



M E X I C O
CUMBRE DE NEGOCIOS
BUSINESS SUMMIT®

GUADALAJARA, JAL. 20-22 OCT. 2013



Mexico The 360^a Vision

**MEXICO BUSINESS SUMMIT
2013 REPORT**

Welcoming message from Miguel Alemán Velasco Chairman of the Mexico Business Summit



“The transformation of our economic reality has been guided by the series of structural and industry reforms that the present federal administration has fostered with the consensus of the Pact for Mexico and the agreements achieved within the Federal Legislative Power”.

In my capacity as Chairman of the Organizing Committee for the Mexico Business Summit, and on behalf of all its members, I thank your participation in this forum which, year after year, has been recognized both nationally and internationally by the relevance of its content and the quality of its organization.

In 2013, the Summit celebrated its eleventh edition with the motto:
Mexico: A New Vision in the International Context

In this 11th edition, the Summit is honored by the presence of Mr. President Enrique Peña Nieto and the Governor of the State of Jalisco, Aristóteles Sandoval Díaz. Also, on this occasion we received the President of Ireland, Michael D. Higgins, and the President of Guatemala, Otto Pérez Molina. As well as the former presidents of Colombia, Álvaro Uribe, and Bolivia, Carlos D. Mesa Gisbert.

As is customary, the Mexico Business Summit has integrated relevant and useful proposals for establishing public policies, business strategies, and approaches for social benefit that simultaneously strengthen our country within the global stage. For the last 11 years, this forum has contributed with suggestions on priorities to achieve the transformation of our laws and institutions, the strengthening of our democratic system, and the improvement of society.

Close to 900 assistants from over 20 countries dialogued with the speakers about fundamental issues in the areas of economy, technological innovation, infrastructure, health, agricultural development, political environment, among others. It was greatly noted that Mexico has started thinking big in terms of infrastructure; but it is essential to begin the major projects planned by the Federal Government immediately.

The impact of climate change and its devastating effects were analyzed, thus making civil defense and physical infrastructure design fundamental aspects in national security.

As expected, special attention given to analyzing the tax and energy reform proposals. Particularly in the case of the energy reform, it was clearly agreed upon that Mexico's economic development is limited unless it pushes the necessary reforms and invests in new technologies.

In my opinion, the energy reform should also consider the importance of incorporating nuclear energy. To do this, first it is necessary to replace fear with information, so that like many other countries we can coexist and benefit from this energy source.

For third year in a row, we have a group of young leaders, a new generation of entrepreneurs who freely expressed their ideas. The business community of Jalisco also participated actively in this international event.

It is worth noting that the transformation of our economic reality has been guided by the series of structural and industry reforms that the present federal administration has fostered with the consensus of the Pact for Mexico and the agreements achieved within the Federal Legislative Power.

Thus, today we have a very different environment that we did a year ago. The reforms in Telecommunications, Education, and Financial Services create opportunities for development and innovation in these areas, with important benefits to society as a whole.

I thank the government and corporate groups from Jalisco for their support in hosting this greatly successful event in the beautiful city of Guadalajara, on October 20th to the 22nd, 2013.

I am sure that the involvement of everyone at the Summit has shown the potential, capacity and collective experience that will contribute to finding the solutions that the country needs and Mexicans deserve.

Thank you very much

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

Miguel Alemán Velasco
Chairman, Mexico Business Summit

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Mexico Business Summit, Guadalajara, Jal. 2013

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WELCOME TO MEXICO BUSINESS SUMMIT
IN GUADALAJARA

STEERING COMMITTEE

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Governor, State of Jalisco

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Executive Director, Mexico Business Summit

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President, Rozental & Asociados

FINAL PROGRAM

11th. Edition

Mexico Business Summit

Guadalajara, 20-22 October 2013

Mexico: The 360° Vision

Sunday 20 October

13:30 onwards	Participant registration
15:15-15:30 Plenary Hall	<p>Welcoming remarks</p> <ul style="list-style-type: none"> • Miguel Alemán Velasco, Chairman, Mexico Business Summit, Mexico • Aristóteles Sandoval Díaz, Governor, State of Jalisco, Mexico • Francisco Beckmann, President, Cámara de Comercio de Guadalajara, Mexico • Oscar Benavides, President, COPARMEX Jalisco, Mexico • Juan Alonso Niño Cota, President, CCIJ, Mexico
15:30-16:45 Plenary Hall	<p>Opening Plenary Session: Mexico as a global player Expanding Mexico's footprint on the global stage</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Pierre Beaudoin, President and Chief Executive Officer, Bombardier, Canada • Ildefonso Guajardo Villarreal, Secretary of Economy, Mexico • 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 <p>Moderator:</p> <ul style="list-style-type: none"> • Manuel Rivera Raba, Chief Executive Officer, Grupo Expansión, Mexico
17:00-18:00 Plenary Hall	<p>Mexico as a global player The economic outlook: Focusing on the opportunities for growth</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Guillermo Ortiz Martínez, Chairman of the Board, Grupo Financiero Banorte, Mexico • Luis Téllez Kuenzler, President, Bolsa Mexicana de Valores (BMV), Mexico • Bart van Ark, Executive Vice President and Chief Economist, The Conference Board, USA <p>Moderator:</p> <ul style="list-style-type: none"> • Clyde Prestowitz, Founder and President, Economic Strategy Institute, USA
18:00-18:30 Plenary Hall	<p>Keynote Address</p> <ul style="list-style-type: none"> • Otto Pérez Molina, President of Guatemala, The Republic of Guatemala <p>Chaired by:</p> <ul style="list-style-type: none"> • Aristóteles Sandoval Díaz, Governor, State of Jalisco, México

18:40-19:40 BR1	<p>Mexico as a global player</p> <p>Beyond the horizon line</p> <p>Briefing by:</p> <ul style="list-style-type: none"> Soumitra Dutta, Dean of the Samuel Curtis Johnson School of Management, Cornell University, USA <p>Chaired by:</p> <ul style="list-style-type: none"> Yaël Smadja, President, Smadja & Smadja USA; Executive Director, Mexico Business Summit, USA
18:40-19:40 BR3	<p>The Fundamentals</p> <p>Want a future? Look at the entrepreneurs</p> <p>Speakers:</p> <ul style="list-style-type: none"> Enrique Jacob Rocha, President, Instituto Nacional del Emprendedor, Mexico Fernando Lelo de Larrea, Managing Director, Venture Partners, Mexico José Palacios Jiménez, Secretary for Economic Development, State of Jalisco, Mexico Carlos Eduardo Represas, Chairman Latin America, Bombardier, Inc., Mexico Guillermo Romo, President and Chief Executive Officer, Grupo Mega, Mexico <p>Moderator:</p> <ul style="list-style-type: none"> Alberto Bello, Business Editorial Director, Grupo Expansión, Mexico
20:00-20:30	<p>Cocktail reception</p>
20:30-22:00 Jalisco	<p>Official opening dinner</p> <p>Keeping growth going in a slowing down global environment</p> <p>A conversation with:</p> <ul style="list-style-type: none"> Pierre Beaudoin, President and Chief Executive Officer, Bombardier, Canada Ronnie C. Chan, Chairman, Hang Lung Properties Limited, Hong Kong SAR <p>Chaired by:</p> <ul style="list-style-type: none"> Claude Smadja, President and Founder, Smadja & Smadja, Switzerland

Monday 21 October

08:45-10:15 Plenary Hall	<p>Mexico as a global player</p> <p>From “nice to have” to “need to have”: A stronger connection with Asian dynamics</p> <p>Speakers:</p> <ul style="list-style-type: none"> Damian Chan, International Director for the Americas, Singapore Economic Development Board, Singapore Ronnie C. Chan, Chairman, Hang Lung Properties Limited, Hong Kong SAR Sujan Chinoy, Ambassador of the Republic of India in Mexico, India Enrique Dussel Peters, Coordinator, Center for China-Mexico Studies (CECHIMEX), UNAM, Mexico Wu Jianmin, Vice Chairman, China Institute for Innovation & Development Strategy, People’s Republic of China <p>Moderator:</p> <ul style="list-style-type: none"> Julio Millán Bojalil, President, Grupo Coraza Corporación Azteca, Mexico
10:15-10:45	<p><i>Networking break</i></p>

<p>10:45-12:00</p> <p>BR2</p>	<p>Sector highlight</p> <p>Expanding the health sector as a solid growth driver</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Roberto Albisetti, IFC Country Manager for Colombia, Peru, Venezuela and Ecuador, International Finance Corporation, Mexico • Mercedes Juan López, Secretary of Health, Mexico • José Alberto Peña, Vice President and General Manager, Pharma México (GSK), Mexico • Sandra Sánchez Y Oldenhage, President and Managing Director, AMGEN, Mexico • Kurt Soland, President, Bayer of Mexico, Mexico <p>Moderator:</p> <ul style="list-style-type: none"> • Hans-Joachim Kohlsdorf, Managing Partner of Efficient Ideas & Honorary Member of the CEEG, Mexico
<p>10:45-12:00</p> <p>BR1</p>	<p>Sector highlight</p> <p>Mexico's IT industry: How can Mexico access the top players league?</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Pablo Acevedo Alvarado, Chief Executive Officer, Ekomercio, Mexico • Alexis Langagne, Managing Director, HP Mexico, Mexico • Scott Overson, General Director, Intel México, Mexico • Jose J. Pacheco G., Associate Director, Master of Engineering in Manufacturing, Massachusetts Institute of Technology, USA <p>Moderator:</p> <ul style="list-style-type: none"> • Mario González, Anchor, CNN en Español, Mexico
<p>10:45-12:00</p> <p>BR3</p>	<p>The Fundamentals</p> <p>How will real competition transform the Mexican economy?</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Luis Miguel González , Editorial Director, El Economista, Mexico • Roberto Newell García, Vice President and Senior Fellow, Instituto Mexicano para la Competitividad, A.C., Mexico • Germán Ortiz, Chief Executive Officer, Deloitte Consulting Group, Mexico • Oscar Peralta Cásares, Executive Vice President, Grupo Metal Intra, Mexico <p>Moderator:</p> <ul style="list-style-type: none"> • Rubén Kraiem, Partner, Covington & Burling, LLP, USA
<p>12:15-13:15</p> <p>Plenary Hall</p>	<p>The Fundamentals</p> <p>How can Mexico better leverage its sound economic fundamentals?</p> <p>Speakers:</p> <ul style="list-style-type: none"> • José Calzada Rovirosa, Governor, State of Querétaro, Mexico • Luiz Carlos Ferezin, President, Accenture, Mexico • Louise Goesser, President and Chief Executive Officer, Siemens Mesoamérica, Mexico • Raúl Gutiérrez, Chief Executive Officer, Deacero; President, Instituto para el Desarrollo Industrial y el Crecimiento Económico (IDIC), Mexico <p>Moderator:</p> <ul style="list-style-type: none"> • Carlos Manuel Rodríguez, México Bureau Chief, Bloomberg News, Mexico

<p>13:30-15:00</p> <p><i>Jalisco</i></p>	<p>Plenary Luncheon: The Fundamentals A changed mindset for Mexico's new approach to the future</p> <p>A conversation between:</p> <ul style="list-style-type: none"> • Ricardo Salinas Pliego, President and Chief Executive Officer, Grupo Salinas, Mexico • Juan Ramón de la Fuente Ramírez, Academician, Former Secretary of Health and former Dean, National Autonomous University of Mexico (UNAM), Mexico
<p>15:15-16:30</p> <p>BR2</p>	<p>Mexico as a global player Ensuring Mexico's right place in the world's new geography of wealth</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Guillermo Ortiz Martínez, Chairman of the Board, Grupo Financiero Banorte, Mexico • Claude Smadja, President and Founder, Smadja & Smadja, Switzerland • Diana Villiers Negroponte, Nonresident Senior Fellow Foreign Policy, The Brookings Institution, USA <p>Moderator:</p> <ul style="list-style-type: none"> • Sergio Sarmiento, Political Analyst and Editorial Director, TV Azteca, Mexico
<p>15:15-16:30</p> <p>BR1</p>	<p>The Fundamentals Infrastructure: Closing regional gaps, enhancing national competitiveness</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Pierre Beaudoin, President and Chief Executive Officer, Bombardier, Canada • Alfredo del Mazo Maza, Director General, Banobras, Mexico • José Andrés de Oteyza Fernández, President, OHL México, Mexico • Alberto Pérez-Jácome Friscione, Director General, Grupo Hermes Infraestructura, Mexico • Gerardo Ruiz Esparza, Secretary of Communications and Transport, Mexico • Luis Zárate Rocha, President, Cámara Mexicana de la Industria de la Construcción (CMIC), Mexico <p>Moderator:</p> <ul style="list-style-type: none"> • José Natividad González Parás, President and Director General, Primer Círculo; Former Governor, State of Nuevo Leon, México
<p>16:30-17:00</p>	<p>Networking break</p>
<p>17:00-18:15</p> <p>BR4</p>	<p>Mexico as a global player An agenda to ensure Mexico's right place in the world's new geography of wealth Brainstorming session to follow up and reach concrete recommendations based on the earlier Briefing session.</p>

<p>17:00-18:15</p> <p>BR2</p>	<p>Sector highlight Strengthening the financial services sector</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Enrique de la Madrid Cordero, Director General, Banco Nacional de Comercio Exterior (Bancomext), Mexico • Alejandro Ortega, Managing Director, Morgan Stanley, Mexico • Guillermo Romo, President and Chief Executive Officer, Grupo Mega, Mexico • Luis Solórzano, Partner and Managing Director, Advent International, Mexico <p>Moderator:</p> <ul style="list-style-type: none"> • Jonathan Levin, MNA Correspondent, Bloomberg News, Mexico
<p>17:00-18:15</p> <p>BR3</p>	<p>Mexico as a global player NAFTA at 20: Tackling the unfinished agenda</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Juan Gallardo Thurlow, Chairman of the Board, Organización Cultiva, SAB de CV, Mexico • John D. Negroponte, Vice-Chairman, McLarty Associates; Former Deputy Secretary of State, USA • Clyde Prestowitz, Founder and President, Economic Strategy Institute, USA • Andrés Rozental, President, Rozental and Associates, Mexico <p>Moderator:</p> <ul style="list-style-type: none"> • Arturo Valenzuela, Senior of 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
<p>17:00-18:15</p> <p>BR1</p>	<p>Special sign-up session Clicking your way to higher value: Jalisco's IT industry</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Jose Coehlo, Vice President of Operations for Latin America, Jabil, Mexico • Eugenio Godard, Director, Campus Tecnológico de IBM Guadalajara; Executive ISC, Mexico • Gabriel Macias Martinez, Vice President Operations, Flextronics, Mexico <p>Moderator:</p> <ul style="list-style-type: none"> • Yaël Smadja, President, Smadja & Smadja USA; Directora Ejecutiva, "México Cumbre de Negocios", EUA
<p>18:30-19:45</p> <p>BR2</p>	<p>The Fundamentals Walking the talk on tax and fiscal reform</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Luis Foncerrada, Director, Centro de Estudios Económicos del Sector Privado • Gerardo Gutiérrez Candiani, President, Consejo Coordinador Empresarial, Mexico • Juan Carlos Pérez Góngora, Vice President, North Eastern Region, CONCANACO, Mexico <p>Moderator:</p> <ul style="list-style-type: none"> • Jorge Vereá Saracho, Editorial Director, El Informador, Mexico

<p>18:30-19:45</p> <p>BR3</p>	<p>The Fundamentals Education reform: Keeping the devil out of the details to make it work</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Tonatiuh Bravo Padilla, Dean, Universidad de Guadalajara (UDG), Mexico • Joachim Elsaesser, Director International Cooperation, Federation of Industry Baden-Wuerttemberg "LVI", Germany • Alfonso Pompa Padilla, Dean of the Metropolitan Zone for Mexico City, Tecnológico de Monterrey, Mexico <p>Moderator:</p> <ul style="list-style-type: none"> • Jaime Reyes, Innovation Secretary, State of Jalisco, Mexico
<p>18:30-19:45</p> <p>BR1</p>	<p>Mexico as a global player Agribusiness: Mexico as a global food security provider</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Juan Cortina Gallardo, Chief Executive Officer, Grupo Azucarero Mexico GAM; President, National Chamber of the Sugar and Alcohol Industry, Mexico • Fabio Covarrubias, Chief Executive Officer, Grupo Fertinal, Mexico • César de Anda, Chairman, International Egg Commission, Mexico • Marcelo T. Martins, President, Cargill de México, Mexico • Marcelo Melchior, Chairman and Chief Executive Officer, Nestlé México, Mexico <p>Moderator:</p> <ul style="list-style-type: none"> • Félix Martínez Cabrera, President, Asociación Nacional de la Industria del Café, A.C. (ANACAFE), Mexico
<p>18:30-19:45</p>	<p>Special sign-up session with the thought leaders you want to follow-up with The new threats: What should keep you awake</p> <p>Speaker:</p> <ul style="list-style-type: none"> • Vanda Felbab-Brown, Senior fellow, Center for 21st Century Security and Intelligence, Foreign Policy program, The Brookings Institution, USA
<p>20:15-22:15</p> <p>Hospicio Cabañas</p>	<p>Gala Dinner</p> <p>An evening for making new friends and enjoying cultural and gastronomical delight. Hosted by:</p> <ul style="list-style-type: none"> • Aristóteles Sandoval Díaz, Governor, State of Jalisco, Mexico

Tuesday 22 October

08:45-10:15 Plenary Hall	<p>The Fundamentals Energy: Unlocking the sector, unleashing new growth dynamics?</p> <p>Speakers:</p> <ul style="list-style-type: none">• Raúl A. Gallegos, President and Director General, GE México, Mexico• John Kingston, Director of News, PLATTS, USA• Emilio Lozoya Austin, Director General, Petróleos Mexicanos (PEMEX), Mexico• Ernesto Marcos Giacomani, President, Mexican Association of Oil Services Companies (AMESPAC); Founder, Marcos y Asociados, Mexico• Jorge Santos Silva, Executive Vice President Commercial, New Business Development & Integrated Gas, Upstream Americas, Shell Exploration and Production Company, USA <p>Moderator:</p> <ul style="list-style-type: none">• Arthur Hanna, Senior Managing Director, Energy Industry Group, United Kingdom
08:45-10:15 BR2	<p>Mexico as a global player Mexico as part of the Latin America “Come Back Story”</p> <p>Speakers:</p> <ul style="list-style-type: none">• Carlos de Mesa Gisbert, Former President of Bolivia; President, Fundación Comunidad, Bolivia• Carlos Eduardo Represas, Chairman Latin America, Bombardier, Inc., Mexico• Álvaro Uribe Vélez, Former President of Colombia, Colombia <p>Moderator:</p> <ul style="list-style-type: none">• Arturo Valenzuela, Senior Advisor for Latin America, Covington & Burling, LLP; Professor of Government, Georgetown University; Former Assistant Secretary of State for Western Hemisphere Affairs, USA
10:15-10:35	Networking break
10:35-11:50 BR1	<p>Sector highlight Sustaining Mexico’s manufacturing boom: The case of the automotive industry</p> <p>Speakers:</p> <ul style="list-style-type: none">• Woosuk Ken Choi, Director Ejecutivo Adjunto, The Chosunilbo, Korea• Peter A. Creticos, President and Executive Director, Institute for Work and the Economy, USA• Hans-Joachim Kohlsdorf, Managing Partner of Efficient Ideas & Honorary Member of the CEEG, Mexico• Gabriel López, President and Chief Executive Officer, Ford de México, Mexico• Daniel Parfait, President, Safran Mexico; Former Ambassador of France to Mexico, Mexico• Eduardo Javier Solís Sánchez, Executive President, Asociación Mexicana de la Industria Automotriz (AMIA), Mexico <p>Moderator:</p> <ul style="list-style-type: none">• Clyde Prestowitz, Founder and President, Economic Strategy Institute, USA

<p>10:35-11:50</p> <p>BR3</p>	<p>The Fundamentals The fight against crime: Is the new strategy working?</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Vanda Felbab-Brown, Senior fellow, Center for 21st Century Security and Intelligence, Foreign Policy program, The Brookings Institution, USA • Manuel Mondragón y Kalb, National Security Commissioner, Mexico • Oscar Naranjo Trujillo, Director General, Instituto Latinoamericano de Ciudadanía, Mexico • Henry Tricks, Bureau Chief, The Economist, Mexico <p>Moderator:</p> <ul style="list-style-type: none"> • Alfonso Zárate, Director, Grupo Consultor Interdisciplinario, Mexico
<p>10:35-11:50</p> <p>BR2</p>	<p>The Fundamentals Tourism: Getting back to the top 10 list</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Miguel Alemán Magnani, President, Interjet, Mexico • Mario Anguiano Moreno, Governor, State of Colima, Mexico • Edson Arantes do Nascimento “Pelé”, football player of the century, Brazil • Raymundo Gómez Flores, President, Grupo Empresarial G, Mexico • Claudia Ruiz Massieu, Secretary of Tourism, Mexico <p>Moderator:</p> <ul style="list-style-type: none"> • Lorenzo Lazo Margain, Managing Partner, Alemán Velasco y Asociados, Mexico
<p>10:35-11:50</p> <p>BR4</p>	<p>Special sign-up session with the thought leaders you want to follow up with</p> <p>This is the new world order: The trends shaping the globalization world</p> <ul style="list-style-type: none"> • Rossana Fuentes Berain, Editorial Director, Expansión, Mexico • Claude Smadja, President and Founder, Smadja & Smadja, Switzerland
<p>12:00-13:15</p> <p>Plenary Hall</p>	<p>Keynote Address:</p> <ul style="list-style-type: none"> • Enrique Peña Nieto, President, Mexico <p>Welcoming remarks:</p> <ul style="list-style-type: none"> • Miguel Alemán Velasco, Chairman, Mexico Business Summit, Mexico • Aristóteles Sandoval Díaz, Governor, State of Jalisco, Mexico
<p>13:30-15:15</p> <p>Jalisco</p>	<p>Plenary Lunch: Mexico as a global player Making Europe a bigger player in Mexico's growth drive</p> <p>Keynote Address:</p> <ul style="list-style-type: none"> • Michael D. Higgins, President of Ireland, Ireland <p>Chaired by:</p> <ul style="list-style-type: none"> • Miguel Alemán Velasco, Chairman, Mexico Business Summit, Mexico

<p>15:30-16:30</p> <p>BR1</p>	<p>Sector highlight Transforming societies through technology</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Luiz Carlos Ferezin, President, Accenture, Mexico • Jason Hughes, Chief Information Officer, IBM, United Kingdom • Lina Ornelas, Head Government Affairs, Mexico, Central America and The Caribbean, Google Inc., Mexico • Christiane Pelchat, Representative of Québec in Mexico, Quebec • Jaime Reyes, Innovation Secretary, State of Jalisco, Mexico <p>Moderator:</p> <ul style="list-style-type: none"> • Yaël Smadja, President, Smadja & Smadja USA; Executive Director, Mexico Business Summit, USA
<p>15:30-16:30</p> <p>BR2</p>	<p>Mexico as a global player How Mexico can fit in the globalization strategy of Asian companies</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Tadayuki Nagashima, Executive Vice President, Japan External Trade Organization (JETRO), Japan • Rafael Valdez Mingramm, Director Latin America, Envision Energy, Mexico • Rengaraj Viswanathan, Distinguished Fellow, Latin America Studies, Gateway House, Indian Council on Global Relations, India <p>Moderator:</p> <ul style="list-style-type: none"> • Amapola Grijalva, Economist, World Trade Consultants Group, Mexico
<p>15:30-16:30</p> <p>BR3</p>	<p>The Fundamentals When disaster strikes: How can Mexico reduce its vulnerability?</p> <p>Speakers:</p> <ul style="list-style-type: none"> • José Luis Chiñas Silva, General Brigadier D.E.M., SEDENA, Mexico • Nicolás Mariscal Torroella, Chairman of the Board, Grupo Marnhos, Mexico • Peter Martin, President and Chief Executive Officer, AFIMAC Global, USA • Oscar Peralta Navarrete, Chairman of the Board, Grupo Metal Intra, Mexico <p>Moderator:</p> <ul style="list-style-type: none"> • Roberto Delgado Gallart, Director, Latin American Center for Social Responsibility (CLARES), Universidad Anáhuac, Mexico
<p>16:45-18:00</p> <p>BR1</p>	<p>The Fundamentals Conversation with the Supreme Court: Updating the legal framework to support economic growth</p> <p>Speakers:</p> <ul style="list-style-type: none"> • José Ramón Cossío, Minister of the Supreme Court of Justice, Mexico • Gabriela Hernández Cardoso, General Counsel, General Electric Latin America, Mexico • Sergio López Ayllón, Director General, Centro de Investigación y Docencia Económicas (CIDE), Mexico • Cuauhtémoc Reséndiz Núñez, Managing Director, Domínguez, Reséndiz, Cuevas y Asociados, S.C., Mexico <p>Moderator:</p> <ul style="list-style-type: none"> • Pedro Velasco, Partner, Santamarina y Steta, Mexico

<p>16:45-18:00</p> <p>Plenary Hall</p>	<p>Mexico as a global player Mexico US: Closing the gap towards a real partnership</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Rossana Fuentes Berain, Editorial Director, Expansión, Mexico • Earl Anthony Wayne, U.S. Ambassador to Mexico, USA • Christopher E. Wilson, Associate, Mexico Institute, Woodrow Wilson International Center, Mexico • Al Zapanta, Chairman and Chief Executive Officer, U.S.-Mexico Cultural and Educational Foundation, USA <p>Moderator:</p> <ul style="list-style-type: none"> • Claude Smadja, President and Founder, Smadja & Smadja, Switzerland
<p>19:10-19:20</p> <p>Plenary Hall</p>	<p>Conclusion by:</p> <ul style="list-style-type: none"> • Miguel Alemán Velasco, Chairman, Mexico Business Summit, Mexico • Aristóteles Sandoval Díaz, Governor, State of Jalisco, Mexic
<p>19:20-20:00</p>	<p>Farewell reception</p>

SESSIONS SUMMARIES

Welcoming remarks

Speakers:

Miguel Alemán Velasco,
President, "Mexico Business Summit", Mexico

Aristóteles Sandoval Díaz
State Governor of Jalisco, Mexico

Luis Aranguren Tréllez,
CEO of Arancia Industrial

Francisco Beckmann
President, Guadalajara Chamber of Commerce, Mexico

Oscar Benavides Reyes
President, Jalisco COPARMEX, Mexico

Juan Alonso Niño Cota
President, CCIJ, Mexico

Moderators:

Alfonso García Cacho
Executive Director, Business Summit, S.C.



Today there is a new vision for Mexico in the international context. Today, some topics addressed have now become realities and therefore open spaces for productive participation. "It is time to lose fear of the future, it is time to think big. This will allow us to accomplish a new stage of progress. Let us dare to reinvest in Mexico, believe in Mexico and socially be with Mexico."

Miguel Alemán Velasco

Alfonso García Cacho began by welcoming all of the attendees to the eleventh edition of the Business Summit, located in Guadalajara. He presented the theme "Mexico: New Vision in the International Context," which coincides with President Enrique Peña Nieto's first year in office.

Following this he emphasized the importance of the Business Summit being recognized as an international forum which analyzes the global environment and discusses the fundamental themes for the development of Mexico. This event is attended by business leaders, state leaders, political leaders, public and school figures, both from Mexico as well as from around the world. He also expressed his gratitude for the generosity and vision of the sponsors who believe in the importance of this event, and to the more than 800 assistants whose participation give support to the Summit.

García Cacho explained that throughout this event Miguel Aleman expressed his vision of a Mexico where young people are able to carry out their dreams, and where adults support the young to achieve this by opening up spaces that offer them new experiences. He then took a moment to thank Raymundo Gómez Flores who granted 32 scholarships for technological and state institutions to young people for attending the Summit, and also thanked the government and business people of Jalisco that contributed to this event. Before concluding he invited the attendees to spend some time with one another to work and establish new relationships.

With this outlook Luis Aranguren-Tréllez, CEO of Arancia Industrial, thanked the trust, service and dedication that helped carry out the Summit 2013 which is a phenomenally channels ideas and opinion leaders. He affirmed that Mexico needs a vigorous growth that is both strong and sustainable that will allow for a reduction in poverty and that all actions of the government and private sector should focus on this goal. Throughout this event greater transparency is generated which is a combative source against public and private corruption. He also stated that the Business Summit is a great opportunity to increase competitiveness, both macro and micro, and includes the social responsibility of both businesses and business people to help promote common good.

Miguel Alemán Velasco, with his presidential position in this eleventh edition of the Business Summit in Guadalajara, gave all the attendees a warm welcome. Following this he stated that the original design for the event is considered a continuous activity whose main objective is to guide the various regions of the country in order to achieve progress and become more competitive. With Guadalajara being the headquarters for this occasion, he then thanked the Jalisco state governor for the interest and hospitality of all citizens of Jalisco with respect to this event.



Luis Aranguren Tréllez

“Reaching the summit is a goal that every day ennobles and honors those who seek it.”

Aristóteles Sandoval



Alfonso García Cacho

He underlined that nowadays there is a new vision of Mexico in the international context, and as in previous years, the level of quality for the addressed issues will continue to rise. He affirmed that, along with the citizens, we have been witnesses to the great economic crisis and presidential changes. In past years the opportunities that had arisen in Mexico with regards to the important issues on the national agenda have been analyzed. Today, some of the topics addressed have now become realities and therefore open space for productive participation.

Alemán also discussed the telecommunications reform which supports the diversification of the participating entities and where information technologies are strengthened. Another ongoing reform he mentioned would be the educational reform which is necessary for the country, as well as the fiscal reform. “We know that the best way of increasing the payment of taxes is giving the best possible destiny to public spending.”

As stated from his point of view, the Business Summit sees the country with realistic eyes and an optimistic spirit. The current challenges are no greater than old challenges which have been overcome with optimism. To conclude his segment, he assured to the attendees that there is no need to be fearful and encouraged them to take advantage of the opportunities available. He stated the importance of asking the necessary questions which reap answers that allow for personal dreams to become realities.

Finally, Governor Aristóteles Sandoval Díaz, recognized the solidarity of Jalisco entrepreneurship and reiterated to the attendees that Jalisco is their home. He shared a famous phrase of Juan Rulfo: "I dream of tranquility, which according to me is the greatest wealth of man."

He noted that in Jalisco it is clear that when businessmen decide to invest and grow, they decide the configuration of the productive life of the people. If business dies, they cannot hope to attract the confidence of the people. This result is not easily achieved, like respect it is the result of firm and continuous activities.

The governor said to be conscious that there is still a lot to do, but that he is sure that this Business Summit will lead to productive and respectable business connections. He invited the participants to take on challenges and decisions and to create the best possible decisions to support development. He shared his hope that these conferences would be productive and helpful for the good of the people as well as for the various companies of this country.



Francisco Beckmann, Oscar Benavides Reyes, Aristóteles Sandoval Díaz, Juan Alonso Niño Cota



Expanding Mexico's footprint on the global stage

Speakers:

Pierre Beaudoin

President and General Director, Bombardier, Canada

Ildefonso Guajardo Villarreal

Secretary of Economy, Mexico

Arturo Valenzuela

Senior adviser for Latin America, Covintong & Burling; Former Secretary of State for issues of the Western Hemisphere, Professor for Latin American studies, Georgetown University, USA

Moderador:

Manuel Rivera Raba

General Director, Grupo Expansión, Mexico

The great advantages in our country lie with the young people and the predictability of macroeconomic indicators. Mexico wants to be competitive and because of this you have to look to how proactive the country can be with their trade agreements, especially NAFTA.

Manuel Rivera Raba introduced the panel by stating that Mexico is not a country that lacks assets, it is actually the opposite. The country's position as thirteenth world economy we owe not only to the proximity of the United States, but also to multiple factors that allow our economy not only a solid inward being, but a strong outward impact as well.

This is due to three main points:

- Economic strategies that help increase our footprint outside the country.
- Taking into account the point of view of foreign investors.
- The consolidation of Mexico's participation in NAFTA (Free Trade Agreement of North America).

Ildefonso Guajardo Villarreal mentioned that there is no better time to invest in the country than right now. All of the economies should have an internal and external engine, however they cannot be independent entities, they must interact with one another and be linked. Mexico cannot afford to make the same errors that Latin America made during the seventies. Because of this, since the mid-eighties the country has achieved integration with the North American region and the setting in place of NAFTA was a turning point for this country.

He also stressed that the economic geography has been transformed. Now automotive and aerospace clusters can be seen, as well as a take-off for the information technology sector. Throughout the last decade the economy has relied two thirds on exports and one third on domestic markets.

Guajardo showed optimism about the consolidation of Mexican public policies mentioning that the country currently has 45 trade agreements and that their credibility is "bulletproof." They have adopted TPP negotiations and in reality can be integrated into America and Asia with high growth economies. He finished my underlining that we should work towards to integration of Mexico into the markets of Europe and North America.

Pierre Beaudoin stressed the importance of the assets that should be taken advantage of in Mexico. From the perspective of a foreign investor, he stated that a country's main strength is its workforce which should be creative, flexible and have a positive attitude. Bombardier wants to increase its production of corporate aircrafts which was said to cost close to nine million dollars and will require five new work stations. Thanks to the creativity and good attitude of the Mexican labor force, only \$800000 was spent without the need of new work stations. 12% of growth that translated to 20 million dollars saved each year.

He also affirmed that another great advantage of this country is its young people and the predictability of macroeconomic indicators. Mexico wants to be competitive and for this you have to look to how proactive the country can be with their trade agreements, especially NAFTA. Beaudoin finished his portion by recommending that in this sense we must take advantage of the huge domestic market of Mexico, its companies as well as its impeccable labor force.



Ildefonso Guajardo Villarreal



“The country relies on the investment of their own citizens, and this is one way to take advantage of the domestic market, with or without the private sector.”

Pierre Beaudoin

Arturo Valenzuela spoke about the assets that should be taken advantage of in Mexico. He shared that he has followed very closely Mexico's relationship with the United States and has seen how it has revolutionized international technology and production lines. He stated that the recovery of the auto industry was crucial and that it could not have been carried out without if this sector were no longer completely integrated and globalized. “It's a positively remarkable moment for Mexico, for Latin America.” It is important that the United States is reminded of how important the western hemisphere is. He underlined that its partners are and should be North America, and America in general.



“Roughly speaking our countries are successful, but how would we do together? How do we create an international economy that can benefit all?”

Arturo Valenzuela

He stated that the future depends on high technology and economic interdependence. The complication of production processes, like the growth of value chains, have made China a less interesting trading partner than Latin America.

Similarly he related the importance of ongoing reforms of the state of Mexico affirming that, “the Mexican reforms are very important. The quality of institutions is key, the rule of law is essential, and governance should not be neglected as has been in Washington.”

To close this forum, Guajardo participated again commenting on the relationship of price stability, growth and macroeconomic variables. Without a doubt the country has built these properly and have been respected by all parties. The other asset he stated is international trade, and asked: Why in the last 30 years we have grown with 2%? Because the conditions are necessary, but not sufficient, he said. To close he reiterated that throughout Mexico, but especially in Jalisco, now is the best time to receive foreign investment.



Manuel Rivera Raba



The Economic Outlook: Focusing on the opportunities for growth

Speakers:

Guillermo Ortiz Martínez

*President of Board of Directors, Grupo Financiero Banorte;
Former Governor of Bank of Mexico, Mexico.*

Luis Téllez Kuenzler

President, Mexican Stock Exchange (BMV), Mexico.

Bart Van Ark

Executive Vice President and Chief Economist, The Conference Board, USA.

Moderador:

Clyde Prestowitz

Founder and President, Economic Strategy Institute, USA.

The Mexican market has undergone many changes and now there is an institutional stock exchange which has opened more space to foreign investors.

It is necessary that the informal economy of Mexico regularize to allow for an increase in its competitiveness.

To further promote growth, it is vital to strengthen the institutional system and create a friendly environment for this industry.

Clyde Prestowitz opened the discussion by giving a general overview of the growth rate that the world has experienced in recent years. Expanding this theme, Bart Van Ark said that it is necessary to focus on the opportunities that arise and to generate the necessary incentives that encourage these opportunities. One of the biggest problems is that many times these opportunities are not identified and often times go unnoticed. He emphasized that even though the United States government is in recovery, the internal political problems that they are facing inhibit the possibility of achieving a faster recovery.

Van Ark stated that another factor that has held back the overall global growth rate would be the European recession. This along with the low growth rate that emerging countries have experienced, like Mexico which had a growth prediction of 3% but only achieved about 1.2%. Then he referred to the growth opportunities in our country by stressing that, "it is necessary for Mexico to take the next step by means of development, innovation, technology, as well as research and development."

He also commented that when talking about the United States, one of the most disappointing factors is the lack of productivity. Although new jobs are created, if they do not lead to productivity there will be no growth. The people and the government must pressure the importance that the outlook for 2014 is much more favorable than the results seen from 2013.



“The recovery of the real estate market can allow that the world return back to normal and ensure a healthier future led by the U.S.”

Guillermo Ortiz Martínez

Luis Téllez Kuenzler then noted the achievements carried out by the Mexican Stock Exchange: “In 2012 it achieved record breaking public offers. This year this record was broken again by receiving 22 public offers which yielded about 15 billion dollars for Mexican companies.” He stated that the international economy is not growing and therefore Mexican companies must think strategically about where to place their investments.

He referred to the Mexico Pact which opened the door to necessary structural reforms. He also mentioned that an economy cannot change its institutional framework if it does not have the fundamental accord that promotes growth for the economy.

Téllez Kuenzler stressed the importance that Mexico works to achieve a first world infrastructure. He added that the Mexican market has undergone many changes and now there is a stock market, more space for foreign investors has been opened.

Guillermo Ortiz Martínez stated that the growth in manufacturing that Mexico has seen can mainly be attributed to domestic factors. This being said, it is necessary to generate more investment in infrastructure for this growth in manufacturing can remain sustainable.

“Although Mexico has seen a great breakthrough in regards to the construction of roads and railways, there needs to be more effort in this area.”

Luis Téllez



He then reflected on the adjustments that the United States government is carrying out by stating, “the U.S. has made a poor fiscal adjustment because it has not come as a result of a political agreement,” and even though this issue affects the decisions of the private sector and continues to grow, the deficit subtracted one point from the predicted growth rate. Leaving the political issues aside which contributed to uncertainly seen in this past year, he added that the ability of the U.S. economy has a much more positive outlook for the year 2014.

Ortiz Martínez explained that if Europe, which is seen as the largest economy in the world, grows even 1%, that this is a significant improvement for the overall global economy. For China he predicted a growth of 7%. Given this prediction, he highlighted that it is necessary that the informal economy of Mexico regularize to allow for an increase in its competitiveness. Also in order to further promote growth, it is pertinent to strengthen the institutional system and create a friendly environment for the industry in which there are ample incentives and privileges that enable cost reduction. Going along with this he said that the focus on productivity is occurring at the regional level which allows for any big discrepancies to be noted, opening gaps that are difficult to close.

Finally, he affirmed the importance of bringing together several factors, “encouraging reforms and advances that create the critical necessary mass which will then lead us along the path to development.”

The speakers agreed that although there is a much more hopeful outlook for the upcoming year, we need to take into account all variables and to pursue the necessary changes so that 2014 is a year with more growth in comparison to this one.



Clyde Prestowitz



Bart Van Ark



Keynote Address

Speaker:
Otto Pérez Molina
President of the Republic of Guatemala

Presented by:
Aristóteles Sandoval Díaz
Governor of the State of Jalisco, Mexico

The natural leadership of Mexico is expected, not only economically, but also in regards to public policies. As the second largest economy in Latin America, "that Mexico be a natural partner of Guatemala and to all of Central America. That Mexico provide leadership. "

In his opening statement, the Governor of Jalisco, Aristóteles Sandoval Díaz referred to the relationship between Guatemala and Mexico. He followed by stating that there is an urgent need to strengthen the bonds of cooperation for economic , social and political development for these countries, just as they both share a common history of struggle, perseverance and overcoming. He conveyed that the participation of the President of Guatemala in this Business Summit is "highly relevant."

Otto Pérez Molina began by thanking Miguel Aleman Velasco "who has pursued and motivated the business people of Mexico as well as other countries year in and year out to continue fighting this battle which has served as an example for others." He followed this statement by sharing some important demographic and economic data relating to Guatemala which is a country of 15 million inhabitants.

Guerrilla violence is found among the most severe problems that occurred, and ended almost 17 years ago with the joint effort of the current president along with the commission for peace who were able to negotiate with these war groups. In economic terms, the foreign debt of Guatemala is the second lowest in the region, with 25% of its GDP (Gross Domestic Product). "We have made and continue to make important steps so that our economy can remain competitive. We hope that the business climate continues to improve as it has in the past 21 months."

