of flexibility is key.

Mariscal addressed as well the issue of attracting quality professionals to a family business, where growth opportunities might be seen as limited. He explains that he has managed to confront this problem by adjusting the company payment structure so that salaries fall within the industry standards, exclaiming that when he began with the family business, his salary was lower than his starting salary in Wal-Mart.

He also plans to implement a stock option program for higher management to further attract high-quality professionals. On a similar note, Mariscal emphasizes the advantages of having a mix of professionals—both executives and entrepreneurs—and well-trained family members for ideal performance. The key, he explains, is to clearly establish each individual's role and responsibilities based on the strengths of each. Furthermore, family member employees need to recognize that they will not make all of the decisions. He again encourages the idea that family members should gain experience outside the family business.

Mariscal also touches on opportunities for growth both in Mexico and abroad. Mexico is becoming more and more of a land of opportunity. Furthermore, as at first opportunities for industrial projects were focused on top-tier projects, there are now growing prospects at the second and third-tier levels. Mariscal's company, which has grown three-fold since he took over five years ago, is already working in Guatemala and exploring other possibilities in Central America. Over the next 5-7 years, he aims to expand further into the Latin American region (particularly Colombia) and hopefully into the U.S. market as well. He states that he believes that the opportunity to work in the southern U.S. will arise as the infrastructure there is getting old and will soon need rebuilding. When asked about possible expansion into Africa or Asia, Mariscal explains that he considers it more important to have a very strong center, keeping his company's projects in the Americas, for now. However, working overseas may be an option further in the future.

For early-stage family businesses, Mariscal highlights the role that development banks can play in providing partial financing and mitigating some of the risks. Additionally, NGOs can help support smaller businesses. In order to ensure success across generations, Mariscal identifies the importance of instituting a clear transfer of ownership and solid company governance, particularly to support financing. All in all, Mariscal says, we need to start fostering entrepreneurial spirit from a young age to support the growth and success of family businesses.

*To walk the talk and always do what you say you'll do is associated with non-corruption".*  
*Nicolás Mariscal Servitje*

Mariscal addressed several concerns regarding the power structure of a family-owned company. First, he was asked if he would ever give the board the power to remove or appoint a CEO. He explains that as the company advances, that may be necessary. It is not yet, but he believes he will be open to it when the time comes. When he and his cousin took over the company, they made it conditional upon the forming of a new board of directors, as the former group had been in place for a very long time. They worked with Mariscal's father and uncle, as well as the former board leader, to figure out how to make an improved and more autonomous board. They ensured diversity of age and gender, and today, a new person is added every three to five years to ensure new ideas.

To avoid power issues, he explains his commitment to establishing open communication and reliable relationships with his partner, the managers, shareholders and board. As part of this effort, the company is engaged in a coaching program for effective and trusting communication. It has opened them to new practices and taught them to deal with different styles of communication. Currently, the two CEOs hold open discussions after meetings, receive suggestions for improvement from every area of the business, and meet for feedback every 15 days. Through the various communication structures now in place, a consensus is always reached. Finally, on the topic of selling the company, Mariscal exclaims that his grandfather would rise from the grave if they ever sold the company. "It's a heavy burden," he explains, and it would be different if the business were solely his, but he sees a higher value in keeping it in the family and maintaining the long-term legacy.

The next point on this topic questioned to what extent company policies are in writing. The company has family guidelines written and signed, including a hiring and firing policy, and a dividend policy. Then within the business, there are written guidelines and procedures for the board. However, the management and decision-making process is fairly new and so still needs to be put in writing.



*Nicolás Mariscal Serviñe*

These written guidelines, though, include the company values, which serve as pillars and guide all decisions: integrity, commitment, discipline and leadership. He expands on what each of these means: 1) Integrity means “you walk the talk” and always do what you say you will do. It relates to non-corruption, transparency and honesty. “It doesn’t mean we don’t make mistakes, but we are always trying to do what is right.” 2) Commitment means that the company employees are always there passionately and aggressively engaging in its goals. 3) Discipline is the area the company has most struggled with, but it is trying to increase its strength as an institution, establish firm procedures and manage by objectives. This effort involves a monthly review meeting to examine key performance indicators and project execution. 4) Leadership involves ensuring a strong management team. For this, the CEOs routinely hold sessions with the team to make sure the two parties have a good working relationship. Through this process, they get to know each other and develop an appreciation for each other. The resulting compassion in the relationship is very helpful when in difficult situations. It is what “makes the difference,” according to Mariscal. The family guidelines include the additional values of harmony, trust pride and legacy. Overall, Mariscal’s talk provided an important opportunity for young entrepreneurs to learn about the possibilities for engaging in and contributing to the growth of family-owned companies.



*Nicolás Mariscal Servitje*

# ANNEXES

# MEDIA PRESENCE

MÉXICO, D.F., LUNES 12 DE NOVIEMBRE DE 2012



# El Sol de México

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## En riesgo la estabilidad institucional en América Latina: Laura Chinchilla

- Un convoy de violencia y corrupción amenaza la región, afirmó la presidenta de Costa Rica, al participar en la Cumbre de Negocios
- El precipicio fiscal en Estados Unidos puede arrastrar al mundo, asegura Guillermo Ortiz Martínez
- Nuestro país crecerá cerca de 4 por ciento este año, dice Bruno Ferrari
- La agenda entre México y EU no se reduce a narcotráfico e inseguridad: Arturo Sarukhán
- La reelección de Obama dará continuidad a la cooperación sin precedentes en temas fronterizos y de combate al crimen organizado, sostiene Wayne

**LA PRESIDENTA** de Costa Rica, Laura Chinchilla, participó en la décima edición de la Cumbre de Negocios, donde afirmó que una gran parte del mundo sigue intentando recuperarse de las secuelas de la crisis de 2008. Hoy participará en el mismo foro el Presidente electo de México, Enrique Peña Nieto.

DIARIO DE QUERÉTARO, CRÓNICA DE MIGUEL BEYERBAZO

MÉXICO, D.F., LUNES 12 DE NOVIEMBRE DE 2012

**El Sol de México**  
**3A NACIONAL**

## En riesgo la estabilidad institucional de América Latina, advierte Chinchilla

■ Un convoy de violencia y corrupción amenaza la región, afirmó la presidenta de Costa Rica al participar en la Cumbre de Negocios realizada en Querétaro

**por JOSÉ LUIS**  
**DIARIO DE QUERÉTARO**

**Q**UERÉTARO. Quié (OEM-Información) - La crisis económica mundial nos afectará a todos, ricos y pobres, del norte del sur, además, de "un convoy de violencia y corrupción" que pone en riesgo la estabilidad institucional en América Latina, sostuvo la presidenta de Costa Rica, Laura Chinchilla Miranda, al participar en el evento "Mundo Cumbre de Negocios" que se lleva a cabo en el Centro de Congresos de esta ciudad.

Manifestó que una gran parte del mundo sigue intentando recuperarse de las secuelas de la crisis financiera internacional que aqueja desde 2008, aunque las cifras no muestran en América Latina nuestra región se vio claramente afectada, pues sus profundas las líneas económicas y monetarias del sistema financiero, son cuando han incidido a una mayor volatilidad y un menor crecimiento, han evitado que gobiernos y bancos pierdan soberanía y que el dinero pierda su valor contra otros monedas y ante los mismos mercados domésticos.

"Tras la crisis de los años 80 nuestra región está en su totalidad aprendió, fue una lección clara pero también bien enseñada, pues no sería posible estar dispuestos a la fragilidad y volatilidad producto de altas endeudamientos, de políticas monetarias porcosamente expansivas y monedas sobrevaleadas con escasas reservas para defenderlas", enfatizó.

La mandataria costarricense manifestó que aunque tenemos serios desafíos en su desarrollo cada todos los países de esta región somos mucho menos pobres y mucho más estables, en pocos palabras la estabilidad macroeconómica bien vale el sacrificio que en el corto plazo hay que asumir.

Si bien en el plano inmediato hay un precio que pagar entre estabilidad y crecimiento no hay duda que en el mediano y largo plazo se crece más rápidamente si se es más estable, agregó.

Chinchilla manifestó que es la medida que podemos tomar en educación y la búsqueda de nuevas oportunidades para seguir innovándonos en la economía global, la preservación del medio ambiente y el fomento del uso de la tecnología como herramienta para el empoderamiento de los más vulnerables, más cerca nuestro nuestras naciones de poder crear el sentido del desarrollo.

La Presidenta de Costa Rica hizo también un reconocimiento a "la soberanía democrática" de México en estos momentos de transición y exhortó a seguir construyendo una economía como pueblos y socios comerciales, invitando que su país fue uno de los primeros en firmar un tratado de libre comercio con nuestra nación.

**LA PRESIDENTA** de Costa Rica, Laura Chinchilla Miranda.

gracias que nos unen con el resto del mundo.

Sin embargo, añadió, el contagio no fue fatal gracias a finanzas públicas sanas, baja inflación, disponibilidad suficiente de reservas y la supervisión

FOTO: DIARIO DE QUERÉTARO / OEM-INFORMACIÓN

## México crecerá cerca del 4 por ciento en su PIB este año: Ferrari

POR JOSÉ LUIS RODRÍGUEZ  
DIARIO DE QUERÉTARO

QUERÉTARO, Qro. (OEM-Informex).- México crecerá cerca del 4 por ciento en su Producto Interno Bruto (PIB) en este año, estimó el secretario de Economía, Bruno Ferrari, en su mensaje de inauguración del evento "México Cumbre de Negocios", en representación del Presidente de la República, Felipe Calderón Hinojosa.

El funcionario federal afirmó que la administración que encabeza Calderón "traza una economía más fuerte y competitiva". En 2010, destacó, nuestra economía creció 5.5 por ciento, en el 2011 cerca del 4 por ciento y este año las extracciones son también de que crezcamos cerca del 4 por ciento. Aseguró que el manejo responsable de la política fiscal y monetaria ha reducido las tasas de interés y la inflación a su nivel más bajo en décadas y el apoyo a las empresas ha impulsado nuestro mercado interno.

"Hemos apoyado como nunca antes a las pequeñas y medianas empresas con 375 mil millones de pesos a 422 mil PYMEs, lo que significa ocho veces más crédito y cerca de tres veces más empresas beneficiadas que en toda la administración anterior", destacó.

Dijo que estos apoyos a empresas sociales son tienen precedente y

ocorren de la mitad de estas empresas son encabezadas por mujeres. "Hago un llamado para que la mujer sea más considerada en todos los entornos, político y empresarial, porque entre más participa la mujer mexicana mejor le va a México y así lo hemos visto", comentó el funcionario, lo que animó el aplauso de los empresarios y políticos presentes.

Bruno Ferrari anunció también que México ingresó al Acuerdo de Asociación Transpacífica, "la iniciativa comercial más importante en el actualidad que creará una zona de libre comercio con diez de las economías más importantes y de mayor crecimiento en el mundo. Esto representa un acceso para México de 180 mil millones de dólares más de exportaciones".

El titular de Economía del gobierno federal presentó que en el 2011 México recibió más de 20 mil millones de dólares de inversión extranjera directa en cifras positivas, "con lo que seguimos siendo uno de los países de mayor recepción de los países en desarrollo". En esta administración hemos recibido 126 mil millones de inversión extranjera con lo que se ha consolidado sectores estratégicos para el desarrollo económico de nuestro país, incluso durante la crisis más severa en materia económica que se ha sufrido e incluso durante la crisis sanitaria por la influenza, enfatizó.



MIGUEL ALEMÁN Velasco y José Calzada Rovinsky.

## Calzada: debemos aprovechar coyuntura extraordinaria de Obama y Peña Nieto

POR LAURA SANDO CAMPOS  
DIARIO DE QUERÉTARO

QUERÉTARO, Qro. (OEM-Informex).- Hay vivimos un momento político que debemos de aprovechar para crear políticas públicas y de desarrollo social que nos permitan salir adelante, sostuvo el mandatario local, José Calzada Rovinsky, durante la apertura de la Décimo edición de la Cumbre de Negocios, "Impulsos para un México Desarrollado".

Dijo que la reelección del presidente de Estados Unidos y la elección de Peña Nieto representan una coyuntura extraordinaria que debemos de aprovechar.

Debemos, apuntó de hablar de políticas sociales para que todas estas personas que no han visto beneficios económicos tengan oportunidades de empleo, y de esta forma creemos como sumar al desarrollo a todas aquellas personas que hoy están reclutando con justicia oportunidades de educación y empleo.

Nosotros, agregó, el mandatario local queremos impulsar las buenas finanzas en economías familiares, ese es el gran reto que tenemos que atender.

Dijo también que a través de la X Cumbre de Negocios se podrá dar a conocer a los industriales tanto a nivel nacional e internacional las ventajas competitivas de la entidad.