He affirmed that the macroeconomic indices are quite stable and that foreign direct investment has grown by 20%. He stressed that there are three options to put into consideration when dealing with the business sector:

- The private sector goes their way and that the president and officials go theirs.
- When dealing with the private sector there are always going to be changes that should be made. Not all points can be agreed on and some will ensure conflict.
- Seek out different approaches and despite any differences, work together with the private sector.

He confirmed that in Guatemala, the private sector has the willingness and interest to work with the three powers. Because of this, important results are expected as well as the creation of employment opportunities. Speaking in general terms, he then mentioned the guiding powers of his administration:

- The pact for peace, security and justice, which has brought together the judicial and legislative powers through the efforts of the executive branch in their pursuit of social welfare. In the capital, Guatemala City, the homicide rate has decreased 37% since the year 2011.
- One of the main objectives is that there are not any children dying of acute malnutrition or suffer from chronic malnutrition. And for this goal there are alliances being made with different sectors.

Pérez Molina devoted a large portion of the conference to discussing modernization measures that Guatemala is currently undertaking which include the construction of new ports on the Pacific side as well as on the Atlantic, and also renovation of roads not only in their country but across all of the Central American region.

“I stand before you to reiterate the point that the best disposition for the people and the government is to work and to continue to work closely with the people of Mexico and as well as its authorities.”

Otto Pérez Molina



The closeness of the Guatemala-Mexico relationship is growing and will continue to grow. 85 Mexican companies currently exist within Guatemala. With this Mexico ranks second in regards to countries with foreign direct investment in a neighboring country. Guatemala is the gateway for Mexico to Mesoamerica which will continue to grow and overcome challenges. This country should be a logistics center that not only allows for investment growth in the rest of Central America, but in the southern states of Mexico as well.

Pérez Molina stated that he and President Peña Nieto have maintained very good communication as he recalled that the first country the president had visited was Guatemala. This marked a difference in the relationship between the two countries, the commitment not only to Guatemala but to Central America. There is a vision of something that has been long awaited. The natural leadership of Mexico is expected, not only economically, but also in regards to public policies. As the second largest economy in Latin America, “that Mexico be a natural partner of Guatemala and to all of Central America. That Mexico provide leadership,” he reaffirmed.

Pérez Molina shared the fact that he found President Peña Nieto to be a committed person. Each citizen must make their effort, but officials are the ones who are called to make the best effort to create the adequate conditions to generate investment and better jobs. To reiterate his respect to the people of Mexico he stated that he is also committed to creating the best conditions that he can in Guatemala as well.

To close this session, the president of the neighboring country ended again touched upon the commitment between the two countries by saying “that as president of Guatemala I am aware of the opportunity to serve my country, the 15 million Guatemalans, which requires dedication and commitment. When the day arrives to hand over my leadership to the next person, I would proudly say that I was a president who had and took advantage of the opportunity to serve the Guatemalan people and strengthen the relationship with the Mexican people.”



Aristóteles Sandoval Díaz



Otto Pérez Molina, Aristóteles Sandoval Díaz

Beyond the horizon line

Informative Session by:

Soumitra Dutta

Director of the Samuel Curtis Johnson School of Management, Cornell University, US.

Presented by:

Yael Smadja

President, Smadja & Smadja USA;

Executive Director, Mexico Business Summit, USA.



The new generations are the employees and consumers of the future. They no longer communicate through emails, now other communication platforms are used. Organizations are not designed to accommodate communication channels adopted by young people. If they are not able to achieve this, they will have a huge communication problem in the future.

Yael Smadja gave a brief introduction to this forum by referring to technological trends we might expect to see in the future. Soumitra Dutta discussed the issue of identifying these trends and technology-related movements as well. He affirmed that innovation has two main components: “The first is to identify digital trends that affect our lives, and the second is to find the implications that exist for different types of businesses particularly focusing on Mexico.”

One surprising progression he noted is the speed with which technology has changed in recent years. He then exemplified his point by showing demonstrating some numbers: 89, 38, 7 and 5. These numbers represent the following: “It took 89 years for fixed phone lines to reach 150 million households, 38 years for televisions to reach 150 million homes, 7 years for the iPod to reach 150 million users and only 5 years for Facebook to reach 150 million subscribers.” This is an example of how key technologies are gaining ground more easily and faster as time goes on.

This progression is very clear and easy to see in regards to the new generations, he affirmed. Young people are comfortable with technology because children now live in a world that is open and globally interactive in real time. Dutta said that soon enough people are going to expect the same capability from companies.

The new generations are the employees and consumers of the future. Members of these generations are no longer communicating through emails, instead they are using other communication platforms. This is a problem because throughout organizations today, email is still the dominant means of communication. Organizations are not designed to accommodate communication channels that have been adopted by young people. If these organizations fail to adapt, they will have a serious problem in the future not only communicating with employees, but also with customers and potential customers.

Dutta explained how the Internet has drastically changed in recent years. Today, everything is connected to the internet and new and different types of computers are being integrated into daily life through user-friendly mediums. He also spoke about the increasing use of the internet, especially in Asia and other emerging countries. He referred to a study carried out at MIT which involved a computer that was able to monitor behavior and observe the interactions. These observations may lead to “big data” and with the resources and technologies needed to analyze this information we can see patterns that are not obvious to the naked eye. He stressed that this information, if used in the correct way, can help increase the productivity of a company.

He also addressed the theme of competitiveness. He stressed the importance that countries have a brand for their identity, an image that they are looking to uphold. With this he stated that, “India has gone from being associated with poverty to now being identified as a leader in the production of high technology.” He then invited the attendees to think about the image Mexico upholds in regards to technology.



“Mexico should raise its position with respect to digital technology. It should create a culture of innovation that can facilitate business processes while focusing on human talent and not forgetting the necessary basics.”

Soumitra Dutta



Yael Smadja

Dutta made a reference to the World Report about Information Technology, which is a publication dedicated to analyzing the technological competitiveness across 140 different countries. This study is based on all means and ends that technology contains. This report shows that Mexico has jumped from rank 76 to 63, from 2012 to 2013. Although Mexico is becoming more technologically competitive there is still work to be done with infrastructure and training.

He then stated that the government usually plays a pretty central role with the alignment of the public and private sectors. The government provides the basis as well as the educational framework, but at the same time private sector needs to be encouraged to make the necessary moves so that this alliance can function like it is meant to. To see the bigger picture, obstacles need to be eliminated and incentives encouraged for investment in technology and innovation. Dutta also said that Mexico should have a greater investment in the quality of its universities, as they are linked to the industry. He confirmed that the keys to success are: access, branding itself as a destination for innovation, as well as for technology and relevant services. He concluded by mentioning that confidence and aspirations are the key elements that exist within the country today, but they need to be put to good use.



Speakers:

Enrique Jacob Rocha

President, National Institute of Entrepreneurship, Mexico

Fernando Lelo de Larrea

Managing Director, Venture Partners, Mexico

José Palacios Jiménez

Secretary of Economic Development, State of Jalisco, Mexico

Carlos Eduardo Represas

Council President for Latin America, Bombardier, Canada

Guillermo Romo

President and Managing Director, Grupo Mega, México

Moderator:

Alberto Bello

Editorial Business Director, Grupo Expansión, Mexico

Want a future? Look at the entrepreneurs

In order to encourage the current generations and integrate them with the productive economy, it is necessary to establish bases to implement a public policy with innovation, design and technical development, having a competitive education as a central axis.

To set the basic premise for the forum “Entrepreneurship in Mexico,” Alberto Bello highlighted the topic of the fiscal policy, procedure training and inefficient communication. He also referred to the strategies that currently exist and that the Mexican government is looking to put in place such as the National Institute of Entrepreneurs and the new and growing reforms.

Guillermo Romo discussed the difficulties of taking the step from businessman to entrepreneur. “The most important thing is to not be afraid of failure.” When it comes to culture, “in Mexico everyone worries about what others will say, in the United States this is not the case. There the people know that 95% of projects fail, but the remaining 5% create successful companies like Google. This is a consequence of the University systems and how the powers are connected and require that projects are brought together and achieved with mutual aid,” stated Romo. The financing part is completely different, in the United States it is much easier because there is more information as well as supplier development.

Romo shared his experience as a member of Endeavor, a business accelerator that helps companies with high growth potential and has been named the number one program to eliminate poverty worldwide. Romo stated that it has not been easy. This has required everyday work to gain discipline and institutionalism, because this is what leads to market entry and financing. The correct situations should be presented starting from day one, should work with legal certainty as well as with the rule of law. There is no good credit bureau and there really is no good information about it.

José Palacios Jiménez stated his opinion that creativity, innovation and design are the three things that businesses lack in this country. The traditional sectors will not die as long as new actions develop that add value to their products. This is a clear example of this butterfly chair which was designed by Paloma Lopez Flores and now can be found in Paris. This type of entrepreneurship leaves a mark in the furniture cluster and allows for the takeoff of innovative products abroad.

Another example would be the four young individuals who earned the first place prize in animatronic models with their robotic salamander project. Currently they are just waiting for support for initiating their business in the engineering field. Palacios Jimenez stated that, “in order to encourage the current generation and integrate them into the productive economy it is necessary to establish bases to implement a public policy with innovation, design and technical development, having a competitive education as a central axis.”

Following this, Fernando Lelo de Larrea remarked that the system is changing, companies that can yield growth are being sought out early on, and also are being supported with capital for its initial part of the journey. He mentioned the case of Carrot, which is a great example for explanation of the value chain. This businesses entrepreneur realized that what he wanted to develop was a solution, but at the same time offered utility and was appealing to shareholders. What is difficult is evaluating an entrepreneurs potential for success.

He said that the pace of sales for the company is beginning to grow, and was named the fastest growing company with shared cars. The company continues with profitability, and although it is not a success story yet, it is a story of the journey that entrepreneurship in Mexico should take.

Lelo de Larrea put into consideration that public policy should eliminate barriers so that markets can continue finding out who the good entrepreneurs are.



Enrique Jacob Rocha



José Palacios Jiménez

For his turn to lead the discussion, Carlos Eduardo Represas suggested that it is important to spread stories that have yielded success and innovation. Now young people should not gain employment, but rather should create it. He explained that one year ago at the Summit in Queretaro it was commented that in order to develop the internal market and to revolutionize the entrepreneurs of the country, it is necessary to establish a national policy of support for these entrepreneurs, to eliminate all obstacles for the opening of new businesses, and increase the participation of private and public resources for the creation of capital funds.

He emphasized that the goal of creating one million jobs per year must be replaced by the goal to create one million businesses per year, for this will be quickly integrated into the production chain of high companies. Finally, he clarified that the possibility of creating multiple companies has no opening in the energy sector like it should have.

“Many advancements have been achieved. For example, this panel’s presence at the Summit shows that there is a national interest.”

Carlos Eduardo Represas



Lelo de Larrea spoke again stating that more institutional investment to support funds is required. The goal is for Mexico to be seen as an internationally attractive destination for investment, which must come from success stories that have led to positive returns. Examples of success are Volaris as well as City Express hotels, who have given favorable return to investors who have trusted in them from the start. This creates the desire to have repetitive success. He concluded by stating that building a business requires many skills.

Jacob Rocha believes that within the system, a grand and vibrant energy is prescribed. Peña Nieto’s reforms principally seek to generate favorable conditions that focus on external markets. Financing, access to capital, management skills, and technology development are all lacking and these are all areas where micro and small businesses deserve support. Exercises should be accompanied by incubators and resources. If the market accepts it, the next step in the process is scaling so that level increases.

To conclude this session, Alberto Bello said that in Mexico today there is a financial environment that did not exist before, “people may fail seven times but then triumph in the eighth



Alberto Bello



Guillermo Romo



“Although there are many entrepreneurs that do not have the visibility of Amazon or Facebook, and may have failed seven times but continue to put forth effort, this is precisely what we need in the country.”

Fernando Lelo de Larrea

Inaugural dinner



Keeping growth going in a slowing down global environment

Speakers:

Pierre Beaudoin

President and Managing Director, Bombardier, Canada.

Ronnie C. Chan

President, Hang Lung Group y Hang Lung Properties Limited, Hong Kong

Moderator:

Claude Smadja

President y Founder, Smadja&Smadja, Switzerland

If Mexico is worried about China removing jobs, there is no reason, both countries should worry about the U.S., because in the next 5-10 years again it will convert into the manufacturing center of the world.

No matter where you are, human beings are all equal. The only constant priority: the appropriate interpretation of human nature

Claude Smadja opened the discussion by posing the problem that is the increasing uncertainty of what the future holds and how this affects the process of making business decisions: “There seems to be no limit, there is much uncertainty, regulatory frameworks, situations with the environment, etc., and I find it quite interesting to learn how entrepreneurs deal with this on a global level.” He then proposed the following question: “How do you handle uncertainty?”

In this respect, Pierre Beaudoin explained that it is difficult to predict the short-term uncertainty. However, the trick is to focus on the big trends. Companies with large monetary reserves can survive short-term problems caused by uncertainty, as long as properly plan for the future.

In his turn, Ronnie C. Chan stated: “I feel sorry for the youth of the world.” He said everything is changing faster every day and this leads to two main problems:

- Knowledge grows exponentially, “explodes,” in reality.
- The political and economic situation is changing rapidly as well.

As a long-term vision, Chan recommended to those who worry about China and its huge economy, that they shift their worry towards the United States. This is because once again it will become a leading manufacturer in the world. With this being said, this status cannot be achieved solely by the U.S. This leadership in manufacturing is achieved by means of a regional effort spread across North America.

Chan reminded the attendees that a year ago in Querétaro it was stated that: “There should not be worry about China, there should be worry about the U.S.” In the next 5, 7 or 10 years it will become once again the “manufacturing center of the world.” If Mexico is concerned that China will remove jobs, there is no reason for this, both countries should be worried about the U.S., as 3D printing and other technologies are going to change the world.

Beaudoin commented that his own company is a great example of this inclination. The planes and trains that are built by Bombardier are not only manufactured in Canada. They are part of a chain of regional production. This responds to the need for flexibility that companies experience nowadays.

Then Smadja presented the idea that part of the uncertainty is due to the popular mentality of “what if ...”

Beaudoin’s position was clear: What happens in the short term doesn’t matter as long as trends are being identified for the future. He continued by stating that in his business world, when Canada develops an airplane, Mexico develops five and then later produces twenty. What is important is identifying the trends. No need to worry about the “what if ...” in the short term.

“Every day we live more in the world of ‘what if ...’ and this does not matter as long as the trends are identified.”

Pierre Beaudoin



Continuing with this theme, Chan remarked that everything can change with the exception of human behavior. If this can be understood, there are higher chances of predicting the world of tomorrow or even that of today. He underlined that, “no matter where you are, human beings are all equal. The only constant priority: the appropriate interpretation of human nature.”

To give a different tone to the discussion, Smadja introduced the topic of “bad reputation” as it pertains to capitalism.

Chan used China as an example, explaining that after a while they began to accept and respect capitalism. He stated that before 1979 capitalism was bad, and in fact was used to being despised and ignored. He explained that the reason why his country rose was because people began to respect it. This is what helped China to generate greater purchasing power. He argued that everything works in cycles, and that China is going through the same situation as the rest of the world.

Beaudoin mentioned that the Canadian banking system did not fail because it operates within a set framework, which actually made capitalism a better system. “The key point is to know how to distribute the wealth.”

Smadja kept the discussion going by asking the panelists if they felt that we were returning to an era of normalized capitalism, due to pressure from the public on standard issues such as food and environmental safety.

The president of Bombardier stated that an environment will be created where some areas have more regulations than others. Chan said that capitalism is on the decline in Europe for being too standardized and that they have gone too far in regards to this.

Beaudoin expressed that one of the trends that should be kept in mind is to become part of society and to interact with it. He affirmed he has yet to know any business leader, even those capitalist at heart, that has not introduced the social dimension as part of their business strategy.

Chan agreed with him and commented that beforehand, companies were not as sensitized in regards to the environment, as well as with how to deal with civil society and other issues. "Some companies spend too much capital when doing things for society. Companies should do just enough in order to be socially responsible."

The last question was about how to maintain a vision for the long term. With his closing opinion, Chan stated his belief that perhaps the short term has been exaggerated by the media. He explained that if one were to pay attention, it would seem that markets fall and rise again each and every day.

The forum ended with Beaudoin who conveyed that the long-term shareholders are what make the difference in a business. He stated that unfortunately people are always looking for quick solutions to problems. When it comes to business, one must focus on the right factors, "the basics." He concluded by stating that the market sometimes wants to dictate such behavior.



"The reason why I was invited is because they are worried about China. I am the only Chinese person here in the audience."

Ronnie C. Chan



Claude Smadja



From “nice to have” to “need to have:” A stronger connection with Asian dynamics

Speakers:

Damian Chan

International Director for the Americas, EDB, Singapore

Ronnie C. Chan

President, Hang Lung Group y Hang Lung Properties Limited, Hong Kong

Sujan Chinoy

Indian Ambassador in Mexico, India

Enrique Dussel Peters

Coordinator, Study Center China-Mexico, UNAM, Mexico

Wu Jianmin

Vice President, China Institute for Innovation & Development Strategy, Peoples Republic of China

Moderator:

Julio Millán Bojalil

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In regards to the Trans-Pacific Partnership, Mexico is likely to expand its trade with Asia. There are opportunities, especially in the areas of energy, food safety and tourism. Mexican companies can help Asia with the issue of food safety at a time in which this and global warming are becoming important issues.

Julio Millán Bojalil began the session by underlining how important it is for Mexico to strengthen its relations with Asia, especially with the countries represented on the panel. He then looked to Damian Chan to obtain his opinion on this topic. Chan described Mexico and Singapore as both important centers as well as entry points for their respective regions. He pointed out that our country has always been a major manufacturing center for the United States of America. The development of the Mexican market has strengthened in recent years and then added that there are Singaporean companies investing here.

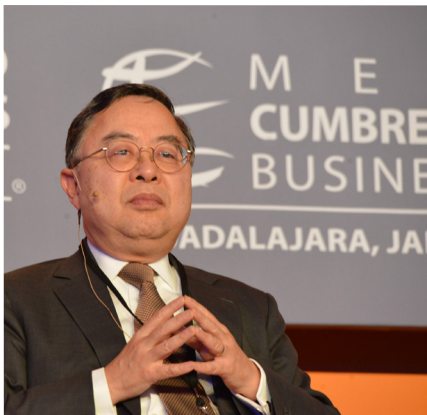
He remarked that there are opportunities for Mexico to utilize Singapore as an entry point to Asian markets. He affirmed that this is a good place to start and that there are many experienced people who not only speak English, but other languages of the region as well. Chan finished by expressing optimism about the future relations between these two countries.

Continuing on with this topic Millán directed a question towards Wu Jianmin. He asked his opinion about how far Mexico's relationship with China could reach, taking into account the historical proximity to the United States. Jianmin shared that his country admires ours for the growth that has been seen in recent decades. “The most important change of the last three centuries is represented by the movement of the center for international relations, from the Atlantic to Pacific.” He then underlined that this is a reality that simply needs to be faced.

To inquire about what India represents for our country, Julio Millán then introduced Sujan Chinoy. Chinoy emphasized that Asia is the most dynamic market for Mexico, however of all of the Free Trade Agreement (FTA) that Mexico is a part of, there is only one that includes an Asian country, that country being Japan. He also mentioned that Asia is not just China. With the Trans-Pacific Partnership (TPP), Mexico is likely to expand its trade with Asia.

Chinoy affirmed that there are opportunities especially in the areas of energy, food safety and tourism. The U.S. is the largest crude oil market for Mexico, but U.S. is becoming independent with respect to energy, therefore forcing our country to expand its oil export market elsewhere. A 56% growth in oil consumption is expected in coming decades, mostly thanks to China and India. Mexican companies can help Asia with the issue of food safety at the time in which this and global warming are becoming important issues.

Julio Millán introduced Ronnie C. Chan, who stressed the importance of geography: “Mexico has the best geography I know. To the north it has the United States, the world’s largest market. To the south it has the Latin American countries that for the most part speak its language. Europe and Asia can be accessed by means of the oceans. In Asia there is not much talk of Mexico. It has to promote itself and tell the world who it is.” Chan also noted two areas that Mexico needs to strengthen: agriculture and energy.



“Mexico is envied by the world for being so close to the U.S. The United States offers a market that cannot be replaced.”
Ronnie C. Chan



Enrique Dussel Peters

The moderator then presented the last panelist, Enrique Dussel Peters, noting that he could contribute by giving a perspective from within the country of Mexico.

Dussel Peters described the Mexico-Asia relations in terms of trade, investment and institutions by mentioning three points. First, he said that our country is paying the price for not having seen this continent of Asia earlier. Second, the private, public and academic institutions are not prepared to deal with all issues related to Asia. “It’s nice to say we are going to start a new relationship with Asia, but I wonder: with who? There are not enough people who speak the languages of Asia, or who have the necessary skills.” Third, trade with Asia has grown significantly in recent years, but Asian investments in Mexico have not done the same. Our country has 28 investment agreements, but only four are in Asia. He also stated that China has not invested as much here in Mexico as it has in other Latin American countries.

The moderator asked panelists for three recommendations in order to materialize and improve the relations between Mexico and Asia. These recommendations were to:

- Improve competitiveness.
- Promote trade by reducing bureaucracy.
- Direct presence in Asia.
- Understand the Asian consumer.
- Increase in student exchanges and transfers within companies.
- Recognize that Asia includes more than just China, India and South Korea.
- Strengthen the academic, private and public sector.
- Improve education and productivity.
- Modify the regulations of the energy market.
- Publicize Mexico more.

To close, he asked the panelists to provide a message for the President of Mexico, Enrique Peña Nieto. Damian Chan requested a more favorable business environment. Dussel Peters asked that more attention is paid to international relations. Ronnie Chan noted the importance of changing the perception of insecurity of Mexico. The other panelists invited the President to visit their countries.



Damian Chan



Julio Millán



Wu Jianmin

“If you want to see yields within a year, you invest in crops; if you want to see yields for more than ten years, investing in fruit trees; if you want to see yields for hundreds of years, invest in people.”

Sujan Chinoy





Expanding the health sector as a solid growth driver

Speakers:

Roberto Albisetti

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

Mercedes Juan López

Health Secretary, Mexico

José Alberto Peña González

Vice President and Managing Director, Pharma México (GSK), Mexico

Sandra Sánchez y Oldenhage

Managing Director, AMGEN México, Mexico

Kurt Soland

President, Bayer de México, Mexico

Moderator:

Hans-Joachim Kohlsdorf

Managing Partner of Efficient Ideas and Honorary Member of CEEG, Mexico

The goal is to have a universal health care system in which everyone has the right to be cared for and to decide who will be taking care of them and where. The private sector plays a key role. Private companies can provide the necessary investment to improve the infrastructure and the development of new drugs and medical technology.

Hans-Joachim Kohlsdorf initiated the session by stating that the most important issues in the health sector are: universal access, disease prevention, and quality in the services and medicines that are distributed. He also emphasized that Mexico is in an exceptional place by not only having the second youngest Latin American market place, but also an increasing percentage of Gross Domestic Product (GDP) generated by health services each year. However, the medical industry in Mexico needs to be more innovative to attract investments and should avoid being the last in renovation.

The first speaker to take the floor was Mercedes Juan López. She began by stating that the Mexican health system has undergone major changes recently and in 2013 the Social Protection System of Health for people who do not have social security was established. Thanks to this more than 50 million Mexicans have access to health resources. Now they are able to feel empowered by knowing that they are entitled to protection without facing the “catastrophic costs” that their family would have to cover otherwise.

The Secretary conveyed the fact that “the drugs themselves are now free, which is a situation that did not exist before.” She then went on to state some of the problems that this sector faces including the financial crises, the lack of quality care in what is demanded, and the dehumanization by those who provide the medical service. Setting the progress aside, the increase in demand for these health services has required a considerable increase in the budget of the Ministry of Health from 2012 to 2014, affirming that Peña Nieto has made health the top priority.

According to the Secretary Juan Lopez, the key challenge is to provide effective access to high quality medical services, along with the prevention of major health problems that Mexico faces today. These especially referring to obesity and diabetes, which are the major problems in the country.

The goal is to have a universal health care system in which everyone has the right to be cared for and to decide who will be taking care of them and where. The private sector plays a key role here. Private companies can provide the necessary investment to improve the infrastructure and the development of new drugs and medical technology.



Sandra Sánchez Y Oldenhage



“The key challenge is to provide effective access to high quality medical services, along with the prevention of major health problems that Mexico faces today.”

Mercedes Juan López

The next person to lead the discussion was Sandra Sanchez, president of Amgen, which is the number one biotechnology company in the world. She mentioned the large size of the healthcare industry which generates about 14 billion dollars annually, where Mexico is positioned as the 11th market worldwide. This sector creates 7.2% of GDP, generates investments of 3,000 million pesos per year and provides 80 thousand direct jobs and 300,000 indirect jobs.

She explained that biomedicines are developed from living cells, which then create bacteria and from here medications can be developed. These are for a much greater use, focused on serious diseases, whose treatment has no solution yet or is very delicate.

Kurt Soland, the president of Bayer Mexico, then commented in regards to how the pharmaceutical industry could contribute to the problem of universal health access. He said that 25 billion pesos are invested per year and about 70% of these investments come from international companies. This being said, Mexican consumption is very low, only \$200 per capita in the year which indicates that there is a problem when it comes to access.

She mentioned that there are three ways to contribute to the industry: The first is to improve access to medicines for all Mexicans, as medicines give back much to the economy. This would be optimizing both productivity and quality of life. The second is evaluating how Mexico can become a more attractive location for foreign investment. Taking into consideration that the industry seeks both specialists such as the qualified people that would allow Mexico to grow in this area and therefore carry out a greater number of medical exports in the future. The last is to have a long-term vision and build a cluster of health with excellent investigation.

Meanwhile, José Alberto Peña expressed that apart from innovation, Mexico needs research and a lot of communication in order to gain trust. He mentioned that the private industry needs to collaborate with the government to find sustainable solutions to the problems of the country in this sector. Mexico has the potential to be a competitive global supplier of medicines and medical technology, being able to meet deadlines only needed 15 days around the world and this should be taken advantage of.

Finally Roberto Albisetti said that the health sector is a highly important area. He suggested the value of adding innovation, investment in human resources and in strengthen the domestic industry. Along with this to increase the production of generic drugs, which would be of great benefit to the Mexican economy.

All being said a problem for Mexico is that, despite its size, it has a captive market, which gives it a less aggressive global position. Mexico is already a leader in the pharmaceutical industry in Latin America, but with the right strategies Mexico could become a world leader.

“Mexico has the potential to be a competitive global distributor of medication and medical technology.”

José Alberto Peña



Hans-Joachim Kohlsdorf



Kurt Soland



Roberto Albisetti



Mexico's IT industry: How can Mexico access the top players league?

Speakers:

Pablo Acevedo Alvarado

Managing Director, Ekovercio, Mexico

Alexis Langagne

Managing Director, HP México, Mexico

Scott Overson

Managing Director, Intel México, Mexico

José J. Pacheco G.

Sub director, Master of Engineering in Manufacturing, MIT, USA

Moderator:

Mario González

Presenter, CNN in Spanish, Mexico

We must look toward the future. Information technologies are the present and Mexico should locate itself within the market so that these technologies form part of the future for this country. IT is no longer only social, but rather influences the infrastructure of all industries

Mario González initiated the conference by stating that Mexico is an important player in the area of information technology (IT). The Mexican industry is the fourth largest exporter of electronics in the world and the second for the United States. However, there is still much work to be done and Mexico is not taking advantage of all of their potential.

Continuing with this theme, Alexis Langagne stressed the importance that Mexico not only compare itself with Latin America, but with other continents as well. Information technologies are one mechanism that can allow for this country to increase competitiveness. Mexican companies that develop technology do exist, but this number is small because the number of engineers is insufficient and cannot continue to overcome obstacles. What is needed, in addition to increasing enrollment in universities, is to better the skills that the engineers have. This can be carried out with specific training.

He also noted the importance of creating a culture of IT. This is because sometimes for small and medium enterprises (SMEs) the use of these technologies represents an expense and should be seen as a solution. IT must be a revenue generating engine, but many companies do not use technology because of the complexity of the implementation process.

In this sense, Scott Overson mentioned that in the market of the technology industry the country holds a good position, and there are positive signs in terms of growth as well. Mexico is the tenth market in regards to tablets and computers, and fifth in purchase volume. Market growth is 27% annually and there is 30% internet access in the country. Intel has been growing and the number of engineers that is needed has tripled.

He commented that within the health sector, energy and education are both areas where there is plenty of opportunity for applying technology to improve the competitiveness of Mexico. However, it is important to close the gap in the use of technology within government to ensure transparency and to encourage foreign investment. A whole new environment needs to be created, not only education, innovation and investment are required, but also infrastructure and regulation support among other things. He concluded by stating that all these aspects are necessary in order to foster an environment of progress and innovation.

For his part in the discussion, José J. Pacheco said that there are three important points to be taken into consideration. We must look toward the future. The information technologies are the present and Mexico should locate itself within the market so that these technologies form part of the future for this country. IT is no longer only social, but rather influences the infrastructure of all industries. It is important to consider that information is everywhere and should not be set aside. He also stated that the term “information” should be redefined and considered as a starting point to encourage productivity.

He explained that previously the multinational only wanted to have the necessary information, but now they are looking for a high productivity by means of IT. Multinationals are not only consumers, producers and investors, but also can be seen as a laboratory for innovation. In order for the system to innovate, it needs not only the support of businesses, but also a cultural change is required as well.

Then the moderator, Mario González, questioned what was missing in regards to the drive for innovation.



Pablo Acevedo Alvarado



“The change of both mindset and culture is important in order to place Mexico in the global market for information technology.”

Alexis Langagne

Pablo Acevedo Alvarado expressed that there is a large gap between how IT is utilized in large companies compared to small companies. In addition, he stressed the importance of distinguishing between e-commerce and IT. The first refers to all transactions carried out through internet. The second focuses on the administration and management of data and information across the enterprise. The first barrier facing a new business is the question of how information is displayed.

Acevedo closed the session by explaining that when he started his business, he attempted at least ten times to continue forward and demonstrate that the prototype functioned correctly. Usually what new entrepreneurs and businesses who support these new entrepreneurs want to know is: what, how, how much, what is generated and what is sold. The new business model is to have the prototype, sell it and see if it works.



José J. Pacheco G.



Mario González



“It is important to close the gap in the use of technology within government to ensure transparency and to encourage foreign investment.”

Scott Overson



How will real competition transform the Mexican economy?

Speakers:

Luis Miguel González

Editorial Director, The Economist, Mexico

Roberto Newell García

Council Vice President, Mexican Institute for Competitiveness, A.C., Mexico

Germán Ortiz

Managing Director, Deloitte Consulting Group, Mexico

Óscar Peralta Casares

Executive Vice President, Grupo Metal Intra, Mexico

Moderator:

Rubén Kraiem

Partner, Covington & Burling, EUA

Although the structural changes that we need in regards to competition and monopoly are being carried out, we are still lacking development and greater market freedom that would allow for Mexico to grow and compete with the national and foreign companies at a good level.

Rubén Kraiem initiated this discussion with the theme of the reforms and the impact that they have on the development of competitiveness throughout the different sectors within the country. He placed a special focus on telecommunications stating that, “it is a dysfunctional sector that cost the country 1.8% of their annual GDP growth.” He then added that, “even though there has been a remarkable transformation with what can be achieved and much progress is being made in regards to reforms that we had been recently awaiting, there is still much work to be done.”

Roberto Newell García began by highlighting the factors that are missing in order to be able to implement the reforms. He celebrated the amendments made to Article 28 (about monopolies) because now like never before, it contains details about the telecommunications sector. He also underlined the importance of having an energy reform that promotes the competitiveness of the private sector because today very high electricity rates can be seen that are reflected in final product costs.

Next to lead the discussion was Óscar Peralta Casares who said that although the structural changes that we need in regards to competition and monopoly are being carried out, we are still lacking development and greater market freedom that would allow for Mexico to grow and compete with the national and foreign companies at a good level.



Rubén Kraiem



“The objective is not for the government to evaluate their own reforms; the result depends on how the players react to them.”

Luis Miguel González

Continuing with the subject of monopolies, he appointed that it is necessary for Mexico to work harder, because the reality is that in certain circumstances services of poor quality are being offered to consumers. An example would be Telcel which to consumers abroad provides better services with a lower cost.

He then placed special emphasis on the central role that competition plays with innovation by affirming that “through crisis great ideas emerge.” He also added that along with the freedom of competition is necessary to promote the strengthening of the internal market so that changes from abroad do not strongly affect the domestic economy.

On the subject of monopolies he said that although it is impossible to eliminate entities such as Pemex or CFE and for that, “ways to better increase competition should be sought out.” He conveyed that if a read energy reform is achieved and not just a miscellaneous one like has occurred in the past, this could lighten the burden of the CFE and therefore allow for more productivity and competitiveness in a way that doesn’t affect employers or prohibit job creation.

After this, Germán Ortiz expressed that the promoted structural reforms are not the solution themselves and that “the burden and responsibility that we are giving the reforms is beyond what can be believed.” While it can be seen that these reforms are necessary, there needs to be more active participation put forth by elements outside of the government.

He asserted that in order to promote competition, two key elements need to be worked on: the strengthening of the rule of law that empowers the institutions and enables them to be independent, engaged, and objective; the other being development and implementation of transparent mechanisms that will allow for more trust to be built with investors. He then added that what is needed are defining reforms but also flexible ones in which the investors can voice their opinion and he heard.

With his turn to lead the discussion, Luis Miguel González made an analysis of the content and functionality of the labor, fiscal and telecommunication reforms. He noted that “we are having a lack of reforms at a time when the worst type of reform is one that is not passed.” He confirmed that at least in the labor and fiscal reforms have made mediocre changes and that advances should continue to be made in this regard.

In addition to this he remarked that, “the objective is not for the government to evaluate their own reforms; the result depends on how the players react to them.” He conveyed that although competition is crucial, cooperation is an important element that needs to be considered. With this he stressed that “cooperation does not mean conspiracy against consumers. Cooperation can lead to great benefits for different sectors.” He said the pending agenda has to do with the need to increase the demand of the reforms and of competition as well.



Germán Ortiz



“Through crisis great ideas emerge.”

Óscar Peralta Casares



Roberto Newell García



How can Mexico better leverage its sound economic fundamentals?

Speakers:

José Calzada Rovirosa

Governor of the State of Querétaro, Mexico

Luiz Ferezin

Managing Director, Accenture México, Mexico

Louise Goeser

President and Managing Director, Siemens Mesoamérica, Mexico

Raúl Gutiérrez

Managing Director and President, Institute for Industrial Development and Economic Growth (IDIC), Mexico

Moderator:

Carlos Manuel Rodríguez

Head of Office in Mexico, Bloomberg News, Mexico

Investors come hoping for security, labor peace, and a trained workforce. Many companies come trusting in the competitiveness, productivity and people of this country. Because of this there exists the necessity to link the needs of businesses with education.

This forum, which was moderated by Carlos Manuel Rodríguez, explored the highly important themes with respect to the economic growth of Mexico. Each participant contributed their points of view for the creation of public policies that have an impact on the Mexican economy. First to lead the discussion was José Calzada Rovirosa who noted that there are two major pillars for economic growth:

- Increasing local supply and national direct investment.
- Creating a link between the new generations of professionals, the higher education system and the needs of businesses.

Local sourcing is a foundation for growth of the economy. We must facilitate entities that are economically dynamic. An example of this are the various foreign companies established in Querétaro (Korean, Canadian, American) that generate jobs and now are linked with local suppliers.

The second point has to do with the training and capabilities as well as the education of the people. Many companies come trusting in the competitiveness, productivity and people of this country. Because of this there exists the necessity to link the needs of businesses with education. Direct investment in Querétaro grew 400% over the last two years. Investors come hoping for security, labor peace and a trained workforce. Last year the state produced 3,000 engineers and hired 6,000 engineers. Nationwide are 120,000. Querétaro contracted 5% of the country's engineers having 1% of the population and also was able to create technical and technological innovation.

Regarding the strengthening of the manufacturing sector, Louise Goeser stressed that the government should increase spending on infrastructure at all levels and overcome any delays caused by the change in administration. He affirmed that Mexico “is an engine of growth.” The government and employers need to work together to show the world that we have a good place to invest. Their engineering is done for the world and this is something not well known outside of Mexico. Understanding this is a key in order to create more high-tech jobs for the country, as it competes globally.

With his turn to lead the discussion, Raúl Gutiérrez expressed that Mexican public policies should be modified to engage the heterodox economic models that are prevailing in Asia. A series of reforms is not enough in order to achieve this, it is necessary to make structural changes in domestic public policy. He affirmed that the reforms should not only be addressed, but should remain pending to change the political situation, the internal political policies that must be retried. The orthodox economic model differs from model to Asian heterodox which allows for higher growth rates. He then stated that “all measures should be only a means to achieve growth. It is important to work to achieve a long-term plan.”

He also assured that with this constant we will not be able to bring 50 million people out of poverty, with no change the misery will continue. There must be a growth above 6%. Mexico has set in place export manufacturing, but in order for this to be successful there must be more appropriate monetary and economic policies that have more attractive conditions to encourage the export of more and more Mexican goods. He also stated that they must have macro -micro correlation. This should not correspond to a developed economy devoted to controlling inflation. This should promote growth and new job generation.



José Calzada Roviroso



“The government and employers need to work together to show the world that we are a good place to invest.

Louise Goeser

With another point of view, Luiz Ferezin spoke of how the growth of the domestic market of a country not only helps attract foreign direct investment but also national capital, which in turn helps to increase productivity. The country should continue onward seizing the opportunity to improve productivity. Work productivity is on the decline.

Ferezin stated that “something fundamental is the outlook of investment.” Mexico is the seventh most attractive country in regards to investment, the best position it has had in the last six years he affirmed.

Carlos Manuel Rodríguez then directed a question towards the Governor of Querétaro since this is the state of the Mexican Republic which has received much foreign investment. He urged the president to talk about the needs of the industrial and public sectors policies relating to investment in education, development and other areas as well.

Governor Calzada said that the foundations of this country are solid. The country is going through a phase of reforms (budgetary, energy, education, employment), many more than have been seen in recent years. It will be fundamentally important to enhance the economic capacity of the country. Government purchases are important; we must focus more on infrastructure particularly with respect to the closeness to the United States. There should be an increase with the structure of logistics and local supply, which does not occur on its own, “we need something to connect what is wanted with what is able to be achieved.”

Finally, the guests on this panel concluded that Mexico is currently in a great place to receive investors and new businesses. The effort must be put forth in the training of engineers for research and development in the areas of new technologies which will then bring forth both internal and external economic development which is much awaited in Mexico.



Luiz Carlos Ferezin



“Mexico has set in place export manufacturing, but in order for this to be successful there must be more appropriate monetary and economic policies.”

Raúl Gutiérrez



Carlos Manuel Rodríguez



A changed mindset for Mexico's new approach to the future

A conversation between:

Ricardo Salinas Pliego

Founder and Council President, Grupo Salinas, Mexico

Juan Ramón de la Fuente

Academic, Former Health Secretary and former Rector of the Universidad Nacional Autónoma of Mexico (UNAM), Mexico

In Mexico some suffer from “titlitis,” and without a college degree “you are nobody,” and will not be able to find work. What matters is what people know how to do and the educational model must change and take on new techniques for learning.

Juan Ramón de la Fuente began the discussion by looking back at a conversation he had with Miguel Alemán Velasco. It was noted that more than a hundred young businessmen and women had participated in this year's Mexico Business Summit. Then Ricardo Salinas Pliego spoke of the remarkable efforts of Miguel Alemán Velasco and support put forth by Smadja & Smadja. He expressed hope that this effort will continue to yield great results.

After these opening remarks De la Fuente cited Amartya Sen, Nobel Prize winner of economics (in theory of development economics and human development) in order to have these concepts as a backdrop for conversation.

Salinas Pliego stated: “We are as we are, because we are as we are.” He explained that Mexicans have sides both positive and negative and that no one should be surprised that some things are not working out as well as would be preferred. He also noted that each person is the creator of change and how this can be achieved through the setting of goals.

Continuing with this theme, De la Fuente conveyed that Mexico has not provided optimal conditions for the new generations, has not strengthened the rule of law, impunity is still found day in and day out, and there is a substantial falling behind in regards to education. In this sense, Salinas Pliego said the problem is that education is treated as a public company. He said the Universidad Nacional Autónoma of Mexico (UNAM) has excelled in many ways, but the gap between this university and the rest is very wide.