En el centro de Congreso y ante la comunidad empresarial nacional e internacional como mandatarios, Calzada Rovinsky, destacó el desarrollo de la entidad y en particular de sectores como el semiconductor que hoy han convertido al Estado en la quinta potencia nacional con 50 empresas, 5 mil empleos generados y representa el 36 por ciento el valor total del sector.

Comentó el caso especial de Bombardier que es una de las empresas que se ha convertido en el estándar de las in-

versiones que han llegado a la entidad al tener una inversión por 500 millones de dólares.

Por su parte Miguel Alemán Velasco, presidente de la Cumbre de Negocios en su mensaje de bienvenida, dijo que se debe mostrar que México es un Estado fundamental para los países del norte y del Sur.

Asimismo, comentó que para salvarse de la crisis económica los Estados Unidos requieren de los países vecinos, mientras que también se debe aprovechar la crisis de Europa, pues los mexicanos pueden comprar empresas quebradas.

Indicó que México y Brasil deben unirse para hacer frente a China que podría quitarlo mercado, al ser utilizado uno en el Sur y otro en el Norte.

Confirmando que no existió el presidente de México, Felipe Calderón Hinojosa, a la Cumbre de Negocios de la cual es sede Querétaro, pero adelantó la asistencia a esta cumbre de funcionarios republicanos y Demócratas del actual gobierno del presidente Barack Obama.

En su intervención, Oscar Perilla Casares, presidente de Camacintza Querétaro, destacó que desde hace décadas que no se contaban con bases económicas e indicadores tan sólidos que hoy se tienen que aprovechar para convertirse en una inmejorable plataforma de crecimiento y desarrollo.

"Si tenemos la capacidad de convertir nuestra salud económica en apoyos sociales que ayuden a eliminar los rezagos sociales que son lo que nos han quitado al no poder salir adelante como país desarrollado", indicó.

Dijo que es necesario generar un círculo virtuoso donde los ejes sean la educación de calidad, el desarrollo social, generación de empleo, investigación e innovación, fortalecimiento de las cadenas productivas y el mercado interno, pues solo así se llegará a México a ser un jugador global competitivo.



EN EL Centro de Congreso, sede de la Cumbre de Negocios, Bruno Ferrari hace una nueva defensa del mercado abierto.

FOTO: DIARIO DE QUERÉTARO / OEM-INFORMEX

FOTO: DIARIO DE QUERÉTARO / OEM-INFORMEX



### Arranca Cumbre de Negocios

José Calzada Rovirosa, gobernador de Querétaro, y Miguel Alemán Velasco, ex gobernador de Veracruz, inauguraron los trabajos de la décima Cumbre de Negocios que se llevará a cabo en la ciudad de Querétaro hasta el próximo martes, donde empresarios, funcionarios y especialistas abordarán temas económicos, políticos y sociales.

**Relación México-EU**  
Los embajadores hablan de la agenda entre ambos países  
**NACIONAL**

## Compite con China y Europa, dice Miguel Alemán México, país esencial en la coyuntura global

### El gobernador de Querétaro dijo que es vital aprovechar cambio de gestión

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QUERÉTARO, Qro.— Es el momento de que México demuestre que es un país fundamental para los mercados del Norte y de América del Sur, además de ser la única competencia de China y Europa ante los problemas económicos globales, dijo Miguel Alemán Velasco, presidente de México Cumbre de Negocios, al inaugurar dicho evento.

En su décima edición y bajo el título *Impulsos para un México desarrollado*, el empresario manifestó que para mantener un camino firme en el entorno internacional, debe resolverse el llamado "abismo fiscal" de Estados Unidos. "Elo será fundamental y afortunadamente, republicanos y demócratas van a darse cuenta que deben jalar parejo o se les cae el país, y eso no lo van a permitir".

Un problema más al que se enfrenta nuestro país, es la crisis de Europa, pero consideró que se le puede enfrentar, en lugar de invertir en el Viejo

Continente, los empresarios mexicanos deben comprar empresas que estén con problemas económicos y traerlas a México, lo que implicará tender un puente que mejore la tecnología y ciencia, como lo hizo en su momento Corea del Sur, logrando un crecimiento inusitado.

Subrayó que "a través de la Cumbre, se podrá conocer la opinión de líderes empresariales, sociales y de gobierno de más de 15 países sobre los problemas de México, cómo ven al país y qué pueden aportar".

Para el presidente del Consejo de Administración de Interjet, los dos países colocados estratégicamente en América Latina son Brasil, en el sur, y México, en el norte, los cuales no son iguales pero sus capacidades para lo que son necesarios es impresionante y deben tomar el rol que les toca en el mapa económico global.

Agregó que para cubrir adecuadamente la agenda de México, se tocarán temas como el panorama económico para 2013, incertidumbres externas y oportunidades internas; cómo fortalecer la relación ante un contexto más incierto; políticas para un mercado interno más sólido; dónde y cómo generar nuevos negocios y crecimiento en los próximos 10 años, entre otros.

José Calzada Rovirosa, gobernador de Querétaro, consideró que la coyuntura que vive el país por el cambio de gobierno federal, se suma a la reelección de Barack Obama en Estados Unidos, lo que insta a aprovecharlo para generar políticas públicas y de desarrollo social que mejoren oportunidades a la sociedad.

"Necesitamos una política social para sumar al desarrollo nacional a las personas que requieren oportunidades de educación y de empleo. En Querétaro, tan solo en el sector de la aeronáutica, se han generado cinco mil empleos, aportando 36% del valor del sector nacional, con inversiones por 500 millones de dólares", precisó.

Oscar Peralta, presidente de la Cámara Nacional de la Industria de la Transformación (Canacintra) Querétaro, agregó que se tiene la capacidad de convertir la capacidad económica de México para reducir los rezagos sociales que han limitado el crecimiento.

"Necesitamos generar un círculo virtuoso de generación de empleo, fortalecimiento de cadenas productivas y mejora del mercado interno, pero con políticas públicas y reformas adecuadas, así como infraestructura y financiamiento que funjan como impulsores económicos.

Se podrá conocer la opinión de líderes empresariales, sociales y de gobierno de 15 países sobre México"

Miguel Alemán Velasco, presidente de México Cumbre de Negocios



Miguel Román Velasco, presidente de la Cumbre de Negocios, destaca la buena situación económica de México. Laura Chantela Wroble, presidenta de Costa Rica, comentó que Latinoamérica superó la crisis de 2008. Paul Paul Leffo, director general de Forecast Systems Analytics, comentó las similitudes entre México y el Centro de Europa. Arturo Cavallón, jefe de equipo de analistas de la empresa de inversión en EE.UU., comentó que México es un país que puede superar la crisis del mundo en desarrollo. Earl Anthony Weiss, presidente de EY en México, destacó los cambios que se esperan en los países. Andrés Saldaña, coordinador de Asuntos Multilaterales de la Cámara de Comercio del noroeste de México, destacó el papel de México.

CUMBRE DE NEGOCIOS 2012

# México, refugio en tiempos de crisis

Más de 500 empresarios nacionales, así como invitados de 15 países están reunidos en Querétaro desde ayer

POR JORGE RAMÍREZ  
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**Q**UERÉTARO.- El gobierno del presidente Felipe Calderón entregará a la política administrativa el país mucho mejor preparado para crecer y para prosperar, afirmó el secretario de Economía, Bruno Ferrero, al inaugurar la Cumbre de Negocios 2012.

"No está enfocado una economía más dinámica, más fuerte y más preparada para competir", dijo, y llamó a ampliar las escasas posibilidades que tiene México para avanzar hacia el siglo que le corresponde en el comercio internacional y tener bienestar social.

Para ello, propuso seguir mejorando la competitividad del país, para lo cual, dijo, es necesario dar certezas jurídicas e institucionales, proteger la propiedad intelectual, garantizar mayor transparencia y fortalecer el Estado de Derecho.

Seguirá trabajando con la simplificación y diversificación del comercio exterior a través de la integración de México a nuevos mercados, como el Acuerdo de Asociación Transpacífico, para que las empresas obtengan licencias más ágiles y puedan vender sus productos a precios más competitivos.

"No debemos caer en la tentación de elevar los aranceles o dificultar la entrada al país de los productos extranjeros por temor a perder puestos de trabajo, pero que a día de mañana afectará al día a día del futuro mexicano."

Audió la apertura y la bienvenida en nombre de productores y consumidores mexicanos.

Después de haberse reunido con los ministros de Economía de los países de la región y la Unión Europea, Ferrero se reunió con los ministros de Economía de los países de la región y la Unión Europea, para discutir la agenda de la cumbre.



El secretario de Economía, Bruno Ferrero (izquierda), y el presidente de EY en México, Earl Anthony Weiss, en la Cumbre de Negocios que inició ayer en esta ciudad, y que concluirá mañana.

Preven más desempleo

**Q**UERÉTARO.- Las innovaciones tecnológicas para aumentar la productividad han creado una "brecha" que está causando un aumento del desempleo y riesgos diferentes sociales, pero estas innovaciones también una oportunidad hacia el crecimiento económico, señaló Paul Saldaña, director general de la firma PricewaterhouseCoopers.

"Hasta ahora se ha avanzado más en la tecnología e informática", señaló Saldaña al participar en la cumbre de Negocios, que inició ayer en la ciudad de Querétaro y concluirá mañana.

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**“**No debemos caer en la tentación de elevar los aranceles o dificultar la entrada al país de importaciones por parecer positivos políticamente.**”**

**Bruno Ferrero**  
SECRETARIO DE ECONOMÍA

**Investir \$1.5 mil millones**  
En el momento, Laura Gómez, presidenta y directora de Negocios Internacionales de la Cámara de Comercio del noroeste de México, informó que en el primer trimestre de 2012, su empresa invirtió \$1.5 millones de dólares para la construcción de la primera planta de procesamiento para las almendras en Querétaro, la cual producirá después de año y medio y cubrirá el 80 por ciento de la demanda de México y América del Norte.

**Nubes del norte**  
En su participación, el presidente de Grupo Financiero Banamex, Guillermo Ortiz Martínez, afirmó que de no haber una solución al asunto, fuera de Estados Unidos, la economía más

## Reforma energética es esencial para EU

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**Q**UERÉTARO.- La reforma energética mexicana es la base para construir una plataforma de seguridad e independencia de la región en ese rubro, en palabras de la secretaria de Energía, Ana Lilia Rodríguez, durante el lanzamiento de la iniciativa en esta ciudad.

Rodríguez resaltó la importancia de los tratados comerciales regionales, como el Acuerdo de Asociación Transpacífico (TPP), por sus reglas en inglés, que respaldan, dijo, la modernización del Tratado de Libre Comercio de América del Norte (TLCAN).

"El TPP va a modernizar al TLCAN por la puesta en marcha de todos aquellos que el comercio"

acuerdo bilateral a las negociaciones como el Tratado de Libre Comercio de América del Norte (TLCAN), el cual es esencial para la región en ese rubro, en palabras de la secretaria de Energía, Ana Lilia Rodríguez, durante el lanzamiento de la iniciativa en esta ciudad.

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"El TPP va a modernizar al TLCAN por la puesta en marcha de todos aquellos que el comercio"

la lucha contra el narcotráfico, es, si se fuera un instrumento podría ser un tema de discusión comercial que se debería discutir hasta por 30 años a esta administración".

Al respecto, el funcionario estadounidense Anthony Weiss, señaló que siempre los temas de seguridad son importantes, deben mantenerse las relaciones de colaboración en otros sectores.

"Hay mucho que hacer en materia de seguridad en la frontera, en infraestructura, en regulación, en muchos otros temas que pueden hacer a una relación muy fuerte. Hay mucho potencial, es una agenda amplia".

**Comercio**  
El Acuerdo de Asociación Transpacífica modernizará el TLCAN, se dijo en la cumbre.

■ Preocupa que políticos del país vecino no logren acuerdo, señala el presidente de Banorte

## Crisis en EU por déficit fiscal arrastrará a México: Ortiz

■ El endeudamiento estadounidense equivale a 107% de su PIB, según datos del FMI

■ ROBERTO GONZÁLEZ AMADOR  
Escrito

Quetzal, Qun., 11 de noviembre. La falta de un acuerdo político en Estados Unidos para reducir de manera gradual su déficit fiscal llevará a la principal economía del mundo a una recesión "que obviamente pegará a México", afirmó este domingo Guillermo Ortiz Martínez, presidente del consejo de administración del Grupo Financiero Banorte Ixc.

El tema más inmediato de preocupación en la economía mundial, que de por sí ya enfrenta una situación complicada, es el llamado "precipicio fiscal", comentó Ortiz Martínez, entrevistado brevemente antes del inicio de la décima edición del foro México cumbre de negocios, que se realiza en esta capital.

"Si no hay acuerdo político en Estados Unidos se genera una recesión, y ésta arrastrará al mundo y obviamente le pegará a México", consideró.

La expresión "precipicio fiscal" describe aumentos de impuestos y recortes de gastos en sectores relevantes para esa economía, como defensa, pero también en áreas sociales que deben entrar en vigor a finales de 2012 y principios de 2013.

Las medidas de ajuste implican que de manera automática y en ausencia de un acuerdo político que las modifique se deberá reducir el déficit fiscal en esa nación en 607 mil millones de dólares, aproximadamente 4 por ciento del producto interno bruto (PIB), entre el año fiscal 2012 y el 2013, según la Oficina de Presupuesto del Congreso.

En el proceso de negociación para reducir el déficit fiscal en Estados Unidos hay dos etapas que deben ser abordadas por el gobierno y el Congreso de ese país, expresó Ortiz Martínez. Una es evitar el "precipicio fiscal" para finales de este año y principios del siguiente, y la otra, añadió, "que es realmente la importante", hacer una reforma fiscal que dé viabilidad y sostenibilidad a la deuda pública estadounidense. "Esto necesariamente va a implicar medidas de ingresos y de gasto", añadió.

El endeudamiento de Estados Unidos equivale actualmente a 107 por ciento de su PIB, 30 por

centuales más que hace cuatro años, según datos del Fondo Monetario Internacional (FMI).

"Desde luego, creo que el pre-

sidente (Barack) Obama, al haber sido reelecto, tiene un mandato más fuerte, pero pienso que van a ser discusiones muy agudas. Este es el

principal reto que enfrenta la economía mundial. Europa está en recesión y hay incertidumbre sobre la recuperación de China", apuntó.



## ■ Es tema fundamental para América del Norte, opina el embajador Sarukhán: propuestas de Peña obligan a discutir sobre seguridad energética

■ ROBERTO GONZÁLEZ AMADOR  
Escrito

Quetzal, Qun., 11 de noviembre. La reforma del sector energético en México, tema planteado por el presidente electo Enrique Peña Nieto, "abre la llave por vez primera a construir una plataforma de seguridad" en la región de América del Norte, aseguró Arturo Sarukhán, embajador mexicano en Estados Unidos.

"Es un tema fundamental", sostuvo el representante del gobierno de México en Washington, quien calificó esos eventuales cambios como "la gran zambomba" en el desarrollo en la región.

Sarukhán participó, junto con el embajador estadounidense en México, Anthony Wayne, y otros expertos en una de las sesiones de la décima edición del foro

México cumbre de negocios, organizado por el empresario Miguel Alemán Velasco.

"El tema de la reforma energética en México es lo que abre la llave a, por vez primera, construir una plataforma de seguridad y de independencia energética" en la región de América del Norte, expuso Sarukhán. "Este tema va a depender mucho de lo que ocurre en México, evidentemente, pero es un asunto fundamental, es la gran zambomba del desarrollo", sostuvo.

El presidente electo Peña Nieto, aun antes de ser el candidato presidencial del PRI, ha asegurado que existe la necesidad de introducir una reforma al régimen legal de Petróleos Mexicanos (Pemex) para permitir la participación del capital privado en algunas áreas reservadas a la

empresa. Hasta ahora no ha detallado su propuesta, aunque ha insistido en que no implicaría una privatización de la compañía.

Hace un año, en la novena edición de este foro, Peña Nieto —quien entonces todavía no era candidato presidencial del PRI— planteó la necesidad de abrir a la participación del sector privado las actividades que realiza Pemex en exploración, extracción y refinación de petróleo. Habló en aquella fecha, el 24 de octubre de 2011, de la necesidad de "ser audaces" y "deponer posiciones ideológicas y partidarias" que impiden la apertura de Pemex a la inversión privada.

En el mismo panel en que participó este domingo el embajador Sarukhán, la especialista Shannon O'Neill, del Consejo de Relaciones Exteriores de Esta-

DÉCIMA CUMBRE  
EN QUERÉTARO

POR SEGUNDA OCASIÓN  
CONSECUTIVA EL GOBERNADOR DE LA  
ENTIDAD, JOSÉ CALZADA ROVIROSA,  
FUE EL ANFITRIÓN DE LA REUNIÓN



Lunes 12 de noviembre de 2012 • 27

# Economía pide mayor integración comercial

Exhorto al sector empresarial para que aprovechen el potencial de la extensa red de tratados con diversos países

Nayeli González-enviada/Querétaro

El titular de la Secretaría de Economía, Bruno Ferrari, hizo un llamado al sector empresarial del país para que se integren a las nuevas iniciativas comerciales, esto con el objetivo de alcanzar un mayor impulso y desarrollo en el país.

Durante su intervención en la décima Cumbre de Negocios, el funcionario sostuvo que México cuenta con un importante potencial en materia económica, y existe la oportunidad de ser aprovechada por el sector empresarial doméstico.

Al término de este año, México podría alcanzar un crecimiento de casi 4 por ciento, tendencia que ha permanecido favorable, aún con afectaciones que se han presentado ante la turbulencia financiera a escala mundial, indicó.

"Hoy México crece en un adverso entorno internacional" e incluso ante una severa crisis mundial.

Ferrari, insistió en que el sector comercial del país ha logrado desarrollarse de manera positiva, pues hasta hace algunos años, casi 80 por ciento de las exportaciones eran petroleras, el resto eran productos manufacturados.

En la actualidad, precisó la venta de hidrocarburos en el extranjero es de apenas 16 por ciento de la comercialización total mexicana.

"Tenemos que seguir avanzando y abriendo el comercio, hay que reflexionar que mayor comercio siempre será mayor empleo."

Ante los empresarios presentes en la Cumbre de Negocios, sostuvo que México se ha convertido en el principal exportador de manufacturas en Latinoamérica, pues representa por lo menos 65 por ciento de la comercialización total al extranjero que representa un mercado de mil millones de personas.

Esta tendencia se ha visto beneficiada y desarrollada ante la firma de acuerdos comerciales que permiten la entrada de productos nacionales a más de 40 países.

El secretario de Economía destacó que durante esta administración apoyaron a un gran número de pequeñas



La décima cumbre en la ciudad de Querétaro

y medianas empresas (Pyme).

De tal forma que se destinaron en los últimos seis años, por lo menos 378 mil millones de pesos para 422 mil pyme, lo que significa 8 veces más créditos y tres veces más empresas beneficiadas.

Sobre el programa de compras de gobierno, éstas ascienden a 206 mil millones de pesos desde 2009, con lo cual se buscan beneficiar directamente a las empresas nacionales.

"Estos apoyos a empresas sociales no tiene precedente, casi la mitad son encabezadas por mujeres que muchas veces son jefas de familia. La mujer es cada vez más considerada en todos los entornos empresariales o políticos. Entre más participe la mujer, mejor le irá a México".

Antes de finalizar su ponencia, el funcionario hizo un llamado, principalmente a los jóvenes a fin de que no hagan caso a las "oportunidades falsas" que ofrece el crimen organizado, que solo genera mayores daños entre la población del país. **M**

MEJORA EL  
PORTAFOLIO  
EXPORTADOR

16%

de las ventas al exterior es petróleo; en el pasado, representaba casi 80 por ciento del total de las mercancías.

En la Cumbre de Negocios, industriales de 15 países

# A comprar empresas de Europa: Alemán

Además de la oportunidad de inversión que se abre con la crisis en el viejo continente, rescatar firmas de ciencia y tecnología permitirá a México dar el gran salto en la materia

Novelli González enviado, **Querétaro**

**L**a desaceleración económica que enfrenta el mercado internacional, particularmente Europa, ofrece a México la oportunidad de comprar empresas con problemas financieros, pero que generarán grandes beneficios al país en ciencia y tecnología.

En el contexto de la décima Cumbre de Negocios, Miguel Alemán Velasco, presidente del evento, afirmó que es necesario demostrar que México es fundamental para los mercados del norte y sur del continente, así como el mayor competidor industrial de China y Europa.

Explicó que la crisis que vive Europa representa una oportunidad de negocios de rescatar compañías con problemas financieros, pero con una cartera importante en materia tecnológica.

"En lugar de ir a invertir a Europa, ahora podemos comprar empresas que están con problemas económicos y traerlas a México, dando un brinco grande en tecnología y ciencia. Hay que comprar las empresas con problemas y adaptarlas [al mercado] como lo hizo Corea del Sur, precisó".

Entrevistado previo al acto inaugural, el empresario afirmó que la Cumbre de Negocios tiene como objetivo invitar a líderes industriales, hombres de negocio y científicos, a fin de conocer las tendencias del mercado y las oportunidades que podrían beneficiar al mercado interno.

Destacó que lo relevante de este encuentro es que los asistentes comenten su experiencia "que vengan del sur de América y centro, del norte, para que nos integremos".

Por su parte el gobernador de Querétaro, José Calzada Bovirosa, habló de la necesidad de definir políticas públicas y sociales que



Miguel Alemán Velasco, presidente de la décima Cumbre de Negocios.

permitan aprovechar e impulsar de mejor manera al país, pero sobre todo que reflejen beneficios a la población en general.

Sugirió aprovechar la coyuntura gubernamental de que en Estados Unidos inició el periodo de reelección de Barack Obama, y en México la transición del gobierno de Enrique Peña Nieto.

Aseguró que de alguna manera esta coyuntura puede contribuir a la generación de políticas públicas eficientes que "nos permitan salir adelante", de tal forma que las finanzas nacionales se reflejen en la economía familiar.

Es oportuno "sermonear a las nuevas tendencias para salir adelante, hablar de política social para que las personas que menos tienen vean oportunidades de empleo y de educación", dijo.

Al respecto, Óscar Peralta, presidente de la Canacina Querétaro,

## REALIZARÁN SUGERENCIAS AL GOBIERNO

**730**

empresarios de 15 naciones se reunieron en Querétaro para buscar políticas públicas que beneficien al sector productivo del país.

coincidió en la necesidad de establecer políticas públicas encaminadas a desarrollar el sector energético, la infraestructura y mejorar los esquemas de financiamiento.

No obstante, consideró que para alcanzar óptimos resultados, es imprescindible dar prioridad al desarrollo de México y no a intereses particulares.

En la cumbre se dieron cita al menos 730 empresarios, de 15 naciones, con el objetivo de generar en el foro políticas que coadyuven para que la administración pública federal y de los estados, las consideren dentro de las prioridades que tiene el sector productivo, así como el crecimiento económico y social de México.

En su intervención, Valentín Díez Morodo, presidente del Consejo Empresarial Mexicano de Comercio Exterior (Comce), afirmó que México se ha convertido en una potencia exportadora, sin embargo, aún exis-

crónica ECONOMÍA **23** **negocios**

## EXCESIVA REGULACIÓN LIMITA INVERSIÓN: COMCE

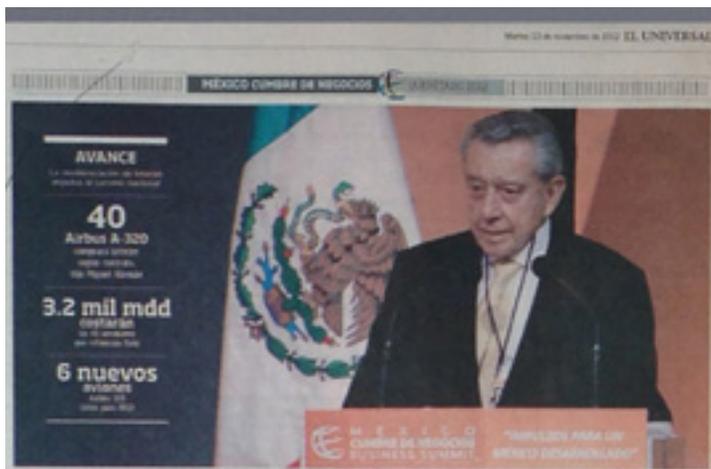


Para el presidente del Consejo Mexicano de Comercio Exterior (Comce), Valentín Díez Morodo, si bien el gobierno

ha trabajado para romper barreras al comercio y fortalecer la política industrial, aún se debe "luchar contra la regulación excesiva que limita las inversiones". Durante su ponencia "Política industrial: hacia una verdadera plataforma", en el marco de la Cumbre de Negocios 2012, el empresario recordó que falta mucho camino que recorrer para eliminar las barreras en los trámites, a fin de que la nación sea reconocida como un país de fácil acceso, ágil y efectivo en materia regulatoria.

A pesar de ello, Díez Morodo reconoció que a México se la reconocido como una potencia exportadora, gracias a los 44 tratados comerciales que tiene firmado con distintos países, así como el TLCAN que le dio acceso al mercado norteamericano, aunque se pronunció por seguir avanzando en temas como el autotransporte fronterizo pues también existe muchas trabas que no han sido resueltas. "Logremos generación de empleos que es una de las prioridades de la nación, seamos más competitivos, frecuentemente estamos realizando estudios para que se nos reconozca, debemos trabajar para lograrlo", pronunció.