Brought forth as an example was the case of Paloma Noyola Bueno. He alongside his teacher Sergio Juarez, used a different educational model that gives freedom to the students to solve problems rather than just memorizing and repeating concepts. This student won first place in mathematics ENLACE exam, (National Assessment of Academic Achievement in Schools) for the Secretariat of Public Education (SEP). De la Fuente emphasized Paloma Noyola's case saying that there is great potential, and that the trigger was the teacher.

Hereafter, Salinas Pliego was asked to discuss the education project that he headed. He then provided a brief explanation of the Plantel Azteca project by stating that it is a free school where quality and state of the art education is offered to low-income young people. He noted that this model has yielded that results can be replicated. Salinas added that Mexico is suffering from “titlitis,” and without a college degree “you are nobody,” and will not be able to find work. In this regard, De la Fuente emphasized that what matters is what people know how to do and the educational model must change and take on new techniques for learning.

De la Fuente explained the difference found between Mexican and United States universities. In a survey taken, nine out of ten young Mexicans expressed their desire to find employment, while young Americans wanted to own their own business. This research done in Mexico ended with a publication and not with a business with tangible results.



“El problema radica en que la educación se maneja como una empresa paraestatal”.

Ricardo Salinas Pliego



“Los trabajos de investigación en México terminan en una publicación y no en una empresa con resultados tangibles”.

Juan Ramón de la Fuente

De la Fuente then invited Salinas Pliego to reflect on the role that the family has today in Mexico. He expressed that there are both positive and negative things found in regards to Mexican families. He mentioned the solidarity as a positive and as negative he mentioned permissiveness. As an example he pointed out parents who tolerate children who drink beginning at an early age and also the problem of single mothers. Salinas Pliego said that women are in a difficult situation because they want to accomplish everything. They want to study, work and be a housewife and doing all of this is virtually impossible. Raising children is a very valuable activity and a job that should receive a salary. Mexican society is indebted to women.

Following this, De la Fuente asked Salinas Pliego to mention the necessary key points in order to build a new culture in Mexico that allows for easy development. “It’s a difficult question,” said Salinas Pliego. He began by mentioning the human factor and family as cradle of entrepreneurs; continued involvement of parents in their children’s schooling and the demand for teachers. He ended with the point about giving young people a culture based on putting forth effort. He added that the change begins with individuals, and with a change of this chip within every person will lead to important changes in society.

Salinas Pliego ended this discussion by talking about attitudes toward government. He noted that citizens are not subjects of the government, this is server of the people and therefore should be held accountable. The dialogue must change and the demand must be greater for both: accountability and transparency. He stated that participation of citizens is key. De la Fuente concluded by commenting that such participation is a civic virtue that does not grow like tolerance, “guided participation is the best.”



Ensuring Mexico's right place in the world's new geography of wealth

Speakers:

Guillermo Ortiz Martínez

Chairman of the Board, Grupo Financiero Banorte; Former Governor of the Mexican Bank, Mexico

Claude Smadja

President and Founder, Smadja & Smadja, Switzerland

Diana Villiers Negroponte

Senior Member Foreign Policy Non Resident, The Brookings Institution, USA

Moderator:

Sergio Sarmiento

Political Analyst and Editorial Director, TV Azteca, Mexico

Mexico does want to be part of the new global geography, but its record of growth is not great. Our country has had low productivity. However, many of the reforms being discussed today in Congress can mean a change in competitiveness which will lead to a boost of productivity.

Sergio Sarmiento began the conference by stating that the geographical distribution of wealth is changing. There are new rules for prosperity that must be understood by all countries in order to hold a spot on this new map. However, it is necessary to ask: is there really a new geography that generates prosperity?

In regards to this, Claude Smadja stated that a new geography is emerging and in 10 to 15 years will have changed the world. A clear sign of this change is that in 2010 the U.S. had 33% of global wealth and Europe also held 33%. By 2020, America will have only 15% and Europe 13%. China will increase from 16% to 24% and India, which is a vulnerable country in regards to manufacturing, will rise from 5.5% to 9%.

He said several factors have contributed to this new map of the distribution of wealth. Firstly, all emerging countries with the exception of India have a low level of debt. This is a result of the implementation of sound fiscal and monetary policies that have produced a structural improvement of solvency. Another important factor is urbanization, which is growing at a fast pace in emerging economies. Contrary to this in the United States, Europe and Japan maintaining infrastructure in urban centers is a growing problem.

The third factor is that within the United States not only has the middle class changed in size, but consumption has fallen as well. In Europe, the U.S. and Japan the middle class worries about the future because the population triangle is inverted and the population is comprised of mainly adults. The fourth factor would be demographics as the population density has decreased. You would think that for the United States migration does not represent an issue. However, those who migrate are not the youngest or the most prepared members of the population, so this fact itself is an area of concern for the government.

The last factor is related to the multinationals. In emerging countries, these are characterized for being dominated by families. Moreover, these are companies that can acquire technology faster than already established multinationals and benefit from technological convergence. Smadja commented that because of this factor, these companies have accelerated growth that can allow for them to overtake existing firms and also place themselves in markets that have not been explored by others.

With his turn to lead the discussion, Guillermo Ortiz stressed that the new geography should be seen as the return of the pendulum. China in the seventh century was the largest country and India played a very important role. These countries are again showing their ability. What is new in this map would be Africa, Latin America and Asia.

He expressed that Mexico wants to take part of the new global geography, but their record of growth is not great. Our country has had low productivity. There can be many explanations for this: structural issues in the economy, of inputs, of energy, of health care, etc. However, many of the reforms being discussed today in Congress could mean a change in competitiveness that can lead to a boost in productivity.



Diana Villiers Negroponte



“The most important thing is for the country to realize that Mexico has the necessary elements to increase productivity and achieve interregional agreement”.

Guillermo Ortiz Martínez

The experiences of Southeast Asia, Taiwan, Korea, China and even Malaysia are due to all that had a vision for the country which was maintained for decades. All have a purpose as a country which is derived from the education and value system. Because of this, the Pacific Alliance as an integration project is good. The most important thing is for the country to realize that Mexico has the necessary elements to increase productivity and achieve interregional agreement. The debt has decreased and the dependency ratio will continue to decline as well. It is necessary to combine the positive factors and strengthen the institutional framework. The product of the institutional reforms will help as well. Ortiz remarked that Mexico could be part of the new geography and will play an important role in this region.

Next Diana Villiers Negroponte shared her point of view. She noted that Mexico is changing. The past was an obstacle in order to participate in the new order. While it is important to remember the national roots, our country needs to set aside the past to be able to participate in the new economic map. The geography is not just maps and mountains; geography is now based on three concepts: global chains, regional integration and generational geography.

Global chains allow for fragmentation of production, and also for investment to be divided between different countries with the focus on the end product. The problem of global linkage is who coordinates, who has to adapt and who manages it. On the other hand this does allow exchanges between countries and connects the world economy.

In terms of regional integration, Villiers affirmed that the Pacific Alliance represents a great opportunity for growth and cooperation between Mexico, Colombia, Peru and Chile. He then stated that Costa Rica and Panama should consider joining as well. In regards to generational geography, Mexico must increase the populations education level and encourage the youth to believe that anyone can be the president of a bank or a great businessman. He noted that not just the children of the elite have access to these positions.



"A new geography is emerging and in 10 to 15 years will have changed the world."

Claude Smadja



Sergio Sarmiento



Infrastructure:

Closing regional gaps, enhancing national competitiveness

Speakers:

Pierre Beaudoin

President and Managing Director, Bombardier, Canada

José Andrés de Oteyza Fernández

President, OHL México, Mexico

Alfredo del Mazo Maza

Managing Director, Banobras, Mexico

Alberto Pérez-Jácome

Managing Director, Grupo Hermes Infraestructura, Mexico

Gerardo Ruiz Esparza

Secretary of Communication and Transport, Mexico

Luis Zárate Rocha

President, Mexican Chamber of the Construction Industry (CMIC), Mexico

Moderator:

José Natividad González Parás

President and Managing Director, Primer Círculo, and Former Governor of Nuevo León, Mexico

Mexico has a privileged geographical position, but if the country is not able to pair this location with adequate transport logistics there can be no growth. The drive for infrastructure should be done through mechanisms that make financing more accessible, and that can be done quickly, cheaply and competitively.

José Natividad González Parás opened this forum by highlighting the importance that infrastructure has on the growth of Mexico. He discussed the difference between the basic infrastructure necessary for a state to function, as opposed to strategic infrastructure. This being a rather key transformer for the life of the country, mainly in the areas of logistics, technology and telecommunications. He stressed the importance of increased investment, as announced by President Enrique Peña Nieto, to cover both the field of basic infrastructure as well as the strategic. This calls for the participation of private and foreign investors as well as banks in order for effective and efficient implementation to take place.

Continuing with this topic, Gerardo Ruiz Esparza noted that “Mexico has a privileged geographical position, but if the country is not able to pair this location with adequate transport logistics there can be no growth.” Currently 56% of transport logistics are performed by means of land and 16% by the railway network. This represents a major area of opportunity due to the fact that the railroad network is more efficient and has lower costs.

He also indicated that it is pertinent to create a telecommunications network that allows the whole country to share in connectivity. This should include marginalized areas, schools and hospitals, thereby making the world's knowledge disposable on any electronic device. He stressed that the country is making profound changes in order to boost productivity and competitiveness. For this purpose, it is necessary to end the unequal development between different zones of the country.

He proposed an increase in investment for improvement of roads, railway and port infrastructure. With these improvements Mexico will not lose opportunities for growth in foreign trade and “will make Mexico a global logistics platform.” He then invited entrepreneurs to participate and to help enhance regional opportunities.

Pierre Beaudoin emphasized that if you want to participate on the world stage in 2025, investment in infrastructure is a vital component. He mentioned that the focus should not only be on infrastructural investment in one particular place, but to find a connection between already existing infrastructure. He noted that this is what can make a real difference.

Alfredo del Mazo Maza began his part of the discussion by stressing the importance of closing the gaps within the country which will then lead to an improvement in competitiveness: “There are major differences in regards to competitiveness within Mexico. An example of this would be that as the competitive index notes, the Federal District is three times more competitive than Oaxaca.”

He stated that it is most important to promote sustainable economic development in order to decrease inequality to create equitable distribution. He noted that the drive for infrastructure should be done through mechanisms that make financing more accessible, and that can be done quickly, cheaply and competitively. In this regard, he mentioned that it is important to encourage the participation of institutional investors of infrastructure.

It was then mentioned that commercial banks should increase their participation with respect to infrastructure projects. Although banks are currently involved in highway projects, there are other areas where they could involve themselves such as energy, water, and transportation to name a few.

He then affirmed that it would be best to grant road concessions to public-private associations. He mentioned the importance of “giving more flexibility to these exercises in order to trigger investment in infrastructure and to improve and streamline the process.”



José Andrés de Oteyza Fernández



José Natividad González Parás



Pierre Beaudoin



“It is pertinent to create a telecommunications network that allows the whole country to share in connectivity.”

Gerardo Ruiz Esparza

Continuing with this theme, Luis Zárate Rocha noted how important it is that Mexico is prepared to hold one of the top 25 spots in terms of competitiveness. He recommended the implementation of a dialogue between the private sector and government where each party accepts the risks they will take on and also makes a formal commitment to the industry to be competitive. He then stated that “it is important to have efficient development of banking that allows for access to credit and drives the taking in of technology.” It should also motivate small and medium enterprises (MSME) by means of long-term financing.

Alberto Pérez Jácome agreed on the importance of having a partnership between the public and private sectors, which then can manage resources more efficiently and can project growth. This growth comes not only from work, but from the benefits it generates as well.

In his turn, José Andrés Fernández Oteyza stressed the important role that infrastructure plays in creating jobs. He said that this topic should be a priority for both the government and society. He applauded the fact that since the beginning of this six year term a dialogue has been established in which the theme of major infrastructure projects with respect to Mexico and the idea of thinking big have been discussed. He mentioned the importance that ideas generated through this dialogue are placed into action quickly and effectively while promoting public-private partnerships that therefore allow us to implement these projects.

He also expressed the importance that within the public-private partnerships, to separate the risks for each of the players in a way that everyone knows what part they play. He noted that within this alliance the public sector should first put forth the work, then, the private sector can assume its responsibility for the development and operation of this infrastructure.

In closing, González Parás affirmed that in order to generate social development it is essential to invest in infrastructure.



Alberto Pérez-Jácome



Luis Zárate Rocha



“It is important to encourage the participation of institutional investors in infrastructure.”

Alfredo del Mazo Maza



Brainstorming follow-up session to reach concrete recommendations based on the previous informative session.

An agenda to ensure Mexico's right place in the world's new geography of wealth

Private initiative has a major responsibility to the country, and retaining national talent in Mexico depends more on quality of life, wellbeing and safety, than on job opportunities and wages.

Sergio Sarmiento opened the discussion pointing out changes in the geography of wealth. “First world” countries are no longer limited to the traditional West, as other countries are becoming increasingly wealthy. Is Mexico ready for this? What does Mexico have to do in order to take advantage of this situation?

The first to answer was Alberto Solano, who stated that one of the most important factors for reducing the level of poverty in Mexico, is the quality of education. Along with this, he said it is also important to develop families, who are the basis of education.

Then, Claude Smadja said that inequality is a major problem in all developing countries similar to Mexico. He added that although education is a key priority, the problem lies in understanding what type of education should be approached first. “If one focuses first on quality of elementary education, it will be easier to shape secondary and higher education”.

To the point, Sarmiento added that Mexico spends around 6% of its GDP in education, which is not bad compared to other countries. However, as Samdja said, priorities in government financing are not properly oriented. Every time the federal government tries to open-up the discussion on education, pressure groups and college students appear, insisting that their education should still be free. In the end, there are students who end up learning how to read and write in their early college years.

Concerning gender equality in education and society, Rocío Herrera said that the key to building a better Mexico is educating women, who make up over 50% of the population. She added that it is especially important to teach them subjects such as citizenship, science and math, but in a practical training way so that they see these subjects as tools to get ahead.

On the other hand, she stated that while there is a lot of talk on education, opportunities are rarely mentioned. She said that private initiative has a major responsibility to the country, and retaining national talent in Mexico depends more on quality of life, wellbeing and safety, than on job opportunities and wages. Inequality, she added, is also a matter in which citizens must be strongly committed and involved.

Herrera concluded by saying that Mexico has a great opportunity in women, and she would like to see, even if it's in the distant future, education accessible in public plazas, where it belongs.

Complementing previous speakers, David Olvera made reference to the Álvaro Uribe's keynote speech, in which he said that countries "have to move away from demagoguery towards pedagogy". Although the number of academic institutions in Mexico is increasing, quality is questionable. What people do not understand, he said, is that quality does not necessarily have to be related with price. He also quoted Ronnie Chan, who was surprised that Mexico does not know how to sell itself, even though it is extremely wealthy, has access to two oceans and is has the United States as its neighbor. He explained that Mexico does not lack wealth, but it needs to find a more equal way to distribute it and provide opportunities to its population.

Entrepreneur Frank Devlyn slightly changed the direction of the debate and addressed the need to change the image of the country and transform it into a positive one. Although the situation in Juarez has greatly improved in the past years, people still perceive kidnappings and violence in Mexico as something normal, and that image has to be turned around. Devlyn also mentioned that although Mexico has emergency numbers, they are nothing like the United States 911 emergency line, where any emergency can be reported to the same number. Here there are several numbers and usually no one responds.

In another intervention, Smadja assured the forum that Mexico does not need to promote itself in Europe or the United States, where it is already well known; however, there should be more staff in Mexico's embassies in Asia, more cultural and economic exchanges, and in the end, simply "common sense".

On the subject of economy, Luis Gómez said that before distributing wealth, it has to be generated. There are several ways to develop the capacity of movement of an economy, for example, connecting small and medium companies to larger ones. One way of doing so is by grouping companies in clusters, thus reducing their production costs. He added that everyone should search for examples of successful economic models and think of the way they can be properly adapted to Mexico.

In conclusion, Sarmiento said that Mexico still has a long way to go in order to become the perfect place to invest. First, education must be improved and a state of law ensured. Also, bureaucratic procedures related to visas and immigration policies must be simplified. He ended by saying that the above should be the main goals in achieving a better future.





Strengthening the financial services sector

Speakers:

Enrique de la Madrid Cordero

Director General, Banco Nacional de Comercio Exterior (Bancomext - the National Bank of Foreign Trade)

Alejandro Ortega

Director Morgan Stanley Investment Bank, Mexico

Guillermo Romo

President and Director General, Mega Group, Mexico

Luis Solórzano

Managing Partner, Advent International, Mexico

Moderator:

Jonathan Levin

MNA Correspondent, Bloomberg News, Mexico

The new financial law being promoted in Mexico has positive incentives for SMEs ; with these new measures banks will start giving them more credit. However, greater competition is what will really make the difference, inciting banks to lend more.

At the start of the forum, Jonathan Levin stated that Mexico's financial sector presents enormous growth opportunities, but that there are still many more objectives that need to be addressed. He started the discussion by asking Alejandro Ortega his opinion on the ways in which Mexico could mobilize its resources in order to invigorate the Mexican economy.

Ortega asserted that Mexico's problem is that its resources do not reach Small and Medium-Sized Enterprises (SMEs); there needs to be greater competition so that banks start to lend them funds, as they currently only lend so with big companies. Compared to international banks, Mexican ones appear to have a lot of capital, but this is due to the fact that they haven't had to lend as much money or take risks, gaining profits from their own balances instead.

He explained that the new financial law being promoted in Mexico has positive incentives for SMEs; with these new measures banks will start giving them more credit. However, greater competition is what will really make the difference, inciting banks to lend more. He asserted that the sector is well consolidated, and that despite its many formalities, the regulatory system isn't bad; it's benevolent and easy to work with. What there needs to be are the competence and willingness to go through the formalities.

The aim of the financial reform is to stop banks from doing business without lending money. When banks go public and start to feel the pressure from their shareholders, they will be driven to giving more loans. The efficacy of this system has been demonstrated by Banorte, Santander and Banregio; these are public banks and have the best reputations in the country for providing loans to SMEs. He continued to explain that the work of the Retirement Funds Administrators (Afores) could also help to increase competition and make banks invest in SMEs.

Guillermo Romo then started to share his experiences in the sector, asserting that "the banks have to understand that they have a niche in the market, but there are other companies that are also distributing funds". He mentioned that the poor distribution of banks in Mexico, as they are only available in big cities and some towns. He also agreed with Ortega's view that the banks are built upon resources obtained from bonds given to them by the Mexican Stock Exchange which is a waste of time, and a long and winding road to go down – instead of obtaining them from lending money to those who would really benefit from it.

He asserted that banks are only comfortable lending money to companies with “AAA” credit ratings, but companies such as his want to do things properly and get personally involved; that is to say, go back to basics. Loans should be made based on the moral character of those you are lending to, and punishments should be given to those that don’t behave properly with the bank; boosting legal security.

Luis Solórzano then said that he sees irregularities in the role of private capital; the financial system has many loopholes, which are typical of emerging markets. Over the last 5 years, Mexico’s private capital industry has increased six-fold. One of the key drivers for this has been the Afores, who have invested more than 4 billion dollars in the industry.

Solórzano claimed that “from the viewpoint of private capital, the industry is experiencing a positive era of very real growth, helping small companies. Mexico’s current macro-economic context is favorable”. However, he also agrees with Romo with regard to legal security being a topic of great concern. When you are a financial investor, the last thing you want to do is spend 5 to 6 years fighting over a contract or the interpretation of a clause. In his opinion, this goes against the concept of creating value.

In his contribution to the discussion, Enrique de la Madrid Cordero recognized that the banking system has grown at not inconsiderable rates; 14% per annum to be exact. However, bank credit in the private sector today makes up 20% of the Gross Domestic Product (GDP). This means that if banks are providing little financing, people and families cannot get the funds they need for scholarships, buying a house or buying a car, for example. A financing system with little scope entails a poorer quality of life for Mexican families accompanied by a lack of spending, which directly affects businesses.



Enrique de la Madrid Cordero



“The sector is well consolidated, and that despite its many formalities, the regulatory system isn’t bad; it’s benevolent and easy to work with.”

Alejandro Ortega

Another problem he pointed out was that, whilst SMEs do create jobs, they have a mortality rate of 50%, making them come across as dangerous investment options. He suggested that the country needs a few generations that haven't suffered these kinds of problems in order to reinstate faith in SMEs, but that is where the vicious circle lies; if banks don't lend money, SMEs can't pay them back and prove how reliable they are.

De la Madrid pointed out that, as a nation, it is important to define those areas with greatest potential. One of these is clearly Mexico's automotive industry, as the country is one of the top five most important car part suppliers in the world.



"Mexico's current macro-economic context is favorable."

Luis Solorzano



Guillermo Romo



Jonathan Levin

NAFTA at 20: Tackling the unfinished agenda

Speakers:

Juan Ignacio Gallardo Thurlow

Chairman of the Board, Organización Cultiva SAB de CV, Mexico

John D. Negroponte

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

Clyde Prestowitz

Founder and President, Economic Strategy Institute, USA

Andrés Rozental

President, Rozental and Associates

Moderator:

Arturo Valenzuela

Senior Advisor for Latin America, Covington & Burling, Former Assistant Secretary of State for Western Hemisphere Affairs, Professor at the Latin America Studies Center of Georgetown University, USA



The global environment has changed a great deal, and there now many free trade agreements in place between numerous countries. NAFTA doesn't have to be renegotiated – it should be driven to reap all that it sowed 20 years ago.

After explaining the format of the session, Arturo Valenzuela opened the event by saying that there is much to be celebrated regarding the North American Free Trade Agreement (NAFTA), but there are also many things that still need working on.

Andrés Rozental began by saying “20 years after creating NAFTA, we still shouldn't feel satisfied because there are many causes of disappointment.” He likened the situation to that of a man, who after being asleep for a long time, wakes up to find out that everything has changed. He said that 20 years ago, the Treaty was thought of as something unique and permanent. Today, however, it is clear that this is not the case. The global environment has changed a great deal, and there are now many free trade agreements in place between numerous countries.

NAFTA doesn't have to be renegotiated – it should be driven to reap all that it sowed 20 years ago, Rozental said. He then went on to mention five points regarding the agreement that need to be revised: firstly, regulations need to be harmonized; secondly, visa requirements are too complicated; thirdly, prior inspection of goods transported by train, for example, don't make any sense; fourthly, air transportation should be much easier in the region; and fifthly, student exchange systems need to be improved considerably.

Juan Ignacio Gallardo Thurlow then went on to mention that all those who had the privilege of participating in the NAFTA agreement did so with pride, vision and much communication; putting in a great deal of effort, making huge sacrifices, and doing a lot of paperwork. However, he did agree with the five points Rozental made, and explained that there is an administrative structure in place within the agreement that could carry out all these adjustments, but the countries involved haven't given them any importance.

He remarked that now is the time to simplify movement across national borders in order to make the most of geographical our advantages, adding that Mexicans haven't taken advantage of NAFTA agreements on agriculture. He ended by saying that each actor has their own precise attributes that can help improve the path towards the common objective.

Valenzuela then asked Clyde Prestowitz to comment on the future possibilities and options of North America's industrial platform, and the potential impact of other free-trade treaties (FTTs). Prestowitz said that NAFTA has had two weak points from the start. The first was that NAFTA believed itself to be the only free-trade treaty. He explained that when it was being set up, other people were suggesting creating a common market, such as the European Union, but that it was considered very difficult to achieve politically. The second weak point he mentioned was that Asia's impact was not considered then. The United States were afraid that jobs would move to Mexico; in fact, the greater danger was that they would move to Asia.

“The Trans-Pacific Partnership (TPP) Agreement should be a catalyst to make Canada, Mexico and the USA reflect a great deal on NAFTA” he stressed. However, the TPP also has its flaws. Prestowitz mentioned that “one of TPP’s weaknesses is that it ignores all the most important aspects that lead to doing trade”. Investment incentives are the greatest elements for rousing global trade.

John D. Negroponte agreed with the idea that improvements could be made to the agreement, but recommended bearing two things in mind. Firstly, the situation regarding the emergence of Asia is very different today to what it was 20 years ago. Secondly, the events of September 11, (9/11) focused the USA’s attention on security and its interior. Mexico’s former president, Vicente Fox Quesada, made his first official visit to the USA in the first week of September 2001, but with the events of 9/11 that followed “they paid no more attention to the hemisphere”. Without these events, things would have been different, but nowadays we have a chance, said Negroponte. He then spoke about a visit he made last year to the General Electric plant in Querétaro, commenting that there are many opportunities for joint development and investigation between the three countries, which “could give interesting dividends”.

In summary, the panelists pointed out that the past and future are clear so we can take action. Implementing these actions won’t always be easy, but now is a good time to do it. The secretariat and the banks are key factors for starting the institutionalization process that wasn’t carried out before. The presidents of the three countries are scheduled to meet in February 2014, which represents a great opportunity for discussing topics concerning NAFTA.



“Mexicans haven’t taken advantage of NAFTA agreements on agriculture.”

Juan Ignacio Gallardo Thurlow



“The Trans-Pacific Partnership Agreement should be a catalyst to make Canada, Mexico and the USA reflect a great deal on NAFTA.”

Clyde Prestowitz



John D. Negroponte



Arturo Valenzuela



Andrés Rozental



Clicking your way to higher value: Jalisco's IT industry

Speakers:

Eugenio Godard

Director of the IBM Technology Campus, Guadalajara and ISC Executive, Mexico

Gabriel Macías Martínez,

Vice-President of Operations, Flextronics, Mexico

José Coello

Vice-President of Operations for America, Jabil, Mexico

Moderator:

Yael Smadja

President, Smadja & Smadja, USA; Executive Director of the Mexican Business Summit, USA

"This is the time for Mexico to start looking after its industrial niches so that manufacturing does not return to the USA. This should be the time for Mexican talent to shine in all areas and take leadership in Latin America."

When introducing this forum, Yael Smadja said that we could find a great example of clusters here in Jalisco; in this case in the field of technology. She then immediately started asking questions on the successes achieved when creating this cluster, the competitive advantages it offers, its collaborations with universities, and its vision for branding the country.

Eugenio Godard was the first to speak, stating that important "anchor" companies such as Kodak and IBM have been established in the region in the last 40 years. These formed the basis upon which this sector of the economy could open, as prior to this it had always been closed in Mexico.

He reminded the audience that although IBM has been in Jalisco since 1975, it actually arrived in Mexico in 1957. He told of how, once this sector was opened in 1982, this company began to bring in servers, and in 1986 it set up negotiations with the government to start producing computers in Mexico. This is how between 2 and 3 million PCs ended up being in this country with IBM.

He also explained the fact that, once Mexico signed the GATT in 1987 and then the NAFTA in 1994, new companies started looking to Mexico as a possibility. Our country ceased to be an option exclusively available for big companies, and started attracting new suppliers to the point where the cluster we know today was created.

He mentioned the institutionalization of the small cluster using chambers and forums to be a key factor in its success. This convinced the government that they needed enough support to participate in "a State vision" in which companies recognized that they weren't there to compete for the local market, but rather to make it grow; allowing universities, Jalisco's branding and everyone else to grow with it.

Godard stated that Mexico's greatest disadvantage is that its people don't speak English well enough. It's vital that they improve upon this aspect in order to increase the cluster's competitiveness. He pointed to our geographical and commercial proximity to the USA as a great advantage, as they tend to be the first to embrace new technologies. Mexico could make the most of this advantage and then open itself up on the world stage.

He put forward that now is the time for Mexico to start looking after its niche industries so that manufacturing doesn't return to the USA: "What the industry should do is analyze international trends in order to be able to react to change. We need to look at the world stage and stay alert if we are to win all the games and keep on advancing". He also invited the governor to favor certain industries that bring huge profits to the country, especially in the long term.

He specified that this should be the moment for Mexican talent to shine in all areas and take on leadership in Latin America. He ended by emphasizing that we should do all that is needed of us to help strengthen the growth of added value and to make sure there are no flaws in the cluster.

Gabriel Macías Martínez then started to remind the audience about the end of the 1960s, when they first began to explore this industry. This is how they started building an ecosystem based on manpower that would then progress to base itself on brainpower of greater technical value in the future. He also referenced the concept of vertical integration, and how it benefits the cluster environment by incorporating products that not only require manpower, but also have other characteristics.



"What the industry should do is analyze international trends in order to be able to react to change."

Eugenio Godard



Gabriel Macías Martínez

He mentioned that the flow of world capital that began in the 1980s as a result of globalization lead to the creation of valuable proposals from clusters, not just individual companies. These new proposals offer information technologies, design and services. He said that in the same way, it is now software design and manufacturing systems that attracts the market here to this ecosystem that they have managed to create.

He also spoke specifically of Flextronics's role in the incorporation of vertical integration designs and the development of information technologies in order to add them to the value chain. He said that improving education is vital for Flextronics, so that they may improve upon the talent that will be needed in the future and continue creating new platforms.

He specified that Mexico needs to follow the example set for them by the USA, where universities generate technologies that become industries, unlike what currently goes on in Jalisco, where companies create technologies and then share them with universities.

He ended by saying that they need to have regulations and incentives in place so that the industry may make the most of opportunities and grow.

José Coello spoke about Jabil and its beginnings in Mexico. In 1997, they started producing electronic equipment and boards, but then went on to explore other services. Today they have 5 plants in 5 different cities and employ 23 thousand people; half of them in Guadalajara. They currently provide services such as test equipment development, product development, customer support and technical assistance.

He stated that Jabil was established in Mexico because of the demand to do so from their clients, but that they stay because of the high levels of competence here: “Talent is exported from Jalisco to other plants. When we think about big projects, we think of Jalisco.”

He also said that the world is transforming in such a way that every continent can produce what they need for themselves, stressing that Mexico’s branding should be based on creating production processes.

Finally, he stated that “the value chain is very far-reaching, and we have to concentrate our efforts on what we have, and do our best to create added value.”



Yael Smadja



“De Jalisco se exportan talentos a otras plantas. Cuando se piensa en proyectos grandes, se piensa en Jalisco”.

José Coello



Walking the talk on tax and fiscal reform

Speakers:

Juan Carlos Pérez Góngora
Vice-President, CONCANACO, Mexico

Luis Foncerrada
Director, Private Sector Economic Studies Center

Gerardo Gutiérrez Candiani
President, Business Coordinating Council, Mexico

Moderator:

Jorge Vereza Saracho
Editor-in-Chief, *El Informador*, México

It's impossible for Mexican companies to carry the highest tax burdens because this decreases their competitiveness. The impact of the reform shouldn't be directly aimed at companies; it should be equally distributed amongst all sectors, including the government.

To begin his contribution to this panel, Gerardo Gutiérrez Candiani spoke of the implications of the fiscal reform currently being revised by the Senate. He asked “the government to make the same sacrifice they are demanding of the Mexican business world and society”. Similarly, he indicated that the reforms being discussed must focus themselves on competitiveness and productivity in order to find a way of bolstering development and the economy whilst supporting public finance at the same time.

He stated that it's impossible for Mexican companies to carry the highest tax burdens because this decreases their competitiveness. The impact of the reform shouldn't be directly aimed at companies; it should be equally distributed amongst all sectors, including the government. “What we need to do is end the abuse [of the system], but uphold the consolidation of big companies to make them more competitive” he claimed.

He said that, far from promoting fair and proportionate tax collection, this new fiscal reform is affecting the middle classes (the upper-working class and the upper-middle class), who are those that pay the most in the form of taxes. He presented an analysis of the core concepts of the reform, among which stand out ISR deduction (Impuesto Sobre la Renta, Income Tax), tax on buying and selling, real-estate rentals and fossil fuels, social security, unified VAT at national borders, and customs law, amongst others.

He stressed that high income tax rates affect competitiveness and investment. In the same way, he indicated that pressure will be applied to the government to make sure that adjustments to the tax reform are made, which particularly include increasing deductions for social security benefits provided to workers, and the application of taxes to food and drink with high calorie contents.

Luis Foncerrada asserted that it's vital for debt not to increase, and for the structure of current debt to be revised. He pointed out that it is risky to sell Cetes (Mexican Treasury Certificates) and investment funds to foreign buyers, as when interest rates increase outside the country, these funds will leave Mexico. He celebrated the actions made by the Bank of Mexico to lower interest rates in order to avoid this removal of funds. Similarly, he said that it is important to take care of the primary deficit, as it's not profitable to have to incur new debts to pay the interest on old ones.

In turn, he pointed out that for the first time in 25 years the Congress of the Union is being asked for permission to finance 680 billion pesos. If this decision is approved, it will put pressure on public finance, and as such he asked the Senate to limit debt in order to relieve some of the pressure felt by the markets.

Juan Carlos Pérez Góngora then underlined the importance of indentifying the purpose of these reforms, as proposals are still being made that don't fulfill the procedures required by the spending bill. He also pointed to the importance of being clear on how the resources obtained from this new tax collection system will be used. In the business sector there is a strong impression that the federal government doesn't know why it wants tax reform. He indicated that this reform implies a very high level of resources being transferred from the private sector to the public one.

Pérez Góngora brought up the need to create an autonomous body that depends neither on the Legislative nor the Executive ones, which will work to regulate the transparency of both financial information and the government so that Mexico can count on a legitimate entity in terms of transparency.

In response to this, Gutiérrez Candiani highlighted the work that the Business Coordinating Council (CCE according to its initials in Spanish) has done to achieve advances in transparency and efficiency in public spending, and asked the government for reciprocity in what it asks for and what it gives back. In conclusion, he asked for support from the entire business community and society in general, and invited them to propel the transformation needed in the country in order to be able to establish the basis for a growing and successful economy.

Finally, the moderator Jorge Vereá Saracho summarized the main points and concerns raised by the three speakers, and thanked them for their participation.



Luis Foncerrada



Jorge Vereá Saracho



Juan Carlos Pérez Góngora

“What we need to do is end the abuse [of the system], but uphold the consolidation of big companies to make them more competitive.”

Gerardo Gutiérrez Candiani





Education reform: Keeping the devil out of the details to make it work

Speakers:

Tonatiuh Bravo Padilla

Rector, University of Guadalajara (UDG), Mexico

Joachim Elsaesser

Director of International Cooperation, Federation of Baden-Württemberg Industry "LVT", Germany

Alfonso Pompa Padilla

Rector of the Monterrey Institute of Technology for the Metropolitan Area of Mexico City, Mexico

Moderator:

Jaime Reyes

Minister for Innovation, Jalisco State Government, Mexico

In the past, Mexico has given greater importance to school enrollment rather than the quality of the schools themselves. The two most important skills we need to cover are those of critical thinking and advanced communication. Education is a theme we all should be involved in, including those in the public sector, the private sector and civil society.

Jaime Reyes opened the session by commenting that the country has been waiting a long time for the education reform, and that it is extremely important for Mexico's future. Tonatiuh Bravo Padilla immediately pointed to the importance of knowledge for society, stressing that it is a vital factor in increasing production.

He also made reference to a study carried out in Mexico by McKenzie, summarizing its results: in countries with the highest levels of academic performance, only those most capable of doing the job are picked to teach. These people are highly trained, guaranteeing that students can get the full benefit of their skills. He continued to explain the key aspects of the education reform in Mexico, specifying that in order to implement any kind of reform, there needs to be an education project in place in which all teachers are included. He said that changing the law isn't enough, there needs to be an education model.

He explained that in the past, Mexico has given greater importance to school enrollment than the quality of the schools themselves. He pointed out that the two most important skills to cover are those of critical thinking and advanced communication. He showed that there is a strong correlation between PISA (Program for International Student Assessment) test results and a country's GDP per capita. In 1980, Mexico, Turkey, Greece, South Korea and Portugal obtained the same score for the PISA test; today however, we can see how Mexico has fallen behind the others due to a lack of investment in education over the last few years, Bravo Padilla says.

Joachim Elsaesser then started to highlight that we educate in order to apply knowledge. He commented that a knowledgeable society brings with it many elements, such as the number of patents per 100,000 inhabitants. Based on this criterion, he presented data from the European Union showing its innovation index. He highlighted that education doesn't mean getting university degrees; education should satisfy the needs of the economy. He gave the example that 40% of the Spanish population has a university degree, but many graduates can be seen driving taxis. Education should provide wellbeing, not academic titles, he said. He stipulated that Europe cannot bear its levels of unemployment in the long term, as it's getting into debt and losing generations of young people.



Tonatiuh Bravo Padilla



“Education doesn’t just mean getting university degrees; education should satisfy the needs of the economy.”

Joachim Elsaesser

He observed that education is a theme we should all be involved in, including those in the public sector, the private sector and civil society. He explained that the concept of dual-education involves the co-operation of public schools and private companies, where students divide their time between working and studying; “the recipe is simple, we only have to do it well. Dialog is very important” he said. The problem lies in the fact that young people never see the inside of a company during their academic careers, but dual-education eases the transition into the working life. He concluded by saying that this is a simple process that South Korea is currently performing very well.

Later, Alfonso Pompa Padilla gave his thoughts on private education and the involvement of the private sector. He started by saying “A country’s strategy is the same as education”, and went on to comment that the quality of education hasn’t been a priority in Mexico. He then explained that there is very fierce competition nowadays, so Mexico needs to develop a quality culture that starts in the family.

On the other hand, he explained that there are very few economic resources for investigation, so we cannot expect Mexican universities to score highly in international league tables. He added that only 0.5% of GDP is spent on investigation, and as a result, Mexico’s education system comes around 50 – 60th place worldwide.

Pompa Padilla spoke of the Millennials generation, which is currently suffering youth unemployment. He said that projections for the next 10 years are not encouraging, but the dual system and an entrepreneurial culture can help. He said that there will be work to do in a world that is heading towards having 9 billion inhabitants, but the real challenge will be to create jobs. He added that learning English is a very simple, yet challenging topic. He ended by commenting that Mexico’s budget for school enrollment in upper-intermediate and higher levels of education isn’t enough, covering only 80% and 40% of their needs respectively.

Jaime Reyes then opened the second round of comments.

Tonatiuh Bravo Padilla offered four important points for the future of our country: higher levels of enrollment in higher education, as in Mexico the figure stands at only 30%, putting it below countries such as Chile, Colombia, Brazil and Argentina; high quality universities to offer potential students; equality between the different states in the country, as Mexico City has enrollment levels of 65%, Jalisco 29%, and other states have levels of around 15%; and the re-launching of engineering investigation programs.

Joachim Elsaesser explained that the fashion of getting a university degree is giving false incentives worldwide; people think that education means getting a degree. He commented that nowadays we don't value vocational learning, and that the concept of quality in education is going to move towards a more professional, less academic model. Finally, Alfonso Pompa Padilla highlighted the importance of carrying out a strict academic selection process in order to create a student elite within the country, concluding that it's important to be selective in such a complex country, so that we may identify those young people with specific abilities.



“The dual system and an entrepreneurial culture can help.”
Alfonso Pompa Padilla



Jaime Reyes



Agribusiness: Mexico as a global food security provider

Speakers:

Juan Cortina Gallardo

Director General, Grupo Azucarero Mexico (GAMSA); President, National Chamber of the Sugar and Alcohol Industry, Mexico

Fabio Covarrubias

Director General, Grupo Fertinal, Mexico

César de Anda

Vice-President, International Egg Commission, Mexico

Benjamín Grayeb

President, Consejo Nacional Agropecuario, Mexico

Marcelo T. Martins

President, Cargill de México, Mexico

Marcelo Melchior

Executive President, Nestlé México, Mexico

Moderator:

Félix Martínez Cabrera

President, Asociación Nacional de la Industria del Café (ANACAFE), Mexico

What happens in the field is a reflection of what's happening in Mexico. While it's obvious that the situation is difficult, there are many things we can do about it. It's important not just to look for food security, but also to look to strengthening the food and agricultural industry.

Félix Martínez Cabrera started the session saying that agriculture is currently suffering a lot of problems regarding food security and balance. The first indicator of such problems existing is that Mexico has a negative balance in the agriculture and livestock sector, but this can be reverted. The second is that, according to the Food and Agriculture Organization of the United Nations (FAO), food security is only achieved when a country can guarantee at least 75% of the food it needs. Mexico depends on external sources for 33% of its food, meaning that it falls below the quantity recommended by the FAO.

We have first-rate farming and cattle raising in the Southeast of the country, but it hasn't been used appropriately. Conditions for livestock and agriculture could be improved using horizontal growth, but no one wants to invest in these sectors.