(Lindsay H. Esquivel).



Miguel Alemán Velasco, presidente del Consejo de Administración de Interjet, dijo que los aviones con tecnología y aviónica de última generación son el futuro de la aviación en México.

## Miguel Alemán Velasco destacó la compra de 40 aviones Airbus A-320 Renueva Interjet su flota; invierte 4 mil 800 mdd

Es muestra de la confianza que se tiene en México, destacó

**Miguel Alemán Velasco**, presidente del Consejo de Administración de Interjet, destacó la compra de 40 aviones Airbus A-320 para renovar la flota de la aerolínea. La inversión total es de 4 mil 800 millones de dólares, dijo. Alemán Velasco dijo que la compra de los aviones es una muestra de la confianza que se tiene en México. "Tenemos contratos operados para otros cinco o seis millones de dólares", dijo. Alemán Velasco dijo que la compra de los aviones es una muestra de la confianza que se tiene en México. "Tenemos contratos operados para otros cinco o seis millones de dólares", dijo.



Carlos Morales Gil, director general de Pemex Exploración y Producción, dijo que México debe estar listo para moverse a otros mercados de hidrocarburos.

## Confía Pemex en que habrá reforma energética

México podría estar cerca de 35 mil millones de dólares, dijo el jefe de la división de hidrocarburos de Pemex.

**Carlos Morales Gil**, director general de Pemex Exploración y Producción, dijo que México debe estar listo para moverse a otros mercados de hidrocarburos. "Tenemos contratos operados para otros cinco o seis millones de dólares", dijo. Morales Gil dijo que México debe estar listo para moverse a otros mercados de hidrocarburos. "Tenemos contratos operados para otros cinco o seis millones de dólares", dijo.



ENERGÉTICOS. Carlos Morales Gil (izquierda) participó en una mesa de trabajo.

## Debe México virar a otros mercados de hidrocarburos

[ LINDSAY H. ESQUIVEL EN QUERÉTARO ]

México debe estar listo para moverse a otros mercados de la energía que mueve a México es de hidrocarburos, por lo que el país tiene posibilidades de desarrollar su energía y crecer sus necesidades. "eso es algo que tenemos que ver, no tanto ser exportadores, sino ser consumidores", comentó.

Al cuestionarlo si considera que Estados Unidos baje sus compras, el funcionario dijo que no es una posibilidad en el corto plazo, pues conlleva tiempo que los países busquen cómo usar sus recursos.

Con respecto a buscar otras naciones que no sean de Norteamérica, Morales Gil se limitó a decir que "siempre tenemos que monitorear los mercados".

El próximo gobierno debe aplicar reformas energéticas, dijo Morales Gil. "Tenemos contratos operados para otros cinco o seis millones de dólares", dijo.

Ante ello, Morales Gil consideró que el país debe estar listo para moverse y no entrar en miedo. "Ante estas previsiones debemos tener claro cómo movernos, tenemos que buscar condiciones para trabajar en ese mercado y poder reaccionar a tiempo", sostuvo.

Recordó que el mundo requiere energía en todos los sentidos, donde el 60 por ciento de la energía que mueve al mundo es de hidrocarburos y el 90 por ciento de la energía que mueve a México es de hidrocarburos.

Recordó que el mundo requiere energía en todos los sentidos, donde el 60 por ciento de la energía que mueve al mundo es de hidrocarburos y el 90 por ciento de la energía que mueve a México es de hidrocarburos.

# Reitera EPN su compromiso por hacer de México un país competitivo

POR CARLOS LARA  
ENVIADO

**Q**UERÉTARO, Qro. (OEM-Informen). Ante empresarios de diversas partes del mundo, Enrique Peña Nieto, Presidente electo, reiteró su compromiso por generar las condiciones necesarias para hacer de México un país eficiente, moderno y competitivo.

En el marco de su participación en la décima Cumbre de Negocios "Impulsos para un México Desarrollado", celebrada en Querétaro capital, afirmó que no se puede caer en expectativas que complicaen la reforma haciéndola que "México debe tener" y detalló que la misma le permitirá ejercer una mejor recaudación y atracción de la base de contribuyentes.

Peña Nieto acotó que con esta reforma se propiciará que todas las partes del Estado mexicano sean corresponsables de una mejor recaudación "para fortalecer la finanza pública, que permita y haga posible ampliar la capacidad del Estado, de generar mayores beneficios, obras y acciones de beneficio para los mexicanos".

"Tenemos que lograr una reforma hacendaria que sin duda sea integral. Me han preguntado varias veces sobre algunas de las partes de esta eventual reforma, y lo he señalado no demos paso a la especulación".

"No demos paso a especulaciones que vayan a complicar la reforma haciendaria que México debe tener".

Resaltó que esta reforma ampliará la base de contribuyentes; incentivará, a través de un sistema simplificado la recaudación y se mantendrá la participación de los gobiernos municipal, estatal y federal para la recaudación, ya que "no sólo es recaudar".

Añadió, además que en los próxi-



EL PRESIDENTE electo, Enrique Peña Nieto, participó en la décima Cumbre de Negocios "Impulsos para un México Desarrollado". Lo acompañan José Calzada Rovinsky, gobernador de Querétaro y Miguel Alemán Velasco, presidente de la Cumbre.

mos días presentará a través de los senadores del Revolucionario Institucional (PRI) una serie de reformas para actualizar la administración pública federal, principalmente en las secretarías de Gobernación, Función Pública y de la Reforma Agraria.

"Quizá sean muchas las modificaciones, reformas que debieron tener lugar para actualizar a la Administración Pública Federal a los retos y exigencias que nos imponen los nuevos tiempos, pero la que estoy enviando busca desde el inicio, por lo menos establecer orden dentro de la Administración Pública, que le permita darle a las áreas que estoy postulando se construyan dentro del ámbito de Gobernación, de la Función Pública, de la Reforma Agraria, en varios ámbitos que ustedes conozcan en los próximos días, que están presentando a través de los legisladores que representamos a mi partido, a través de ellos estará impulsando estas reformas, para modificar la

organización de la Administración Pública Federal".

En presencia del gobernador queretano José Calzada Rovinsky y del empresario Miguel Alemán Velasco, el político mexicano acotó que en los próximos días presentará, a través de los legisladores del PRI, diversas iniciativas para reorganizar al Estado mexicano, principalmente en las áreas de Gobernación, Función Pública y Reforma Agraria, al tiempo de reafirmar su compromiso de crear la Comisión Nacional Anticorrupción.

Aseguró que en México se visitaban tiempos de oportunidad, por lo que no hay que dejarlos pasar.

Enrique Peña aseguró que su gobierno tendrá abiertos y trabajará en favor del libre comercio, porque es la ruta para la competitividad.

Ante empresarios, el próximo Presidente del país adelantó que este 3 de diciembre se concretarán los acuerdos para la Asociación Transpacífico y pidió que

entre los objetivos de gobierno será la de trabajar por la inclusión y desarrollo integral de la sociedad, ya que existen en el país 52 millones de mexicanos que viven en condiciones de pobreza, y que de estos 12 están en pobreza extrema.

"La pobreza es algo imperdonable en un país que aspira a convertirse en moderno, en un país emergente y líder en el siglo XXI".

En su mensaje aludió que para tener un buen crecimiento económico, México debe impulsarse como potencia emergente, lo que implicaría realizar diversos cambios a la ley para ampliar la infraestructura conectando al menos con el sector privado.

Se pronunció por apoyar al campo minero; a revisar el sistema educativo, porque son más que obvias las deficiencias del sistema actual.

Enrique Peña Nieto manifestó que revisará una ley para la reorganización de la administración pública para en-

treñar los nuevos retos y exigencias de los tiempos.

Recordó algunas promesas de campaña como la seguridad universal, combate a la pobreza, mejor educación y desarrollo económico.

En torno a la Reforma Laboral, Peña Nieto celebró la discusión y aprobación de la misma, ya que "estamos ante un ánimo renovado y ante una esperanza en la que todos nuestros intereses por que México tenga un futuro mucho más alentador y prometedor".

"Por lo que estoy seguro que si se puede, estoy convencido que hay un escenario mucho más favorable".

Por lo anterior, felicitó a los legisladores que han trabajado para sacar dicha iniciativa.

"Ojalá esta para reiterar mi felicitación a los señores diputados que reciben aprobadas modificaciones al proyecto de Reforma Laboral, y que estoy seguro, además de lograr este importante beneficio al tener un nuevo marco legal para la flexibilización de los mercados laborales, pero sobre todo también acreditar que el ambiente y clima político que en México tenemos, está en favor de los acuerdos y de poder superar las diferencias naturales y propias que se irrogan entre las distintas expresiones políticas, pero que hoy las mayores alianzas políticas que debían tener lugar, son las que le den estos beneficios a México".

En su presentación, mencionó que México es el séptimo principal productor de crudo en el mundo, y la décima primera población mundial, por lo que se tiene que invertir en el potencial humano.

Por su parte Miguel Alemán Velasco, presidente de la Cumbre de Negocios, indicó que Peña Nieto, será el Presidente que dará certeza, pero que a los ciudadanos les corresponde ayudar para que se concreten las metas del Gobierno".

FOTO: OSWALDO DE QUERÉTARO



EL UNIVERSAL  
Martes  
13 de noviembre de 2012  
SECCIÓN B

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**LÍDERES:** José Calzada Flores, gobernador de Querétaro; Enrique Peña Nieto, presidente electo; y Miguel Alemán Velasco, ex gobernador de Veracruz, en el foro México Cumbre de Negocios

El país debe aprovechar el Acuerdo de Asociación Transpacífico, asegura

## Mi gobierno impulsará el libre comercio: EPN

“Queremos un país competitivo, que innove y que los productos mexicanos puedan competir con los mejores de otras partes del mundo”

Enrique Peña Nieto, presidente electo de México



Dicha estrategia impulsará mayor crecimiento, indica

Enrique Peña Nieto  
@enripena

**Q**UERÉTARO, Qro.— Enríque Peña Nieto, presidente electo de México, aseguró que su gobierno será un impulsor del libre comercio y proyectar a México ante el mundo, siendo ese el rumbo de su gestión en materia comercial.

Durante su participación en México Cumbre de Negocios y ante cientos de empresarios, dijo estar convencido de que esa es la ruta para elevar la competitividad y mostrarse ante el mundo mientras otras naciones del orbe imponen medidas proteccionistas.

“Así se podrá entender el entorno comercial en todo el mundo, por eso se debe aprovechar la Alianza del Pacífico celebrada con Colombia, Perú y Chile y el Acuerdo de Asociación Transpacífico (TPP por sus siglas en inglés), que mi gobierno apoyará”.

Para Peña Nieto el libre mercado tendrá un sentido social, lo que signifi-

ca lograr las condiciones para el crecimiento, generación de empleos y una justa redistribución de la riqueza entre los mexicanos que permita consolidar las clases medias en un entorno de oportunidad.

Destacó que México cuenta con una amplia red de tratados comerciales que alcanzan a 44 países, que representan dos tercios partes de la riqueza que se genera en el mundo, y un mercado consumidor de más de mil 100 millones de habitantes.

Consideró que el desarrollo nacional y bienestar social pasa por el impulso a la economía, por eso señaló que se necesita mayor crecimiento, tema en el cual se concentrarán las estrategias de su gobierno.

“Queremos un país competitivo, con mayor presencia mundial que innove sus procesos productivos y que los productos mexicanos puedan competir con los mejores de otras partes del mundo”, añadió.

Y es que 60% de las exportaciones manufactureras de América Latina en 2011, fueron hechas en México, alcanzando los mil millones de dólares diarios, cifra que radica en los sectores automotriz y aeronáutica.

Además, México es el primer productor de muchos bienes como la plúa, séptimo productor de crudo a nivel mundial, tiene una localización estratégica en el continente, es la undécima población más amplia, segunda economía de América Latina y la décimo cuarta a nivel global.

Explicó que alcanzar los objetivos, estará fundamentado en cinco pilares ya enunciados, sobresaliendo el tema de seguridad pública.

Un segundo punto que planteó es reducir la pobreza de 52 millones de mexicanos, pues 12 millones están en pobreza extrema.

## Mayor IED en telecom: Slim Domit



“Para un servicio eficiente en telecomunicaciones, se requieren inversiones y dar mayor cobertura”

Carlos Slim Domit, presidente del Consejo de Administración de Telcel

Enrique Domit  
@enriquemdit

QUERÉTARO, Qro.— Carlos Slim Domit, presidente del Consejo de Administración de Telcel, se pronunció a favor de abrir más la participación de inversión extranjera en servicios de telecomunicaciones.