In this sense, Marcelo Martins commented that whilst it is clear the challenge is great, Mexico can and should advance in food security. We must work in three dimensions, the first of which being productivity; production conditions should be respected. The government should change their incentives programs for projects that support production. The second dimension involves investments in infrastructure; we must invest in much more productive irrigation methods for plantations. On top of this, we need the costs of transport to be much more competitive, and high-quality storage systems to. The last dimension is that of modernization, which must be focused on production. Protection mechanisms should also be in place for farmers so that more is invested in them. In the same way, we need banks to supply new lines of credit to small producers.

On the other hand, Fabio Covarrubias mentioned fertilizers as being a difficult challenge. From now to 2050 humanity has to produce the same amount of food as we have produced in all of human history. Increasing productivity is the only way we can do this. The cost of fertilizers isn't what's important; it's their correct usage and profitability. Mexico's harvest is inefficient because the country isn't self-sufficient. Advanced cultivation is taking place in the North but we need to achieve high productivity for at least two thirds of those hectares cultivated for consumption here in Mexico.

Mexico must use more fertilizers. Great opportunities are on the way and the energy reform raises the issue for the first time that thus far, fertilizers haven't been completely privatized, he said.

Juan Cortina Gallardo explained that sugar imports are not always enough for the country's requirements. Unfortunately, the Mexican countryside is behind the times, but there are many opportunities for updating it. Low productivity in the fields is partly down to the structure of the ejidos (common land). We need ejidos, which are currently common property that ejidatarios (holders of shares in this common land) use but don't own, to be privatized. 50% of the average ejido lies outside the market economy. Farmers should also be given tools to help them grow, such as better seeds, more credit, technological advancement and better irrigation techniques.



César de Anda



"The Mexican countryside is behind the times, but there are many opportunities for updating it."

Juan Cortina Gallardo

There are many opportunities in the sugar sector; it's changing and great advances have been made. Whilst it's obvious that investment needs to be made in infrastructure, things are happening slowly but surely. Production should be looked after because it's a great asset, but at the same time it needs to be diversified. Surpluses of ethanol make it a medium-term issue, but in any case, there needs to be a public policy on bio-energy.

César de Anda then went on to emphasize that the agricultural sector should be much more aggressive. What happens in the field is a direct reflection of what's happening in Mexico. While it's obvious that the situation is difficult, there are many things we can do about it. It's important not just to look for food security, but also to look to strengthen the food and agricultural industry, as they did in Brazil. The Brazilian government managed to define a successful agricultural policy more than 25 years ago, and it was established as a long-term one. In comparison, Mexico reinvents itself every 6 years and uses the countryside as an electoral goldmine. The private sector hasn't been able to put up a good enough argument for asking the government to create a long-term plan and therefore achieve food security.

It's vital that a State policy is defined in which the private sector and the government are both obliged to check all areas of the countryside in order to define those that are competitive and identify where we can make the most of its comparative advantages.

Meanwhile, water remains a very important topic for Marcelo Melchior, as Mexico is one of the most arid countries in Latin America, but he says that it is rarely included in agricultural policies. Water should be treated as a strategic resource and should be charged for like any other good. The countryside uses 70% of the country's fresh water, and most of the time it is wasted. To reduce such losses, we need technological advances in the processes involved in transporting and using water.

Nestlé Mexico considers it very important to work together with farmers. A significant part of this is their integration into the industry. Using a variety of programs, they are looking to dignify work in the field, and make it more technologically advanced.



Fabio Covarrubias



“Water should be treated as a strategic resource and should be charged for like any other good.”

Marcelo Melchior



Félix Martínez Cabrera



Marcelo T. Martins

Brainstorming follow-up session to reach concrete recommendations based on the previous informative session.

The new threats: What should keep you awake

Speaker:

Vanda Felbab-Brown

Senior Fellow, Center for 21st Century Security and Intelligence, Foreign Policy, The Brookings Institute, USA



Although the “Mexican criminal market” has been out of control in recent years and has challenged the State in all areas, that market is receding. Safety must mostly be a creation of societies, communities and companies, and can only be effective if people stay close to authorities and away from crime.

Vanda Felbab-Brown started the session by explaining that she has a series of recurring nightmares that keep her awake at night. The first, which she calls threats, is a problem that is not visible at first sight. Mexican authorities are stuck on “satisfying”. So long as crime levels are reduced, the government sees no need in establishing reforms. If things continue to head that direction and institutions are not strengthened, she said, the State will continue to be weak and inadequate in its struggle against violence.

Her second nightmare, she explained, is the threat of evolution and the spreading of organized crime groups in Mexico, not only in illicit businesses but also in general economy. This means that several criminal organizations are starting to act as if they are the authority in certain parts of the country. If anyone wants to start a business, he or she has to go to a criminal group and ask for permission; so the question is, “What type of policies can be adopted to minimize this interaction and stop criminal domination on the informal sector?”

The next great threat described by Felbab-Brown supposes the increasing number of Maras and similar “gangs”. The State has successfully prevented this type of criminal groups but there are reasons beyond public policy that affect their expansion. One of them is the diversity among criminal organizations. A large increase in Maras has not been detected because their potential members are coopted by drug cartels.

According to Felbab-Brown, the fourth problem is the rise in military and self-defense groups. Although it is politically incorrect to compare Mexico with Colombia, she said, Mexico is going through problems similar to those formerly faced by Colombia. Guerrero and Michoacán are regions that are most similar to Colombia, although five years ago there were reports from communities in Chihuahua stating that local government authorities were removed due to their involvement with organized crime groups and high violence rates. Felbab-Brown emphasized that military groups within communities have a historic precedent in Mexico, and that municipal police forces were initially controlled through chiefdom. The danger is that criminal organizations are now allying with military groups within these communities and can use them for their own purposes.

Furthermore, Felbab-Brown said that, although “the Mexican criminal market” has been uncontrollable in recent years and has challenged the State in all areas, this market is receding. Civil society’s involvement in solving security issues has led to better public policies. The private sector has also had a heavy involvement in these matters. Ciudad Juarez and Tijuana are good examples of this. Safety must increasingly be generated by societies, communities and companies, and may only be effective if people stay close to authorities and away from crime.

On the subject of technology, Vanda Felbab-Brown said it is only a factor that can be used properly or improperly. In several places, social media has been used by insurgent groups to spread their messages, such as the Zetas, who have used the mobile phone towers to maintain control. The main problem is that public policies have steered away from citizens’ lives, while social media allows dialogue and information, among other things. Finally, she said, it is essential to enforce accountability and punish government officials who do not keep their word. One thing Mexico can do is demand further civil participation, like in Sao Paulo, where crime began to decline after citizens demanded being integrated into safety commissions together with authority representatives.

Felbab-Brown affirmed that during recent years Mexico has suffered greatly. Although general violence has been treated as a war among criminals, it has caused a general trauma among Mexican citizens. She said there has to be a balance between public sector, society and private sector. There are critical public safety matters people have to be aware of, even if they do not want to.





Energy: Unlocking the sector, unleashing new growth dynamics?

Speakers:

Raúl A. Gallegos

President and Director General, GE México, Mexico

John Kingston

Director of News, PLATTS, USA

Emilio Lozoya Austin

Director General, Petróleos Mexicanos (Pemex), Mexico

Ernesto Marcos Giacoman

President, Mexican Association of Oil Service Companies (AMESPAC); Founder, Marcos y Asociados, Mexico

Jorge Santos Silva

Executive Vice President Commercial, New Business Development and Integrated Gas, Upstream Americas, Shell Exploration and Production Company, USA

Moderator:

Arthur Hanna

Director, Accenture Energy Industry Group, UK

The energy reform is not for the “weak-hearted”; it requires long-term vision combined with difficult and risky decisions. PEMEX needs a fiscal reform in order to liberate significant quantities of financial resources.

Arthur Hanna started the forum by saying that there are few countries in the world in which energy reforms are as important as they are in Mexico, and that said changes represent a large portfolio of business opportunities for the country. If they were to consider new, non-conventional energy sources, update infrastructure to make the energy sector more competitive, and transform their energy matrix, we could have a vision and sense of direction for the matters that need to be reformed. The moderator fired a number of questions on Mexico's energy reform at the panelists. What state is the industry currently in? How will it impact the economy? What kind of organizational problems will the reform bring, given that PEMEX is a pillar of the Mexican economy?

In answer to these questions, Emilio Lozoya Austin specified that all reforms are focused on increasing productivity, as this hasn't happened in Mexico in the last 30 years. In order to do this in the energy sector, we need a telecommunications reform, control over excessive regulations, credit offers and to recondition infrastructure. He asserted that Mexico has large petroleum reserves, as well as with great energy demands, and that the President's vision is to try to increase industrial productivity using the petroleum sector to provide efficient, low-cost energy.

He also mentioned that gas production has increased significantly in North America. The cheapest natural gas in the world could be produced in Mexico and the country could use this in combination with the energy reform to reduce imports of gasoline, fertilizers and other petroleum-based products. The reform has specific objectives, such as allowing Mexico to continue to own its natural resources; sharing investments as well as risks with the private sector; promoting the restructuring of PEMEX; encouraging competent, qualified human resources in PEMEX; liberating it from party politics; eliminating subsidiaries, and finally creating a series of new departments focused on providing services specifically for Mexican Petroleum.



“The cheapest natural gas in the world could be produced in Mexico.”

Emilio Lozoya Austin

PEMEX should try to work together with other countries in order to augment its international presence. Lozoya concluded by saying that PEMEX needs fiscal reform in order to liberate significant quantities of financial resources.

Raúl A. Gallegos then went on to comment that, based on experiences that have been observed in other countries, investors would consider the reform to be a very positive thing. Shell works with some of the biggest supply companies in the world, as well as getting involved in developing talent and the technology trade. Because of this there are now big projects being planned for Mexico. He explained that Mexico needs not only reform, but also to increase legal certainty. Developing talent is also important because it will benefit Mexico in lots of ways, not just in the energy sector. The concept of reducing electricity prices is also vital, because companies would like to be able to operate with low costs.

Jorge Santos Silva later went on to say that Shell has been a business partner of PEMEX's for the last 60 years. This makes Shell very interested in the energy reform, as they believe that the opportunity Mexico now has will bring both economic and social development. Santos described the approaching changes as deep and challenging, stressing that the energy reform is not for the "weak-hearted", as it requires long-term vision combined with difficult and risky decisions.



Raúl A. Gallegos



Jorge Santos Silva

He explained that the time of easy petroleum is over, and that new reserves such as the one in the Arctic and those in deep water require considerable investment if we are to drill for them. Nowadays there is a lot of competition for resources, and for Shell there are many opportunities to be had. However, due to this being a high-risk industry, standards must be controlled and there must be transparency and competitiveness. He concluded by saying that Mexico has great potential and significant advantages given its strategic geographical location, human resources and free-trade agreements. The country could be on the edge of creating the Era of Mexico, not just Mexico's moment in the sun.

John Kingston pointed out that despite the fact these reforms would have been fitting 20 years ago, upon signing the NAFTA, Mexico hasn't yet lost its chance. There are now great opportunities to be had given the changes the United States is going through.

He explained that power has shifted, and that it is now in the hands of companies instead of around the country. Mexico is now going to have to fight against this. He added that it isn't always a bad thing to depend on imports from a neighboring, friendly country, and cited capital as a particular example of this, which could help PEMEX to better refine petroleum and then use it to pay its neighbor to the north.



“PEMEX should encourage national investment in order to make the most of the opening with other enterprises.”

Ernesto Marcos Giacomani



John Kingston



Arthur Hanna

Refining could be used to liberate financial resources, which in turn could be used for other projects, such as developing petroleum lines instead of natural gas lines and petro-chemical operations. Kingston mentioned that PEMEX needs to start associating itself with other companies, but foreign companies that are looking to do the same with PEMEX are looking for a success story that doesn't exist.

For his part, Ernesto Marcos Giacomani started to talk about Congress, who is in charge of processing reforms and whose position will depend on the regulations that may result from said reforms. He said that PEMEX is the most important agent, and that its association with other companies should take place. Mexican Petroleum should encourage national investment in order to make the most of this opening with other enterprises. He added that agreements on equipment manufacturing with other companies will multiply once PEMEX opens itself up to other enterprises as a supplier.

He also mentioned the possibilities of increasing investigation and development for new energy sources, and the fact that Mexican companies that currently work in energy generation today could sell it in an open market. He stressed that another loose end in the market regarding petroleum is that of its logistical infrastructure. PEMEX is obliged to supply Mexico with its products, but it hasn't had the financial resources to grow, and the risk of not fulfilling demands is always there.

In summary, Arthur Hanna said that Mexico is a land of opportunities, and that reform has been inevitable because the world is currently experiencing an energy transition. The question of standards must be dealt with transparently. He added that regional agendas are vitally important, and that Mexico must be a part of them.

Finally, Emilio Lozoya added that there are great opportunities for Mexico, not just as a country, but also as a region in the north and the south. Central America should join the North American region. Refining and deep-water investigation should be carried out by collaborating with consortiums and enterprises that offer the perfect combination of technology, human resources and financing. He concluded by mentioning that PEMEX is 100% committed to development and combating poverty, and that the new schemes should be considered in the new investments being made; Mexican Petroleum needs partners, not intermediaries.

Mexico as part of the Latin American "Come Back Story"



Speakers:

Carlos de Mesa Gisbert
President, Fundación Comunidad, Bolivia

Carlos Eduardo Represas
Chairman of the Board, Bombardier Latin America, Canada

Álvaro Uribe
Former President of Colombia, Colombia

Moderator:

Arturo Valenzuela
Senior Advisor for Latin America, Covington & Burling; Former Assistant Secretary of State for Western Hemisphere Affairs; Professor, Center for Latin American Studies, Georgetown University, USA

The economic exchange is no longer based in the Atlantic; it has moved to the Pacific. This creates great opportunities for Mexico given its privileged geographical position with access to both oceans and a border with the United States of America.

When introducing this panel, Arturo Valenzuela asserted that Latin America was left feeling abandoned when Mexico focused its attention toward the north by signing the NAFTA (North American Free Trade Agreement). However, he also said that this perception is changing thanks to initiatives such as the Pacific Alliance.

Álvaro Uribe recognized that signing the NAFTA lay the foundations for Mexico to be in the position it's in today of becoming the United State of America's largest manufacturing hub, beating even China. Similarly, he asserted that "being a member of this agreement has strengthened the economies of the northern countries, but that doesn't mean to say that they've abandoned the rest of Latin America". He summarized the evolution of what is now the Pacific Alliance, reminding the audience of its origins as the Puebla-Panama Plan (now known as the Mesoamerica Project) before it was extended to include Colombia and finally the Latin American Pacific basin before becoming the Alliance. He praised the Alliance's quality of being a forum in which democratic values are shared, security is fought for and pluralism is defended - unlike the restrictive nature of other programs such as ALBA (The Bolivian Alliance for the People of Our America, according to its initials in Spanish).

For his part, Carlos de Mesa Gisbert specified that the economic exchange is no longer based in the Atlantic; it has moved to the Pacific. This creates great opportunities for Mexico given its privileged geographical position with access to both oceans and a border with the United States of America (while Brazil only has access to the Atlantic Ocean). In the same way, he highlighted that Latin America now finds itself in the center of this new world map, and stressed that the main advantage represented by the Pacific Alliance is found in its policy of economic integration without ideological or geographical restrictions, and its being a place for sharing democratic values.

He also expressed his great desire for the rivalry between Mexico and Brazil to end, recognizing that in the last few years, Brazil has begun a regionalization process that has left Mexico out. He said that both countries share the responsibility of being the two biggest economies in the region, and that they should encourage uniform policies in the zone.

Carlos Eduardo Represas contributed to the discussion by reflecting on Mexico's position within Latin America. He said that even though Mexico didn't abandon the region, it did decrease the presence it had in different areas such as culture, economy and the arts before signing the NAFTA.

Similarly, he spoke of the achievements that have gradually been won by those countries involved in the Pacific Alliance project in order to be able to now talk about it as promoting "an economic integration process and favoring growth in these areas", based on four points:

- The freedom of movement for goods, services, capital and people.
- Using a foundation of shared values instead of linking political ideologies.
- Opening membership to all countries, even if they don't have a Pacific coastline.
- Maximizing member countries' resources.

He also gave some recommendations aimed at strengthening this Alliance. He said that it's important to focus on productivity, and suggested "creating a regional policy in favor of productivity based on the gross domestic product created per employee per hour being equivalent to purchasing power.



Carlos Eduardo Represas



"The great challenge now is to create legitimate citizens."

Álvaro Uribe

Carlos de Mesa Gisbert rejoined the discussion to celebrate the signing of the Pact for Mexico, saying that “these reforms are needed to prepare the country for the challenges we have just mentioned”. He focused on the importance of transforming the informal economy into one of entrepreneurs by using a tax reform that makes tax payment universal.

Álvaro Uribe took up the topic of the Pact for Mexico by expressing that signing this agreement gives a clear sign of the quality of Mexican institutions, saying that “they have broken with partisanship by strengthening the quality of the parties”. He said that the big challenge now is to generate legitimate citizens, as this is a vital prerequisite for governability.

De Mesa commented that the Pact should gain credibility within the population and shouldn’t give the impression of being just another agreement between the leadership of the party in power. He then celebrated the fact that Mexico has changed its priorities, and has now upgraded security from being an obsession to a real priority.

Finally, he reasserted the duty Mexico and Brazil have to exercise their role as leaders in the region due to the strength of their economies, and celebrated the fact that a productive foundation with significant added value has been built in our country.



Arturo Valenzuela



“The advantage represented by the Pacific Alliance is found in its policy of economic integration without ideological or geographical restrictions.”

Carlos de Mesa Gisbert



Sustaining Mexico's manufacturing boom: The case of the automotive industry

Speakers:

Peter Creticos

President and Executive Director, Institute for Work and the Economy, USA

Woosuk Ken Choi

Assistant Executive Director, The Chosunilbo, South Korea

Hans-Joachim Kohlsdorf

Managing Partner of Efficient Ideas and Honorary Member of the CEEG, Mexico

Gabriel López

President and Director General, Ford de México, Mexico

Daniel Parfait

Presidente, Safran México; Former Ambassador of France to Mexico, Mexico

Eduardo Javier Solís Sánchez

Executive President, Asociación Mexicana de la Industria Automotriz (AMIA), Mexico

Moderator:

Clyde Prestowitz

Founder and President, Economic Strategy Institute, USA

Its commercial agreements with other countries, number of trained engineers that graduate every year, and government's disposition to help industrial development have turned Mexico into a supplier of great importance at an international level. We mustn't forget that, as well as in automotive production, the country holds an important position in the manufacturing of car parts.

Clyde Prestowitz opened the forum by stating “All countries that went from being less economically developed to developed ones did so thanks to manufacturing”. 18% of Mexico's Gross Domestic Product (GDP) comes from manufacturing. This doesn't just mean that this production area attracts a large part of the State's revenue, but that it also provides much more than other economic activities, he said.

To give context to the current circumstances of the automotive industry, Eduardo Solís Sánchez then stated that 19% of contributions made by manufacturing to Mexico's GDP comes from producing motor vehicles, and that more than 23% of exports also belong to this sector. According to Solís, Mexico's light-duty motor vehicle manufacturing industry attracts 30% more net foreign currency than petroleum, and more than remittance and tourism combined. In order to illustrate the growth of the Mexican automotive industry, he mentioned that in 1992 Mexico had only 5% of North America's vehicle production capacity, and that by 2012 this figure had increased to 19%.

There is still much room for growth, but we mustn't forget that, as well as in automotive production, the country holds an important position in the manufacturing of car parts, Solís assured the audience. Mexico is the largest supplier of car parts to the United States; between 30% and 80% of components used in the assembly of a new car are Mexican. He commented that, up to now, the situation has been favorable, as around three million motor vehicles have been produced in the country in the last year, and everything points toward annual production increasing to four million vehicles in the next few years.

Hans-Joachim Kohlsdorf began his contribution to the discussion by asserting that North America should start to consider itself as a 'monolithic' entity, and not as three separate countries with independent automotive industries. The logistical problems being experienced in transportation can only be resolved by working together. In order to continue being competitive at an international level and in the long term, it's fundamental that they focus on product innovation, as well as looking to synchronize the three countries' markets and logistical networks.

He commented that consumers are growing ever more conscious, not only of the costs involved in owning a vehicle, but also of the environmental impact of using one. Even though this puts pressure on companies to design higher-quality products, it also sets guidelines for the region's governments to introduce new environmental restrictions that will lead to the gradual modernization of the fleet.

For his part, Gabriel López said that the rapid growth of Mexico's automotive industry was initially due to the low cost of the nation's labor. But as the years have gone on, local workers have proven themselves to be very efficient, enthusiastic and committed, which has helped to give Mexico its reputation as being a good place for production. Its commercial agreements with other countries, quantity of trained engineers that graduate every year, and government's disposition to help industrial development have turned Mexico into a supplier of great importance at an international level.

He also mentioned that, unlike a few years ago, today around 10% of designing that takes place in Ford, which traditionally never used to leave the United States, is carried out by Mexicans.

In his contribution to the forum, Daniel Parfait agreed with his colleagues on the quality of local labor, and emphasized the need for an energy reform that reduces electricity costs in Mexico, as they are currently higher here than even in the United States. At the same time, he highlighted the efforts made by local authorities using examples such as the Aeronautic University of Querétaro, the Franco-Mexican Centers in Chihuahua, Sonora and Baja California, and other education centers that have taken upon themselves the task of preparing staff trained to work in industries as complex as aeronautics.



Woosuk Ken Choi



Clyde Prestowitz



“The light-duty motor vehicle manufacturing industry attracts 30% more net foreign currency than petroleum, and more than remittance and tourism combined.”

Eduardo Solís Sánchez

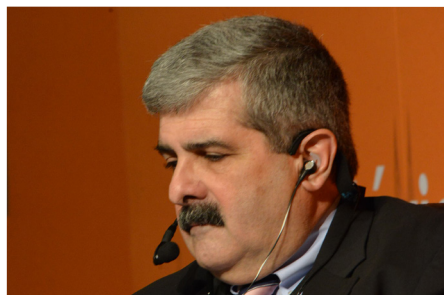
Parfait emphasized the importance of the reforms that are being carried out in the country, as well as the development of “aeronautic hubs” up and down the Republic.

Finally, Peter Creticos explained that design, innovation and production go hand-in-hand. New products and production processes require evermore highly trained manpower. Real growth, he said, is achieved when there is local innovation in processes and products, and when it is this innovation that directs development. Without this union, the industry may call itself advanced manufacturing due to the level of technology it uses, but never because of how it is run.

In this sense, human, natural and financial resources work much better, more efficiently and at lower costs when they are established together in a cluster. It's expensive to move products from one place to another in order to carry out the different production phases, and Mexico has made great advances in this area.

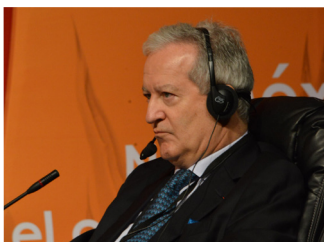
To end, Woosuk Ken Choi cited the brilliant example made by South Korea, who just forty years ago was suffering much worse circumstances than Mexico. However, he asserted that the reason why his country became so competitive and modern in global terms was due to the actions made by its government, who drove the internalization of foreign technologies. Mexico cannot really compete with other countries in the world if it doesn't have its own technology.

He highlighted its excellent geo-political position and the great quality of the country's manpower, but asserted that Mexico doesn't have enough national companies. Creating a national automotive brand would bring a lot of money to the country, but for this to work it has to be a brand that can be bought by anyone, anywhere in the world. He said that in South Korea, for example, 99% of employees work for national companies. Unless Mexico starts developing its own technologies, it will always be at the mercy of those that do do it. Now is the time to start building a national industry and become global.



“New products and production processes require evermore highly trained manpower.”

Peter Creticos



Daniel Parfait



Hans-Joachim Kohlsdorf



Gabriel López



The Fight against crime: Is the new strategy working?

Speakers:

Vanda Felbab-Brown

Senior Fellow, Center for 21st Century Security and Intelligence, Foreign Policy Program, The Brookings Institute, USA

Manuel Mondragón y Kalb

National Security Commissioner, Mexico

Óscar Naranjo Trujillo

Executive Director, Instituto Latinoamericano de Ciudadanía, Mexico

Henry Tricks

Bureau Chief, The Economist, Mexico

Moderator:

Alfonso Zárate Flores

President, Grupo Consultor Interdisciplinario, S.C., Mexico

Enrique Peña Nieto's government has started showing elements of core structural changes; their public security policy has become State policy and not a party one that will only last for his term in office. This is now a policy that may take years to give results, but will also tackle the roots of the problem.

When opening the panel, Alfonso Zárate Flores said “It’s no exaggeration to say that, in terms of security, Mexico is going through a real emergency. Extortion and kidnapping rates are increasing day by day. 105 thousand kidnappings were registered in 2012 - a truly terrifying number”. Despite Mexico having 7 million “Ninis” (young people who neither study nor work), and 25 - 30 years of economic stagnation (the economy was predicted to grow by just 1.5% in 2013), the main concern of the Mexican people is not unemployment or social dissatisfaction; it’s the lack of security.

A lot of the time citizens don’t report crime for fear of going to the ministry and finding the criminals disguised as police officers there. It has been indicated that at least one active police officer and one retired one are uncovered to be part of one in two disbanded kidnapping groups. Such declarations speak of the level of criminal infiltration in law enforcement. When asked to share his point of view and knowledge on the matter, Oscar Naranjo contributed to the discussion around the table by starting with the statement that “sadly all of Latin America appears to be facing a real humanitarian calamity nowadays”. Reports on violence from the United Nations showed that 470 thousand homicides had been reported, meaning that almost half a million people had been murdered. But this news gets worse when it is pointed out that Latin America, which is home to only 8% of the world’s population, contributed to more than 36% of these crimes. This is a tragic low-point in Latin American history; it talks of insecurity and the separation of communities.

He said that Enrique Peña Nieto’s government has started showing elements of core structural changes; their public security policy has become State policy and not a party one that will only last for his term in office. A social crime prevention policy has also appeared, with which the topic of security abandons the old scheme in which the problem was only considered as existing between police, judges etc. This is now a policy that may take years to give results, but will also tackle the roots of the problem. It’s imperative for democracy to confront criminals.

Dr. Manuel Mondragón did not totally disagree with Mr. Zárate, declaring that “any country’s security problem doesn’t lie solely in its police; this is just one part of the problem”. The government has announced zero tolerance of corruption, however what remains unknown is how security is provided in towns and cities. He spoke of how he receives phone calls from the very governors or presidents of some municipalities, asking for him to send in new police officers as all those they currently have working there are corrupt.

Mondragon y Kalb began to ponder; how about the state of those things economists call “externalities”? Are all citizens getting adequate access to food? What about social marginalization? The traditional family structure is a cornerstone of Mexican culture; everything is based around it, but it’s now beginning to fall apart. Children and young people with no cultural or sports options for pastimes go to the streets, adopt a criminal culture, and end up joining cartels. Have all these problems been resolved? They all cause insecurity and criminal conduct, making this a problem that spans many areas and many responsibilities.

Vanda Felbab-Brown then went on to share with the audience how she sees US-Mexican relations, chiefly in the context of how she believes Enrique Peña Nieto’s security policy to be evolving. Whereas Calderón’s administration allowed for database sharing, Peña Nieto’s regime has limited how information is shared, raising doubts in the United States government. Peña Nieto’s key priority is to reduce crime, which differs greatly from Calderón’s approach, who believed that violence had to be absorbed in order to cure the profoundly corrupt system that exists in Mexico. Whilst Peña Nieto agrees this is true, reducing violence is critical; when drug cartels fight in the streets, they directly affect the community around them.



“Any country’s security problem doesn’t lie solely in its police; this is just one part of the problem.”

Manuel Mondragón y Kalb



Oscar Naranjo

On the other hand, she also stressed the importance of the socio-economic aspect of policies, saying that you need to show how such programs link to crime reduction. The plan to extend school hours, for example, does show a direct impact on crime levels, as it keeps children off the streets, making them less likely to join gangs; however the link between other socio-economic programs and crime reduction is harder to understand. The challenge goes beyond these ideas and cultural changes.

Henry Tricks added that Mexico needs to figure out the reason why crime has fallen so dramatically in the developed world. Whilst there are many reasons for this, experts tend to agree that more intensive surveillance, involving the use of extensive amounts of data to pinpoint crime, is key. A drastic problem here in Mexico is that communities don't trust the police. INEGI figures show that 100 more kidnappings happen than are reported, raising a key question: how do we catch criminals when crime goes unreported?

Crime prevention is another priority. Measures need to be taken to find the poorest and most dangerous hotspots of cities and provide them with what he calls "social acupuncture" – building schools and community centers to bring people back together and keep them off the streets, where they develop bad habits. But this has to go hand-in-hand with high-quality policing.

Mondragón y Kalb supported Tricks' ideas, stating that raising police officers' wages and giving them uniforms isn't all that's needed to get rid of their problems; society needs to understand that they are human beings that have families and suffer and feel just like everyone else, and they need to be treated as such.



Vanda Felbab-Brown



Alfonso Zárate



"A drastic problem here in Mexico is that communities don't trust the police."

Henry Tricks



Tourism: Getting back to the top 10 List

Speakers:

Miguel Alemán Magnani

President, Interjet, Mexico

Mario Anguiano Moreno

Governor, State of Colima, Mexico

Edson Arantes do Nascimento “Pelé”

Footballer of the Century, Brazil

Raymundo Gómez Flores

President, Grupo Empresarial G, Mexico

Claudia Ruiz Massieu

Secretary for Tourism, Mexico

Moderator:

Lorenzo Lazo Margain

Managing Partner, Alemán Velasco y Asociados, Mexico

Investing in tourism is the fastest way of generating income and training in order to improve people's lives and change a region for the better.

Lorenzo Lazo Margain began the forum by highlighting that tourism has made Mexico famous all around the world, putting some of its cities on the map. He commented that the city of Guadalajara is the ideal setting for tourism thanks to its identity and Mexican folklore. He then invited the panelists to give their opinions on how to get Mexico back in the top 10 list of tourist destinations worldwide, adding that Mexico is in 124th place for airport tariffs, and assuring those present that transport is key.

Raymundo Gómez Flores asserted that the key was in generating tourism awareness in all of us, saying that he believes the country should be convinced of the importance of tourism as a source of income. He explained that this is one of the best ways of exchanging knowledge, technology and treasures, as well as creating many jobs. He highlighted the importance of having specific tourism policies in a country as extensive as ours. He then went on to inform those present that in a list of 188 countries, Mexico comes 88th for organization, 82nd for transport, 83rd for prices, 124th for airport tariffs and 122nd for security. With particular regard to this last figure, he said that bad news is fought with good news.

Miguel Alemán Magnani mentioned that the Ministry of Tourism (SECTUR) has recently seen a change in the way it works. In the past, the Ministry would make plans without previously consulting the needs of the private sector, which would then just have to adapt. However, he assured those present that under President Enrique Peña Nieto's administration the Ministry of Tourism has started to approach the private sector in order to develop a public plan.

He expressed his gratitude for this way of working, which he considered to be more inclusive. He explained that they are not expecting the “tourism cake” to grow dramatically over the next few years, but the last boom took place because of the movement of Chinese citizens, showing that innovation and creativity are key. Competition is very strong and every country will speak wonders about themselves. Mexico must create the foundation it needs in infrastructure, security and services, and learn how to self-advertise.

Alemán Magnani added that tourism creates jobs, and attracts infrastructure and economic spillovers where they never existed before. Investing in tourism is the fastest way of generating income and training in order to improve people's lives and change a region for the better. He laid down the notion that in order to get into the top 10, Mexico must be in the top 3 for innovation, modernization, image and promotion. He also explained that they must look for more economic spillovers from tourists; there must be balance, and tourism shouldn't focus solely on the concept of "all inclusive".

He ended by highlighting the importance of internal tourism (national travelers). We should reinforce the movement of national tourists throughout the country in order to create a solid foundation upon which we can attract international tourists, he stressed.

Lorenzo Lazo Margain then asked the Governor of the State of Colima about how he feels Mexico can get back into the list of top 10 tourist destinations.

In response to this, Mario Anguiano Moreno started by describing the factors he feels should be part of a comprehensive plan. The first point was to improve people's perception of the country's security. The second was to promote the Mexican brand at an international level, making the most of diplomatic representation and highlighting the country's heritage. His third point was about getting to know tourists' tastes, whilst the fourth focused on driving a professionalization program that monitors indicators in order to ensure customer satisfaction. The fifth point was to provide incentives for aerial connectivity, especially between cities within the country, and the sixth point talked of the coherence of the tourism budget, as in many cases it is unfair. His final, seventh point spoke of how the government should make things easier for investors.

Claudia Ruiz Massieu commented on how our country has behaved positively towards the concept of tourism, however competition around the world is very strong. She explained that in the period from 2000 to 2012, Mexico increased its economic spillover effect by 54%, but in Australia they increased it by 243% in the same time period. She emphasized that it's more appealing to a country to generate more economic spillovers than a higher volume of visits.



"We should reinforce the movement of national tourists throughout the country in order to create a solid foundation upon which we can attract international tourists."

Miguel Alemán Magnani



"Tourism generates jobs, opportunities and prosperity."

Claudia Ruiz Massieu

She explained that tourism generates jobs, opportunities and prosperity, whilst also allowing communities to develop. It's a very noble activity that quickly generates wellbeing and reduces migration, as it allows people to work in their places of origin. She added that Mexico has a very privileged geographical location, being a bridge between North and South America, and that it has highly valuable historic and cultural heritage.

Similarly, she said that SECTUR is working on a national policy in order to make the most of the country's competitive advantages. She expressed her wish for us to compete with quality more than with prices, mentioning that high quality is associated with competitiveness. She also explained that a competitive diagnosis is being carried out on 44 Mexican destinations, saying that the country has served very well as a sun and beach destination, but that it has other niches it can also develop.

In his contribution to the conversation, Edson Arantes do Nascimento "Pelé" said that both Mexico and Brazil have all the resources they need to become leading countries if they employ good planning. He explained that Brazil will host four great sporting events over the next few years, which create very valuable opportunities for attracting tourism. "Pelé" commented that sport is a gift that must be made the most out of, but education is the way forward for all young people. He ended by thanking them for the invitation and opportunity to be in Guadalajara again.



Mario Anguiano Moreno



Edson Arantes do Nascimento "Pelé"



"Tourism is one of the best ways of exchanging knowledge, technology and treasures."

Raymundo Gómez Flores



Lorenzo Lazo

Brainstorming follow-up session to reach concrete recommendations based on the previous informative session.

This is the new world order: The trends that are shaping globalization

Presenter:

Claude Smadja

President and Founder, Smadja & Smadja, Switzerland

Speaker:

Rossana Fuentes Berain

Editorial Vice-President, Grupo Expansión, Mexico



Claude Smadja and Rossana Fuentes Berain participated in this sign-up session, where they presented the trends that are defining the new world order and how different actors interact on this new stage. They laid emphasis on Mexico and its opportunities within this new framework.

After a brief introduction of the Expansión group, Fuentes Berain spoke about the importance of directing the world to Mexico and Mexico to the world with the purpose of satisfying the demands of a strict audience which needs a reliable source to make good decisions.

Later, Smadja called attention to the new world order that is emerging in countries such as China, India, Singapore, Malaysia, Indonesia, Brazil, Mexico, Chile, Colombia, Peru, Paraguay, Mozambique, Nigeria, South Africa, Kenya, Ghana, Angola, Turkey, Saudi Arabia and the United Arab Emirates. These countries represent up to 30% of the global stock market, an amount that is estimated to rise twenty percent by 2050.

He also added that in global production, Europe and the United States are decreasing. In 2010 they had 46% of global production; however, it is estimated that by 2020 it will have decreased 20%. On the other hand, China and India have so far increased 5 percent. In 2010 they had 21-22% of global production and it is estimated that they will increase to 26-27% by 2020. Smadja identified several main trends that are shaping the new world order. First, he pointed out that while debt in developing countries has remained stable, debt in developed countries has increased excessively compared with their GDP.

Secondly, Smadja pointed out urban growth in developing countries, mentioning that urbanization is an agent of growth. Thirdly, he stressed the importance that demography has on economy and revealed the demographic growth in developing countries.

Another significant trend in developing countries is the incorporation of new companies, which are evolving and acquiring technologies more quickly than institutionalized companies. Adding to the area of technology, Smadja noted that during the past years Japan, Europe and the United States have lost their monopoly on technology and today developing countries are emerging as developers and creators of their own technologies.

The evolution of the education market has also been a fundamental strength factor that developing countries have established. Smadja explained how the education market has opened up and how a priority of the middle class is that their children study abroad. The foregoing redefines the idiosyncrasy of new generations and has made them leaders in the global arena.

Going further into the subject of middle class, he mentioned the importance it has in the political system: "The American and European political systems are becoming inefficient because their foundation, which is the middle class, is disappearing".

The middle class in both developing and developed countries are upset due to the levels of corruption and inefficiency that restrict development in the former, and because their standard of living is not guaranteed as it once was in, so they are increasingly demanding of their governments in the latter. Furthermore, middle class in developing countries hope their lives will improve, while the middle class in developed countries fear that their children will have a lower quality of life than theirs. These reactions have repercussions on countries, international trade, political systems, and serious political, economic, social and business implications.

Finally, Smadja said that the world is witnessing an unprecedented situation, as no superpower has clear leadership over other countries. United States has lost the strength it had in handling other countries' internal affairs and dictating behavior models and patterns to the international community. A clear example of the foregoing is the crises in Syria and Egypt.

Adding to the above, he said, “The historical moment in the United States is not that a black man was elected as president, but rather that Obama is the first president to be brutally confronted with the limits of its power”. China, on the other hand, is a country that although experiencing economic growth, has too many internal political issues to solve before becoming a global leader. Similarly, Europe is facing one of the worst crises of its history.

Do to the above, countries like Mexico must seek pragmatic alliances with other countries that share the interest of increasing their influence in international affairs. That is, creating particular alliances for specific purposes.

Fuentes Berain, on her part, spoke about the dynamism in innovation and how static principles are constantly being challenged. She added that, “new geography will give Mexican companies several advantages because of its proximity to the United States”. She stated that the Mexican Energy Reform is an essential matter because there is a new correlation of global wealth and Mexico needs to reorder and accept its place in the scale of global wealth.

Fuentes Berain asserted that Mexico is in a good moment to further transform knowledge into technology because it has a key element: creativity. “Mexico is constantly forced to improvise because it does not have the proper resources in production environments to continue growing”.

She also pointed out that in recent years, central Mexico has had growth rates equal to China or India. She said there is a clear competitive advantage for central Mexico regarding the transformation of knowledge into technology. Particularly in Queretaro and Jalisco, college education is closely connected to established industries, which helps graduates make a quicker transition from knowledge to creativity.

Like Smadja, Fuentes Berain spoke about the Mexican middle class and how the issues it faces are the result of a combination of factors. Nevertheless, globalization has created international opportunities for Mexican products, which has also resulted in an accelerated growth of this sector of society.

Fuentes Berain reflected upon the rage in developing countries caused by multiple crises and depreciations; she added that, “Many Mexican housewives used to optimize resources to fulfill aspirations while facing crises and inefficient governments; today, the middle class is upset again because we are imposed more taxes which are not imposed on informal economies”.

She acknowledged that Mexican middle class's explosion has represented a great phenomenon in the past 10 years. “While the middle class in the United States and Europe is angry because of the uncertainty they face, in Mexico we have few certainties and a desire to continue growing”. Fuentes Berain also added that although much of the middle class has advanced, there are still people without opportunities. She mentioned that the middle class needs other consumer trends, oriented towards entertainment and quality of life.

Fuentes Berain spoke about the North Atlantic Treaty, mentioning that Europeans will press to achieve strict origin conditions so this treaty does not pose a threat to its presently fragile economy. Similarly, she mentioned that the 2008 crisis was devastating for United States economy and today it is not in the same position to negotiate or impose.

To the point, she added that for the first time in a hundred years, United States' wishes are not Mexico's command. Touching on the subject of their bilateral relationship, particularly on the war against drug trafficking, she said that, “the situation cannot continue as it has up to now, with violence outside the United States but earnings within it”. She stressed that a change in this relationship is necessary and that lately; the United States has had violent outbreaks in border areas where cartels fight for territorial domain.

She emphasized that Mexico has a great window of opportunity arising from the lack of a dominant global leader. Mexico can find an important area for development thanks to the language it shares with Latin America and she especially underlined the option of expanding Mexico's sphere of influence towards Central America. She said it is time that Mexico assumes the leadership that for many years Spain wanted to have and added, “Spain wanted to connect us all but right now it has neither the resources nor the ambitions of the Mexicans; they do not invest in growth”.

To conclude her speech, Fuentes Berain reaffirmed that this is the perfect time for Mexico to project itself as an intellectual and business platform in Latin America and to assume clear leadership that allows it to expand its sphere of influence within the new world order.

Keynote Address

Enrique Peña Nieto
Constitutional President of the United Mexican States

Welcoming Remarks:
Miguel Alemán Velasco
President, "Mexico Business Summit", Mexico
Aristóteles Sandoval Díaz
Governor, State of Jalisco, Mexico



The Pact for Mexico has become a space for dialog, harmony and agreement between the various political forces and the government, allowing them to modify the judicial framework that regulates important aspects of development by using a defined work agenda.

Upon welcoming President Peña Nieto to the Summit, Aristóteles Sandoval Díaz celebrated the drive for reforms that build a solid path toward development. He also announced that an investment of 50 million dollars in the technology and pharmaceutical industry had been settled in the last few days, which will propel Jalisco into becoming a development hub in Latin America.

He highlighted how important it is for the current federal government to listen to different voices, even if they are dissenting, and to look to incorporating agreements that lead us to development. He also stressed the importance of supporting the private sector in this respect, saying “We need a common agenda in which everyone assumes the responsibility that falls upon them to help transform Mexico’s destiny.”

In summary, Sandoval said “Today, we are confident and make decisions without thinking about electoral pragmatism, but about future generations instead”, before asserting that we must consider young people and respond to their needs. Miguel Alemán Velasco asserted that it was a great honor for the Summit to receive President Enrique Peña Nieto, and celebrated the fact that “the challenges that used to restrain development have become transforming reforms”. He particularly highlighted the energy reform, saying that they must find a strategy for producing nuclear energy and renewable sources. He stressed the importance of substituting fear with information with regard to nuclear energy, and developing a culture that allows us to live with the safeguards we need to be able to use these forms of energy.

He ended his contribution by stating that “This Summit is committed to supporting the transformations made by the government to achieve greater productivity and competitiveness by focusing on improvements to education and the generation of jobs”. He concluded by emphasizing the need for an enthusiastic outlook on the challenges we are yet to overcome, saying that “it’s time to think and act big”.

Enrique Peña Nieto then began his keynote address by emphasizing that over almost a year in government, they have been working on transforming the country by means of order, institutionalization and respect for the rule of law. He also made an analysis of the economic development that Mexico has experienced despite the economic crisis, pointing out that from the beginning, his government has been concerned about “changing the models that had driven development in the past, but are now exhausted”.

He celebrated Mexico's macro-economic stability and said that, although the 2008 crisis brought negative growth of 7%, Mexico suffered the lowest levels of economic setbacks in the region. He highlighted the fact that the solvency of the financial sector made it possible to overcome this crisis quickly.

He then went into more detail on the importance of signing the Pact for Mexico, which has become a "space for dialog, harmony and agreement between the various political forces and the government", allowing them to modify the judicial framework that regulates important aspects of development by using a defined work agenda. This Pact gives us irrefutable proof that Mexico has achieved an environment of plurality and ideological and political diversity, in which the changes needed for the country to develop are driven; "different political expressions with different viewpoints but one thing in common - [...] national development" he said.

With regard to education, he spoke of the importance of ensuring the training of human capital, paying particular attention to secondary and higher education. He said that this reform is directed toward giving pupils greater opportunities with which they can have access to better-paid jobs because of the skills and abilities they have acquired, so they must be given the tools they need to achieve this.

When talking about the telecommunications reform, he assured the audience that they are working towards eradicating monopolies and opening opportunities for small and medium-sized enterprises to conquer new markets, which in turn will offer the population more and better services in this sector. In the same way, he pointed out that a reform is being promoted on the matter of economic competition that will allow them to combat practices that prohibit its encouragement.



"This Summit is committed to supporting the transformations made by the government to achieve greater productivity and competitiveness."

Miguel Alemán Velasco



Aristóteles Sandoval Díaz

When talking about the financial reform, Peña Nieto highlighted their intentions of increasing the amount of credit made available, and for banks not just to maintain healthy balances, but also to favor the country's development by stimulating credit. He pointed out that this reform "looks to make sure that credit institutions find a better framework in which to compete amongst themselves, allowing them to offer cheaper credit and extend or amplify the level of credit available in the country".

He defended the fiscal reform by indicating that Mexico has some of the lowest levels of revenue in the OECD, and that they look to invest these new resources in infrastructure and not spend them on operating expenses. He said that the controversy surrounding this reform shows that they are talking about something of great importance; if these kinds of reactions weren't being made, we wouldn't be talking about real reform.

Regarding the energy reform, he asserted that Mexico needs to be more competitive; if they don't take this step towards competitiveness, they will lose many important investment opportunities. He insisted that "the Mexican State will continue to own petroleum, hydrocarbons and its wealth of energy resources."

On a different note, he said that even though growth has not been what was projected when his administration first came into power, practically every country has had to adjust their projections for this year. Similarly, he said that one of the causes of this is that a change in administration always slows down any government's spending rates.

He concluded by asserting that "if these reforms take shape, their foundations will be firm and solid, and they will open the door to economic growth". Peña Nieto remarked that they are achieving the agreements needed to make sure that everything goes well for the country. Finally, he expressed his desire for "Mexico's future to be about development, success and opportunities, in order to write new success stories".



"The Mexican State will continue to own petroleum, hydrocarbons and its wealth of energy resources."

Enrique Peña Nieto



Keynote Address Making Europe a Bigger Player in Mexico's Growth Drive

Michael D. Higgins
President of Ireland

Chaired by:
Miguel Alemán Velasco
President, "Business Summit", Mexico

Ireland has huge potential as the entrance gate to the European market; a fact that will help to attract more Mexican companies in much the same way as investments made in Mexico by Irish companies have. This relationship should be made stronger based on a foundation of mutual trust.

Miguel Alemán Velasco presented the Irish President Michael D. Higgins, who began by saying that his country had much to learn from Mexico, the Caribbean and Latin America. With regard to Europe and the United States, he spoke of how a new economic balance is in the making.

Similarly, he mentioned that policies must consider alternative growth models that will make societies grow in terms of education, and encourage creativity in the teaching of subjects such as social sciences. These concepts allow for plurality and inclusion in order to protect citizens from the imprudent consequences of the economy.

President Higgins explained that "teaching errors made in economic policy could be the solution to help us move on from the failures of the past, in order to change the paradigm and not get trapped in only one version of the economy; therefore avoiding its consequences. Conversations that determine the agenda shouldn't take place in hermetically sealed-off elite groups from 1 or 2 parts of the world."

He commented that difficult decision-making processes should be inclusive in order for them to become legitimate policies, before citing the "Pact for Mexico", whose first declaration refers to the plurality of Mexican society. As such Higgins suggested that the world should be seen as a plural society, and that a new balance should include not just the economy of the world elite, but also a global discussion in tune with the new century, which needs to produce things much better without basing itself on past errors.

President Higgins explained that Ireland has experienced the consequences of economic crisis, not just through the world economic crisis, but also through the fall of its national banking sector. This is the sixth year of painful unbalance in the Irish economy, he said.

He mentioned that in times of crisis, invention is much more important than imitation. Examples of Irish creativity have been numerous throughout history, when the future wasn't about going back to failed economic models, but rather in supporting a model made by talented people that design the assets needed for new ones, backed up by ethics and trust.

He said that economic stability has now returned to Ireland, and that the country is trying to recover by overcoming the issues they had before the economic crisis began, as well as making sure that exports reach new markets. To illustrate this point, he used the example of how exports to Mexico increased by 24% in 2012.

He also mentioned that the Irish people are proud of Mexican achievements, and that recovery was based on the creation of dynamic centers in the economy, as well as attracting high-quality investments such as those made in Ireland. These investments have driven evermore research and development.

He declared that his country has huge potential as the entrance gate into the European market; a fact that he hopes will help to attract more Mexican companies to Ireland in the same way that investments made in Mexico by Irish companies have. He said that this relationship should be made stronger based on a foundation of mutual trust, as the chemistry between the Irish and Mexican people is already very good.

He said that Mexico must lean toward the European Union in the same way as it has already done with other countries in Latin America, citing the Pacific Alliance as a clear example of this. He encouraged the Mexican people to remember the significance of the European Union as an institution and as the second most important market for Mexico, characterized by its stability, peaceful disposition and the promise of prosperity it offers to trade partners.



Miguel Aleman Velasco



"It is projected that Guadalajara will become the economic center Dublin was 10 years ago."

Michael D. Higgins

He also mentioned the shared history between Latin America and Europe as a chapter that should be remembered, as both regions have a common language and a collection of shared values that they can both use to face up to new economic challenges, the likes of which can only be overcome if the two regions work together.

He described Ireland as a young country, saying that something new has to happen, such as “the opening of a new discussion in which Europeans and Latin Americans will have to participate in order to promote respect for personal dignity, liberty, democracy, equality, the rule of law and human rights”.

Higgins added that the world will see many benefits from this current challenge, which will result in a European economy with real growth, the flourishing of society, and participation from all leaders. He shared that, given all countries are facing challenges such as climate change and poverty, it would be interesting if all of them came together to achieve great things. The conversation is just getting started, and it needs everyone’s participation.

He gave examples of the opportunities ahead of us, mentioning that Mexico and the European Union make up 30% of the global economy, and that his country could act as mediator between Europe and Latin America. Given that Ireland is looking to become the European leader in technology, he also said that they need to make sure technology doesn’t create a new kind of inequality. Instead, the economy could grow in new ways using technological skills and academic guidance. He referred to what Enrique Peña Nieto said about technology transfer and the need to include small and medium-sized enterprises in new policies. He then made comparisons with Guadalajara, which is projected to become the economic center Dublin was 10 years ago.

President Higgins ended his address by saying that the two countries should be prepared to take advantage of this opportunity using new skills and attitudes to provide the critical thinking, contents, reasoning, discernment, and imagination that now, more than ever, are of great importance to everyone, not just young people.





Transforming societies through technology

Speakers:

Luiz Carlos Ferezin

Director General, Accenture, Mexico

Jason Hughes

Director General of Information, IBM, United Kingdom

Lina Ornelas

Director of Government Relations for Mexico, Central America and the Caribbean,

Google Inc., Mexico

Christiane Pelchat

Representative of Québec in Mexico, Canada

Jaime Reyes

Minister for Innovation, Jalisco State, Mexico

Moderator:

Yaël Smadja

President, Smadja & Smadja, USA; Executive Director, Business Summit, USA

Mexico is one of the most behind countries in Latin America in terms of technology investment, which drastically needs to increase. But this doesn't mean just buying more hardware; it's about changing the way technology is used.

Yaël Smadja opened the session by highlighting the progress made by countries such as South Korea, Singapore, Taiwan and China with regard to economic development, mentioning how they have also changed their social structures and their people's mentality through making the most of technology. She then put forward a series of questions on how technology can be used for transformation purposes, and which policies and practices would be most advantageous.

In response, Luiz Carlos Ferezin provided a wide perspective on technology investment. Based on a study spanning the last 6 months and around 100 countries, he showed how investment in technology is the factor that has the highest correlation with Gross Domestic Product (GDP) growth percapita. Those countries that invested more showed greater economic growth.

Ferezin then pondered over what was happening in Mexico. Mexico is one of the most behind countries in Latin America in terms of technology investment, which drastically needs to increase. But this doesn't mean just buying more hardware, he said; rather "[...]it's about changing the way technology is used." He used Jalisco as an example of a state that has advanced more than others in the areas of innovation and technology, emphasizing that a window of opportunity is open - "take it or lose it".

Smadja took up the example of Jalisco once again to add that Québec has experience in this area. She then asked Jaime Reyes and Christiane Pelchat to share the policies that have been implemented in the regions, and the assets, priorities and challenges that they have observed.

Reyes started by describing how the Ministry for Innovation, Science and Technology was created in Jalisco. Under the responsibility of offering public higher education, the opportunities for transforming society and the education system are vast. "Now is the time to transform; it's time to pick up the pace" said Reyes, before going on to describe how dual-education - the kind of education linked with the private sector - is an aspect of this. Jalisco is creating an innovation center where companies, universities and the local government all cooperate with each other.



“The internet really makes a difference for small and medium-sized enterprises, which make up 98% of Mexican companies.”

Lina Ornelas



Jason Hughes



Christiane Pelchat

He said that the objective is to support local entrepreneurs and create a more developed Jalisco, technologically speaking. Reyes emphasized the fact that comprehensive cooperation in the state is vital, as well as collaboration with cities, companies, and universities from other countries.

For her part, Pelchat spoke of Québec as the region that invests the most in science and technology investigation in Canada. In 2010, Québec allocated 2.41% of its GDP to research and development, which is much more than the Canadian average of 1.8%. She added “Money from taxes goes towards the achievements we have made; they’re not a fluke”. Québec holds first place in Canada for investigation; 35% of innovation companies are in Québec, and 70% of the total income of Canada’s aerospace industry is made in Montreal.

She emphasized that the situation Québec currently finds itself in is thanks to government investment in research and development. Investment has generated a GDP per capita of 45,000 dollars, which in turn allows the government to pay for public health services using taxes.

Smadja then alluded to both IBM and Google when she asked Lina Ornelas and Jason Hughes about how their services and technologies have contributed to the transformation of the Mexican economy and social environment.

Ornelas mentioned the digital age and the internet as key points for businesses. The internet allows us to access unimaginable markets, she said, before highlighting how this network really makes a difference for small and medium-sized enterprises, which make up 98% of Mexican companies and are therefore the drivers of the economy. Companies with online presence grow 11 times faster than those without it.

She then went on to describe that it's not just internet access that's important, but also knowing how to use it and its tools, such as online marketing. She mentioned the Mexican government's commitment, by way of the National Digital Strategy Office, to providing broadband internet to the entire country, before adding that it's important that regulations don't interfere with freedom of expression, and that copyrights don't obstruct growth and innovation.

Hughes then talked about the transformations currently taking place in IBM, which has been in Jalisco since 1973, and its growth potential in the region. He pointed out the enormous potential of mature markets, using the fact that they provided 22% of the company's net income last year as an example of this. Mexico represents a huge opportunity for IBM, and is one of the five global strategic points in which it invests intensely.

He said that IBM is looking to build a sustainable organization in Mexico which would support the company globally. Hughes explained that having the necessary skills is essential for working in a global environment, and that collaborating with universities and local governments is the best way to attract talent and build on the skills needed for the global market.

On a separate note, Ferezin asked us to accelerate the way in which we adopt new technology. He mentioned that in a survey, 42% of Mexican business owners commented that they cannot see the results of technology investments, which he finds frustrating. However, competition is fierce, and given that Mexico is already behind, we really need to accelerate technology implementation processes in order to see results.



Luiz Carlos Ferezin



Yaël Smadja



“Now is the time to transform; it's time to pick up the pace.”

Jaime Reyes



How Mexico can fit in the globalization strategy of Asian companies

Speakers:

Tadayuki Nagashima

Executive Vice President, Japan External Trade Organization (JETRO), Japan

Rafael Valdez Mingramm

Director for Latin America, Envision Energy, Mexico

Rengaraj Viswanathan

Distinguished Fellow, Latin American Studies, Gateway House, Indian Council on Global Relations, India

Moderator:

Amapola Grijalva

Economist, World Trade Consultants Group, Mexico

Mexican policies are increasingly stable, predictable and favorable for foreign investors. The Mexican market is open, transparent and free of tariffs and trade barriers, which is why compared to Brazil and Argentina, it is easier to export to Mexico.

Amapola Grijalva opened the forum by stating that Mexico has distinguished itself as a platform where matters of national agenda and interest are established.

Taking the floor, Tadayuki Nagashima focused his speech on the automotive industry, and said that Japanese investment in Mexico has grown in recent years. In 2012, direct investment reached 1,763 million dollars; 93% more than the year before. Upon the Yen's drastic devaluation in 2008, the automotive industry rapidly increased its production overseas, resulting in the emergence of a new trend known as "total production per total consumption"; this means manufacturing products in locations that have a large consumer base.

Nagashima expressed that Japanese companies view Mexico as a great environment where they can boost production. Particularly, Japanese automotive companies consider direct investment in Mexico as a way to increase profit rates in North America and reduce their production costs. He also mentioned that each year, JETRO (Japan External Trade Organization) conducts surveys in Japanese companies located in Latin America. According to survey findings, the operating environment in Mexico is better than in Brazil, although public safety in our country is a great concern; 60% of Japanese companies perceive it as an obstacle.

Another operating problem in Mexico, he said, is the high energy cost. According to the Organization for Economic Co-operation and Development (OCDE), energy in Mexico is 55% more expensive than in the United States or Canada; hence, Japanese companies are paying close attention to how the Energy Reform currently underway in the Mexican Congress develops.

He also spoke of the importance of the North American Free Trade Agreement (NAFTA) for Mexico, stating that without its participation, our country would have lost attention as a destination for direct investment. To conclude, Tadayuki Nagashima addressed globalized Mexican companies and advised them to "look towards the west with a vision of strategic alliance between Japan and Mexico".

Later, when Rengaraj Viswanathan was asked what Mexico needs to do to attract Asia's attention, he responded that Mexico does not need to do anything, as our country has the proper connections and geography, making it a unique platform and a great opportunity for several Asian markets. Viswanathan mentioned that India has many strategies for entering the Latin American market through Mexico, the largest Spanish-speaking country in the world. He said Mexico is the perfect gate for entering a foreign and relatively unexplored market that has 400 million people in it.

He also added that Information Technologies is a promising market in Mexico and there are currently 10 Information Technology companies in our country. In the past, the distance between Mexico and India, and the difference between languages and cultures were reasons not to invest in Mexico. However, companies have integrated all of these elements as a competitive advantage. Indian companies now see it as a way of approaching and supporting markets in the United States without having to work 24 hours/7 days a week in India. Mexican staff has helped them provide service and develop software in Spanish to expand throughout Latin American.

Viswanathan also said that it is better to manufacture in Mexico than in other countries because Mexican policies are more stable, predictable and favorable for foreign investors. The Mexican market is open, transparent and free of tariffs and trade barriers, which is why compared to Brazil and Argentina, it is easier to export to Mexico. He then spoke about the future and how Indian companies are interested in investing in Mexico's energy sector, insofar as they are allowed to, and he highlighted the importance of establishing a free-trade agreement between Mexico and India.

Rafael Valdez Mingramm stated that it is important to understand China's strategy and how it affects both Mexico and Latin America. Speaking about direct foreign investment, the Asian country has two main objectives: the first is to guarantee a long-term supply of natural resources, as China is home to 20% of the world's population but only has 1% of crude oil reserves in the world; and the second objective focuses on expanding its borders and opening new markets. China's foreign investment was 115 billion dollars in 2012, but at that time Mexico's government lacked policies directed towards China.



Rafael Valdez Mingramm



"Japanese companies view Mexico as a great environment where they can boost production".

Tadayuki Nagashima

Mingramm mentioned that he had met Peña Nieto on his two trips to China during his term as Governor. On both trips the now President of Mexico showed a certain understanding regarding this lack of vision, which is why he implemented new measures from the start of his term in office.

Mingramm added that his company, Envision Energy, seeks to reduce energy costs, increase its productivity and make business, and its new policy considers Latin America as the most important region to reach those objectives. He also said that Mexico represents a great long-term investment opportunity; thanks to its geographic location, Mexico has some of the best resources for generating wind power in the world. There are also opportunities for Envision Energy to build its first assembly plant in Mexico and making the most of the Mexican supply chain. Mingramm believes that Mexico will be very valuable in the mid- and long-term.

When reflecting upon the matters addressed in the conference, the moderator said she believes that Mexico's strategy has revolved around attracting highly developed economies and that what our country needs now is to seek alliances with developing countries and emerging markets, and Asia is made up of a myriad of economies.



Amapola Grijalva



“India has many strategies for entering the Latin American market through Mexico”.

Rengaraj Viswanathan

When disaster strikes: How can Mexico reduce its vulnerability?

Speakers:

José Luis Chiñas Silva

General Brigadier D.E.M., National Defense Secretariat, Mexico

Nicolás Mariscal Torroella

Chairman of the Board, Grupo Marinos, Mexico

Peter Martin

Chief Executive Officer, AFIMAC Global, USA

Óscar Peralta Navarrete

Chairman of the Board, Grupo Metal Infra

Moderator:

Roberto Delgado Gallart

Director, Latin American Center for Social Responsibility (CLARES), Anahuac University, Mexico



Nicolás Mariscal Torroella



“Ideally, authorities should have relocation areas prepared”.

Óscar Peralta Navarrete

Authorities must not allow constructions in inadequate locations, such as riverbeds, landslide-prone areas, among others. If there are stricter municipal, state and federal regulations, problems can be mitigated and casualties prevented.

Roberto Delgado Gallart initiated this discussion on prevention and response to natural disasters by describing forum objectives and introducing the speakers.

Óscar Peralta Navarrete spoke about his involvement in natural disaster management since 1985. His expertise includes events such as the catastrophe in Haiti, where local institutions and international organizations were unprepared.

Several future disaster control measures proposed by Peralta include the creation and observance of stricter construction standards. He added that authorities must not allow constructions in inadequate locations, such as riverbeds and landslide-prone areas, among others. Peralta said that in the event of a natural disaster, authorities should have ideally prepared areas to relocate people affected by the cataclysm.

Additionally, he said it is essential to deliver properties back to people as quickly as possible while simultaneously building shelters, clinics, and schools; this allows the population to continue on with their lives and if possible, to have a better lifestyle. Peralta stressed that if there are stricter municipal, state and federal regulations, problems can be mitigated and casualties prevented during any kind of disaster.

Later, José Luis Chiñas Silva spoke of the profound relationship between Mexico's armed forces, natural disaster prevention programs, and rescue and relief efforts. The relationship arises from the basic mission of the defense structures, which seeks to maintain the integrity, stability and permanence of the country. He noted that natural disasters directly affect stability, as they take people's homes, patrimony, and sometimes even their lives. In order for the country to continue with its economic and productive activities, the infrastructure must be reestablished so that people can go back to work and have functional communication networks, regardless of how basic these might be.

To achieve these goals, Chiñas stated that the population needs to understand that the government is not capable of taking care of all restoration labors, and that the private sector and civilian support is essential for quickly mitigating the consequences of any catastrophe. On the other hand, he said, it is also important to build a “culture of prevention”.

Afterwards, Nicolás Mariscal Torroella addressed the matter of infrastructure and the damages that result from natural disasters. He said that since 1985, construction systems have changed in terms of materials, methods and standards. The Torre Mayor, for example, has 92 dampers that help its structure absorb the resonating effect of earthquakes. He also mentioned that the College of Civil Engineers of Mexico and the Mexican Construction Industry Chamber (CMIC) have been working with the National Civil Protection division and other government agencies to plan how they can collaborate to design and construct new infrastructure projects, specifically dams.

Peter Martin also addressed the importance of proactive prevention over reactive strategies. He said that although the government solves problems that result from natural disasters, both civil society and the private sector have to understand that power structures cannot do all the work on their own, and they must also be involved. Martin believes that one of the greater problems with prevention is the quality and type of construction materials that are used. He added that although materials are not low-priced, it is important to invest in them to ensure that in the event of an emergency, material and human costs remain at a minimum.

An important point mentioned by Martin was preparedness and how civil evacuation planning must be done in the long-term. He concluded that it is the government’s obligation to accept that it is not capable of acting without help from civil society. He assured that there is nothing wrong with asking for help from those who can provide it, as any error in planning may bring serious consequences to civilian victims.

Finally, General Chiñas predicted that in the following years the National Army will become a model for participative prevention operations, in collaboration with private companies and civil society. Peralta also emphasized the importance of ensuring the continuity of policies and maintaining the best measures possible, regardless of the person or political party in office.



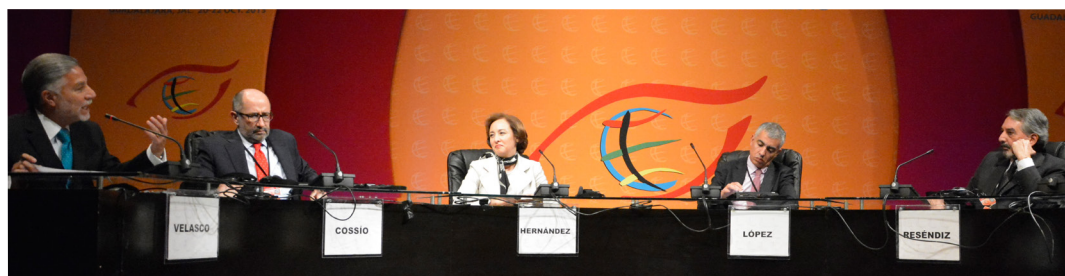
José Luis Chiñas Silva



Peter Martin



Roberto Delgado Gallart



Conversation with the Supreme Court: Updating the legal framework to support economic growth

Speakers:

José Ramón Cossío Díaz

Justice of the Supreme Court of Justice of the Nation, Mexico

Gabriela Hernández Cardoso

General Counsel, GE Latin America, Mexico

Sergio López Ayllón

Chancellor, Center for Research and Teaching in Economics (CIDE), Mexico

Cuauhtémoc Reséndiz Núñez

Partner, Domínguez, Reséndiz, Cuevas y Asociados, S.C., Mexico

Moderator:

Pedro Velasco

Partner, Santamarina y Sleta, Mexico

Social issues are the government's responsibility, and its legal framework must help redirect the country towards social assistance. During the past 40 years, Mexico has achieved progress in giving judicial decisions the importance they deserve for observing the rule of law.

Pedro Velasco began the conversation by stating that a culture that awards impunity does not support economic development. This problem is not exclusive to Mexico, but to all of Latin America. He pointed out that the subject of economic development, which has been debated in other panels, is closely connected to proper law enforcement.

Opening his intervention, José Ramón Cossío said that, as Justice of the Supreme Court, he sees that the country's structural problems are related to the federal system's poor design. An important endeavor of the Supreme Court of Justice of the Nation is redesigning Mexico's federal system. He added that it is frequently unknown whether an action must be regulated by federal or local legislation in areas such as health, education, housing, etc. There are constant complaints regarding the existence of an exaggerated regulation in many different sectors. However, he explained that the solution lies not only in abrogate laws and regulations that paralyze economic activity, but rather in creating the transparency that is needed in law enforcement.

Cossío added that although administrative measures must regulate certain activities, the country has spent many years trying to guess which these are, and he explained that in a traditional framework, public administration has a plethora of competences.

On her part, Gabriela Hernández Cardoso said that General Electric (GE) has 300 thousand employees in over 160 countries around the globe and has invested two billion dollars in Mexico. However, she stated that legal certainty regarding government transparency and proper law enforcement are matters that must always be considered when investing. She noted that GE has had to leave other countries because of this, but Mexico has been a successful place for investing. Regarding law enforcement, our country must compare itself with other countries around the world, not only with Latin America.

Hernández said that GE is subject to very high standards, just like other companies in Mexico, and that a solid legal framework provides certainty; especially when employee conflicts arise, companies want to have the certainty that problems can be resolved in court. She closed her speech explaining that GE tried to obtain full certifications but that simple regulations are often made complex and that tasks become difficult to complete when trying to benefit the shareholders.

Next, Sergio López Ayllón said that social issues are the government's responsibility, and its legal framework must help redirect the country towards social assistance. He explained that there cannot be different levels of legal compliance and that, institutionally during the past 40 years, Mexico has achieved progress in giving judicial decisions their significance in observing the rule of law. He added that it is difficult to take laws seriously when the regulatory framework is inadequately designed and laws are not respected because they are poorly drafted.

Regarding corruption, López Ayllón said that everything boils down to costs and that this practice is a way of avoiding bureaucracy, as one of the aspects that limit job creation is the high cost of bureaucratic transactions. He added that although laws are understood by lawyers as something hierarchical and monolithic, the truth is that society is a dynamic system that constantly changes.



“It is not just about abrogating the laws and regulations that paralyze economic activity, it is about creating the transparency that is needed”.

José Ramón Cossío



Gabriela Hernández Cardoso

Later, Cuauhtémoc Reséndiz Núñez said that there is a discrepancy between law culture and law education. In order to build a true government that enforces the rule of law, a proper framework must be established for companies and laws must be effectively enforced. Mexico has a heterogeneous society, made up of multiple perspectives and positions. He added that there are lawyers who work ethically, while there are others who do not. If the amount of legal problems that take place in local courts is compared to the Supreme Court cases, there is an inconsistency in quality.

He also explained that there is a high degree of flexibility in law enforcement and from a labor conflict perspective, investors want to know the context in which they operate, which is why ethical lawyers are extremely important. He added that there are few of these lawyers and that law cannot be effectively enforced without the proper actors. In order to build a true rule of law and establish a proper framework for companies, effective law enforcement is imperative. Reséndiz concluded that the legal system must be reformed so that decisions are maintained at a local level.



Pedro Velasco



“Mexico has a heterogeneous society, made up of multiple perspectives and positions”.

Cuauhtémoc Reséndiz Núñez



Sergio López Ayllón



Mexico US: Closing the gap towards a real partnership

Speakers:

Earl Anthony Wayne

Ambassador of the United States of America to Mexico, USA

Christopher E. Wilson

Partner, Mexico Institute, Woodrow Wilson International Center, Mexico

Al Zapanta

President and CEO, US-Mexico Cultural and Educational Foundation, USA

Rosana Fuentes Berain

Editorial Vice President, Grupo Expansion, Mexico

Moderator:

Claude Smadja

President and Founder, Smadja & Smadja, Switzerland

Regional trade agreements are a current trend around the world. Specifically in the case of Mexico and USA, the key is not only to market finished goods, but also to exchange tools, parts and materials. If both countries work together in a process of negotiation, beneficial agreements for suppliers and manufacturers can be reached.

The initial presentation was made by Claude Smadja, who provided a general perspective regarding the relationship between Mexico and the United States. He noted that this relationship has a distinctive complexity because of the underlying emotional component. He also mentioned the feeling that something is missing in this particular exchange.

Earl Anthony Wayne added to this aspect during his presentation, stating that the relationship between Mexico and the United States has a significant emotional component because of their shared values, borders and even families. He made reference to the agreement signed in May of this year to establish a high-level economic dialogue. He mentioned the three strategic priorities that constitute this dialogue. The first priority is promoting competitiveness and connectivity; the second is fostering economic growth, productivity, entrepreneurship, and innovation; and the third priority is partnering for regional and global leadership. He added that this dialogue should include the private sector and civil society. Furthermore, he stated that work will be done to include small and medium companies in bilateral relationships.

Wayne also spoke about the beginning of a bilateral education, innovation and research forum. He mentioned that Vice President Joe Biden visited Mexico during the first high-level dialogue forum meeting and said that “this meeting was aided by concrete actions that will be carried out during the following year by both cabinets”. He added that more meetings will be held to align educational factors for the future workforce, specifically education in community colleges in the United States and polytechnic schools in Mexico. The meetings will address how the effective use of these institutions can be beneficial for both countries. Other meetings will focus on motivating the use of English and student exchange at different levels.

Wayne mentioned that activities from the board of entrepreneurship and innovation are already underway in Mexico and the United States; the public and private sectors are also involved in the activities of the board to strengthen the region's entrepreneurial ecosystem. The board focuses on areas such as access to capital, legal reforms, and opportunities for entrepreneurial women, ventures between small businesses, technology, marketing and cluster mapping.

During his presentation, Christopher E. Wilson emphasized that regional trade agreements are a current trend around the world. He added that in the case of Mexico and the United States, the key is not only to market finished goods, but also to exchange tools, parts and materials. There is a very integrated supply chain between Canada, United States and Mexico, which is why these countries need to think as a block and act jointly, as the European Union does. He noted that the participation of any of these countries in other agreements may represent an opportunity or a risk.

Wilson paid special attention to the High Level Economic Dialogue and the 21st Century Border, "by removing borders and building communication lines for commerce at the border, we ensure that commerce between both countries is not affected by any immigration issue". He also noted that if Mexico and the United States work together in a negotiation process, beneficial agreements for suppliers and manufacturers can be reached by using the regional and global distribution channels.

Wilson spoke about integration and how important it is for resolving the energy reform discussion in Mexico. This is a crucial moment, as the country has been confronted with making a major internal political decision. He said that Mexico must be careful with the treatment it gives this matter, and the United States must react carefully to the Mexican energy reform, he concluded.



"Activities from the board of entrepreneurship and innovation are already underway in Mexico and the United States".

Earl Anthony Wayne



Al Zapanta

On the other hand, Al Zapanta stressed the importance that culture and education have on a country's transformation. He said that while the government is only a tool to facilitate a country's transformation, it is the people who truly create change. He also spoke of NAFTA and the vision that people had when laying the foundations of this important platform: free movement of people, materials, technology and capital. He noted that at present, NAFTA can be a key factor in global transformation based on shared democratic values. In this sense, he added that in order to achieve true integration a key element, must be included, culture.

With regards to the energy reform in Mexico, he celebrated its taking place, saying "Mexico has the oil but not the technology to obtain it". He recognized the work that Queretaro has been doing in the aerospace industry, adding, "It is an important step in forming the Latin American production chain". He also applauded the labor of small and medium companies in favor of consolidating the Mexican economy.

To end this forum, Rosana Fuentes Berain stressed that all participants in the Free Trade Agreement must be treated as equals. She emphasized the need for greater inclusion of Latin Americans and in particular, Mexicans in American society. She also noted that greater responsibility from both countries is necessary to face the issues affecting them, such as drug trafficking in Mexico and gun flow in the United States. "Geography unites us, as does history, and families; now a joint destiny, with mutual participation, must unite us", she concluded.



Rosana Fuentes Berain



Claude Smadja



"These countries need to think as a block that acts together before the world, like the European Union does".

Christopher E. Wilson

CLOSING AND FINAL THOUGHTS



Closing and final thoughts

Alfonso García Cacho began his last presentation by stating that this was not an end, but rather a brief goodbye, and then he invited two graduate students to offer their closing speeches.

These students were Javier Ballesteros Quiñones and Bianca Patricia Patiño, who thanked for the invitation made to 25 graduate students from Guadalajara, and expressed their respect for Miguel Alemán Velasco. They said that young people in Mexico have dreams, and that opportunities exist to make them come true, but there are also barriers that the government imposes on them. Their conclusions, experiences and critiques were received with attention and respect, and Mr. Alemán Velasco encouraged them to continue asking questions and stating their criticisms, finally adding that young people are the present and not the future of our country.

Next, Miguel Alemán Velasco said that the Summit had come to a positive conclusion thanks to the quality, substance and professionalism of the speakers. He commented that the Mexico Business Summit ends with a long list of suggestions and proposals, all of which highlight a positive perspective on Mexico's future. He thanked the Governor of Jalisco, Aristóteles Sandoval Díaz, and his wife, as well as the sponsors and the young entrepreneur group. He also thanked Claude Smadja, Yaël Smadja and his task team, as well as Alfonso García Cacho.

In his final speech, Alemán Velasco reflected on how young people are the present, and he presented the Governor of Jalisco and the President of Mexico as examples. He also announced the opening of new Interjet air routes that will connect the city of Guadalajara to important market points. Finally, he thanked everyone's presence and participation.

Afterwards, Sandoval Díaz thanked for the trust placed in Guadalajara and gave special thanks to Miguel Alemán Velasco, stressing his vision of modern Mexico. He also emphasized that there must not be fear in creating alliances and developing agreements between the government, private sector and academia. He added that Jalisco has two objectives: learning and making friends to do business.

Sandoval Díaz said that his state plans on doing things differently in order to obtain different and positive results, and he invited everyone to lose their fear and help Mexico tackle its problems and set itself back on the right path to offer a better quality of life. Society, he said, must take part and have a say in public affairs, and also seek a quality education based on the family.

Lastly, he congratulated all the participants and asked the audience to stand up before formally closing the event.



Aristóteles Sandoval Díaz



Miguel Alemán Velasco



MEXICO FUTURE GROUP

**11th. Edition
Mexico Business Summit**

Guadalajara, 20-22 October 2013

Special Program for the Mexico Future Group, 19-20 October 2013

Saturday 19 October

17:30 onwards	Participant registration
18:15-18:30	Welcoming remarks and kick off discussion
18:30-20:00	Session 1 Is the innovation stupid?
20:00-22:30	Meet and fun Participants are invited to relax and meet one another

Sunday 20 October

09:30-10:30	Session 2 A conversation with Álvaro Uribe
11:00-12:00	Session 3 I need technologists...well, what about sociologist and historians instead?
12:30-13:30	Session 4 Let me tell you my story... Experience sharing with a successful entrepreneur
13:30-14:30	Brunch



Is the innovation stupid?

Welcoming address:

Yaël Smadja

President, Smadja & Smadja USA;

Executive Director, Mexico Business Summit, USA

Speaker:

Soumitra Dutta

Dean of the Samuel Curtis Johnson Graduate School of Management, Cornell University, USA

Innovation is a matter of generating knowledge and having the capacity to transform. How can we foster an enabling environment to innovation? Entrepreneurship is becoming increasingly popular among the population, thus creating new possibilities for growth. The two primary sources of innovation are desperation and inspiration.

The forum kicked off with Yaël Smadja, who stressed the importance of providing young entrepreneurs tools that allow them to broaden their horizon and encourage an environment conducive to innovation that will bear fruit in the future.

To the point, Soumitra Dutta approached the subject of innovation by comparing India in 1985, when he graduated from college, to India 25 years later. He said he was pleasantly surprised with what he found, as he bore witness to changes in people's mindset. He told the story of his college years, and how almost all students traveled to the United States to complete their college education. When Soumitra Dutta went back to India, things were notably different; in a group of 60 students, between 10 and 15 were creating their own businesses.

Throughout the years he has observed that entrepreneurship is becoming increasingly popular among the population, thus creating new possibilities for growth. Dutta added that when he was growing up, there were few role models in India, which generated a completely new possibility: being an entrepreneur. The challenge was to create a favorable environment. The success of the young entrepreneurs Dutta spoke about has set India as an example for future generations.

He also spoke about his career as a professor at INSEAD, a graduate business school in France. He remembered a time when he asked his students who the French Bill Gates was, to which no one had a response. He said that his concern was not that they did not know who that person was, but rather they did not understand the significance of the question itself. "They did not seem to give innovation any importance or value whatsoever", he added.

According to Dutta, the two primary sources of innovation are desperation and inspiration. The first generation of innovators in India was the result of desperation; they had to fight in order to survive. Today, new generations are more inspired because their mentality has changed towards something new. Regardless of India's high level of poverty, the paradigm for educated people is different and a large effort is being undertaken to generate real change. To do this, it is necessary to find a creative way to inspire and attract young people.

Dutta researched further on the subject and presented a thesis on the origin of innovative people, asking the question, “Are innovators born or made?” To answer this, he analyzed the behavior of children between 4 and 7 years old. He noted the way children constantly question their environment, they observe everything that goes on around them, they experiment without fear, they never give up and when faced with a problem, they go to their parents or another support system.

Education has a powerful effect on what students end up doing outside the classroom. In order to generate innovation, it is important to pick up the aforementioned behaviors again and be fearless, observant individuals who question their environment and never give up.

Dutta made reference to the Global Innovation Index, a publication that lists countries in terms of innovation, and he mentioned that Mexico is currently ranked around number 60. He added that innovation is possible if proper actions and processes are implemented.

He said that the 3 main characteristics for innovation are, “the proper people, markets and capital”. Dreams are also important. An entrepreneur with a dream or a goal is motivated to work hard to obtain it.

Almost at the end of the session, the Governor of the State of Jalisco, Aristóteles Sandoval Díaz, stressed the value of young entrepreneurs and job generators, and the government’s interest in listening to their opinions on the present structural reforms.

Finally, Miguel Alemán Velasco, President of the Mexico Business Summit encouraged the audience to follow Soumitra Dutta’s advice: “In order to become innovators, we have to take problems and solve them, while trying to improve every day and asking the proper questions that will lead us to efficient answers”.



“We are all born with these behaviors, they are inherent to human nature; therefore, we were all born with the necessary characteristics to become innovators”.

Soumitra Dutta



A conversation with Álvaro Uribe

Speaker:
Álvaro Uribe Vélez
Former President of Colombia

One of the problems in humans is that business relationships lead to hypocritical human relationships, and that changing this is a major challenge for individuals in general.

Being consistent in all areas is essential in politics. Maintaining the same discourse in front of different audiences and resisting criticism has made one consistent. One must be accountable and face problems head on; when one tells the truth in time, the public understands

During his presentation Álvaro Uribe Vélez expressed how important social dilemmas are, especially in the case of individuals who participate in political life. He emphasized the difference between aspiring to a position in society and fighting for permanent change, motivating the audience with the question: Does one aspire to become president or to truly carry out a constant political struggle? He also stressed that it is essential to enjoy what one does: “You should never think that you are making sacrifices, and no effort done must be considered as something additional”.