“Para que exista un servicio eficiente en las telecomunicaciones, se requiere de inversiones y así dar cobertura, que permitan la convergencia de ese sector en poblaciones de menor recursos, con tarifas competitivas”, manifestó.

Al participar en México Cumbre de Negocios, el empresario respondió a las críticas del titular de Economía, Ilsema Ferrer, quien la noche anterior dijo que los servicios de telecomunicaciones y energéticos son “monopolios ineficientes”.

El secretario consideró indistinguible reducir restricciones a la inversión extranjera en sectores estratégicos como el de telecomunicaciones y televisión abierta, reduciendo la lucha contra los monopolios y los poderes fácticos públicos o pri-

vados, ya que los mexicanos no tienen por qué pagar las ineficiencias de quienes no se han preparado o no quieren competir.

Al participar en el debate titulado Dónde y cómo generar nuevos negocios y crecimiento en las películas se efectuó, Slim Domit subrayó que no hay un servicio que brinde Telcel y que no ofrecen en el país dos, tres o más compañías también.

Por ello, el empresario puntualizó que se tiene que impulsar la inversión y la cobertura para lograr que las prácticas sean competitivas internacionales y es necesario invertir para que todas las personas tengan acceso a las tecnologías de la información, con base en competencia, cobertura y convergencia.

“Hay que abrir el tema de la inversión... contar con estándares serios, con información veraz sobre las tarifas de telecomunicaciones, para tener esquemas regulatorios, siempre hemos estado a favor de la inversión extranjera, es algo que se debe cambiar en la ley”, aseguró. El permito inversiones extranjeras, ayudará a combatir la pobreza, advirtió.

Infotex gasta 4,800 mdp en nueva flota aérea e infraestructura

•• CUMBRE DE NEGOCIOS 2012

06 • Martes 13 de noviembre de 2012

## Política

Crearé la comisión anticorrupción

# Peña anuncia cambios en Gobernación y SRA

Presentará reformas para transformar el modelo de la administración



El presidente electo participó en la décima Cumbre de Negocios.

Miriam Castillo/Querétaro

**E**l presidente electo, Enrique Peña, modificará la conformación de la Secretaría de Gobernación, de la Reforma Agraria y creará la comisión anticorrupción.

A decir del mandatario electo, las propuestas para mejorar la administración pública las presentará en los próximos días, a través de los legisladores de su bancada en ambas cámaras.

"La reforma que envíaré busca por lo menos establecer orden dentro de la administración pública

que permita dar a las áreas que estoy postulando se construyan dentro del ámbito de la Secretaría de Gobernación, de la Función Pública, de la Reforma Agraria, de varios ámbitos que conocerán en los próximos días que estaré presentando a través de los legisladores que representan a mi partido.

"A través de ellos presentaré mis reformas para cambiar el modelo de la administración pública federal y otra más para crear la comisión nacional anticorrupción y desterrar este cáncer que tenemos en la sociedad mexicana y que el

gobierno dedicará una especial atención", dijo.

Reconoció a los diputados por la aprobación de la reforma laboral y aseguró que es benéfica para una mayor generación de empleos y demuestra que los acuerdos están por encima de las diferencias.

Peña participó en la décima Cumbre de Negocios que se realiza en Querétaro, donde reunió líderes empresarios y algunos personajes internacionales las líneas de gobierno que prevé aplicar a partir de que tome posesión.

Entre los ejes para lograr un mejor desarrollo adelantó que

### claves

#### Inversiones

► "Tenemos que desarrollar inversión en redes ferroviarias, puede ser mayor y debe ser mayor si logramos una alianza con el sector privado", señaló Peña.

► Dijo que una de las reformas que se propone hacer es la de seguridad social, íntimamente vinculada a la reforma hacendaria y busca establecer niveles básicos de bienestar.

► Destacó la necesidad de una cooperación en materia carretera, ferroviaria y en puertos. Asimismo, dijo que Pemex requiere de una inversión privada, sin perder el control del Estado para volverse más competitivo.

lamentará la participación privada para la construcción y mejora de la infraestructura.

En materia de seguridad consideró que es indispensable modificar la estrategia para no concentrarse únicamente en el combate de la delincuencia, sino también en un asunto de prevención del delito.

En otro tema, Peña pidió no dar paso a especulaciones que compliquen la discusión sobre el tema de la reforma fiscal y detalló algunos de los ejes sobre los que tramitará la propuesta fiscal.

Explicó que se requiere ampliar la base de contribuyentes, incentivar el pago a través de un sistema simplificado la recaudación y la responsabilidad compartida entre los tres niveles de gobierno para la recaudación. **M**

#### en línea...

VEA EL VIDEO DE LAS ACTIVIDADES DEL PRESIDENTE ELECTO EN

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Karel de Gucht, comisario de Comercio de la UE. FOTO DE: MARGUE BLANCHE

**AFIRMA COMISARIO DE COMERCIO DE LA UE**

# Inseguridad inhibe inversiones

Entorno de criminalidad que se vive complica la promoción de México en el mundo. Embajador de Alemania en nuestro país

Lila González/Enviada  
 EL ECONOMISTA

Querétaro, Qro. ANTE LA crisis financiera que embota la Unión Europea, los empresarios del viejo continente buscan reforzar las relaciones comerciales con México e incrementar la presencia de las empresas, sin embargo, el tema de la seguridad y el crimen en nuestro país se presenta como un obstáculo para la promoción de las inversiones, aseveró Karel de Gucht, comisario de Comercio de la Unión Europea.

"Necesitamos reformas energéticas, cambios en la seguridad, en el aspecto legal. Desarrollo demográfico en la educación, tienen que invertir mucho en educación, no sólo en educación básica, sino universitaria", demandó Edmund Duschwitz, embajador de Alemania en México.

El representante de la Unión Europea destacó que la promoción de inversiones y empresas ha sido fácil para aquellos corporativos que tienen contactos con su contraparte sin embargo, el problema es para aquellas empresas que desconocen, porque "hablar de la violencia complica el trabajo como embajador, explicar a nuestros socios cómo está el país. Hemos convenido de invertir en México, un ejemplo es Audi (que invirtió) 1.000 millones de

dólares, y esto va a traer más socios".

**TLC CON LA UE, SUBUTILIZADO**

El Tratado de Libre Comercio entre México y la Unión Europea se encuentra subutilizado, ya que del intercambio comercial, 50% de las exportaciones es realizado por empresas europeas establecidas en México, otro 25% lo constituye el petróleo, y el resto es realizado por empresas medianas, admitió Valentín Díez Morado, presidente del Consejo Mexicano de Comercio Exterior (Comce), durante el segundo día de la décima reunión de la Cumbre de Negocios en esta ciudad.

En el marco de la sesión plenaria México y Europa: Cómo fortalecer la relación ante un contexto más incierto, Joëlle Garrigaud-Maylam, senadora de Francia, dijo que los empresarios y el gobierno de su país pretenden redoblar el trabajo con México. Tan es así que Enrique Peña hizo una invitación al Presidente de dicho país a una visita de Estado para el 2014, con el fin de planear negocios de alto nivel.

"Nos gustaría ver a México como líder como desarrollo de motores y que desarrolle cluster y trate de proyectos de energía", abundó la legisladora francesa.

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**Hablar de la violencia complica el trabajo como embajador, explica a nuestros socios cómo está el país"**

**Edmund Duschwitz,**  
 embajador de  
 Alemania en México

EN FAVOR DE LA IED EN EL SECTOR

# Slim Domit: FCH se quedó corto en telecomunicaciones

Lila González/Enviada  
 EL ECONOMISTA

Querétaro, Qro. AL PRONUNCIARSE en favor de la apertura de la inversión extranjera en todos los servicios de las telecomunicaciones, Carlos Slim Domit, presidente del Consejo de Administración de Telmex, reprochó que el gobierno de Felipe Calderón incumplió con su programa de ofrecer competencia, cobertura y convergencia (tres C) puesto que la participación local al triple play y cuádruple es el gran pendiente.

Al participar en la décima Cumbre de Negocios, el líder empresarial negó que Telmex sea un monopolio, pues ya existen muchas empresas compitiendo, la empresa se ha esforzado por dar información sobre la cobertura y precios de los servicios, de hecho "se busca la tarifa más competitiva internacionalesmente", agregó.

Por ello, Slim Domit pagno porque en el próximo gobierno, que encabeza Enrique Peña, se

empresa un análisis "veraz" en el tema de las tarifas de los servicios de las telecomunicaciones, con el fin de contar con una regulación eficaz que abra la oportunidad de nuevas inversiones en el sector.

"El programa que trató de implementar el gobierno de Calderón a principios del sexenio era competencia, cobertura y convergencia, las tres C.

Tanto la cobertura como la competencia requieren inversión muy importante, la convergencia esperamos que algún día se pueda dar, no sólo a los servicios, sino las tarifas de la convergencia, hay que utilizar las redes", expresó en el panel "Dónde y cómo generar nuevos negocios y crecimiento en los próximos 10 años".

Slim Domit insistió: "Nosotros estamos en favor de la inversión extranjera y lo hemos manifestado desde hace muchos años y creemos que se debe de cambiar en la ley. Hoy hay restricción en la ley de telecomunicaciones".

lgonzalez@economista.com.mx

# Interjet invertirá US\$4,800 millones

Lila González/Enviada  
 EL ECONOMISTA

Querétaro, Qro. LA EMPRESA aérea Interjet completará inversiones por 4.800 millones de dólares entre el 2012 y el 2014 para la adquisición de nuevos modelos de alta tecnología en ahorro de combustible y confiabilidad y confort a los usuarios, informó su presidente, Miguel Alemán Velasco.

Ante el presidente electo, Enrique Peña, el presidente del Consejo de Administración de Interjet precisó que, de la cantidad indicada, desembolsó 3.290 millones de dólares el viernes pasado para adquirir 40 aviones Airbus A320, que consumen 15% menos combustible.

"Como muestra de la confianza de México y su gobierno, quiero adelantar que Interjet, con siete años de vida, vino a revolucionar la industria con la introducción de un modelo de

negocio basado en alta eficiencia operativa, con un servicio de alta calidad y precios accesibles. Contribuimos a la industria de la aviación y turismo.

"La empresa ha comprometido importantes inversiones en adquisición de una nueva flota aérea, construcción, equipamiento e infraestructura de mantenimiento, de capacitación y de soporte operacional", dijo el empresario en el marco de la sesión plenaria especial de la décima Cumbre de Negocios.

Además, agregó el magnate veracruzano, en los próximos 12 meses se podrán en servicio seis nuevos aviones Airbus 320 y antes de que termine el 2014 se habrá puesto en servicio una flota de 20 aviones más del tipo Superjet con capacidad para 100 pasajeros.

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**23 negocios**

México, 13 Noviembre 2012

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EL DATO | EVITAR SUICIDIOS

Para evitar suicidios suspenderá durante los próximos dos años los desahucios de viviendas, "en casos de extrema necesidad".  
 Asociación Española de Banca



DECIMA EDICIÓN DE LA MEXICO CUMBRE DE NEGOCIOS 2012



Karel de Gucht, comisario europeo.

**Seguridad, piden los inversionistas europeos**

[ LINDSEY H. ENRIQUEZ | QUÉZOTEMO ]

Diversos representantes de la Unión Europea coincidieron que para evitar que se freen las inversiones del viejo continente, el gobierno mexicano debe fortalecer el clima de seguridad, mejorar su nivel educativo y crecer la clase media.

En el marco de la México Cumbre de Negocios 2012, Karel de Gucht, comisario de Comercio de la Unión Europea, consideró que la violencia que se vive en algunas entidades de la República es un obstáculo para que fluya adecuadamente la inversión.

Durante su presencia reveló que "hablar de violencia dificulta mi trabajo como embajador, explicar eso a los socios es complicado y debo detallar la diferencia entre lo que se ve y lo que realmente está pasando, así como la forma en que se está atacando".

Por lo que consideró fundamental que inversiones como las de Audi son fundamentales para mandar otro mensaje a los inversionistas, pero también para "ajalar" a las pequeñas y medianas empresas proveedoras de Europa.

En tanto, la secretaria de la Comisión de Relaciones Exteriores, Defensa y Fuerzas Armadas de Francia, Joëlle Garraud-Meylan, dijo que si bien el tema de seguridad es importante discutirlo y atacarlo, no se debe dejar de lado el desarrollo de la clase media y la educación.

"México es visto como un socio sumamente confiable, se tienen muchas empresas francesas que emplean a más de cinco mil personas y por eso el gobierno francés busca cambiar la imagen y percepción que se tiene", sostuvo.

**ENCUENTRO** Serán del modelo A320, que reduce en 15 por ciento el consumo de combustible con la tecnología de punta. "Además de la flota nueva Airbus y Superjet se suman obras de infraestructura", señaló Miguel Alemán. Contribuyen a la modernización del transporte.

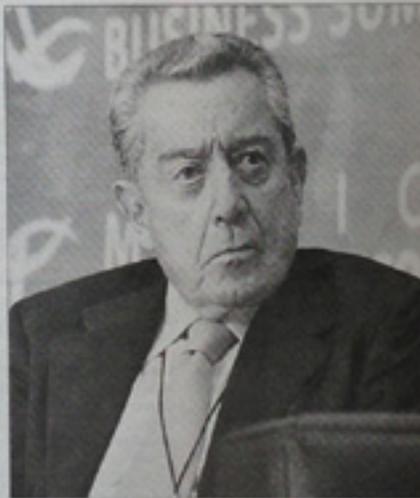
**Interjet invierte 4,800 mdd; incluye compra de 40 Airbus**

[ LINDSEY H. ENRIQUEZ ]

Para los siguientes dos años la aerolínea Interjet tiene comprometido 4 mil 800 millones de dólares en inversiones, para la adquisición de flota aérea, construcción y equipamiento, infraestructura para mantenimiento, de capacitación y de soporte operacional, informó el presidente del consejo de administración de la firma, Miguel Alemán Velasco.

Durante la México Cumbre de Negocios 2012, detalló que en días pasados la compañía celebró un contrato para la compra en firme de 40 aviones Airbus A320 de su nuevo modelo, que incorporará la más alta tecnología aeronáutica, pues reduce en 15 por ciento el uso de combustible, con lo que se emiten menos emisiones de gases de efecto invernadero, además de ser eficientes y otorga confiabilidad y confort al usuario.

De acuerdo con Alemán Velasco esta inversión está calculada a precios de lista de los



APUESTA. Miguel Alemán Velasco apuesta para mejorar sus aviones.

aviones, en más de 3 mil 200 millones de dólares.

Adicional a esta compra,

en los próximos doce meses Interjet pondrá en servicio 6 nuevos aviones Airbus 320 y

antes de que termine 2014 habrá colocado una flota de 20 aviones más del tipo Superjet con capacidad para 100 pasajeros con lo cual se atenderán ciudades nacionales e internacionales.

**COMPROMISOS.** Como parte de su estrategia de crecimiento, la aerolínea también tiene contratadas operaciones para adquirir otros 10 aviones adicionales superjet. "En suma solo en la flota nueva Airbus y Superjet, así como obras de infraestructura, la empresa tiene comprometida una inversión de más de 4 mil 800 millones de dólares", reiteró Miguel Alemán.

El empresario y presidente de la México Cumbre de Negocios, señaló que los beneficios de estas inversiones serán evidentes en la modernización del transporte aereo de pasajeros y favorecerá un aumento de la oferta y la generación de nuevos empleos directos que repercutirán en el desarrollo económico, regional y en el turismo para México.

**Listo el terreno para la reforma fiscal: Marón Manzur**

[ LINDSEY H. ENRIQUEZ | QUÉZOTEMO ]

Para Miguel Marón Manzur, subsecretario para la pyme de la Secretaría de Economía, las condiciones macroeconómicas en México están dadas para que se resuslvan reformas estructurales, como la fiscal, en el próximo sexenio.

Al participar en la décima edición de la Cumbre de Negocios, el funcionario recordó que en los últimos años el país ha crecido a pesar de las turbulencias financieras mundiales y se encuentra en una mejor posición que países como Italia, España o Grecia.

Enfatizó, además que se ha trabajado en sectores estratégicos mantener este crecimiento, como el ámbito de las exportaciones, donde por

ejemplo en el sector manufacturero se han incrementado de 35 a 85 por ciento en los últimos años.

También mencionó que a pesar de los problemas de inseguridad no ha sido factor para detener los flujos de inversión extranjera directa, que en el scenario ha llegado a 1.26 mil millones de dólares.

"Las bases están dadas para resolver los grandes problemas que se nos presentan, México es un país que ha tenido un crecimiento económico en los últimos años, y las variables macroeconómicas están estables", señaló.

**BANORTE-IXE.** Por su parte, Guillermo Ortiz Martínez, presidente del grupo finan-



Miguel Marón, subsecretario para Pymes.

ciario Banorte-Ixe, se pronunció en el mismo sentido, al asegurar que la nación tiene una macroeconomía sólida porque su deuda no va más allá del 30 por ciento del PIB; "incluso el costo es bajo si se compra con el pago de deuda de los países desarrollados, así como de algunos países emergentes".

El ex banquero central destacó que desde hace 10 años se tienen reservas internacionales con cifras récord, con una economía sin presiones inflacionarias y con un "boom" de inversiones en sectores como la minera.

En ese segundo día de trabajos de la cumbre se puso de manifiesto el potencial de México en el desarrollo económico e industrial.



**PIDEN RECUPERAR LIDERAZGO MEXICANO**

**QUERÉTARO.** Los ex presidentes de Bolivia, Carlos Mesa (izq.), y Álvaro Uribe, de Colombia, consideran que México debe ser el contrapeso de Brasil para que recupere el liderazgo de la región. Ambos participarán en la Decima Cumbre de Negocios que se realiza en esta ciudad.

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Martes 14 de Noviembre del 2011 **SEMISENA** MEDICINA 7

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Piden a México recuperar liderazgo en la región

# Necesita Brasil contrapeso

**Bajo riesgo**

Tanto México como Brasil registran niveles bajos y estables de riesgo para los inversionistas.

**RISGO PAÍS**

Investimiento

**Dicen ex mandatarios que los dos países deben enfrentar a América Latina**

**QUERÉTARO.** Más allá de la competencia y de la diferencia política e ideológica, México tiene que reconocer en el subdesarrollo económico de Brasil para que recupere el liderazgo de la Cumbre de Negocios, que se celebra en esta ciudad. Carlos Mesa, ex presidente de Bolivia, afirmó que el riesgo económico en el país latinoamericano es alto debido a su alto endeudamiento y a la falta de reformas estructurales y de privatización.

Uribe, ex presidente de Colombia, dijo que México debe ser el contrapeso de Brasil para que recupere el liderazgo de la región. Ambos participarán en la Decima Cumbre de Negocios que se realiza en esta ciudad.

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**Gigantes**

América Latina requiere que sus economías más grandes crezcan de forma sostenida.

**Reclama Interjet nueva ley de aviación**

**QUERÉTARO.** Miguel Ángel Quintanilla, presidente ejecutivo de Interjet, se pronunció a favor de ampliar la infraestructura vial en la Cumbre de Negocios que se celebra en esta ciudad. Quintanilla dijo que Interjet desea ser un operador aéreo de aeropuerto y aeropuerto.

“Se han logrado cosas muy importantes en materia de infraestructura, pero necesitamos más inversión pública y privada para mejorar la infraestructura vial y aérea”, dijo Quintanilla.

“Se han logrado cosas muy importantes en materia de infraestructura, pero necesitamos más inversión pública y privada para mejorar la infraestructura vial y aérea”, dijo Quintanilla.

**Trae el TPP beneficios-especialistas**

**QUERÉTARO.** Piden a los especialistas en manufacturas del TSC y a otros expertos.

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**Sobseñalan deficiencias**

**QUERÉTARO.** Piden a los especialistas en manufacturas del TSC y a otros expertos.

**Frena regulación al crecimiento**

**QUERÉTARO.** Piden a los especialistas en manufacturas del TSC y a otros expertos.



# Negocios

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Fomentará la competitividad del estado y el país

## En Querétaro, nueva terminal intermodal

Agilizará el movimiento de mercancías en el aeropuerto de la entidad, exigirá una inversión de 200 mdd y participarán Kansas City Southern México y Ferromex, dice el gobernador

Nayeli González México

Con una inversión de 200 millones de dólares, en los siguientes meses iniciará la construcción de la primera etapa de la plataforma logística del aeropuerto de Querétaro (Plaquel), proyecto en el que operarán Kansas City Southern México y Ferromex.

En el marco de la décima Cumbre de Negocios, en la ciudad de Querétaro, el gobernador de la entidad, José Calzada Rovirosa, explicó que este tipo de infraestructura tiene como objetivo eficientar el sistema logístico para el movimiento de las mercancías.

Por ello el complejo se ubicará estratégicamente en un terreno de 130 hectáreas que colinda con el aeropuerto internacional del estado.

La construcción de este proyecto generará por lo menos 500 empleos en el mediano plazo.

El funcionario explicó que la operación de las dos principales ferroviarias del país permitirá alcanzar altos índices de competitividad.

"Tengo entendido que solo en Pantaco se trabajaba así, hacerlo aquí de esta forma le dará a Querétaro una ventaja competitiva importante, porque las mercancías pueden venir de una línea ferroviaria, descargar y transferirlas para posteriormente mandárselas al extranjero, quizá con otra empresa ferroviaria."

Insistió en que este tipo de proyectos además de hacer atractiva a la entidad en materia de inversión, van acompañados a aprovechar las oportunidades que se generarán en



El gobernador de Querétaro, José Calzada Rovirosa, en la Cumbre de Negocios

el futuro próximo, pues los mercados se están encareciendo y otros caminamos en crisis, de tal forma que México se constituye como un país altamente capacitado y competitivo para salir al ámbito global y trascender.

Al respecto, el presidente del consejo de Plaquel, Ricardo San Román, dijo que la consolidación de la plataforma requirió por lo menos de dos años de negociaciones con el gobierno queretano y las dos principales ferroviarias.

No obstante, aseguró que ya se encuentran listos para comenzar con los trabajos y afianzar los últimos detalles a fin de cumplir con las diversas necesidades.

### HABRÁ BENEFICIO SOCIAL

## 500

empleos en la cifra mínima que generará el desarrollo de este proyecto en el mediano plazo, estima el gobernador.

### REGULACIONES E IMPUESTOS

En el foro el presidente de Grupo Salinas, Ricardo Salinas Pliego, afirmó que el principal obstáculo que enfrenta el sector industrial y empresarial en México es el exceso de regulaciones y cobro de impuestos por parte de los gobiernos federales y locales.

La constante imposición de gravámenes frena la generación de empleos, toda vez que las pequeñas y medianas empresas muchas veces no pueden solventar ese tipo de carga fiscal.

Precisó que la mayoría de las grandes compañías en México solo contratan al personal necesario, a fin de buscar un menor impacto en sus márgenes

### Manos del gobierno, fuera del caso Mexicana, reclama ASPA

## Urge nueva ley aeronáutica: Miguel Alemán

Nayeli González y Patricia Tapia, Querétaro y México

El director general de Interjet, Miguel Alemán Magaña, consideró urgente actualizar la ley aeronáutica, para fomentar el desarrollo del sector y enfrentar situaciones y problemas vigentes del sector.

En el contexto de la décima Cumbre de Negocios, dijo que la actual normatividad se encuentra plagada de "parches", se ha podido solventar los problemas y necesidades de la industria aérea, pero no es clara y se encuentra limitada, pues data de 1995,

cuando el gobierno federal mantenía el control absoluto de aerolíneas y aeropuertos del país.

Aunque el tema no ha sido tratado por la aerolínea con el equipo de transición de Enrique Peña Nieto, Alemán Magaña cree en que se tome en cuenta este problema a fin de darle solución lo antes posible. "Esperamos y pedimos a gritos que se reestructure esa ley", insistió.

El empresario también se refirió a la necesidad de contar con una infraestructura eficiente que responda a los diversos sectores industriales, en el caso específico del sector aéreo habló sobre la necesidad de replantear

la llegada de aviones a la Ciudad de México, así como la incursión de nuevas tecnologías. Por separado, Miguel Ángel Valero Chávez, presidente del Colegio de Pilotos Aviadores de México, argumentó que se requiere un nuevo modelo de aviación, "no digo que política porque ese término está marcadamente", pero la consulta que se hizo hace dos años quedó en el olvido.

Se necesita una entidad federal de seguridad para reformar la operación de las aerolíneas y que nadie quede exento de un marco regulatorio.

Aseguró que "los pilotos de dependencias

## Regulaciones, principal obstáculo: Salinas Pliego

□ Pymes operan con cargas "injustas"

- Impuestos "ilógicos" inhiben empleos
- Darle la vuelta al gobierno, un reto

**Miguel A. Pallares / Víctor Chávez**  
**QUERÉTARO, Qro., 13 de noviembre.**— Ricardo Salinas Pliego, presidente de Grupo Salinas, consideró que el principal obstáculo que enfrenta el sector privado "son las regulaciones de gobierno" y que las compañías pequeñas llevan la peor parte en comparación con los grandes corporativos.

"Las grandes como la mía podemos contratar muchos abogados y contadores y cabildadores para sobrevivir, pero a los negocios pequeños no les es posible. Ellos operan con gran cantidad de carga que es injusta y que se coloca sobre ellos, todas las regulaciones que pueden ser federal, local o estatal", recalcó.