Colombia never had hyperinflation issues or debts and it was the country in Latin America with less years of dictatorship. However, when Uribe became president, it was said that his country was a failed state due to the high poverty levels and number of kidnappings per year, aside from the millions of Colombians who fled the country in fear; and although “narco-terrorism” permeated society, Uribe never believed Colombia was a failed state. He never lost faith.

He then began the task of reorienting the country and proposed a security policy in order to reduce social problems and violence and, consequently, increase foreign investments. Álvaro Uribe sought to turn Colombia’s vicious cycle into a virtuous cycle.

Uribe placed emphasis on adding value to the road system and safety to democracy to offer the equal safety for all. He realized that Colombia did not have social progress because of the lack of resources and investments, so he gave a speech where he proposed to prioritize social progress and foreign investment equally. He set the example of Venezuela, a country that has tried to implement foreign investment policies but due to its level of hostility, they have failed. Uribe also mentioned Brazil, which had a significant economic growth in the sixties, but because of its lack of social development policies, investment was not sustainable.

Upon all of the above, Uribe observed that a great balance between investment and social policies was required in order to generate a triangle of trust. This way, when Colombian citizens understood that this was something that the country needed, institutions started to trust the president and his policies. Thanks to this collaborative effort, violence was reduced 40%. Homicide rates also went down from 68 to 32 per 100 thousand inhabitants. All of these results led to immense trust and an increase in net foreign investment.

However, during the period of international economic crisis, improvements came to a standstill, making it difficult to further reduce the level of poverty. With all of these examples, Uribe stressed the importance of seeking early victories and not make promises that affect one's credibility, but to commit efforts in generating trust. "One has to be insistent, persistent and intense", he stated.

Uribe also added that "the problem in Latin America is that it has a very polished discourse, but very poor performance". He also mentioned that one of the problems he sees in humans is that business relationships lead to hypocritical human relationships, and that changing this is a major challenge for individuals in general.

For Uribe, consistency is essential in politics. In his case, maintaining the same discourse in front of different audiences and resisting criticism has made him consistent. However, he said, consistency has two enemies: stubbornness and caving under pressure, the latter of which leads to radical changes in discourse.

He spoke about congruence and, with regards to setting the example, he stated that as a father one has the right to encourage one's children to be better persons, and as Chief of State, the right to make the country a better place. "As president, I have come across unexpected things, but I have always been consistent".

On the other hand, the former president emphasized that the advantage of Mexico and Colombia is that they have recognized their issue of security, as the worst thing to do is try to hide problems. He stated that in Colombia's security policy, it was very important that the President take the lead and assume the costs resulting from these issues.

Uribe stated that Mexico cannot have only one police force, but it can find the coordination that it requires. As he believes in public opinion, he proposed listening to citizens will generate more trust from the population.

He concluded his presentation by saying that present generations are more prepared than they were in the past; they are "educated and spontaneous". He invited participants to have more initiative in their private lives. "When providing services in public life, do not live for them. Respect conflicts of interest. Do not mix your public life with your private life". Finally, he added that one must not make promises, but rather undertake commitments with consistency and persistence.



"Discourse must be more educational than demagogical, have a rational dialogue with citizens".

Álvaro Uribe



I need technologists... well, what about sociologists and historians instead?

Speakers:

Joachim Elsaesser

Director International Cooperation, Federation of Industry Association Baden-Wuerttemberg "LVT", Germany.

Armando Chacón

Economist, Mexico

*E*ducation requires renewal in order to raise new talents required to fill business needs. Several countries in process of renewal are calling it "dual education". Infrastructure only makes sense when people are educated to use it; therefore, a country can be developed through investment in human capital.

Joachim Elsaesser opened the forum with a reflection on the present European crisis, which emerged from the economic policies implemented after the integration: "Europe is lost in macro-vision. European entrepreneurs are losing trust in their institution because it is not oriented towards fostering competitiveness, but rather towards fund distribution".

He said that it is necessary to strengthen and reinvent entrepreneurial culture and that it is equally important to look after company productivity than it is to encourage a culture of innovation and education while fulfilling their corporate responsibility. "The entrepreneur should foster freedom in action and creativity among his or her employees to create value within the company".

Elsaesser stressed that entrepreneurs bear the heavy responsibility of pressing the government to act and create the link between society and the private sector, thus providing more value to technical knowledge and answering to company needs. Regarding the relationship between the public and private sector, he added that the government should take entrepreneurs into consideration and entrepreneurs should pressure the government to act and respond to their needs.

Speaking about education, Elsaesser said that it is necessary to find a solution that rescues the dual education system, providing apprentices with an academic title and motivating young people to stay in technical areas. In the case of Mexico, he mentioned the dual education initiative proposed by President Enrique Peña Nieto, which tries to integrate the participation of the National College of Technical Professional Education (CONALEP), the Mexican Employers' Confederation (COPARMEX) and the Secretariat of Public Education (SEP).

Adding to the subject of education, Armando Chacón stated that education is fundamental: "Without an education reform, all other reforms do not guarantee sustainable growth". He said that infrastructure only makes sense when there are people trained to use it; therefore, investment in human capital is imperative in order to become a developed country".

He noted that education in Mexico is profitable because it represents 10% of additional capital flow and provides a better quality of life, as employees enjoy higher incomes and increase their performance. With regards to traditional college education, he stated that it is a mistake to believe that technical education will create most added value. “This value must come from a liberal school that develops critical thinking and the capability to question fundamental scientific precepts”.

Adding to this point, Esaesser said that the success of dual education depends greatly on educators with both work and teaching experience. He said that it is important to have qualified teachers that have spent most of their lives working in their teaching area. This allows greater certainty that students receive practical and theoretical knowledge.

Taking the floor again, Cahcón emphasized that fundamental non-cognitive abilities are developed during childhood; however, this does not mean that everyone can be an entrepreneur, because to have a successful business a set of variables is required that not everybody has. He said that government support for the creation of small companies should be concentrated on the development of viable projects and not wasting resources on initiatives that have no future.

Elsaesser insisted on the importance that small and micro-companies have on dual education, as they generate basic dual formation. He concluded by stating that “the Industrial Revolution was product of an educative process that started in the Middle Ages with apprenticeships”.



“The important thing is that young people acquire technical training that will allow them to further their academic training within an educational system that reflects their intellectual ambitions”.

Armando Chacón



“At present, small businesses are already competing with large businesses, which is why it is important to stay updated and active”.

Joachim Elsaesser



Let me tell you my story...

Speakers:

Gerardo Obregón

Founder and CEO, Prestadero, Mexico

Jimena Pardo Díaz

Co-Founder, Carrot, Mexico

Alfonso Tamés

Co-Founder, Fondeadora, Mexico

Moderator:

Fernando Lelo de Larrea

Managing Partner, Venture Partners, Mexico

The process in which people would bet all of their belongings on an idea or theory about a certain market or value proposal is obsolete; today, ideas are generated through a more democratic process. Mexico suffers from a lack of trust, which is exactly what start-ups need.

Fernando Lelo de Larrea spoke about the fundamental changes that allow start-up acceleration. He said there are interesting conditions that have lowered time-to-market costs and cultural changes have made young people want to create an impact with their work and transform lives. “Another interesting change can be seen in consumer trends; consumers are less passive and more involved in the story of impact”, said Lelo de Larrea before inviting the speakers to share their stories.

The young entrepreneur, Jimena Pardo spoke about the creation of Carrot, an innovative car-sharing service company in Mexico co-founded by Diego Solórzano. The idea of this business is to have several people use one car, thus reducing maintenance costs and contributing to sustainable development; one shared car means up to 20 cars less on the road. When Pardo and Solórzano planned on starting their business, they found out that a similar car-sharing company in Monterrey had everything they lacked: money, a car agency and an investor. Nevertheless, they launched their pilot business with three cars in Mexico City’s Condesa neighborhood, thinking that it would be the best place to start. Although they only had one logo and one client, their service was excellent.

In July, 2012, shortly after launching their business, they added twenty more cars and five months later they doubled their fleet. Afterwards, they asked the owner of the agency in Monterrey to invest in them. Pardo and Solórzano currently have a third partner, which has allowed them to grow in all aspects of their business. Pardo stressed that, “having money or knowledge does not mean that a business will necessarily work, what works is hands-on action”.

Today, a year-and-a-half later, Carrot is the fastest growing car-sharing service company in the world, with a vandalism rate of 0%. “This community was created by our clients because they appreciate the services we provide and they are the ones who have made this company a success”, she said.

Next, Alfonso Tamés told his success story. Tamés is co-founder of Fondeadora, an Internet-based platform where any individual with a creative idea can upload their project via a video that explains what they offer, what they need and how they will invest their resources. He stated that this idea is changing consumer models, as today people are faced with a new innovation model. The process in which people would bet all of their belongings on an idea or theory about a certain market or value proposal is obsolete; today, ideas are generated through a more democratic process.

Tamés shared the case of Paloma, a girl who obtained the highest grade in Mexico's National Assessment for Academic Achievement in Schools (ENLACE). However, it was difficult for Paloma to continue her studies, as she lived on her own in a cardboard house; her father had passed away two years earlier from lung cancer. Someone in Twitter proposed that Fondeadora carry out its first social project by supporting Paloma. The project was uploaded and, in collaboration with Fundación Legorreta, a small trust fund was created so that Paloma could stay in school.

Tamés added that launching a platform is complicated. Fondeadora is a business that risks its reputation because it is a manual collection that promotes projects among different creators and contacts to satisfy their needs. According to Tamés, Mexico suffers from a lack of trust, which is what start-ups like Fondeadora need.

Gerardo Obregón, founder of Prestadero, also shared his story. Prestadero is a company that democratizes finances by contacting people that need loans; he stated that many people have requested credit cards at extremely high interest rates. However, by contacting people directly, interest rates are lowered to around 8.9% to 28.9% per year. Prestadero is a new company that has around 200 million pesos in its platform and 9 thousand people registered. It is funded by other companies like Google, who invested over one million dollars in the company.



“Everything is a growth process. Only few people are actually able to build successful businesses based on perseverance”.

Alfonso Tamés



“Every day you have small failures and victories; the key is having the character to face them”.

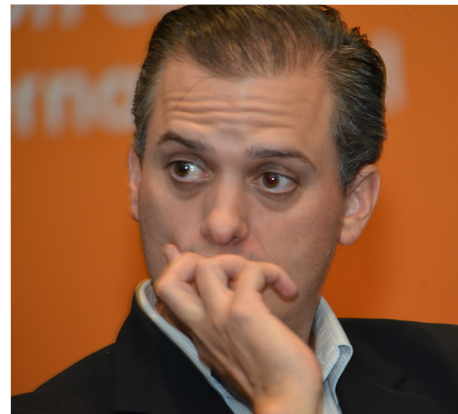
Gerardo Obregón

Obregón assured that entrepreneurial approach has changed. In the past, people had to make major investments and a large business plan but this evolved thanks to technology and new business start-ups. “It’s not going to work. Nobody is going to pay you. You are going to be cheated”; these were the words that Obregón used to hear on a daily basis. Nevertheless, today his company has control and an extensive loan portfolio due to the filter his company has achieved. Credit line applications are published every day and the clients see their needs. The portfolio is strong, which proves the model works.

When asked if personality is an important trait for entrepreneurs to have, Obregón answered that personal traits are essential in facing difficult moments. If the venture partner and the entrepreneur have different visions, there will eventually be friction. Being an entrepreneur is a very solitary challenge. Every entrepreneur has to make executive decisions.



Jimena Pardo Díaz



Fernando Lelo de Larrea



ANNEXES

MEDIA PRESENCE

ECONOMÍA

Alemán pide cuidar gasto público

XI CUMBRE DE NEGOCIOS

Más de 900
empresarios se
reúnen en Jalisco

POR KARLA PONCE
ENVIADA
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GUADALAJARA.- México vive un momento histórico para concretar las reformas hacendaria y energética para mejorar la equidad social y la competitividad del país a escala mundial, consideró ayer Miguel Alemán Velasco, presidente del México Cumbre de Negocios.

"Es momento de perderle el miedo a nuestro futuro, de pensar en grande. Cuando a mediados del siglo pasado los mexicanos decidimos pensar en grande fue posible lograr una etapa de progreso", remarcó ante más de 900 empresarios del país.



Contra la informalidad

Al inaugurar en la capital de Jalisco el encuentro de negocios más importante del país, Alemán demandó que la reforma hacendaria incluya incrementar la base gravable de contribuyentes y reducir la tan significativa economía informal.

"Sabemos que la mejor forma incentivar el pago de impuestos

es dándole mejor destino al gasto público", destacó Alemán, y consideró que la reforma energética es imprescindible para modernizar el modelo económico.

Externó su expectativa de que haya incentivos para el desarrollo de nuevas fuentes de energía renovables, y madurez para desarrollar una estrategia de energía nuclear.

Urgió a las fuerzas políticas del país a redefinir las reglas para construir obra pública, ya que la norma obliga a elegir al concursante más barato, lo que inhibe la visión de largo plazo y obras de bajo costo de mantenimiento.

Fundamentales

Aristóteles Sandoval, gobernador del estado de Jalisco, destacó que las reformas impulsadas en áreas sensibles de la vida económica pretenden fortalecer el quehacer de los mexicanos, lograr un país más competitivo y generar mejores condiciones de igualdad de oportunidades y bienestar para todos los mexicanos. "Alcanzar estas reformas será un paso fundamental".

México Cumbre de Negocios es un foro en el que se busca evaluar los logros y las ventajas con las que el país compete en el escenario internacional. Los políticos, empresarios, académicos y especialistas reunidos generarán una agenda en la que se especifiquen los pasos a seguir por la administración del presidente Enrique Peña Nieto después de la primera ola de reformas, así como detectar las oportunidades que diversos sectores darán a los inversionistas nacionales y extranjeros para llevar a México a un mayor crecimiento.

Confianza pese a desaceleración

➤ El récord de colocaciones (22 este año) refleja la confianza de los inversionistas internacionales en la economía mexicana, indicó Luis Téllez Kuenzler, presidente de la Bolsa Mexicana de Valores (BMV).

"Pese a la situación financiera, pese a la desconfianza, pese a volatilidad de los mercados, somos uno de los cinco países con mayores ofertas públicas que se han dado en el mundo en 2013". Durante su participación en México Cumbre de Negocios reveló que las colocaciones de empresas han permitido obtener financiamiento por 15 mil millones de dólares.

"En un momento en que la economía mexicana dejó de crecer, las empresas nacionales han podido colocar sus acciones muy exitosamente". Téllez Kuenzler apuntó que los inversionistas ven en el país una economía que hará reformas estructurales que permitirán mejorar el clima de

negocios así como incrementar el ingreso per cápita y, por lo tanto, detonar el consumo.

Guillermo Ortiz, presidente del Consejo de Administración del Grupo Financiero Banorte, consideró que las reformas son indispensables para lograr un marco institucional más eficiente tanto para las empresas como para la población en general.

"Ningún país que ha pasado de una etapa de bajo crecimiento a una de alto crecimiento lo ha logrado impulsando una sola medida. No hay varitas mágicas. Esto necesita de un conjunto de reformas para permitirnos dar el salto hacia adelante. El momento de México ahí está".

Señaló que para la transformación del país además de las reformas laboral, financiera, educativa, energética, hacendaria y de telecomunicaciones, se requiere impulsar la inversión en infraestructura, y fortalecer el Estado de derecho. —POR KARLA PONCE

22
FIRMAS
han colocado en
bolsa este año

ECONOMÍA

Ven rezago de 20 años en reformas

XI CUMBRE DE NEGOCIOS

El secretario de
Economía llama a
modernizar TLC

POR KARLA PONCE
ENVIADA
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GUADALAJARA.- Ildefonso Guajardo, titular de la Secretaría de Economía (SE), aseguró que las reformas estructurales que se han aprobado y las que se discuten constituyen una tarea política que debió ocurrir hace 20 años y urgía modernizar el Tratado de Libre Comercio de América del Norte (TLCAN).

"Fue hasta ahora que las fuerzas políticas, a través del Pacto por México, se dieron: o no podemos a trabajar conjuntamente o seguimos en desventaja en comparación con otros países y sufrir las consecuencias", indicó durante su participación en la México Cumbre de Negocios, que termina mañana en la capital jalisciense.

➤ En la sesión plenaria de



Para el secretario de Economía, Ildefonso Guajardo, es inminente una nueva etapa de integración.

Foto: Quetzalli González

apertura, que tuvo lugar tras la inauguración por parte del empresario Miguel Alemán, denominada *Exponer la huella de México en el escenario global*, dijo que la política de comercio en México se ha constituido de grandes mayorías, donde el tránsito de diferentes partidos políticos en el poder no varió el funcionamiento del país en el frente internacional. "Esto es importante porque da certidumbre y manda señales claras a todos los socios comerciales".

Atención al libre comercio

Hizo referencia a que México hoy cuenta con diez tratados de libre comercio que involucran un total de 45 economías, lo que constituye una ventaja competitiva, pero abundó, que hoy la tarea es actualizar los acuerdos comerciales, ya que México ha perdido competitividad ante Asia, muestra de ello, es que antes las exportaciones a este continente eran de 10 por ciento, pero actualmente sólo alcanzan el 13 por ciento, debido a que el déficit lo ganó China.

"Si no nos ponemos las pilas en la siguiente etapa y estamos con vientos favorables, no vamos a ganar la competencia en el comercio internacional. Las ventajas están en el acceso a las energías de América del Norte a precios competitivos y nuevos esfuerzos de innovación de manufacturas".

En especial señaló que México, Estados Unidos y Canadá, integrantes del TLCAN, deben trabajar en una segunda etapa de integración de América del Norte a través de la facilitación de fronteras, de aduanas y homogeneización de normas.

En este sentido, Guajardo Villarreal puntualizó que los países de América del Norte "son y seguirán siendo nuestros aliados estratégicos", por lo que reiteró que es necesario trabajar en la siguiente etapa de integración de la región.

Lo anterior, con la finalidad de que los sectores productivos de las tres naciones tengan elementos más sencillos para integrarse y competir de manera más eficaz para revertir "una estadística fatal".

El secretario de Economía expresó que cuando se firmó el TLCAN, hace 20 años, los tres países en conjunto tenían 20 por ciento del mercado de exportaciones globales, mientras que en la actualidad sólo cuentan con 13 por ciento, en virtud de que el seis por ciento "que perdimos, lo ganó Asia".

Y los empresarios buscan respuestas

➤ Todos visten sus mejores trajes y calzan sus mejores zapatos. Los portafolios y bolsos son de las mejores marcas. Los dispositivos electrónicos que usan son los últimos en el mercado. Ninguno está solo.

Todos son reguardados a distancia por sus escoltas personales. Son los empresarios y políticos más importantes del país reunidos en la México Cumbre de Negocios.

Son los empresarios más poderosos de México. Hombres y mujeres reunidos en esta plataforma creada hace 11 años para el debate y la discusión de

los temas más relevantes para la economía nacional, un foro en el que líderes políticos y empresarios a escala internacional se reúnen para encontrar estrategias que impulsen el desarrollo de México, que atraigan la inversión y por tanto sirvan de motor a las cadenas productivas del país.

No están cerca de la prensa. Sólo se les puede ver cuando llegan a Expo Guadalajara. Sus hijos autos no pasan desapercibidos y, en el interior del recinto, permanecen en una zona a la que es imposible acceder debido a los controles de seguridad.

Las cámaras en el salón principal son los ojos de la prensa. A través de ellas es posible ver a casi un millar

de asistentes. Líderes empresariales, figuras políticas, expertos académicos y miembros de la sociedad civil presenciarán sesiones, mesas de discusión y conferencias.

Entre los invitados se encuentran el presidente Enrique Peña Nieto; el presidente de Irlanda, Michael D. Higgins; Otto Pérez Molina, presidente de Guatemala; el ministro de Comercio Internacional de Canadá, Edward Fast así como el secretario de Economía, Ildefonso Guajardo.

Todos los congregados quieren respuestas y están

convencidos de que las encontrarán en las intensas jornadas de diálogo que tienen lugar en los entretelones de esta reunión, en la que están prácticamente todos los sectores.

Los ejes temáticos México como actor global, Fundamentos esenciales y Enfoque sectorial fueron diseñados para hablar de los logros del primer año de gobierno de la nueva administración y de cuáles son las siguientes acciones que se esperan después de las reformas estructurales.

Las respuestas tienen como plazo para llegar mañana, 22 de octubre, fecha en la que concluye el evento empresarial más importante del año.

—POR KARLA PONCE

Lunes 21.10.2013 | La Razón

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MIGUEL ALEMÁN Velasco, presidente de la Cumbre de Negocios.



DE IZQUIERDA a derecha, Clyde Prestowitz, Guillermo Ortiz, Luis Téllez y Bart van Ark, ayer durante la inauguración de la Cumbre.

INAGURA MIGUEL ALEMÁN CUMBRE DE NEGOCIOS

Empresarios destacan la fuerza económica del país

Miguel Alemán Velasco
Presidente de la Cumbre

“Es momento de perderle miedo a los retos, de aprovechar el momento del Pacto por México y de la aprobación de reformas estructurales sin precedentes”

Por Jaquelin Coatecatl >
jaquelin.coatecatl@razon.mx

En la inauguración de la XI Cumbre de Negocios “México: nueva visión en el contexto internacional” su presidente Miguel Alemán Velasco, declaró que el Pacto por México ha permitido un crecimiento exitoso de la economía nacional al lograr un acuerdo entre las diferentes fuerzas políticas y con las recientes reformas aprobadas, por lo que el momento de pensar en grande e invertir en grandes proyectos.

“Es momento de perderle miedo a los retos, es momento de pensar en grande, es momento de invertir en grandes proyectos, de reinvertir, de nuevas tecnologías, de crecer, de aprovechar el momento del Pacto por México y de la aprobación de reformas estructurales sin precedentes”, dijo al citar la reforma laboral, de telecomunicaciones, financiera, educativa y fiscal.

Al participar en la ponencia “El Panorama Económico: Enfocarse en las oportunidades de Crecimiento”, el Presidente de la Bolsa Mexicana de Valores (BMV), Luis Téllez, aseguró que este año se tuvo un récord en ofertas públicas iniciales, colocando al país en los primeros cinco lugares a nivel mundial.

“En 2012 se tuvieron 12 ofertas públicas, 60 por ciento de ellas fueron colocadas entre inversionistas nacionales y 40 por ciento extranjeros. En 2013 llegamos a colocar 22 ofertas públicas, es sin duda un año récord mismas que permitieron financiar 15 mil millones de dólares a través del mercado de valores”, aseguró Téllez.

Declaró que con las ofertas que llegaron a raíz del Pacto, se refleja la “confianza enorme” en el país por parte de los inversionistas extranjeros.

Una oferta pública son empresas mexicanas que venden sus acciones,

LUIS TÉLLEZ, destaca el potencial de la Bolsa para financiar empresas; y el secretario de Economía, el de los acuerdos comerciales

Las voces de los participantes. Coinciden en la capacidad del país para despegar

Guillermo Ortiz Martínez
Presidente del Grupo Financiero Banorte

“Esto pinta mejor para México, así como este año (el PIB) sorprendió a la baja, sorprenderá al alza el próximo año”

Aristóteles Sandoval
Gobernador de Jalisco

“Nuestro país está en un proceso continuo y desafiante para alcanzar la cima del desarrollo incluyente, que logre el bienestar para todos”

Otto Pérez Molina
Presidente de Guatemala

“Esperamos como centroamericanos que México ejerza el liderazgo que tiene, no sólo en lo económico sino en políticas públicas”

es decir, el derecho a obtener un flujo a través del título accionario, explicó, esto indica confianza en la economía.

“En un momento en que la economía mexicana dejó de crecer, las empresas han podido colocar sus acciones muy exitosamente”, reiteró.

Por su parte, el Secretario de Economía, Ildefonso Guajardo, aseguró que el gobierno de la República ha reafirmado su compromiso con el libre comercio y mencionó que México es una economía abierta y está vinculada a través de tratados internacionales con el resto del mundo.

“Hoy la Alianza del Pacífico está llamando la atención en los Foros Internacionales, porque es un acuerdo con alto nivel de pragmatismo, donde 100 por ciento de las tarifas se van a ir a cero en un periodo de tiempo razonable”, dijo.

El secretario destacó la importancia de adecuar y modernizar los tratados comerciales para dejar atrás la visión regio-

nal y dar paso a la global, en particular en el Tratado de Libre Comercio de América del Norte (TLCAN).

Por su parte, y durante su participación, Guillermo Ortiz Martínez, presidente de administración de Grupo Financiero Banorte, declaró que en el 2014 la economía mexicana deberá sorprender, pues así como este año nos sorprendió a la baja, sin duda el próximo año lo hará a la alza, y estimó un crecimiento por arriba de 3.5 por ciento.

Considera que “EU está realizando un ajuste fiscal mal hecho”, mismo que no es producto de un acuerdo político, si no consecuencia de un “no acuerdo”.

Sin embargo, declaró que dicho acuerdo es muy importante para impulsar el crecimiento económico, “decidieron patear la pelota hacia adelante” para cerrar el año en 1.6% o 1.7%, se mantiene optimista ante la economía estadounidense, estima que para 2014 el país vecino vuelva a la normalidad, dijo.

3.5
POR CIENTO espera Ortiz que crezca el país en 2013

1.7
POR CIENTO crece este año EU

el dato
LA CUMBRE de Negocios es un foro anual en la que se discuten temas que definen el futuro de México y su relación con sus principales socios comerciales.



ASÍ LO DIJO

Hoy hay 85 empresas de México invirtiendo en Guatemala, ojalá podamos ver duplicado el número de empresas y duplicada la inversión”.

Otto Pérez Molina
Presidente de Guatemala

Hallan solución en empleo

CUMBRE DE NEGOCIOS

➤ Asegura Presidente de Guatemala que esa es la táctica contra la pobreza

Fernanda Carapia

La creación de empleos es la clave para combatir la delincuencia y la pobreza que ataca a la población de los países, y los programas sociales son un apoyo para ayudar a las personas a vivir con dignidad, afirmó el Presidente de Guatemala, Otto Pérez Molina.

“Los programas sociales hay que seguirlos impulsando (...) para que gente que no encuentra una oportunidad en este momento, pueda vivir con dignidad, como se merece”, señaló en el marco de la Cumbre de Negocios 2013.

Sale Jalisco ganón

En la relación comercial con Guatemala, Jalisco ha mantenido un superávit en los últimos años, principalmente por los grandes envíos de la industria química y la electrónica.

COMERCIO JALISCO-GUATEMALA (En millones de dólares)



“Pero estoy clarísimo que sólo a través de las inversiones, a través de las oportunidades de empleo, es la única forma en que vamos a luchar contra la pobreza y contra la pobreza extrema de una forma efectiva”.

Durante la conferencia que impartió en el evento que se lleva a cabo en Expo Guadalajara, el Mandatario enumeró las acciones que han realizado en 21 meses de gestión para impulsar el desarrollo económico de su país.

Por ejemplo, la construcción de una carretera que cruce Guatemala y que duplique 100 por ciento la velocidad con la que actualmente se mueve la mercancía desde la frontera con México hasta los límites con El Salvador, además del impulso en los puertos del Atlántico y del Pacífico.

Destacó que actualmente hay 85 empresas con operaciones allá, lo que convierte a México en el segundo país con mayor aportación en la inversión extranjera directa.

Pérez Molina dijo, sin precisar cuáles, que han llevado diversas acciones que han logrado bajar los índices de homicidios en la capital de su país en un 38 por ciento del 2011 a la fecha.

También detalló que entre los ejes importantes de su gestión, además de la seguridad y justicia, está el combate al hambre.

El Presidente guatemalteco señaló que al ser México la segunda economía más importante de América Latina, su desarrollo y liderazgo debe de ser un impulso para la región.



REUNIÓN. Empresarios y funcionarios en el marco de la XI Cumbre de Negocios 2013

Pide IP modificar altas tasas en ISR

Reforma fiscal, incompleta: CCE

Caen expectativas de inversión por ajustes al paquete

Paulina Gómez Enviado
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GUADALAJARA, Jalisco.— El sector empresarial del país insistirá, ahora en el Senado, en generar una reforma hacendaria que no impacte de manera directa la inversión, competitividad y economía de las familias mexicanas.

Gerardo Gutiérrez Candiani, presidente del Consejo Coordinador Empresarial (CCE), explicó que los acuerdos obtenidos con las autoridades hacendarias, después de mes y medio de cabileo, en la iniciativa de reforma fiscal se quedaron cortos y aún queda mucho por hacer.

Abundó que aún existe incertidumbre alrededor del paquete fiscal, mismo que

ha llevado a un deterioro de las expectativas de inversión y de ventas con los ajustes al presupuesto.

“Con los nuevos gravámenes se están subiendo el costo a los mexicanos de una manera significativa, al final, gravar con 5% los alimentos “chatarra” fue una salida fácil que se dio en la puerta de atrás, y daña al 20% de la población”, reiteró Gutiérrez Candiani.

En el marco de la XI Cumbre de Negocios 2013, “México, nueva visión en el contexto internacional”, el líder empresarial, indicó que seguirán con las negociaciones con los senadores, pues tienen hasta el 31 de octubre para lograr una reforma de gran calado.

Durante su participación en la ponencia: “Reforma fiscal y recaudación tributaria: de las palabras a los hechos”, reveló su pliego petitorio, e indicó que buscarán modificar las altas tasas de ISR, que afectarían la competitividad e inversión.

“Con esta medida México podrá competir en niveles de sus principales socios comerciales. En este sentido el

Empresarios no se oponen a los impuestos, siempre y cuando tengan una base

sector empresarial propone que se baje la tasa de dividendos de un 10% hasta un 7% o 5%”, comentó.

Es fundamental corregir el tema de las deducciones: la eliminación de la deducción inmediata de inversiones y cuotas de seguridad social; la deducción parcial de prestaciones exentas laborales; las limitaciones en lo relativo a donativos y en el régimen personas físicas, que van contra el ahorro y retiro de trabajadores, reiteró.



Si nos apresuramos para ampliar la capacidad y mejorar nuestros puertos, el país perderá oportunidades en el comercio exterior”

Es una reforma que cubre fundamentalmente la competitividad, el servicio que ofrecen los proveedores de esta prestación de internet, y cubre a la sociedad de bajos ingresos”

Gerardo Ruiz Esparza, titular de la SCT

SCT: reglas para telecom, en breve

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GUADALAJARA, Jalisco.— El titular de la Secretaría de Comunicaciones y Transportes (SCT), Gerardo Ruiz Esparza, informó que en noviembre estará lista la ley secundaria de la reforma de telecomunicaciones.

“Se van a cumplir las fechas establecidas en la Constitución. En el próximo mes de noviembre la tendremos (la ley secundaria), aseguró.

En el marco de la XI Cumbre de Negocios 2013, “México, nueva visión en el contexto internacional”, y durante la ponencia “Cómo una competencia real puede transformar a la economía de México”, el funcionario afirmó que esta regulación está en lista de espera en el Congreso, la cual dará certeza jurídica al sector para que más empresas inviertan y se pueda alcanzar el crecimiento económico esperado.

“Es una reforma que cubre fundamentalmente la competitividad, el servicio que ofrecen los proveedores de esta prestación de internet, y cubre a la sociedad de bajos ingresos”, comentó.

La Secretaría de Comunicaciones y Transportes reveló el funcionario, trabaja de manera acelerada en un programa de conectividad social de internet de banda ancha, con la cual los estados del suroeste del país tendrán acceso, gratuito, a esta herramienta fundamental de comunicación. “Esperamos que en los próximos dos años avancemos en el cumplimiento de este objetivo, donde escuelas, hospitales, universidades, gobierno y población serán los beneficiados”, dijo.

En materia de competitividad, explicó, México tiene un valioso capital humano, por ello se deberá trabajar para que el territorio se convierta en una moderna plataforma logística global.

Prevé Jalisco captar 30 mdp por cumbre

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GUADALAJARA, Jalisco.— El secretario de Turismo del Estado de Jalisco, Jesús Enrique Ramos Flores, reveló que la derrama económica que generará la XI Cumbre de Negocios 2013 será de 30 millones de pesos.

El foro reunirá a 900 participantes, de ellos más de la mitad quienes provienen de diferentes estados, visitarán distintos destinos turísticos de la región para dinamizar la economía y empleo.

Ramos Flores indicó que el monto recaudado se destina-

rá en 80% para programas de promoción turística y el 20% restante se utilizará para infraestructura.

Pues, explicó, que el Gobierno de Jalisco encabezado por Aristóteles Sandoval Díaz, busca para el 2014 duplicar el monto que la Secretaría de Turismo concedió para la inversión de infraestructura, de los 43 millones de pesos (mdp) otorgados; superar los 86 mdp.

“Jalisco necesita 250 mdp para desarrollar y mejorar su infraestructura turística y con ello, promocionar al Estado en beneficio de la población y economía nacional”,



“Jalisco necesita 250 millones de pesos para desarrollar y mejorar su infraestructura turística”

Jesús Enrique Ramos Flores, secretario de Turismo de Jalisco

reveló a EL UNIVERSAL. En Guadalajara hay 380 hoteles en todas sus categorías, con una capacidad de 2.2 mil cuartos, la cumbre logró despegar la ocupación hotelera en un 95%”, citó

MEXICO CUMBRE DE NEGOCIOS

Más regulación genera mayor evasión: S. Pliego

□ La reforma fiscal complica el clima de negocios, asegura

A. Sánchez / J. Leyva

Una mayor regulación fiscal genera que más empresas pequeñas y medianas evadan el pago de impuestos, prefiriendo operar en la informalidad, dijo Ricardo Salinas Pliego, presidente de Grupo Salinas.

Durante su ponencia dentro de la Cumbre de Negocios en Guadalajara, Jalisco, comentó que las aplicaciones propuestas en la reforma hacendaria complican la apertura de nuevos negocios y, principalmente, la actividad de los emprendedores.

"De todos los obstáculos que enfrentan los emprendedores para poner sus ideas a trabajar, 90 por ciento de los problemas están en el tema regulatorio que les impide salir adelante", expresó.

Salinas Pliego indicó que no se debe entender la informalidad como una actividad criminal, pues muchos de estos negocios son de gente honesta y trabajadora, "pero que no tiene el dinero para contratar abogados o fiscalistas para la alineación de la empresa."

"El problema no es pagar, es que no se refleja en el gasto público. ¿Dónde está la rendición de cuentas? Se debe proponer la participación ciudadana, pues hasta en los jóvenes la administración pública está muy desprestigiada", apuntó.

En plática con José Ramón de la Fuente, exrector de la Univer-



“ Se tiene que cambiar el sistema educativo; hay mucho talento en el país pero no ha sido bien direccionado. Modificarlo desde preschool hasta el posgrado”.

Ricardo Salinas Pliego
Presidente de Grupo Salinas

sidad Nacional Autónoma de México frente a grupos empresariales, comentó que en el país, como en el resto de América Latina, hay leyes muy rígidas, pero de aplicación flexible.

"El exceso de leyes que generan impunidad nos hacen irrespetuosos. El día que hagan ilegal la libertad, los únicos libres serán los forajidos. No es cuestión de capacidad de cada persona, sino de

oportunidades", señaló.

Sobre el tema de mayor oportunidad de negocio expuso que la cultura del mexicano no observa la generación de riqueza como un premio al esfuerzo, sino a la obtención del recurso malhabido.

"Por eso los empresarios no toman tantos riesgos ¿A cambio de qué hago eso?, uno vive con el escarnio de la sociedad, el señalamiento", aseveró.



Juan Cortina Gallardo, líder de los azucareros. (Foto: Cuartocero)

Industria azucarera, con golpe doble por impuestos

La industria azucarera se encuentra preocupada por el incremento de impuestos que tendrán a partir de 2014, por un lado por los cambios de reglas en el campo y por ser señalada como la culpable de la obesidad.

Juan Cortina Gallardo, presidente de la Cámara Nacional de la Industria Azucarera y Alcohólica, dijo que el problema de la obesidad en el país tiene como origen multifactores y el azúcar no es la causa de ello, pues se utiliza desde hace 500 años, además de que el consumo per cápita ha caí-

do en 30 por ciento en México.

Las medidas que se buscan aplicar, como gravar con un peso por cada litro de refresco, así como a los llamados "alimentos chatarra", lastiman a la industria, lo cual reconoció, será difícil que sea modificado por el Senado.

"La reforma fiscal nos pegó por el lado de los impuestos con los refresqueros, por el lado de los consumidores en la industria alimenticia, también porque hubo cambios en las reglas del campo y además el tema de la consolidación fiscal", expresó en el marco

de la Cumbre de Negocios que se realiza en Guadalajara.

Al ser cuestionados si se ampararán por estas medidas fiscales, indicó que esperarán a ver cómo queda aprobada la reforma, aunque seguramente con otras industrias analizarán los caminos a seguir. Cortina recordó que en México hubo zafra récord cercana a 7 millones de toneladas. "Este año estamos exportando cerca de 2.6 millones de toneladas", por lo que no descartó la exportación para otro millón de toneladas más. (A. Sánchez y J. Leyva)



Miguel Alemán Velasco, presidente de la Cumbre. (Foto: B. Tercero)

Interesa a empresas energía nuclear: Alemán

□ El empresario asegura que la IP invertirá

A. Sánchez y J. Leyva

Hay empresas nacionales que quieren participar en la generación de electricidad por medio de reactores nucleares, aseguró Miguel Alemán Velasco, presidente de México Cumbre de Negocios.

En entrevista con El FINANCIERO, refirió que la exclusividad que tiene el gobierno sobre el uso de uranio no es limitante, debido a que debe contar con apoyo de las empresas pues no tiene el dinero para invertir en tecnología.

"En el mundo los que operan bien este tipo de energía son Estados Unidos, Francia, Alemania e Israel. Soy un convencido de esto por lo que viví prácticamente la mitad de la vida en Veracruz, con una planta nuclear en perfectas condiciones", remarcó.

El empresario destacó que puede ser un excelente complemento para la oferta energética, debido a que tiene la posi-

bilidad de ocupar hasta 15 por ciento del total de lo ofrecido. "Se debe dar oportunidad a una generación que no depende de ninguna variante de clima, sino del hombre mismo."

En el marco de la Cumbre de Negocios que se realiza en Guadalajara, recordó que por protestas, en el pasado no se lograron poner dos reactores contratados con General Electric, pero

sigue habiendo oportunidad para desarrollar este complemento.

En la reforma energética del ejecutivo federal se aclara que la explotación de Uranio o de otros materiales radioactivos es exclusiva para el uso del estado, y que queda prohibida su explotación por particulares.

Esto, dijo, limita la situación de su desarrollo a pesar de que tienen detectados algunos lugares donde podría ser viable su extracción. El interés en el uranio se refleja en las amplias reservas en el país, agregó.

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localidades de uranio hay en el país que se pueden explotar.

REFORMA
HACENDARIA 2013

ALERTA SOBRE EL ALTO DÉFICIT

CCE pide poner límite a deuda del gobierno

Con esto se impulsaría un gasto más eficiente; inicia cabildeo en el Senado

R. Morales, L. Flores y L. González
EL ECONOMISTA

EL CONSEJO Coordinador Empresarial (CCE) pedirá al Senado de la República poner límites explícitos a la deuda pública del gobierno federal, como una medida para reducir la tendencia del déficit de los últimos años y con el objetivo de impulsar un gasto más eficiente.

La Cámara de Diputados aprobó una iniciativa de Ley de Ingresos que permitiría tener un déficit equivalente a 1.5% del Producto Interno Bruto (PIB) de México para el 2014, que se elevaría a 4.1%, incluyendo las finanzas de Pemex, y sería el más abultado desde 1989.

La cúpula empresarial solicitará a la Cámara Alta que no se afecte al sector productivo con la reforma fiscal, con respecto a la capacidad para generar empleos, y que el gas-

to gubernamental sea manejado con eficiencia y responsabilidad.

"Tenemos que encaminar la reforma a un mayor nivel de productividad y competitividad del país", comentó Gerardo Gutiérrez Candiani, presidente del CCE, al participar en México Cumbre de Negocios, que se lleva a cabo en Guadalajara, Jalisco.

El monto no deducible de los pagos exentos para los trabajadores se redujo de 59 a 53% por la Cámara de Diputados con respecto a la iniciativa del gobierno federal, y agregó que seguirá cabildeando para disminuir más esa tasa.

También espera reducir más la tasa de dividendos, a un rango entre 5 y 7% —como quedó en la minuta de diputados sería de 10%—, y criticó el IEPS a productos con alto contenido de grasas, porque "subiría el costo a la gente más pobre" del país.

"Se nos acota el margen de ma-

niobra", agregó Gutiérrez Candiani.

Otros temas que empujarán con la Cámara Alta son las altas tasas de ISR, que afectarían la competitividad para generar inversión; corregir el tema de las deducciones, como la eliminación de la deducción inmediata de inversiones y cuotas de seguridad social; la deducción parcial de prestaciones exentas laborales, además de medidas que afectan a sectores como el minero, comercio y maquila.

ACUDIRÁN EMPRESARIOS AL AMPARO

Mientras tanto, en el Senado de la República, empresarios de Guanajuato pidieron que la reforma hacendaria no se analice y apruebe con base en un arreglo partidista ni con un enfoque eminentemente recaudatorio. En reunión con el coordinador del PRI en la

Tenemos que encaminar la reforma a un mayor nivel de productividad y competitividad del país".

Gerardo Gutiérrez Candiani, presidente del CCE.

Cámara Alta, Emilio Gamboa, empresarios de León, Irapuato y Salamanca expusieron sus inquietudes por lo que se aprobó en San Lázaro, sobre todo por el IVA en importaciones temporales, la generalización de la tasa en la frontera, la deducción inmediata y el ISR en los dividendos, temas que han estado en la agenda del CCE.

Acompañados del presidente de la Comisión de Asuntos Tributarios de la Coparmex nacional, Pedro Higuera, y del senador por Guanajuato, Miguel Ángel Chico, dijeron que lo último que les quedaría sería pen-

sar en el recurso de amparo.

Aquí, el presidente del CCE de León, José Abugaber Andoníe, expresó que Guanajuato es la sexta economía del país, una de las que cuenta con más empresas medianas y pequeñas, a las que se les debería permitir que se dictaminen porque si bien quitan el IETU, la carga está ahora en el ISR.

"Que no sea un tema partidista ni de recaudación nada más", pidió, a lo que Gamboa les ofreció analizar a detalle los cambios que hicieron los diputados.

valores@eleconomista.com.mx



Candiani dijo que el sector empresarial no se opone a nuevos impuestos, mientras tengan un fundamento económico. FOTO: EL INFORMADOR

EL ECONOMISTA

Empresas y Negocios

MARTES 22 de octubre del 2013 17



MÉXICO CUMBRE DE NEGOCIOS 2013



John Negroponte, Clyde Prestowitz y Andrés Rozental, en la XI Cumbre de negocios de Guadalajara.
FOTO: EL INFORMADOR

SI EU Y JAPÓN LIBERAN ARANCELES EN EL TPP

México perdería mercado automotriz en EU

El país asiático con capacidad para enviar hasta 4 millones de vehículos extras, lo mismo sucedería en prendas de vestir de Vietnam: Prestowitz

Roberto Morales
EL ECONOMISTA

Guadalajara, Jal. JAPÓN TIENE la capacidad de enviar hasta 4 millones de automóviles extras a Estados Unidos si ambos eliminan los aranceles con el Acuerdo de Asociación Transpacífico (TPP, por su sigla en inglés), advirtió Clyde Prestowitz, presidente de Economic Strategy Institute, con sede en Washington, DC.

"Esto va a tener un efecto en las exportaciones mexicanas de autos y ni México ni Estados Unidos están hablando sobre ello", comentó Prestowitz, al participar en México Cumbre de Negocios.

En el 2012, Japón exportó vehículos para transporte de personas en el mundo por un valor de 97,460 millones de dólares, colocándose en la segunda posición a nivel global, sólo detrás de Alemania.

"Japón tiene una capacidad adicional de 4 millones de vehículos",

dijo Prestowitz, quien fue uno de los negociadores del Tratado de Libre Comercio de América del Norte (TLCAN), tras destacar las oportunidades que se le abrirían a las empresas niponas si las aduanas estadounidenses eliminan sus aranceles.

Estados Unidos impuso altos aranceles a las importaciones de autos originarios de Japón en la década de los 80, tras la pérdida de competitividad de su industria local; a finales de la década pasada rescató financieramente a General Motors y Chrysler, mientras Toyota lideró las ventas globales.

Carlos Represas, presidente del Consejo de América Latina de Bombardier, respaldó la preocupación de Prestowitz, quien también consideró que Vietnam ganará participación del mercado estadounidense de prendas de vestir con el TPP, en detrimento de México y Centroamérica.

"Se va a minar la importancia del TLCAN", concluyó Prestowitz,

tras destacar que otro integrante del TPP —Singapur— es altamente competitivo, y puso como ejemplo que él asesora a una empresa estadounidense de semiconductores que enfrenta una dura competencia con otra de Corea del Sur.

Contó que una compañía de servicios de Singapur los contactó para presentarles una oportunidad frente a su situación y que el gobierno de ese país asiático les ofreció incentivos fiscales por 25 años.

Andrés Rozental, presidente de Rozental y Asociados y también negociador del TLCAN, dijo que desde que se pactó este acuerdo, ni los gobiernos ni los empresarios de México, Estados Unidos y Canadá han hecho cambios sustanciales al mismo para mejorar la competitividad de la región.

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FIRMAN ACUERDOS EMPRESARIALES

México e Irlanda intensificarán comercio bilateral

Mauricio Rubí
EL ECONOMISTA

INTENSIFICAR EL comercio, impulsar la expansión empresarial y apoyar el intercambio académico son tres bloques de acuerdo que alcanzaron ayer los gobiernos de México y de Irlanda.

Enrique Peña Nieto recibió este lunes en Palacio Nacional a su homólogo de Irlanda, Michael D. Higgins. Aquí se firmó una serie de acuerdos empresariales, de inversión y en materia educativa.

Las relaciones entre Irlanda y México cumplirán 40 años en el 2015, año en que se previó que el Mandatario mexicano podría realizar una visita de trabajo a esta nación. Desde la entrada en vigor del Tratado de Libre Comercio con la Unión Europea (2000), el intercambio comercial de ambas naciones creció 213.9%, en el 2012 llegó a 1,240 millones de dólares, según Información oficial.

Ambos presidentes atestiguaron la firma de una declaración de cooperación entre el consorcio mexicano-Irlandés VivaAerobus y la compañía Airbus, ligada con la adquisición de 52 aviones.

También se firmó un convenio

de colaboración entre Kitchen Equipment de San Luis Potosí y H&K Global Systems (empresa que fabrica en dicha entidad 40% de las cocinas industriales que utilizan dos transnacionales de comida rápida en el mundo); así como un memorando para el desarrollo empresarial entre Central de Diagnóstica y Randox Biotech, referente al ramo farmacéutico.

Asimismo, se firmaron acuerdos en materia educativa entre el Tecnológico de Monterrey y el ITESO con la Dublin City University, el National College of Ireland y la Digital Skills Academy.

"También abordamos en el encuentro bilateral nuestro compromiso para seguir trabajando en favor del libre comercio. Somos dos países que promovemos y alentamos en foros multilaterales el libre comercio; romper con las barreras que impiden una mayor integración a las economías globales", detalló Peña Nieto.

El Mandatario de Irlanda dijo que la colaboración binacional se ha expandido en las Tecnologías de la Información, farmacéutica y aviación, así como la cooperación en cuestiones de medio ambiente.

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Diputados suavizaron impuesto verde de EPN

Karol García
EL ECONOMISTA

EL IMPUESTO verde que se cobrará a partir del 2014 por la emisión de gases de efecto invernadero abonará a las finanzas nacionales un total de 14,641 millones de pesos, según el dictamen de Ley de Ingresos aprobado por diputados, quienes disminuyeron en 28% el monto planteado por el Ejecutivo.

Además de reducir la cantidad esperada para este impuesto, la Cámara Baja no incluyó en la propuesta enviada al Senado el cálculo del impuesto por tonelada de dióxido de carbono (CO2), misma que el Ejecutivo había fijado en 70.68 pesos.

Por la naturaleza de sus actividades, este impuesto será trasladado a la Comisión Federal de Electricidad (CFE), a Petróleos Mexicanos (Pemex) y a la Industria acera nacional.

Pemex emitió en el 2012 un total de 39.6 millones de toneladas de CO2, según su "Informe de Responsabilidad Social", mientras que la CFE —el mayor emisor de carbono del país por el alto consumo de combustibles fósiles que utiliza para la generación termoeléctrica— emitió 116 millones de toneladas, según la calculadora de emisiones por kilowatt de la Comisión Europea, y las acerías, que en conjunto son el subsector privado que más gas utiliza, emitieron 23.5 millones de toneladas de CO2 el año pasado.

Si la reducción del cálculo total que se cobrará el próximo año se transfiere al cobro por tonelada, significa que las industrias pagarán 50.9 pesos por tonelada de CO2 emitida; bajo este escenario, Pemex pagará un mínimo de 2,000 millones de pesos, la CFE, 6,800 millones y las acerías mexicanas 1,200 millones.

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REFORMA HACENDARIA

El sector privado insiste en negociar cambios

POR KARLA PONCE
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GUADALAJARA. El sector empresarial continuará su lucha contra los elementos de la reforma hacendaria que inhiben la inversión y el empleo, indicó Gerardo Gutiérrez Candiani, presidente del Consejo Coordinador Empresarial (CCE).

“Se nos acota más el margen de maniobra política, pero tenemos que platicar con todos los actores”, señaló durante su participación en México Cumbre de Negocios 2013.

“Con los senadores vamos a sostener lo que México más necesita es crecimiento, empleos y condiciones para que la gente y las empresas se desarrollen en sus diversas actividades, más que aumentar la carga impositiva a contribuyentes cautivos”, insistió el dirigente.

Frente a los empresarios más importantes del país, Gutiérrez Candiani presentó la agenda de prioridades que se cabildará en el Senado de la República.

“Lo que queremos es que se reduzca la tasa de dividendos para ser más competitivos, por lo menos para estar al mismo nivel que nuestros principales socios comerciales. Estamos proponiendo que baje al siete o al cinco por ciento con lo que se conseguiría promover inversiones”, afirmó.

Las quejas

Durante la Cumbre realizada en la capital tapatía, el dirigente consideró fundamental corregir el tema de las deducciones entre las que destaca la eliminación de la deducción inmediata de inversiones y cuotas de seguridad social; la deducción parcial de prestaciones exentas laborales; las limitaciones en lo relativo a donativos y en el régimen personas físicas, que van contra el ahorro y retiro de trabajadores.

“De igual manera insistiremos en medidas que afectan a sectores como el minero, comercio y maquila. En IVA, la homologación en zonas fronterizas, y en IEPS los impuestos en bebidas, combustibles fósiles y plaguicidas”, dijo.

10
POR CIENTO
de IVA aplicó la reforma hacendaria a las ganancias en bolsa

“Insistiremos en medidas que afectan a sectores como el minero, comercio y maquila.”

GERARDO GUTIÉRREZ
CANDIANI
PRESIDENTE DEL CCE

4.1
POR CIENTO
de déficit fiscal propone el Ejecutivo Federal para el ejercicio 2014

“No dudamos que no haya crédito, pero habrá una importante presión en la economía del país”

LUIS FONCERRADA
DIRECTOR DEL CEESP

El Consejo Coordinador Empresarial llama al Senado a considerar elementos que pueden afectar a las empresas



PRUDENCIA
FINANCIERA

Luis Foncerrada Pascal, director del Centro de Estudios Económicos del Sector Privado (CEESP), pidió al Senado fijar límites al endeudamiento del gobierno federal.

Foto: Quetzalli González

Ante los más de 900 empresarios reunidos en Guadalajara, el presidente del CCE refirió que entre los temas que abordarán en el Senado de la República se encuentra el de alimentos, el cual se sumó de última hora y de manera improvisada, con impuestos que carecen de lógica económica, sin una adecuada justificación técnica y jurídica.

“Sin contar con el el necesario proceso de análisis y consulta que exigen decisiones que pueden generar distorsiones e impactos muy graves, comenzando por una mayor informalidad económica”, insistió.

Posturas

En el evento empresarial más importante del año, Gerardo Gutiérrez Candiani puntualizó que el sector empresarial no se opone a nuevos o más impuestos, siempre y cuando tengan un fundamento económico, que sean justos y no vulneren el crecimiento y la productividad.

“Recaudar más equivale a tener un gobierno más eficiente, contar con una política de largo plazo que atienda las causas de la desigualdad, la inequidad y la justicia. Que todos contribuyamos en la medida de nuestras posibilidades y capacidades”, reiteró el directivo.

Endeudamiento

El director del Centro de Estudios Económicos del Sector Privado (CEESP), Luis Foncerrada Pascal, pidió al Senado de la República “un límite absoluto” para el endeudamiento del país.

Reveló que actualmente la ley hacendaria de responsabilidades, sólo dice que el Estado se puede endeudar en la medida de sus posibilidades; “lo que es terriblemente vago”.

El especialista advirtió que el déficit de 4.1 por ciento del

Producto Interno Bruto (PIB) que propone el Ejecutivo federal para el 2014 implica una presión importante en los mercados financieros del país.

Presión a la economía

El directivo del CEESP señaló durante su participación en la plenaria *Reforma fiscal y recaudación tributaria*:

“De las palabras a los hechos, que el incremento de 4.1 por ciento en el déficit del sector público, que equivale a 721 mil millones de pesos, es un porcentaje que no se observaba desde 1989.”

Foncerrada detalló que esa cantidad incluye la posibilidad de adquirir una deuda externa de 10 mil millones de dólares.

“No dudamos que no haya crédito, pero lo que es cierto es que habrá una importante presión en la economía del país”.

Ve peligro
El CEESP asegura que no se da en México un déficit de 4.1 por ciento desde 1989.

Una reforma pre acordada

> GUADALAJARA. “La reforma hacendaria estaba cocinadísima entre las fuerzas políticas”, consideró Roberto Newell, vicepresidente del Consejo del Instituto Mexicano de la Competitividad (IMCO).

De acuerdo con el especialista, el Pacto por México parecía que alineaba a todas las fuerzas políticas para que avanzara una agenda de cambios, sin embargo con esta reforma demuestra que también puede ser un pacto para que las cosas no cambien.

“Nos tomaron por sorpresa... llegó tan cocinadísima que lo único que pudimos quitarle fue las cosas que estaban ahí para que se las quitáramos, como el IVA a las hipotecas y a las colegiaturas”.

Al participar en México Cumbre de Negocios 2013 señaló que la reforma hacendaria es una propuesta “populachera”, por lo que convocó a los empresarios reunidos a hacer escuchar sus voces.

También convocó a mejorar su relación como sector privado con los partidos políticos. “Su relación con el PAN había sido sumamente útil, pero ahora resulta que el PAN se alió con el presidente como si fueran cómplices”.

—KARLA PONCE

5
POR CIENTO
de IVA se aplicará a los alimentos con un alto contenido calórico

DE
OS

FORMACIÓN INTEGRAL



Ricardo Salinas Pliego, presidente de Grupo Salinas, y Juan Ramón de la Fuente, ex rector de la UNAM, en el panel *Un cambio de mentalidad para definir el nuevo enfoque de México hacia el futuro*.

Foto: Quetzalli González

Piden desvincular la educación del Estado

Ricardo Salinas Pliego propone que se subsidie la demanda y no la oferta

POR KARLA PONCE
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GUADALAJARA. – “Mientras el gobierno sea el empresario de la educación ésta no va a cambiar”, advirtió Ricardo Salinas Pliego, fundador y presidente de Grupo Salinas, durante su participación en México Cumbre de Negocios 2013.

El dueño de TV Azteca, Elektra y Banco Azteca refirió que el patrón de las escuelas que no funcionan en el país es el gobierno, por lo que la educación se debe descentralizar.

“Mientras el gobierno siga siendo el empresario de la educación no va a avanzar la cosa, perdón que no diga así tan claro, pero la educación es una empresa.”

Frente a más de 900 empresarios convocó a participar en la transformación de la educación. En su opinión los padres de familia deben ayudar a terminar con el “centralismo agobiante de ésta” a través de su intervención.

En el panel *Un cambio de mentalidad para definir el nuevo enfoque de México hacia el futuro*, aseguró que “estamos como estamos porque somos como somos. No nos podemos sorprender de que algunas cosas no funcionen porque así somos, pero podemos cambiar.”

Participación

En su opinión, los padres de familia deben ser los patrones de la educación, mientras que el gobierno debe ser sólo un

40 MIL PESOS
anuales sería el subsidio que propone Salinas Pliego

“Debemos hacernos a un lado del modelo memorista (de la educación en México), pero sin hacer que el gobierno rehuya de sus obligaciones”

JUAN RAMÓN DE LA FUENTE
EX RECTOR DE LA UNAM

corresponsable que debe subsidiar la demanda, no la oferta.

“El gobierno puede dar un cheque a los padres de familia de 40 mil pesos no negociable, aplicable únicamente a la educación de cada niño... Es un bono educativo que tienen en otros países, que funciona muy bien”, afirmó el empresario.

Durante el mismo panel, Juan Ramón de la Fuente, ex rector de la Universidad Nacional Autónoma de México (UNAM), indicó que la verdadera reforma que requiere México en educación es la revisión del modelo pedagógico desde preescolar hasta el posgrado sin que eso implique que el gobierno renuncie a su responsabilidad de otorgarla.

“Debemos hacernos a un lado del modelo memorista, pero sin hacer que el gobierno rehuya de sus obligaciones.”

Supermujeres

Ricardo Salinas Pliego consideró que en la sociedad moderna a la mujer le está yendo mal porque quiere hacer de todo y cosas muy difíciles.

“Todas quieren estudiar y salir a trabajar, además ser amas de casa y ser mamás, ¡chihuahual!, son cosas muy difíciles y complicadas de lograr... *Superwoman* se quedó chiquita.”

En el evento empresarial más importante del país, aseguró que producir un bebé, criarlo y educarlo es una cosa valiosísima que la sociedad no valora.

“Como padres deberíamos pagarles un sueldo a nuestras señoras por criar a nuestros hijos.”

Clave educar a las madres

Juan Ramón de la Fuente, ex rector de la UNAM, consideró que se debe apoyar a las mujeres como vía para lograr una mejor educación de los niños.

“La clave para muchos elementos del desarrollo es la educación de las madres... Los niños con mayores probabilidades de ser exitosos son aquellos que tienen madres con mayor educación”, afirmó.

INVERSIONES

Llegan 287 mdd a Jalisco

GUADALAJARA. – La desaceleración financiera no ha frenado las inversiones en el estado de Jalisco. José Palacios Jiménez, secretario de Desarrollo Económico de la entidad, reveló que en el primer semestre del año se han detonado inversiones por 287 millones de dólares, a los que se sumarán más de 50 millones anunciados durante la Cumbre de Negocios 2013.

La empresa estadounidense Plexus, proveedora de servicios de ingeniería, planta y manufactura en el sector electrónico, destinará 40 millones de dólares a la adecuación de una planta de 265 mil metros cuadrados ubicada en el Parque Tecnológico de Guadalajara, en la que crearán 740 empleos directos.

Ginger Jones, vicepresidenta y directora de finanzas de la compañía, aseguró que la nómina de esta planta tendrá un valor de 10 millones de dólares anuales hacia 2015.

En el mismo escenario, la empresa mexicana 3A Innovations Healthcare, dedicada al suministro de productos y servicios al área médica, anunció inversiones por 10 millones de dólares, mismas que generarán 150 empleos directos y 250 indirectos.

La estadounidense Benifit Apparel, maquiladora de grandes firmas como Ross, Forever 21 y Adidas, arrancará un proyecto productivo por cinco millones de dólares.

Con esta inversión la empresa planea establecerse en la región Teocaltiche, ubicada en Los Altos de Jalisco, una zona productora de huevo, leche y tequila, que se caracteriza por su calidad en la costura, en donde Benifit Apparel estima crear 750 nuevos empleos.

Buen momento

En la conferencia se destacó que México cuenta con una mano de obra calificada para competir con maquiladoras a nivel mundial.

Los empresarios coinciden en que su decisión de invertir en la entidad se derivó del talento calificado, su conectividad, además de cercanía con Estados Unidos.

40 MDD
invertirá en Jalisco la estadounidense Plexus, de servicios de ingeniería

TELECOMUNICACIONES



Foto: Quetzalli González

México Cumbre de Negocios 2013 reúne en la capital tapatía más de 900 empresarios. Hoy será la clausura del evento.

Ley secundaria, en noviembre

Ruiz Esparza afirma que la legislación dará certidumbre al sector

POR KARLA PONCE
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GUADALAJARA. – La ley secundaria de la reforma de telecomunicaciones se aprobará en noviembre, aseguró Gerardo Ruiz Esparza, titular de la Secretaría de Comunicaciones y Transportes (SCT), en su participación en México Cumbre de Negocios 2013.

El funcionario indicó que la ley secundaria en materia de telecomunicaciones está en lista de espera en el Congreso de la Unión. “Está totalmente preparada, pronto se comenzará a escuchar de ella, porque se van a cumplir las fechas establecidas en la Constitución. En el mes de noviembre la tendremos”.

El encargado de la política de comunicaciones y transportes del país puntualizó que la legislación le dará certeza jurídica al sector, lo que detonará las inversiones y permitirá alcanzar un mayor crecimiento económico.

El funcionario destacó que esta reforma cubre perfectamente la necesidad de incrementar la competitividad de los servicios que ofrecen los proveedores, los cuales tenderán a mejorar sus precios en beneficio de la sociedad.

Durante la mesa de trabajo *Cerrar la brecha regional, promover la competitividad nacional*, reconoció que la reforma aprobada no atiende la conectividad social, por lo que la dependencia a su cargo trabaja de manera acelerada en un programa con el cual los estados del sureste del país tendrán acceso gratuito a esta herramienta fundamental de comunicación. “Esperamos que en los próximos dos años avancemos sustancialmente en el cumplimiento del objetivo que nos hemos puestos, donde escuelas, hospitales, universidades, gobierno y población de esta región serán los beneficiados.”

Participación privada

4 BILLONES
se invertirán en este sexenio en infraestructura

Convocó a los más de 900 empresarios reunidos en el evento a identificar proyectos regionales que refuercen o potencialicen las vocaciones económicas de las diferentes entidades, particularmente los de la región sur-sureste.

“Les hago esta respetuosa invitación para que participen en este diseño. Creo que México lo requiere y ustedes tienen toda la potencialidad para ver de qué manera estas regiones tan abandonadas, tan necesitadas de empleo, de mejor calidad de vida pueden congregar a muchos mexicanos para efecto de ofrecerles una mejor calidad de vida”, señaló.

Al respecto, anunció que habrá conectividad total de banda ancha en escuelas y edificios públicos en Chiapas, Guerrero y Oaxaca.

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EL DATO | REFORMA ESTABILIZADORA

La reforma hacendaria ayudará a que se cuente con finanzas públicas más sólidas y un mejor marco institucional para fortalecer la estabilidad económica: SHCP

SHCP

SECRETARÍA DE HACIENDA Y CRÉDITO PÚBLICO

XI MEXICO CUMBRE DE NEGOCIOS GUADALAJARA

México, nueva visión en el contexto internacional

CLAUSURA ♦ En el cierre de la Cumbre Negocios, Pemex manifestó que para modernizarse requiere por lo menos 60 mil millones de dólares anuales, al tiempo que Shell señaló que los cambios que se propone el gobierno mexicano "son profundos, y tienen sus retos".

Se perderán 100 mil mdp en los procesos de refinación: Lozoya

[MORSES MARÍA CORTÉS (GUADALAJARA)]

Casi 100 mil millones de pesos (mdp) se perderán en el presente año por procesos de refinación de combustibles, reconoció el director General de Petróleos Mexicanos (Pemex), Emilio Lozoya Austin, al participar en el panel sobre energía desarrollado en el último día de actividades de la Cumbre de Negocios que se realiza en la capital tapatista.

"Tan sólo en refinación, las pérdidas proyectadas para 2013 son de casi 100 mil millones de pesos, casi uno por ciento del Producto Interno Bruto, que el país está subsidiando a Pemex con estas pérdidas", además del subsidio que se otorga a las gasolinas, lamentó el funcionario federal, en un encuentro sostenido junto con Raúl A. Gallegos, presidente y director General de GE México; el vicepresidente Ejecutivo de la corporación norteamericana Shell, Jorge Santos Silva y el presidente de la Asociación Mexicana de Empresas de Servicios Petroleros (AMESPAC), Ernesto Marcos Giacomani.

Durante su exposición, Lozoya Austin refirió que durante el pasado año de 2012, más de 142 mil millones de pesos se perdieron por insuficientes procesos de refinación en México, volumen que han logrado contener hasta por casi 80 mil millones de pesos en el primer semestre del presente 2013.

También recordó que para



CLARO. Pemex sólo busca socios inversionistas, dice el profesor Emilio Lozoya.

modernizar a la paraestatal y en consecuencia reducir las altas pérdidas por la refinación del energético crudo se requieren por lo menos 60 mil millones de dólares anuales, cuando hoy en día ese esfuerzo no supera los 25 mil millones de dólares anuales.

Es por eso que justificó los planteamientos de la reforma energética que actualmente se discute en el Congreso de la Unión, asegurando a los casi medio millar de participantes de 12 naciones de

América y Europa que es una "falta" que existan opositores a dicha transformación legislativa, toda vez que Pemex "solo busca socios inversionistas, no accionistas intermediarios".

No sin antes justificar que tal circunstancia favorece que actualmente la mitad de las gasolinas sean importadas, así como una tercera parte del gas natural y más de 60 por ciento de otros productos derivados de la petroquímica.

Reforma energética contribuirá al crecimiento económico: Shell

[NTX (GUADALAJARA)]

El vicepresidente Ejecutivo de Shell Exploración y Producción, Jorge Santos Silva, aseguró que con la reforma energética México tiene una oportunidad sin precedente que contribuirá de forma fundamental al crecimiento



económico y al desarrollo social. Dijo que en el marco de la discusión de dicha reforma, México requiere de reflexiones apropiadas y robustas que se traduzcan en la práctica en los objetivos de dicha transformación.

Los cambios que se propone el gobierno mexicano "son profundos, y todos los cambios tienen sus retos", expuso el directivo, quien precisó que Shell observa con mucho interés este proceso.

En el marco de dicha discusión, señaló, "nuestra opinión es que una parte importante de la reforma es que Petróleos Mexicanos debe ser la constitución de una empresa nacional fuerte que participe con empresas similares de cualquier parte del mundo".

Energía: la apertura del sector desencadenará una nueva dinámica de crecimiento.

Sin embargo, el directivo de Shell señaló que además de la habilidad para producir se requiere establecer una realidad jurídica, regulatoria y administrativa práctica y sencilla, que permita lograr plenamente los beneficios económicos y sociales de la reforma.

En el marco de dicha discusión, señaló, "nuestra opinión es que una parte importante de la reforma es que Petróleos Mexicanos debe ser la constitución de una empresa nacional fuerte que participe con empresas similares de cualquier parte del mundo".

Hay que apostar por servicios turísticos de calidad para ser más competitivos: Ruiz Massieu

La secretaria de Turismo del Gobierno de la República, Claudia Ruiz Massieu, afirmó que el turismo mexicano está obligado a apostar por la calidad para ser más competitivo a nivel mundial.

Tenemos que mejorar nuestra oferta y especializarnos para seguir brindando servicios de hospitalidad y entretenimiento de alta calidad para el turista, enfatizó Ruiz Massieu, y señaló que la prioridad es incrementar la generación de divisas turísticas, sobre el volumen de visitantes. "Queremos calidad sobre cantidad", recalcó.

Al participar en el panel Turismo: Cómo regresar a la lista de los 10 principales receptores, en el marco de la 11ª edición México Cumbre de Negocios, México:

Nueva Visión en el Contexto Internacional, la titular de Sector reconoció que sólo siendo competitivos y con calidad, se van a generar las condiciones para que la industria turística florezca y multiplique su potencial.

No se trata, explicó, de competir bajando los precios y abaratando la oferta de sol y playa. Ese es un modelo que ha demostrado traer más perjuicios que beneficios para el país, aseveró.

"Por el contrario, estamos obligados a mejorar la calidad de nuestra oferta y diversificarla; debemos aprovechar el potencial que tiene el país en otros destinos y en otros segmentos, como el turismo cultural, de naturaleza, y de salud, y ofrecer productos con una buena relación precio-calidad", manifestó.



La titular de Sector participó en el panel Turismo: Cómo regresar a la lista de los 10 principales receptores, en el marco de la undécima edición México Cumbre de Negocios.

La Secretaria de Turismo advirtió que hoy en día estamos ante un mercado turístico cada vez más competido. Nuevos países y nuevos destinos, agregó, se incorporan cada día de manera más agresiva.

Al respecto, comentó que mientras México incrementó 54 por ciento su entrada de divisas por turismo entre 2000 y 2012, Australia creció en un 243 por ciento, es decir, tres veces más. "México no lo ha hecho mal en

materia de turismo. Simplemente, hoy enfrentamos una nueva competencia de países que van emergiendo y que pueden mostrar altas tasas de crecimiento", dijo.

Ruiz Massieu expresó que la administración del Presidente Enrique Peña Nieto tiene el propósito de convertir a México en un punto de referencia entre los viajeros internacionales como un destino de clase mundial, y entre los viajeros nacionales, que sea un motivo de orgullo por su país.

Al respecto, expuso que ha iniciado una campaña de promoción en Estados Unidos, titulada "Live it to believe it". En la Secretaría de Turismo, añadió, estamos convencidos de que ofrecemos experiencias más que destinos; México es una experiencia, hay que visitarlo y vivirlo.

XI  MEXICO
CUMBRE DE NEGOCIOS EN
GUADALAJARA

México, nueva visión en el contexto internacional

Miguel Alemán, a favor de energía nuclear en reforma energética

[CECILIA TELLEZ EN GUADALAJARA]

El presidente de la México Cumbre de Negocios, Miguel Alemán Velasco, propuso incluir la explotación de la energía nuclear en la reforma energética.

En su mensaje durante la XI edición de esta Cumbre, pidió dejar atrás los miedos a la energía nuclear que se han afianzado por la mala información. "Se los dice un veracruzano que muchos años ha vivido con una planta nuclear laguna verde en la que me he bañado varias veces, en su laguna en sus aguas de mar, he saboreado sus mejores mariscos en el mundo y como aquí me ven todavía no estoy verde".

Por su parte, el gobernador de Jalisco, Aristóteles Sandoval, pidió seguir generando es la confianza en nuestras instituciones.

En presencia del presidente Enrique Peña Nieto, el veracruzano señaló que aún cuando la energía nuclear no sustituye a ninguna otra, sí es necesaria. "Es una de las



FINAL. Miguel Alemán envió un mensaje de confianza al clausurar la undécima México Cumbre de Negocios 2013.

más limpias, de las más seguras. Y no importa si llueve o no llueve, haya sol o no haya sol, haya viento o no haya viento. Habrá que estudiarla a fondo", señaló.

En materia educativa, sabemos que es una tarea de renovación continua, en donde además de los positivos logros obtenidos en las reformas vigentes, será convenient

te avanzar en la transformación de las técnicas pedagógicas, aprovechando las oportunidades que brindan las redes digitales y las tecnologías de información.

En los aspectos relativos a los ingresos fiscales, estimó que tocó su turno al desarrollo del destino del gasto público, que es una de las cuestiones que nos han preocupado en las discusiones aquí, en esta reunión.

Por otra parte, también reiteró el compromiso de los organizadores de la Cumbre de Negocios de respaldar las transformaciones emprendidas por el gobierno federal.

"Estamos dispuestos a apoyar más reformas, de manera que nuestros modelos productivos y competitivos nos permitan alcanzar mayores niveles de crecimiento y de generación de empleos", expresó.

"Sabemos que hay retos de importancia que superar; por ello, estamos convencidos de que es el momento de pensar en grande y actuar en grande", señaló.

Cierra Cumbre con inversiones por 425 mdd

[NOTIMEX]

La undécima Cumbre de Negocios cerró con inversiones por un monto de 425 millones de dólares, donde destaca la de Nestlé-México por 370 millones en una primera etapa y que posteriormente alcanzará los 700 millones, la mayor realizada en el mundo por dicha empresa en los últimos 15 años.

La planta procesadora de fórmulas lácteas para bebés estará ubicada en Ocotlán, Jalisco, y su construcción iniciará en noviembre próximo, informó el secretario de Desarrollo Económico de Jalisco, José Palacios Jiménez.

Durante las primeras actividades del evento, detalló el funcionario estatal, se anunciaron inversiones por 55 millones de dólares de origen estadounidense, chino y mexicano y posteriormente se concretó la de Nestlé-México por 370 millones de dólares.

Unificar estrategias, futuro entre México y EU: Anthony Wayne

[MOISÉS MORA CORTÉS EN GUADALAJARA]

Crecer hacia estrategias e infraestructuras conjuntas es el futuro inmediato en la relación entre

Pide acabar corporativismo

Urge liberar la reforma energética, insta Lozoya

Director de Pemex asegura que debe modernizarse a paraestatal

Paulina Gómez
karla.gomez@eluniversal.com.mx

GUADALAJARA, Jalisco.— Emilio Lozoya Austin, director general de Petróleos Mexicanos (Pemex), indicó que México tiene una gran oportunidad de negocios en el sector energético, por lo que, urgió a liberar la reforma energética, y dijo que la paraestatal requiere una reforma interna, pues desde 1992 tiene una estructura corporativa "intacta" que no atiende la modernidad de la industria petrolera global.

"La reforma energética tiene como objetivo incrementar, con la participación del sector privado, la producción de hidrocarburos para generar energía barata y de calidad para todos los mexicanos, de lo contrario México pasará de ser un exportador de petróleo a convertirse en importador neto", advirtió Lozoya Austin.

En el marco de la XI Cumbre de Negocios 2013, "México, nueva visión en el contexto internacional", Lozoya Austin declaró que la paraestatal requiere de una inversión superior a los 60 mil millones de dólares anuales para poder incrementar su producción de hidrocarburos.

El objetivo, indicó, es producir 2.5 millones de barriles diarios en el corto plazo, para

llegar a 3 millones de barriles de petróleo por día en los siguientes 50 años.

Consideró que en el país hay un plan ambicioso para internacionalizar Pemex, por lo que el fin es explotar los yacimientos: "la prioridad está en México pero no descartamos llegar al extranjero".

La reforma energética, enfatizó, ayudará al país a generar gas barato, lo cual permitiría contar con una serie de insumos que hoy México importa como la mitad de las gasolinas que se consumen, una tercera parte del gas natu-

ral, 65% de fertilizantes y más de 60% de productos petroquímicos.

"Pensar que la reforma es privatizadora es una falacia, Pemex será una empresa 100% mexicana y los recursos se quedan en el país", dijo el director de la paraestatal.

En su participación en el foro "Energía y la apertura del sector desencadenará una dinámica de crecimiento?", Lozoya enfatizó que Pemex requiere de socios, no intermediarios, por lo que el apoyo e inversión de la IP, a través de contratos de utilidad compartida, para transformar los hidrocarburos en tecnología y capital humano.

"Se pretende abrir el proceso industrial a 100% a la iniciativa privada para revertir la tendencia de importación en toda la cadena de valor".

Pensar que la reforma es privatizadora es una falacia, Pemex será una empresa 100% mexicana y los recursos se quedan en el país"

Emilio Lozoya Austin,
director general de Pemex



UNIDOS. En el marco de la XI Cumbre de Negocios 2013, "México, nueva visión en el contexto internacional", reafirmaron su compromiso al estrechar las manos el presidente Enrique Peña Nieto (c), Miguel Alemán (d), organizador del encuentro; Edson Arantes do Nascimento "Pelé", y el gobernador de Jalisco, Jorge Aristóteles Sandoval Díaz

Educación, herramienta para el desarrollo de México: Alemán

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Miguel Alemán Velasco, presidente de México Cumbre de Negocios, insistió en que el mayor reto de México, más allá de concretar las reformas estructurales es cimentar una educación de calidad para todos los mexicanos y mejorar la competitividad del país.

"Educación, educación de calidad, empleos y un crecimiento económico es justamente lo que en este momento se está cocinando; todos debemos participar en esta receta", abundó.

En el marco de la XI Cumbre de Negocios 2013, "México, nueva visión en el contexto internacional", dijo que los logros alcanzados en la cumbre, servirán de apo-

El sector privado está dispuesto a apoyar más reformas, de manera que los modelos productivos y competitivos permitan mayores niveles de crecimiento y empleos"

Miguel Alemán Velasco,
presidente de México Cumbre de Negocios,

yo para materializar las metas propuestas por el gobierno del presidente de México, Enrique Peña Nieto.

"El sector privado está dispuesto a apoyar más reformas, de manera que nuestros modelos productivos y competitivos permitan alcanzar mayores niveles de crecimiento y de generación de empleos", indicó.

Miguel Alemán Velasco, quien también es presidente del Consejo de Administra-

ción de Interjet, abundó en que la nueva cultura productiva de la nación se centra en fortalecer las capacidades y autoestima de los jóvenes.

Ante ello y por tercer año consecutivo, la Cumbre de Negocios integra a más de 100 jóvenes emprendedores que, en el foro, comparten sus proyectos con una visión de innovación y confianza en el futuro de México.

Alemán Velasco resaltó el

potencial del estado de Jalisco, pues aseguró, delante del Presidente de la República, que es "el Silicon Valley de México, por lo que es momento de pensar en grande y actuar en grande".

Durante la conferencia magistral, el jefe del Ejecutivo coincidió en que la educación es un tema central en el desarrollo de la nación; "es una gran necesidad para el país, debemos de trabajar en la calidad de la educación".

Ante Aristóteles Sandoval Díaz, gobernador de Jalisco, empresarios y hombres de negocios, Peña Nieto advirtió que si no se genera una adecuada formación del capital humano, "estaremos condenando a nuestros educandos, a niños y jóvenes a que no tengan un espacio de mayor desempeño"

Educación de calidad, empleos y crecimiento económico es lo que se está cocinando



Pensar que la reforma es privatizadora es una falacia, Pemex será una empresa 100% mexicana y los recursos se quedan en el país"

Emilio Lozoya Austin,
director general de Pemex

Pretende petrolera una alianza para explotar aguas profundas

Interesa Pemex a Shell

► Argumenta empresa que es difícil costear para una sola firma la exploración

Luis Durán

GUADALAJARA.- La posible apertura del mercado energético por la reforma en la materia y las pérdidas con las que opera Pemex, atrajo el interés de la petrolera Shell por México.

Jorge Santos Silva, vicepresidente ejecutivo de esa empresa, reconoció que están listos para participar en el País y que una asociación con Pemex les interesa.

Señaló que con las condiciones actuales es primordial que las empresas petroleras permitan la participación de otras compañías en la exploración y explotación del energético.

"El tiempo del petróleo fácil terminó, no hay petróleo fácil, hay petróleo en aguas profundas, hay petróleo en el Ártico, hay petróleo en yacimientos difíciles", afirmó durante su participación en un panel de energía realizado en la Cumbre de Negocios, que ayer culminó en esta ciudad.

Agregó que para la exploración, perforación y explotación de un yacimiento petrolero en aguas profundas se necesitan inversiones entre 5 mil millones y 10 mil millones de dólares, cantidad que requiere de un trabajo conjunto.

"En Shell la mayoría de nuestros negocios en exploración y producción no se han hecho solos, más bien con alianzas con otras empresas, así es el mundo, hoy es demasiado difícil para hacerlo solo", comentó.

Ejemplificó que apenas el lunes el consorcio conformado por Shell, Petrobras, Total, China National Offshore Oil Corporation y China National Offshore Oil Corporation, ganó el concurso para explotar el Yacimiento Libra en Brasil, donde invertirán en conjunto alrededor de 6 mil millones de dólares.

Pisan armadoras el acelerador

Luis Durán

GUADALAJARA.- La industria automotriz en México seguirá en franco crecimiento.

Al cierre del año la producción de autos cerrará en 3 millones de unidades, 3.3 por ciento más respecto a los 2.9 millones que se produjeron en 2012.

En cinco años, se prevé que se produzcan 4 millones de automóviles anuales, previó Eduardo Solís Sánchez, presidente ejecutivo de la Asociación Mexicana de la Industria Automotriz (AMIA).

Dijo que este crecimiento se basa en la llegada de nuevas armadoras y la expansión de algunas plantas, pero dependerá de cómo se mueva el mercado mundial.