Salinas consideró que el principal obstáculo para cualquier empresario es "darle la vuelta al gobierno, eso es un hecho". Afirmó que existe una paradoja en el hecho de querer impulsar la generación de empleos, cuando hay impuestos como el de la nómina que lo dificultan.

"Creo que es malo crear empleos, entonces hay que poner impuesto sobre eso", ironizó.

Explicó que la atracción de recursos es la principal causa de tener impuestos ilógicos. También lo es tener las mismas normas para las pequeñas y grandes empresas.

"La razón es que los estados quieren dinero y es la única forma en la que pueden recaudar", agregó. El impuesto a la nómina es estatal.

"En México si uno quiere empezar un negocio el primer problema es tener una sociedad o compañía porque está sujeto a sociedad mercantil, que aplica lo mismo a una compañía enorme que a una pequeña. Las pequeñas no tienen toda la infraestructura para lidiar con eso", explicó.

"Así, en lugar de crear un millón de empleos, parece que las políticas de gobierno decidieron sofocar la creación de empleos. Éste no sólo es un hecho en México", aseveró.

### Jóvenes

Por otra parte y en el marco de la Cumbre de Negocios que se celebra en esta ciudad, Álvaro Uribe, expresidente de Colombia, consideró que el apoyo a jóvenes emprendedores deberá ser una de las principales barreras a vencer en México y Latinoamérica. Refirió que el desempleo es un problema importante para los jóvenes de la región.



Ricardo Salinas Pliego. (Foto: Bloomberg)

En tanto, Luis Ernesto Depbez, que fue secretario de Economía en el sexenio de Vicente Fox, y rector de la Universidad de las Américas Puebla, opinó que es necesario realizar cambios en la educación para cambiar el rumbo del país.

### Cámara de Diputados

Ayer por la noche la Comisión de Comunicaciones de la Cámara de Diputados aprobó por unanimidad la creación de un grupo de trabajo "para que acompañe la transición a la Televisión Digital Terrestre (TDT)", que empujará la Comisión Federal de Telecomunicaciones (Cofetel).

La Mesa Directiva de la comisión dará a conocer aún los nombres de los siete legisladores (uno por cada fracción parlamentaria) que integrarán el grupo de trabajo.

El presidente de la comisión, el diputado Fernando Jorge Castro Tremi, del PRI, consideró indispensable que un representante de cada partido participe en este grupo de trabajo para conocer los avances que habrán de registrarse a partir de 2013.

Recordó que la Cofetel anunció que las pruebas del apagón analógico iniciarán en Tijuana el 16 de abril de 2013, de manera que se lleve de forma escalonada a todas las ciudades y se concluya el proyecto en 2016. ■

## Necesario, talento para desarrollarse: Manpower

□ Reforma Laboral no soluciona el desempleo: Flores

**QUERÉTARO, Qro., 12 de noviembre.**— La reforma laboral no servirá de nada si no existe talento en los empleados para lograr las competencias necesarias que les permitan desarrollarse en un mercado altamente competitivo, dijo Mónica Flores Barragán, directora general de Manpower Group México y Centroamérica.

"El pronóstico de desempleo en los jóvenes para Latinoamérica será de alrededor de 14.3 por ciento, es un grave problema que como sociedad debemos enfrentar y que la reforma laboral no soluciona", declaró.

Aseguró que "la integración del mercado formal no es suficiente. Tenemos problemas de fondo que resolver en el sentido de empatar la oferta y la demanda de trabajo; de nada servirá la reforma si no tenemos el talento adecuado que quieren los empleadores".

Recalcó que la demanda actual requiere competencias en áreas "lingüística, capacidad de aprender, competencias y habilidades en el mercado laboral internacional". Agregó que las posiciones más difíciles de cubrir en el ámbito global y en México son de conocimientos técnicos, gerenciales y especiales en salud, entre otros.

### Flexibilidad

Al participar en la Cumbre de Negocios, Flores Barragán dijo que debe aprovecharse el talento femenino e impulsar mediante la flexibilidad laboral. Añadió que debe reforzarse la integración al mercado laboral de adultos mayores y jóvenes.



Mónica Flores. (Foto: Eladio Ortiz)

Tenish Salinas Muñoz, secretario del Trabajo de Querétaro, puntualizó que de cada cien pesos pagados en la entidad, sólo 38 se pagan a una mujer, aunque este sector ocupa el 52 por ciento de las fuentes de empleo. Dijo que seis de cada diez desempleados en la entidad son jóvenes.

Felipe Núñez, presidente del consejo de Jucos del Valle y Santa Clara de The Coca-Cola Company, se pronunció a favor de abrir oportunidad a las mujeres con horarios flexibles, trabajo en el hogar y apoyo en guarderías. Puntualizó que de cada diez personas empleadas en su empresa, cuatro son féminas. (Miguel Ángel Pallares Gómez / enviado) ■

## Advierte Comce riesgos del TPP

□ Recomienda concluir y aprovechar el acuerdo

**QUERÉTARO, Qro., 13 de noviembre.**— México no se puede dar el lujo de no concluir el Acuerdo Estratégico Transpacífico (TPP), ya que el riesgo es quedar rezagado en su plataforma productiva, aseveró Sergio Ley López, presidente de la sección para Asia y Oceanía del Comce.

Durante su participación en la Cumbre de Negocios, el directivo recomendó tomar las precauciones necesarias para anticipar los efectos del acuerdo, ya que "serán negociaciones muy duras en las cuales tendremos ventajas dentro de los 22 temas que se están negociando, pero otros como propiedad intelectual nos caminarán inquietudes".

Ley López explicó que con el TPP la competencia incrementará con Vietnam, ya que China tiene manufacturas más sofisticadas, con gran valor agregado y salarios más altos. Previo que será difícil integrar a Japón y China en las negociaciones del TPP tanto por problemas internos como por quedar fuera de la elaboración del acuerdo.

"No hay riesgos sino desventajas con Vietnam, porque está demostrado que

en cualquier Tratado de Libre Comercio la economía menos desarrollada es la que tiene mayores ventajas sobre las desarrolladas, como sucedió con México en el TLCAN y en el TPP será Vietnam altamente beneficiado y Malasia en gran medida".

### "Puerta abierta"

Sin embargo, dijo que México tendrá "la puerta abierta a mercados importantes como Australia, Singapur y Nueva Zelanda, y con el resto de los países ya se tienen tratados de libre comercio".

Luz María de la Mota Sánchez, profesora e investigadora de la división de Estudios Internacionales del CIDE, dijo que la importancia en el TPP radica en el acceso "a mercados, servicios, inversión, reglas de origen, pero también a empresas del Estado, coherencia regulatoria y propiedad intelectual".

"Como en cualquier política pública, siempre hay ganadores y perdedores, habrá sectores que pagarán el costo como el textil, confección, calzado y juguete que tendrán presión de un país como Vietnam", sentenció. (Miguel Ángel Pallares Gómez / enviado) ■

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 Walker Von Graffenried Asset  
 Management, AG

Wayne, Earl Anthony  
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# SPONSORS



In Grupo Financiero Banorte, we constantly strive for growth in infrastructure, innovation and services, which is why a most relevant transformation of the Group took place. Two historical mergers took place with Ixe Grupo Financiero and Afore XXI, which has allowed us to become the third most important banking institution in the Mexican finance system. As such, we offer a unique proposal of value to our customers, by means of the strengthening of the Mexican bank versus the foreign bank operating in Mexico, which offers a feeling of belonging and pride, besides enhancing the security, since we are a very solid and reliable institution for the safeguard of its heritage. Said fusion has been a model of hard work, effort and union that seeks the better positioning of the country and of Mexicans. At Banorte Ixe, we are committed to keep on improving to better the quality of our products and services so we can become the Strong Bank in Mexico.



GRUMA is the most globalized food company in Mexico, indisputable worldwide leader in corn flour and tortilla production.

It has an international expansion that includes operations in Mexico, United States, Europe, Central America, Venezuela, Asia and Oceania with the presence of our brands maseca and mission, among others.

On May 3, 1949, the first processed corn flour production plant in the world was inaugurated in Cerralvo, Nuevo León, signaling the beginning of GRUMA. Molinos Azteca (“Aztec Mills”), the parent company of gruma, was launched as the first producer of processed corn flour in the world.

GRUMA competitive advantages, permitted the Company to develop not only in Mexico, but has also to transcend to international markets who became, in a growing industry from the processing of corn into flour, based on major technological and administrative developments.

In the early 1970s, GRUMA launched its product on the Central American markets, specifically in Costa Rica. In 1976 it arrived to the United States, achieving since then a sustained growth in sales volume.

In 1987 expanded its operations beyond the south border, opening plants in Honduras in 1987, and in El Salvador and Guatemala in 1993.

Later, in 1994, began operating in Venezuela and, in a very significant step in GRUMA’s history, it began operating its first tortillas plant in Europe. Furthermore, GRUMA successfully entered the wheat flour business in Mexico and Venezuela.

In 1999, the company opened offices in Coventry, England and the plant began operating in 2000 with the production of corn tortillas and wheat, but currently there are three plants located in England, Italy and Holland. In 2006 GRUMA also expanded its presence in the Oceania region, and the first plant in Asia, started operations in Shanghai, China.

Already established in China, GRUMA realized that Malaysia had an small processing plant flatbreads which it acquired in 2007 that came to strengthen the presence of the brand in the Asian country.

In 2008, Mission brand in the United States launches Life Balance, line oriented to consumers interested in their health care without losing taste and convenience, also launches a new brand of low cost, quality, more responsive to consumer’s prices.

In 2009 GRUMA had historical sales. Mission brand is launched in Australia with an attractive product portfolio and inaugurates the new generation technology plant, also in in that country; GRUMA was honored as “Global Business Excellence” by the World Finance Magazine.

In 2010, GRUMA launched the line “Mission flatbreads of The World” in Australia and Europe. The results of Mission in Australia new brands succeeded in its first year and it was recognized as one of the leader brands.

Also in 2010, it was inaugurated the Panorama City Plant in the USA with high specifications of sustainability, energy and water savings. And the plant in Ukraine was also opened.

In Mexico GRUMA reaches a brand presence to customers of 14% through its campaign to commemorate the bicentennial of the Mexican Revolution.

Today GRUMA is a global food company proud to be Mexican, worldwide leader in the production of corn flour and tortilla and a major player in wheat flour and staple foods, with leading brands in most markets, with 99 plants in more than 100 countries, with over 20 thousand employees.



TELMEX, formed by Teléfonos de México, S.A.B de C.V and subsidiaries, supplies telecommunication services in Mexico. Its service coverage includes, among other things, the management of the largest basic local and long distance telephony. It also offers services such as connectivity, internet access, hosting and interconnectivity services with other telecommunications operators.

TELMEX honors its commitment regarding the supply of products and services to its customers, with the highest standards of quality and it continues making all the necessary investments that will maintain its leadership, with the most reliable, efficient, modern and safe network in the market..

More than a supplier, TELMEX is a strategic Partner in advanced telecommunications services for its customers. That is why it has developed the most robust technological platform nationwide that allows it to withstand the widest spectrum of operations, since it has the support of a network with state of the art technology, not to mention the most skilled human team available in our country.

TELMEX is committed to supporting Mexico's future, education and digital culture, besides the driving to innovation, to strengthen the information technologies.

TELMEX is the only corporation in the field with a social commitment, hence servicing all segments of the population, driving the economy and digital culture in the country, ensuring the changing from simple literacy to digital education, .

The company has consistently worked in the Social Responsibility, by making investments so Mexico can rely on a world class telecommunications infrastructure that will allow satisfying the communications requirements of all the sectors of the population, both in the rural areas as in the large cities, besides offering the largest spectrum of advanced communications, for the Mexican companies.

Last but not least, thanks to Fundación TELMEX, the corporation demonstrates its commitment by boosting programs that enhance a better quality of life of all Mexican citizens, both in the main cities as in the country, nation- wide.

Since its privatization, TELMEX as been a major contributor in Mexico, not only thanks to its investments in art infrastructure, but also by boosting the capabilities and talent of its human capital, hence backing up the commitment with its clients, partners and stockholders to support Mexico's development in a most compelling way.



# Nestlé

The origins of Nestlé go back to 1867 in Vevey, Switzerland, when its founder Henri Nestlé revolutionized the food industry by developing the first lactated flour to satisfy the food and nutritional needs of children. In 1905 he merges with a major producer of condensed milk, the Anglo Swiss Company Condensed Milk, with which he begins the diversification and internationalization process. New products were added, little by little to the first production of condensed milk and lactated flour, such as soluble coffees, chocolates, and candy, frozen goods, both culinary and refrigerable, as well as pet foods, all of them worldwide, currently accepted and sold in more than 100 countries. Always ahead in innovation and renovation in the food sector, Nestlé takes advantage of its more than 100 years of expertise in research and technological development to offer top nutritional and quality food products to its consumers. Nestlé is ranked as the world leading company in nutrition, health and welfare. It is in all continents with over 10,000 products, produced in 461 plants in over 83 countries, with 328,000 plus collaborators around the globe. Nestlé's brands and products are focused towards a relentless innovation and renovation, serving and anticipating the changing needs of its consumers, with products elaborated for all stages of life. Nestlé has been dedicated to know the needs and desires of its consumers as well as its local values and culture. This is why the company has proven having a great capability to adapt to every country, never deflecting from its convictions and fundamental values, which are paramount to guarantee success, by sustaining its growth strategy in the Creation of Shared Value and promoting concrete benefits for the development of society, boosting both the country development and environmental care.



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 eV. (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 Mar/timo de México (MMM).

Industrial and Oil Construction:  
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) Mina-Trico, S. de R.L. de eV. (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 México)

Specialized Transportation:  
Servicio Industrial Especializado, S.A. de C.V. (SER/ESA)



# BOMBARDIER

## BOMBARDIER AEROSPACE IN QUERÉTARO, MEXICO

Bombardier Aerospace's manufacturing operations in Querétaro, Mexico were 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 CRJ700/900/1000 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 subassembly systems installation, will also be carried out at the Mexico site. Construction on the 200,000-ft<sup>2</sup> (18,581-m<sup>2</sup>) 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.

The implementation of Bombardier Aerospace's manufacturing in Mexico is being carried out in parallel with the Mexican Federal government establishing the three essential pillars to develop a substantive aerospace industry within Mexico.

These pillars include:

- The harmonization of Mexican aviation regulations with the international community;
- Adequate aerospace educational systems;
- Infrastructure that allows for the development and growth of the aerospace industry in Mexico.

The State of Querétaro, located north of Mexico City, offers quality industrial and educational infrastructures, a skilled population and dynamic economic development policies, and its modern airport will provide Bombardier Aerospace and other future members of the new Mexican aerospace cluster with the best potential for growth and synergies. Bombardier Aerospace is currently developing a local supplier base in support of its Mexican operations and other facilities.

Bombardier and its employees in Querétaro are also very involved in the local community. The company is a longterm supporter of the Sierra Gorda World Biosphere Reserve and provides resources for three specific projects that have an effect on the global and local environment, whether through the reduction of greenhouse gas emissions, the responsible use of natural resources or the development of programs that increase community well-being. Causa Querétaro, a group run by employees, organizes projects in an effort to help needy sectors within the community, and Bombardier supports these projects with funds received through its recycling program.



## Shaping the future of aerospace and defence

EADS provides global leadership in aerospace, defence and related services. The Group includes Airbus as the leading global manufacturer of the most innovative commercial and military aircraft, with Airbus Military covering tanker, transport and mission aircraft. Astrium, the European leader in space programmes and the third biggest space provider worldwide, is active in all space activities and Cassidian, worldwide leader in state of the art solutions for armed forces and civil security worldwide. Eurocopter is the world's primary helicopter manufacturer in the civil sector, offering the largest civil and military helicopter range in the world.

With strong roots in the domestic markets of France, Germany, UK and Spain, EADS is increasing its international footprint: around 75% of the products are exported and around half of revenues are generated outside of Europe.

Research and Development (R&D) plays an important role for EADS. Since its foundation, EADS has injected more than 28 billion into self-financed investment, assigned to spur new technologies and future business. This makes EADS a world champion in self-financed R&D investment in the aviation industry. EADS demonstrates its leading role in aerospace and defence innovation with over 9,000 patents since its foundation.

In 2011, the Group generated revenues of 49.1 billion, more than doubling the amount of 24.2 billion in 2000.

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# SAFRAN

AEROSPACE · DEFENCE · SECURITY

The SAFRAN Group is a high technology international group, leader in its core business: Aerospatiale (propulsion and equipment), Defense and Security.

With 60,000 employees in the world and over a 15 Billion-USD result, SAFRAN Group is worldwide number one in:

- Commercial aircraft engines (SNECMA – CFM)
- Helicopter engines (TURBOMECA)
- Landing and Braking Systems (MESSIER-BUGATTI-DOWTY)
- 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 4,200 employees, for 11 companies. In addition to its activities of production and design, the group is heavily involved in:

- Education (Mexican-French aerospace campus in Querétaro)
- Development of the Supply Chain in Mexico
- Development of clusters for the Aerospace Industry
- Environment (bioturbosine) The Group companies located in Mexico are:
- State of Mexico & Mexico City :
  - MORPHO Identification (biometric systems, fingerprint-iris-face) o MORPHO Cards (manufacture and sale of smart cards)
  - SAFRAN MEXICO (corporate office)
  - TURBOMECA (commercial support for maintenance of turbines)
- Chihuahua :
  - LABINAL (cable systems)
  - SAFRAN Engineering (design center)
- Queretaro :
  - SAMES (maintenance of CFM-56 engines)
  - MESSIER-BUGATTI-DOWTY SERVICES (maintenance of landing gear) o SNECMA (manufacturing of engine parts CFM-56)
  - MESSIER-BUGATTI-DOWTY (manufacture of landing gear parts)
- Tamaulipas :
  - GLOBE MOTORS (electrical systems)

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### The Logistics Company for the World

DHL is the global market leader in the logistics industry and “The Logistics company for the world”. DHL commits its expertise in international express, air and ocean freight, road and rail transportation, contract logistics and international mail services to its customers. A global network composed of more than 220 countries and territories and about 275,000 employees worldwide offers customers superior service quality and local knowledge to satisfy their supply chain requirements. DHL accepts its social responsibility by supporting climate protection, disaster management and education.

DHL is part of Deutsche Post DHL.

The Group generated revenue of more than 53 billion euros in 2011.



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 TMM is one of the largest integrated logistics and transportation companies in Mexico providing specialized maritime services and integrated logistics services, including land transportation services and ports and terminals management services, to international and domestic clients throughout Mexico. We offer a solid logistical structure looking after our clients' most precious resources: time and money. Thanks to our three business units and the efforts of our human capital, Grupo TMM has everything necessary to offer a world class service guaranteeing the highest quality to all our clients. 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.

#### Our Mission

"We are a Mexican group specializing in maritime and onshore transport, integrated logistics, storage and port operations.

Our competitive strength is based on the integration of our own strategic assets and those of third parties to offer a wide variety of solutions providing a high level of service and flexibility for our clients, all of which is supported by constantly developing technology, 50 years of experience and excellent human capital.

Our commitment is to maximize shareholder equity through the efficient and profitable operation of our business units."

#### Our vision

"To be the leading provider of transport services and integrated logistics solutions in the national market, seeking to participate in high return and profitable niche markets

At Grupo TMM we are committed to respecting the environment and participating in the consolidation and development of Mexico."

#### Our Infrastructure

Grupo TMM has a unique position in the Mexican market, being the ideal link between railways, roads and ports as well as the link between the main cities and production centers in the country.

The Company has facilities located in Aguascalientes, Veracruz, Queretaro, Ramos Arizpe, Laredo, Hermosillo, San Luis Potosi, Toluca, Cuernavaca, Monterrey, Puebla, Cd. Sahagun and Mexico City.

Grupo TMM offers a logical structure to enhance a client's most precious resources: their time and money, working jointly with all industries, including companies that require the highest standards to guarantee their satisfaction in logistical matters.

#### Our Solutions

Our consulting services, the creation of synergies through our diverse operations, our market knowledge and our interest to treat our clients as they require, has allowed us to provide customized and integrated solutions, in the areas of:

- Logistics and Inland Services.
- Specialized Maritime Services.



Accenture is a global management consulting, technology services and outsourcing company, with 257,000 people serving clients in more than 120 countries. 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. The company generated net revenues of US\$27.9 billion for the fiscal year ended Aug. 31, 2012.



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 counts of 34 new airplanes Airbus A320 of high technology and luxury cabin, having higher seat pitch between the rows of elegant and comfortable leather seats.

Proudly the company lives its continued second year servicing to its clients, who take advantage from the undisputable opportunity of being able to fly at fair rates in a class superior to normal tourist, to the thirteen destinations in the Mexican Republic. Interjet has already reached more than a million passengers. This mark fulfills with the objective to make air traveling accessible to the greater number of Mexicans.

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.

This low-cost airline combines experience and youth, an optimal formula for security and reliability.

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

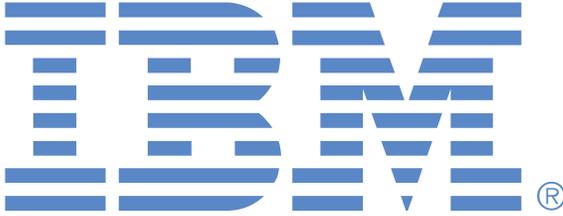
To provide air transportation services highly safe to fair price, by means of a substantial elevation of the efficiency and productivity of all its resources, for direct benefit of all its passengers.

#### 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.

#### Objetives

- 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.



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 Mexico

- 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 Solution 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.



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 Firms 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 Metropolitanos” -Metropolitan Pricing Index, among others.

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The first consultation is free of charge Please allow us to serve you



Arancia Industrial, S.A. de C.V. (Arancia) is a successful, 100% Mexican, privately-owned company with vast experience in international joint ventures.

Today, Arancia has interests in several fields. It operates in biotechnology in the industrial-enzyme markets; in linen rental services, by providing outfitting and rental services of specialized textiles to the health sector, and in logistics. Additionally, Arancia participates as an industrial investor in some business relates to theses fields. It also seeks to develop new ventures in biotechnology, energy, logistics and agricultural industries.

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 become 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.



Headquartered in Kansas City, Missouri, Kansas City Southern (KCS) (NYSE: KSU) is a transportation holding company that has railroad investments in the U.S., Mexico and Panama.

Its primary U.S. holding is The Kansas City Southern Railway Company, serving the central and south central U.S. Its international holdings include Kansas City Southern de Mexico, S.A. de C.V., serving northeastern and central Mexico and the port cities of Lázaro Cárdenas, Tampico and Veracruz, and a 50 percent interest in Panama Canal Railway Company, providing ocean-to-ocean freight and passenger service along the Panama Canal. KCS' North American rail holdings and strategic alliances are primary components of a NAFTA Railway system, linking the commercial and industrial centers of the U.S., Mexico and Canada

# SIEMENS

During the last 160 years, Siemens has stood for pioneering spirit, outstanding achievements, innovation, quality, reliability and internationality. Siemens is one of the world's largest providers of green technologies. Products and solutions from our Environmental Portfolio already account for considerably more than onethird of our total revenue. With products and solutions from our green portfolio our costumers were able to save 317 million tons of carbon dioxide in fiscal 2011.

Siemens answers the biggest challenges of our time such as energy production and distribution, industrial productivity, accessible and personalized healthcare, infrastructure and cities solutions like Smart Building Technologies. Siemens offers integrated technological solutions for Energy Trasmission, Mobility, Diagnostics, Imagenology, Ther- apy, Transport systems, Water and waste water, among others.

In México, Siemens started its operations about 118 years ago when the company won the project to install the public light system of the iconic Paseo de la Reforma Avenue. Today, Siemens has 15 production facilities in Mexico and several offices in Costa Rica, El Salvador, Guatemala, Panama and Dominican Republic.

With more than 6400 employees in Mexico, Siemens contributes to the infrastructure and technological development of Mexico and Central America. In 2011 our company received for the 7th ocassion the Social Responsibility certification given by the Mexican Center for Philanthropy. The project "Light close to everyone" is an example of our initiatives for corporate social responsibility. This program helped 182 families in the State of Querétaro to have access to electricity using solar panels.



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

The logo for EXPANSION is displayed in white, uppercase letters within a red rectangular box. A small black pencil icon is positioned above the letter 'N'.

## MEDIO ASOCIADO

Founded in 1966, Grupo Expansion is currently the most important multiplatform group aimed to selective and business audiences in Mexico. In 2010 changed its corporate image and was oriented to “Creating passionate media experiences that enrich our readers and users life”.

Grupo Expansion has a portfolio of 18 magazines and eight websites that reach more than 20 million people each month. Its products are: Expansión, ELLE, Obras, Manufactura, IDC, Quién, InStyle, Vuelo, Loop, Quo, Balance, Chilango, Life&Style, Cronos, Endless Vacation, Revista Metros Cúbicos, Dinero Inteligente, Travel + Leisure, Revolution, CNNExpansión.com, Chilango.com, IDCOnline.com, Quién.com, Metroscúbicos.com, Mediotiempo.com y CNNMéxico.com.

In 2005, Grupo Expansion was acquired by Time Inc., the biggest magazine company in the world. This consolidates its leadership as the multiplatform group with most credibility, transparency and respect in Mexico.

# SPECIAL THANKS



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