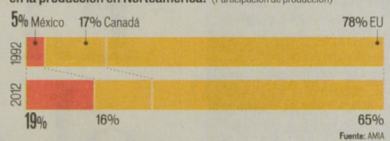
Durante su participación en la Cumbre de Negocios, que culminó ayer en esta ciudad, recordó que empresas como Honda, Mazda, Nissan y Audi anunciaron proyectos para construir nuevas plantas en el País.

Actualmente, en el territorio existen 19 complejos productivos en 11 entidades, donde destacan Puebla, Guanajuato y Coahuila.

Estos proyectos han permitido a México ganar presencia en la

Encarrerada

La industria automotriz en México ha ganado presencia en la producción en Norteamérica. (Participación de producción)



producción automotriz de América del Norte. En 1991 participaba con 5 por ciento y para 2012 ya era 19; el resto se divide entre Estados Unidos y Canadá.

Actualmente, el País ocupa el tercer lugar como proveedor de vehículos en Estados Unidos, pero es el octavo fabricante de autos en el mundo y el cuarto exportador.

"Por supuesto, México ha crecido de una manera importante, los números así lo expresan, pero el crecimiento potencial que tenemos hacia adelante todavía es muy importante", dijo Edua-

do Solís Sánchez.

Para Gabriel López, presidente y director general de Ford México, el apoyo del Gobierno, el desarrollo de proveedores y la mano de obra calificada han impulsado el desarrollo de esta industria.

Destacó que Ford en México ya aporta 10 por ciento del diseño de sus vehículos a nivel mundial.

Hans Joachim Kolsdorf, miembro honorario del Consejo Ejecutivo de Empresas Globales (CEEGL), consideró que el atractivo del País es su ubicación y la operación logística.

ASÍ LO DIJO

Hay una gran paradoja porque somos un País que cuenta con vastos yacimientos, grandes reservas, pero a la vez tenemos un costo energético muy alto".

Emilio Lozoya Austin,
Director general de Pemex.



► Miguel Alemán Magnani, presidente ejecutivo de Interjet, patrocinador de la Selección, y Pelé, hablaron sobre la importancia del turismo.

Llama Pelé a mexicanos a rezar por la selección

GUADALAJARA.- El trabajo que deberá hacer la Selección Mexicana de Fútbol para calificar al Mundial también ocupó un lugar en la Cumbre de Negocios que se celebra en esta ciudad.

"Todos debemos estar rezando positivo porque queremos a la selección de México en Brasil", dijo el "Rey Pelé" al referirse a la mala racha del Tri para conseguir su pase.

Durante su participación en el panel de turismo que se realizó en el marco de esta Cumbre, Pelé reconoció la importancia que tiene el fútbol para los mexicanos y por ello pidió mandar los mejores deseos a los seleccionados para que puedan llegar al Mundial, que se celebrará en su país el siguiente año.

"Sabemos que nuestros hermanos mexicanos están en muchos problemas. Entonces tene-

mos que estar haciendo tiempo positivo", pidió a la audiencia.

El "Rey del fútbol" también recordó su paso por Guadalajara, sus primeros viajes deportivos a México, en donde vio sus primeros éxitos y aprovechó el foro para promover a Brasil.

"En Brasil tenemos una oportunidad única porque los cuatro mayores eventos deportivos del mundo están en Brasil: la Copa Confederaciones, la Copa del Mundo, las Olimpiadas y la Fórmula 1", presumió.

Invitó a los jóvenes que se quieran dedicar a este deporte a que concluyan una formación académica.

Aseguró que si México y Brasil aplican una política de desarrollo podrían ser "dueños del mundo" porque ambas naciones poseen todo para lograrlo.

Adriana Leyva

MIÉRCOLES 23 DE OCTUBRE DE 2013 · EXCELSIOR

EXCELSIOR · MIÉRCOLES 23 DE OCTUBRE DE 2013

HEMOS TRABAJADO PARA EL DESARROLLO, NO PARA LAS ENCUESTAS, AFIRMA EL EJECUTIVO

Peña: ha sido el año de los cimientos

Admitió que el crecimiento económico no ha resultado el esperado y defendió reformas educativa, fiscal y energética

POR GEORGINA OLSON
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GUADALAJARA. — En medio del debate por la reforma fiscal en el Senado de la República, el presidente Enrique Peña Nieto defendió su agenda de reformas e insistió en que "éste ha sido el año de colocar los cimientos para impulsar el desarrollo del país" y no para buscar popularidad.

"No hemos venido

trabajando para estar bien ni en las encuestas, ni bien medidos en la popularidad; voy el primero en reconocer y en asumir que México necesitaba hacer estos ajustes y estas transformaciones, modificar su andamiaje jurídico. Lo estamos logrando", dijo el mandatario federal.

Al participar en México Cumbre de Negocios, el Ejecutivo federal anunció que no daría el discurso que tenía preparado: usaría el espacio para hacer un recuento de su primer año de gobierno.

Argumentó que si además de las reformas que ya se aprobaron, se aprueban la fiscal y la energética "los cimientos que estaremos logrando serán muy firmes y sólidos", para alcanzar mayor crecimiento social y económico, aseguró.

Reconoció que el crecimiento del país no ha sido el esperado y expuso que esto se debe a la desaceleración de la economía mundial y al periodo de transición entre la administración pasada y ésta.

"Esto es como el corredor que entrepiés está de otro lado, llega corriendo y el otro arranca. Y le toma su tiempo; agarrar nuevamente el ritmo", explicó Peña Nieto ante empresarios reunidos en esta capital.

¿Por qué las reformas?

El presidente Peña Nieto aprovechó el espacio para argumentar por qué se requieren reformas estructurales en México.

Se remontó a los años cincuenta del siglo pasado, cuando se logró un crecimiento notable en el país, y mejores condiciones de vida, pero desde la década de los ochenta el crecimiento se estancó.

Desde entonces, agregó el mandatario, no se ha podido reducir el número de mexicanos que viven en la pobreza, que es de aproximadamente 43 por ciento de la población.

Y describió la última década de la economía mexicana: crecimiento insuficiente —en promedio 2.1 por ciento de crecimiento del PIB— y limitada creación de empleos, por lo que el país no puede aprovechar su bono demográfico, en donde el promedio de edad son 27 años.

HACE UN AÑO
En octubre del año pasado iniciamos los acercamientos para lanzar el Pacto por México.

El Pacto por México
Tras dibujar el desalentador panorama económico de las últimas décadas, el presidente Peña Nieto aludió al Pacto por México como herramienta para "transformar al país".

El Pacto, dijo, "nunca ha pretendido ser sustitutivo de las facultades y atribuciones que tiene el Congreso de la Unión", sólo el Legislativo puede aprobar leyes, aclaró.

Pero, se necesitaba un acuerdo "que midiera realmente el esfuerzo que estábamos comprometiendo" y acreditar que era posible llegar a acuerdos para lograr cambios.

Y el cambio sustancial que se requería, era transformar el marco jurídico que regula actividades centrales en la vida del país.

En defensa de las reformas
Entonces, se lanzó a hacer una defensa de todas las reformas aprobadas este año.

El Presidente empezó por la multietapa reforma educativa, y, en un mensaje a los maestros, dijo que la reforma respeta sus derechos laborales, pero pide del maestro "que tenga vocación para educar, realmente tenga las aptitudes y capacidades necesarias".

Sobre la reforma financiera, sostuvo que su objetivo es garantizar el crédito para las pequeñas y medianas empresas, una herramienta de desarrollo que es insustituible.

Ensalza la reforma hacendaria
En cuanto a la reforma hacendaria, argumentó que busca "cestrar los huecos", que permitan la evasión fiscal. "Esto ha generado polémica y debate, pero yo apunto algo central de esta



El gobernador de Jalisco, Arriosteles Sandoval; el presidente Peña Nieto, y el empresario Miguel Alemán Velasco, durante la cumbre Cumbre de Negocios, en Guadalajara.

Este gobierno no se ha apartado un ápice de la ruta que nos trazamos al inicio de la administración (...) llegamos para hacer transformación y para hacer un ajuste y un cambio, no a administrar la inercia."

ENRIQUE PEÑA NIETO
PRESIDENTE DE MÉXICO

Efectos

- 1 El presidente Peña Nieto deberá invertir mayor esfuerzo para impulsar la reforma energética, pues ésta no se gestó en el seno del Pacto por México.
- 2 El próximo año el Ejecutivo estará obligado a demostrar que las reformas estructurales comienzan a dar resultados tangibles.

Estamos dispuestos a apoyar más reformas. De manera que nuestros modelos productivos y competitivos nos permitan alcanzar mayores niveles de crecimiento y de generación de empleos."

MIGUEL ALEMÁN VELASCO
EMPRESARIO

Hoy se gobierna al país con decisión de transformar, sin importar la popularidad personal, sino con un conocimiento profundo, y sobre todo, con apertura a escuchar todas las voces."

ARRIOSTELES SANDOVAL
GOBERNADOR DE JALISCO

reforma: es una reforma con un alto sentido social" dijo.

Los recursos que se obtengan a través de la reforma se usarán para infraestructura y servicios para los sectores más marginados, y no para la burocracia, aseguró.

En el evento donde estuvo presente el gobernador de Jalisco, Arriosteles Sandoval, y el presidente de México Cumbre de Negocios, Miguel Alemán Velasco, expresó que no ha existido en

la historia moderna una reforma fiscal que no provocara la incoherencia de amplios sectores de la sociedad.

"No advierto en ninguna parte del mundo, que cuando realmente se pretenda hacer una reforma hacendaria o fiscal, no toque algunos intereses y genere incoherencia en otros."

Futuro energético
En el evento, engalanado con la presencia del futbolista Edson

Arantes Péliz, el presidente Peña Nieto habló de la reforma energética, y recordó que sólo faltan dos o tres años para que Estados Unidos, principal comprador de petróleo mexicano, logre la autosuficiencia.

Y expuso que "la explotación que hace hoy —Estados Unidos— de shale gas está modificando la geografía energética de todo el mundo", por lo que el no aprobar una reforma, dejará a México con el mismo

rezago que presenta hoy, frente a otros países productores de petróleo.

Cerró su discurso exponiendo que su gobierno "no se ha apartado un ápice de la ruta que nos trazamos al inicio de la Administración" y argumentó que buscan "la transformación...no administrar la inercia".

En el lugar, el gobernador Sandoval dijo que a diferencia de otras administraciones

que "vivieron en el confort de la macroeconomía y sus indicadores", la administración actual "no está pensando sólo en pragmatismo electoral sino en el futuro de México".

Y agradeció al jefe del Ejecutivo que apoye el proyecto de convertir a Guadalajara en el centro de tecnologías de la información de la región, y Alemán Velasco describió a Guadalajara como el "Silicon Valley Latinoamericano".

> 'CERRAMOS PRIVILEGIOS Y EVIDENTEMENTE ESTO HA CAUSADO POLÉMICA Y DEBATE'

Reforma Hacendaria toca intereses y genera incomodidad: Peña Nieto

SI SE CRISTALIZAN TODAS LAS REFORMAS, LOS CIMIENTOS DEL PAÍS SERÁN FUERTES Y SÓLIDOS, AFIRMA EL PRESIDENTE

REFORMAS ESTRUCTURALES
NANCY NARVÁEZ | ENVIADA

GUADALAJARA, Jal.- Al calificar la Reforma Hacendaria como polémica, el Presidente Enrique Peña Nieto afirmó que "cuando se habla no sólo de impuestos, sino del marco que rige el régimen fiscal, no advierte en ninguna parte del mundo, que cuando realmente se pretende hacer una reforma fiscal no toque algunos intereses y genere incomodidad en otros".

Ante los señalamientos de la iniciativa privada, que no está conforme con la propuesta hacendaria, el Ejecutivo federal abundó que si las inconformidades "no pasaran, entonces tengan por seguro de que no estaríamos hablando de una reforma de amplio calado".

Al participar en la clausura de la Cumbre de Negocios 2013, Peña Nieto recordó que México, entre las economías emergentes, desarrolladas y los países de la OCDE, "es uno de los que menos recaudamos y la Reforma Fiscal que se ha propuesto es precisamente más que para imponer nuevos impuestos, para cerrar los huecos, los subterfugios legales que permitan que algunos contribuyentes eviten el pago correspondiente de sus contribuciones, cerramos huecos, cerramos privilegios y evidentemente esto ha causado polémica y debate".

Acompañado por el gobernador de Jalisco, Aristóteles Sandoval, y del presidente de Irlanda, Michael D. Higgins, señaló que el apunte central de la Reforma Hacendaria es de alto sentido social, ya que si bien busca tener una mayor recaudación, un fortalecimiento a las finanzas públicas del Estado Mexicano, "me refiero que habrá recursos para todos los órdenes de gobierno, no sólo para el orden federal, sino para también para los órdenes



Más que imponer nuevos impuestos, se cierran los huecos y privilegios, los subterfugios legales que permitan que algunos contribuyentes eviten el pago correspondiente de sus contribuciones, evidentemente esto ha causado polémica y debate, afirma el Presidente Enrique Peña Nieto en Guadalajara, Jalisco

estatales y municipales, es claro el mandato para que los recursos adicionales se dediquen y privilegien a la inversión en infraestructura y en todo lo necesario para el desarrollo social".

'NO HABRÁ MÁS GASTO CORRIENTE Y BUROCRACIA'

También abundó que habrá recursos para el seguro de desempleo, seguridad social universal que cubrirá la pensión para los adultos mayores y advirtió: «No habrá recurso obtenido en la Reforma Hacendaria para más gasto corriente y para más burocracia; aquí está muy claro, tenemos que trabajar en fortalecer nuestras ventajas competitivas y eso sólo puede ser con infraestructura, en más servicios educativos, salud y en beneficios para la población».

'EN 2013 SE COLOCAN LOS CIMIENTOS FIRMES Y SÓLIDOS'

Peña Nieto señaló que 2013 es el año de colocar los cimientos para impulsar el crecimiento del país.

"Lamentablemente no hemos tenido el crecimiento económico deseado, el que proyectamos al inicio de la administración. Y sin que sea excusa o justificación, prácticamente la gran mayoría de los países del mundo de mayor desarrollo y mediano desarrollo ajustaron sus proyecciones de crecimiento económico, ninguno alcanzó los niveles que originalmente habían proyectado este año", añade.

Además, dijo que otro factor es la transición, "como ha ocurrido



Edson Arantes do Nascimento, 'Pelé', y el Presidente Peña, durante la Cumbre de Negocios 2013

históricamente y es prácticamente entendible que así lo sea; lleva a una desaceleración en el ritmo de gasto que lleva todo gobierno, esto es como el corredor que entrega la estafeta a otro, uno llega corriendo y el otro arranca, y le toma su tiempo agarrar el ritmo; en el gobierno lo hemos venido haciendo de manera acelerada, no habido un cambio de administración que no haya tenido un ajuste en la historia de México y en cualquier parte del mundo que haya tenido un ajuste en el ritmo de gasto que tiene la administración pública, además del entorno internacional que modificaron las políticas de crecimiento económico".

Sin embargo, está seguro de materializarse y cristalizarse todas las reformas entre las ya aprobadas y las que estarán próximas a debatirse.

"Estoy seguro que los cimientos que estaremos logrando serán muy firmes y sólidos y permitirán que México tenga mayor crecimiento económico y mayor desarrollo social".

'GOBIERNO NO SE HA SEPARADO UN ÁPICE DE LA RUTA TRAZADA'

Manifiesto que su administración no se ha separado un ápice de la ruta que se trazó al inicio de la administración, "ilegamos para hacer transformación, ajuste y un cambio, no administrar la inercia, no quisimos mantener la pasividad y dejarnos llevar por el orden establecido, quisimos dentro de la institucionalidad y con orden impulsar ajustes y cambios, es lo que hemos venido haciendo y nos dará cimientos muy sólidos".

Se dijo convencido que todas las fuerzas del país, más allá de las

naturales diferencias "todas desean que al país le vaya bien, bajo ópticas distintas, pero estamos llegando a acuerdos; a lo mejor no a un consenso unánime, pero sí a un consenso mayoritario, por el alcance que están teniendo las reformas".

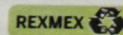
'ENERGÍA BARATA PARA FAMILIAS Y EMPRESAS'

Por otra parte, y ante las voces que advierten que con la Reforma Energética se privatizará Petróleos Mexicanos, el Presidente manifestó que la propuesta que presentó ante el Congreso de la Unión de permitir la participación de la iniciativa privada, tiene el objetivo de garantizar más generación de energía y asegurar que sea más barata para las familias y empresas.

"No hacerlos así, simplemente México seguirá rezagado, perderá competitividad y más cuando del otro lado de la frontera ya sabemos que Estados Unidos está a unos años de lograr autosuficiencia energética y que la explotación que hace de shale gas está modificando la geografía energética de todo el mundo", agrega.

Peña subrayó que hoy la energía más barata se da en el país del norte, lo que provoca que muchas empresas decidan instalarse allí.

"Eso es lo que México perderá de no saber explotar de mejor manera nuestras fuentes generadoras de energía", añade.



Financiero Miércoles 23 de octubre de 2013

MEXICO CUMBRE DE NEGOCIOS

Reconocen estabilidad económica en México

□ Irlanda tiene mucho que aprender del país y de AL

- Mandatario europeo destaca la capacidad política de la actual administración
- Recomendó trabajar en políticas que protejan de los movimientos especulativos

Jeanette Leyva / Axel Sánchez - enviados / Gabriela Chávez - corresponsal

GUADALAJARA, Jal.- El presidente de Irlanda, Michael D. Higgins, indicó que tras la crisis financiera global su país reconoció "lo mucho que puede aprender de México y otros países de Latinoamérica y El Caribe", pues lograron mantener estabilidad económica.

Durante su conferencia magistral en la clausura de la 11 Cumbre de Negocios, realizada en esta ciudad, el mandatario irlandés también destacó la capacidad política del actual gobierno por la firma, al inicio de esta administración, del Pacto por México, que "reconoce la pluralidad".

Sobre el reconocimiento a la región Latinoamericana y especialmente el caso mexicano, Higgins dijo que el país cuenta con las condiciones para llegar a la sostenibilidad económica y para reducir los niveles de pobreza.

"Hemos aprendido de países como México, que continúan con crecimiento económico positivo y al mismo tiempo tienen entre sus prioridades la inclusión social, el bienestar para su gente y la intención de solucionar la pobreza extrema", dijo.

El funcionario indicó que la crisis financiera global tocó las economías y la vida de muchos habitantes del mundo provocando un "rebalanceo económico global".

Sin embargo, consideró que se debe continuar evolucionando, con la adaptación a las nuevas circunstancias económicas, considerando diferentes modelos alternativos para el crecimiento y el desarrollo.

"Se deben plantear políticas que protejan a los ciudadanos de las consecuencias de movimientos especulativos en las economías y de las economías ficticias, que muchas veces succionan la producción de las verdaderas economías", insistió el mandatario.

Ante empresarios y autoridades reunidas en la Cumbre de Negocios, Michael D. Higgins recomendó el impulso de las inversiones productivas, que permitan una mayor generación de empleos y contribuyan al crecimiento de la actividad económica.



Michael D. Higgins, presidente de Irlanda. (Foto: Braulio Tenorio)

We're back on top of our game, President tells Mexico summit

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JOYCE FEGAN - 23 OCTOBER 2013

PRESIDENT Michael D Higgins has told business leaders in Mexico that we have returned to "economic stability and to modest growth".

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Mr Higgins yesterday became the first European head of state or government to speak at the Mexican Business Summit, where he said [Ireland's](#) future lay in turning our backs on "the failed economic path of reckless speculation and bubble economics".

The summit, now in its 11th year, was held in [Guadalajara](#). At the event, Pele presented a soccer jersey to the Mexican President.

President Higgins champions new economic models during Mexico visit

Higgins calls for models that balance sustainable growth with social inclusion



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President [Michael D Higgins](#) used a historic appearance at Mexico's biggest business summit to call for new economic models that balance sustainable growth with social inclusion and ending poverty.

The first European head of state to speak at the influential *Cumbre de Negocios* conference in [Guadalajara](#), Mr Higgins told hundreds of Mexican businesspeople that [Ireland](#) was resolved "not to waste the chastening experience of recession and to learn the positive lessons for the future."

The future lies "not in returning to the failed economic path of reckless speculation and bubble economics, but to a sustainable model of nurturing talented people, creating valuable goods and services, innovating and connecting to global partners, customers, and investors in enduring ways," he said.

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Riggers Group

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Promotora Torres González, SA de CV

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Grupo Cargo

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Vera Mario
Nestlé

Verduzco Tolentino Liliana
Multiplica tu Nomina

Verea Saracho, Jorge

Vergara Horacio
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Verstegen Michael
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AFAMO

Vila Laura
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Villagomez Rodriguez Benito Manuel
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Villalba Adrian
Grupo Expansión

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Woodrow Wilson International Center

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Y

Yamuni Robles Enrique
Megacable

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Zapata de Vengoechea Nicolás
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Construcción

Zas Arcieri Jose María
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Zozaya Délano José Guillermo
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Zubia Germán
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SPONSORS



Almost 115 years in Banorte's history; always committed with the development of Mexico.

Today we are the third largest financial institution in Mexico, with over 1,300 branches and 6,700 ATM nationwide, serving more than 11 million customers in Banorte and Ixe, as well as 15 Centros Pyme specialized in attending the needs of Small and Medium companies.

Our Pension Fund Management Company is the largest in Mexico and the 2nd in Latin America, with more than 11 million customers. We have consolidated our participation in the Insurance and Annuities Market with the acquisition of the minority stake held by Group Generali in those business lines.

This is how we offer a unique value proposition to our customers, with innovative products and state of the art technological platforms.

We have always been and will remain committed to grow with and for Mexico.

Banorte, el Banco Fuerte de México.



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 eV. (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).

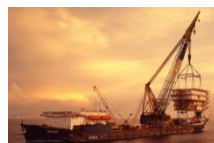
Industrial Maintenance:

Servicios y Maquinaria de México, S.A. de eV. (SYMMSA)

T3 Energy Services de México, S. de R.L. de C.V. (T3 México)

Specialized Transportation:

Servicio Industrial Especializado, S.A. de eV. (SER/ESA)





TELMEX is comprised of Telefonos de México, Inc. and its subsidiary companies. TELMEX is Mexico's provider of telecommunications services. Its coverage includes the largest network of basic local and long distance telephone services, among other products. Moreover, TELMEX offers a wide range of services including connectivity, Internet access, co-location, hosting and interconnectivity with other providers.

TELMEX has always committed itself to offer the highest standards of quality to its clients. It has unceasingly invested to remain at the forefront of the telecommunications market with the most reliable, efficient, modern and secure network.

TELMEX is much more than a simple supplier; it is a strategic partner for its clients. This is the why TELMEX has been able to develop the largest technological platform capable of supporting the widest range of operations throughout Mexico; with a state of the art technological network and the best trained personnel in the country.

TELMEX will continue striving to improve Mexico's future through education, digital culture and innovative information technologies.

TELMEX is the only company in the telecommunications sector with a well-defined social responsibility, providing services to all segments of society, fostering education, digital culture and building bridges to transform simple literacy into digital education.

Our company has consistently operated with a sense of Social Responsibility, investing to provide Mexico with the needed world-class telecommunications infrastructure capable of delivering communication services to all segments of society, whether in rural or urban areas. It provides the widest and most modern range of telecommunication services to Mexico's productive sectors, thus benefitting Mexican business in general.

Furthermore, by means of the TELMEX Foundation, the company is actively engaged in the promotion of several programs for the improvement of the quality of life of the Mexican population, in the main cities and in rural areas across all of Mexico's regions.

Since its privatization, TELMEX has contributed to Mexico's development not only by means of major investments in its cutting edge infrastructures, but with an important strategy focused on strengthening the capacities of its human resources. Hence, TELMEX has strongly supported the collective will of its clients, partners and shareholders to work decisively for the development of Mexico.



Kansas City Southern de México (KCSM), a subsidiary of Kansas City Southern (KCS), is a leading Mexican company that provides freight transportation services and has 120 years of experience in the railroad shipping business in North America and 15 years in Mexico. KCSM moves approximately 40% of the country's railroad freight, with operations in 15 states throughout more than 4,250 kilometers of railways.

KCSM's International Intermodal Corridor begins in the Port of Lázaro Cárdenas, crosses and services the industrial heart of Mexico and reaches Nuevo Laredo, connecting in turn the Port of Lázaro Cárdenas to the main industrial centers. KCS is the only railroad that connects Mexico to the United States and Canada, and to the South, the Port links the country to Asia.

The vision and strategy of KCS has been to expand its service on both sides of the border in order to strengthen its offering and location. This is the reason why KCSM maintains a strong commitment to the development of the transportation sector that promotes the industrial and trade growth that Mexico requires.

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.

BOMBARDIER

la evolución de la movilidad

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 sub-assembly systems installation, will also be carried out at the Mexico site. Construction on the 200,000-ft² (18,581-m²) Learjet 85 aircraft facility began in September 2009, and in May 2010, Bombardier announced that the foundation and shell structure of the building were complete. The facility was inaugurated on October 21, 2010.

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 long-term 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.

www.bombardier.com



Petroleos Mexicanos is the largest company in Mexico and one of the largest in Latin America, as well as the most important fiscal contributor in the country.

It is one of the few oil companies in the world that develops all the value chain of the industry, from the exploration, to the distribution and commercialization of all the products.

During 2010, PEMEX obtained a performance of operation of 545 thousand 521 million pesos, registered sales in the country by 683 thousand 853 million pesos and the income by exports were located in 592 thousand 907 million pesos.

In 2010*, the average production of crude petroleum was located in two million 576 thousand barrels a day.

The Business Plan of Petroleos Mexicanos and its organisms in 2013-2018, is to achieve the mandate of value creation and reaching operative and financial viability in the mid and long term. From a careful examination of the current situation and through analysis of its environment, 14 objectives grouped in four action lines were identified: growth, operative efficiency, corporative responsibility, and administrative modernization.

- Increase inventory of reserves through new discoveries and reclassification
- Increase production of hydrocarbons
- Obtain levels of efficiency over international standards and production costs of gas
- Reach an operative performance superior to the average of the industry in downstream activities
- Increase and adapt the capacity of industrial transformation to assure the provision and to maximize its economic value
- Boost the development of the domestic petrochemical industry through direct and complementary investment
- Optimize the logistic capacity of hydrocarbon preparation
- Strengthen our focus and direction towards our clients
- Guarantee a safe and reliable operation
- Improve the environmental performance and viability of businesses in relation to its impact on communities
- Develop and provide specialized human resources to improve labor productivity
- Increase the generation of value and the efficiency of the national supply chain
- Support the growth and improvement of technological development in the business

The site offers plenty information on the structure, the organization and the main figures about the operation of Petroleos Mexicanos.

PEMEX operates through a Corporate Office and four Subsidiary entities.

- PEMEX Exploracion y Produccion (Exploration and Production)
- PEMEX Refinacion (Refining)
- PEMEX Gas y Petroquimica Basica (Gas and Basic Petrochemicals)
- PEMEX Petroquimica (Petrochemical)

In addition, Petroleos Mexicanos and their four Subsidiary Organisms have shareholder stakes in 40 companies. Of these, four are of majority state participation, meaning that Petroleos Mexicanos or some of their Subsidiary Organisms own more than 51 percent of their capital.

The most relevant companies of majority state participation are:

- PMI Comercio Internacional, S.A. de C.V.
- PEMEX Procurement International



Grupo Salinas is composed of dynamic, fast-growing, and technologically advanced companies focused on creating shareholder value and improving society through excellence. Grupo Salinas promotes economic development in the countries where it operates by making technology accessible to all levels of society.

Created by entrepreneur Ricardo B. Salinas, Grupo Salinas operates as a forum to develop entrepreneurial ability and support decision-making among the executives who lead Group's member firms: Azteca, Azteca America, Grupo Elektra, Banco Azteca, Seguros Azteca, Afore Azteca, Advance America, Grupo Iusacell, Italika, Punto Casa de Bolsa, and Azteca Internet.

Grupo Salinas companies generate annual revenue of approximately US\$7 billion and US\$1.3 billion in EBITDA in the media, retail, financial services, telecommunications and Internet industries. Grupo Salinas companies operate in Mexico, the United States, Brasil, Colombia, El Salvador, Guatemala, Honduras, Peru, and Panama.

Fundación Azteca, as well as its affiliate organizations in the United States, Peru, Guatemala and El Salvador, and Fomento Cultural Grupo Salinas, Kybernus, and Caminos de la Libertad, are Grupo Salinas non-profit organizations dedicated to improving health, education, preserving the environment, making culture accessible, and promoting leadership and freedom.



Founded in 1969 in San Francisco California by Adrian Dalsey, Larry Hillblom and Robert Lynn, whose initials give name to the brand, DHL Express is the leading logistics company in the worldwide with headquarters in Germany and is part of Deutsche Post DHL.

Currently the company has coverage in 220 countries where Mexico is a key market to growing the business. Due to its geographical connection and its average annual growth of two digits, this country is one of the 11 priority markets for DHL Express. In addition, it represents 20 percent of gross domestic product (GDP) in Latin America, has 47 free trade agreements, and has a strong domestic demand as well as a growing foreign trade, placing it at the same level of Brazil, Russia, India and China.

Mexico offers DHL significant business opportunities resulting from its economic stability and growth of key sectors such as: Automotive, Pharmaceutical and Chemical, Engineering and Manufacture, and other important segments like Aerospace and Technology.

DHL Mexico:

- DHL operates in Mexico since 1979 (34 years).
- DHL is implementing a strategic plan which aims to make investments of USD\$160 million over a period of five years (2012-2017). Investments are focused in areas such as: Fleet, Gateways, Hubs, Stations, Technology, Air and Domestic Networks, among other key projects that will allow a rapid growth of the company, and increase its capacity to satisfy customers demand.
- DHL generates more than 3,500 employments in the country.
- With presence throughout the country, it operates a network of 55 stations with sophisticated logistics scheme, involving more than 1,200 couriers to guarantee coverage in the 32 federal entities through more than 600 points of sale
- Its network includes more than 1,800 ground units as well as 12 national dedicated flights and 9 international flights, and a number of business partnerships with airlines.
- It operates more than 300 ground routes which means it covers around 120,000 kms every day, carrying 700 tons daily.
- It offers services to more than 18 thousand clients.
- It has four Hubs or high volume transfer centers: Mexico City, Guadalajara, Monterrey and Queretaro; five clearinghouses: Mazatlan, Minatitlan, San Luis Potosi, Zacatecas and Silao; and six international Gateways: Mexico City, Monterrey, Guadalajara, Merida, Hermosillo and Queretaro

Throughout the 34 years of DHL Express in Mexico, the firm has created specific solutions for each segment, including both large industry and small and medium enterprises (SMEs) with a universe of 800,000 nationwide. DHL Express seeks to strengthen its position as the main consultant in international trade among its customers and prospects, guiding them through the basic steps to enter markets like Latin America and China to expand Mexican exports beyond the U.S.



EADS – Shaping the Future of Aerospace and Defence

EADS is a global leader in aerospace, defence and related services. The Group includes Airbus as a leading global manufacturer of highly innovative commercial and military aircraft, with Airbus Military responsible for tanker, transport and mission aircraft. Astrium, the European leader in space programmes and the third largest space provider worldwide, engages in all space activities from large-scale space systems to satellite services. Cassidian, a worldwide leader in state-of-the-art solutions for armed forces and civil security, also makes EADS the major partner in the Eurofighter consortium and a stakeholder in the missile systems provider MBDA. Offering the widest range of civil and military helicopters in the world, Eurocopter is the leading helicopter manufacturer in the civil sector.

EADS strives to expand its key programmes to pave the way for further profitable growth. To gain access to new markets and technology resources, the Group is expanding its international footprint but remains strongly committed to its home countries within Europe.

EADS was created in 2000 through the merger of DaimlerChrysler Aerospace AG in Germany, Aérospatiale Matra in France, and CASA in Spain. The Group is the best practical example of a truly successful industrial European company today. With cumulative orders worth €1,055 billion since 2000, EADS' order book had more than quadrupled to €614.3 billion by the end of March 2013. In 2012, it had revenues of €56.5 billion, more than double the €24.2 billion generated in 2000.

Denis Ranque is Chairman of the Board of Directors as of April 2nd, 2013 and Tom Enders is Chief Executive Officer (CEO) of EADS as of June 1st, 2012.

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:

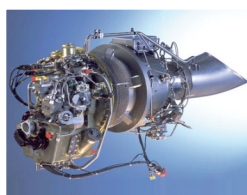
- Education (Mexican-French aerospace campus in Querétaro)
- Development of the Supply Chain in Mexico
- Development of clusters for the Aerospace Industry
- Environment (bioturbosine)

The Group companies located in Mexico are:

- State of Mexico & Mexico City :
 - o MORPHO Identification (biometric systems, fingerprint-iris-face)
 - o MORPHO Cards (manufacture and sale of smart cards)
 - o SAFRAN MEXICO (corporate office)
 - o TURBOMECA (commercial support for maintenance of turbines)
- Chihuahua :
 - o LABINAL (cable systems)
 - o SAFRAN Engineering (design center)
- Queretaro :
 - o SAMES (maintenance of CFM-56 engines)
 - o MESSIER-BUGATTI-DOWTY SERVICES (maintenance of landing gear)
 - o SNECMA (manufacturing of engine parts CFM-56)
 - o MESSIER-BUGATTI-DOWTY (manufacture of landing gear parts)
- Tamaulipas :
 - o GLOBE MOTORS (electrical systems)

Further information:

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www.safran-na.com





Proudly Mexican, food chain GRUMA is the global leader of corn and flour tortilla production worldwide, and a leading producer of wheat flour and its derivatives such as flatbreads, wraps, naan, pita bread, chapatti, and pizza bases plus other food products, such as rice, snacks, pastas, condiments and palm hearts.

GRUMA has experienced exceptional growth worldwide with operations in the Americas, Europe, Asia and Oceania with 101 production plants, and a strong presence in 113 countries across the globe, with its global brands, Maseca and Mission, along with a large selection of local brands such as Guerrero in the U.S., Tortiricas and Tosty in Costa Rica, and Robin Hood in Venezuela.

Thanks to innovation and the use of new technologies, GRUMA has expanded its portfolio of products and services to cater to different lifestyles, cultures and needs of its customers and consumers in every country where it does business.

GRUMA has always been known for its strong entrepreneurial vision to reach all corners of the world where it has become a successful business organization focused on contributing to the improvement of the quality of life of its Human Capital, and its customers and consumers while also providing excellent quality products to fit their lifestyles and cultural needs, and creating value for its shareholders.

GRUMA is a socially responsible company that supports the development of the communities in which it operates by consistently offering high quality products all families can afford, creating jobs, reinvesting profits, implementing environmentally friendly practices, and encouraging education and advancement without neglecting its continued growth.

Since its foundation 64 years ago and its clear vision for sustainable growth, its focus on value creation, technology, infrastructure and renewed strategy, GRUMA is optimistic about the future, and is committed to building a new phase in which the principles and values that have shaped it now allow it to overcome the challenges it could face looking forward.



Accenture is a global management consulting, technology services and outsourcing company, with approximately 266,000 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.

Our “high performance business” strategy builds on our expertise in consulting, technology and outsourcing to help clients perform at the highest levels so they can create sustainable value for their customers and shareholders. Using our industry knowledge, service-offering expertise and technology capabilities, we identify new business and technology trends and develop solutions to help clients around the world:

- Enter new markets.
- Increase revenues in existing markets.
- Improve operational performance.
- Deliver their products and services more effectively and efficiently.

We have extensive relationships with the world's leading companies and governments and work with organizations of all sizes—including 89 of the Fortune Global 100 and more than three quarters of the Fortune Global 500. Our commitment to client satisfaction strengthens and extends our relationships. For example, 99 of our top 100 clients in fiscal year 2012, based on revenue, have been clients for at least five years, and 92 have been clients for at least 10 years.

Among the many strengths that distinguish Accenture in the marketplace are our:

- Extensive industry expertise.
- Broad and evolving service offerings.
- Expertise in business transformation outsourcing.
- History of technology innovation and implementation, including our research and development capabilities, on which we spend approximately \$300 million annually.
- Commitment to the long-term development of our employees.
- Proven and experienced management team.

For information on Accenture, visit www.accenture.com/mx-es.



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.

Objectives

- To satisfy the potential demand of air transportation in Mexico, with the highest safety, quality and excellence servicing indexes.
- To stimulate the air transportation demand, with fair and competitive tariffs.
- To benefit directly to the users with more air traveling options to its destinations
- To maintain and perform a permanent program of high efficiency in the operations to be reflected in lower tariffs and better service to benefit our users.
- To create direct and indirect working positions in different zones of the country, employing more highly enabled personnel in the aeronautics industry.



Arancia is privately owned company based in Guadalajara, Mexico. (www.arancia.com.mx)

Company history: Arancia grew in the corn refining business from the acquisition by Luis Aranguren S. of a starch mill in 1925. It became the market leader in Mexico in the 1960s and grew into related areas (consumer products, food flavorings, enzymes, surfactants, transportation). In the 1990s, Arancia divested some business lines in preparation for open markets. It also joined forces with Corn Products, eventually merging its business of starches and syrups becoming a shareholder of the global company and entering the Board Directors. Arancia has since grown its other lines of business.

Today, Arancia operates five companies in three main areas of interest:

Biotechnology and Food and Industrial Ingredients:

- Enmex - Food and Industrial enzymes, with important exports to the US and Europe (www.enmex.com.mx)
- NaturaExtracta - Food extracts, flavors, colors and specialty ingredients (www.naturaextracta.com)

Logistics Services:

- SEAO - Textile Rental services and sterilized packages for the health sector (www.seao.com.mx)
- Pacific Star - Mexico-Wide foodservice supply and distribution to restaurants (www.pacificstar.com.mx)

Energy:

- Eneri - Smart Meters and Electricity use monitoring and control (www.eneri.com.mx)

Strategic institutional investments, with board-level participation or insight:

- Corn Products International - A global Corn Refiner focusing on creating ingredient solutions (www.ingredion.com)
- Enzymotec - Lipid-based biofunctional ingredients for nutrition, health and pharma (www.enzymotec.com)
- Advanced BioNutrition - Encapsulation technology for protecting and delivering bioactives (www.advancedbionutrition.com)
- Coskata - A biology-based renewable energy company with synthesis gas ethanol technology (www.coskata.com).

Arancia values are a strong foundation to our companies culture. Arancia has received for 9 consecutive years the national distinction Empresa Socialmente Responsable from the Centro Mexicano de Filantropía AC

Our main values are: respect for the individual, ethics, institutional management, continuous improvement, the customer, and results oriented organizational culture.



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

Nacional Financiera

2 July 1934 was born the main public development Bank in our country: Nacional Financiera. Nafinsa, a bank whose main shareholder is the Mexican government, was born as an instrument to drive the important socioeconomic transformations that would change the direction of our country.

Institutional Vision:

Promote the growth of the business sector through financial products, training and technical assistance, promoting their competitiveness, as well as support strategic projects and contribute to the formation of financial markets in the country.

Institutional objectives:

- *Contribute to the development of the enterprises with access to financing products.
- *Promote development of strategic and sustainable projects for the country.
Promote regional and sectorial development of the country, mainly in less developed federal entities.
- *Develop financial markets and the industry of risk capital in the México.
- *Being an institution with effective management, based on a consolidated structure of corporate governance that ensures a continuous and transparent operation.

EXPANSION

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 17 magazines and eight websites that reach 30 million people each month. Its products are: Expansión, ELLE, Obras, Manufactura, IDC, Quién, InStyle, Quo, Chilango, Life&Style, Cronos, Revista Metros Cúbicos, Travel + Leisure, Aire, Accent, Gran Plan, Revolution, CNNExpansión.com, Chilango.com, IDOnline.com, Quién.com, Metroscúbicos.com, Mediotiempo.com y CNNMéxico.com and ADNPolítico.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

The Mexico Business Summit would like to thank the support of Maestro Tequilero and the Camara Nacional de la Industria Tequilera, with their contributions they have supported the realization and splendor of the 11th Edition of the Mexico Business Summit.

With great consideration and gratitude we give you our special thanks.



SUMMIT IMAGES



A photograph of four men in suits standing together at a formal event. They are positioned in front of a large orange backdrop. The backdrop features a large circular logo with a stylized 'E' and the text 'SECRETARÍA DE SALUD' and 'MEXICO' at the top. Below the logo, it says 'México Nueva visión en el contexto internacional'. The men are all smiling and wearing lanyards with identification badges.







Nestlé



EXPANSIÓN
MEDIO ASOCIADO

Organizado por / Organized by
Comité México Cumbre de Negocios



Presidente / President
Miguel Alemán Velasco



www.cumbredenegocios.com.mx
www.mexicobusinesssummit.org