

MEXICO

Thinking differently

DECLARED

"The Year of Tourism" by President Felipe Calderón, 2011 has seen a strategic rise in visitor numbers and the growth of a tourism product that continues to dazzle and delight. From long sandy beaches and culture, to relics of ancient civilization and eco-splendor, Mexico is the vacation destination that keeps on giving in terms of value and unforgettable experiences.

Minister of Tourism Gloria Guevara Manzo said it best when she declared in January 2011 that "the potential we have in tourism is recognized abroad, which is why it has become a key activity for the development of our country. Tourism is very important for Mexico due to what it represents in the generation of jobs, for its participation in the gross domestic product and foreign exchange earnings, but also for what it socially and culturally represents, as it generates and reinforces a sense of belonging and pride in promoting our roots and our natural and cultural diversity."

For decades, Mexico has been one of the top ten world destinations, but Calderón's ambitious government is determined to place it in the top five. Governors of states throughout the country and tourism bureaux are joining with businesses, universities and others to ensure this target is reached.

For Gonzalo Franyutti de la Parra, president of Los Cabos Convention and Visitors Bureau, small and medium-sized events and conferences are the natural way forward. As he and his team prepare to host the G-20 Mexico summit in June 2012, the emphasis is on creating more competitive incentives for potential customers and improving the destination.

"We have good quality airports and infrastructure, an excellent geographic situation, and good roads that are creating better connections between cities," he says.

"All of that went in our favor for the G-20 event. Los Cabos is a very safe place, so it is easy to convince people to come. The climate is another strong point, because there is little risk of rain. Our hotels are also of excellent quality, five stars or more. The G-20 usually needs 8,000 rooms and we have 11,000 rooms of five-star quality. At the risk of blowing my own trumpet, we have presented Los Cabos as the best business destination in Mexico."

Located on the tip of the Baja Peninsula in the state of Baja California Sur, Los Cabos is principally two towns: San José del Cabo and Cabo San Lucas, connected by a 32-km corridor that boasts world-class resort properties and championship golf. Cabo San Lucas is renowned for its jet-set attractions, including a marina that can accommodate vessels of up to 200 feet, a luxury yachting marina and excellent nightlife.

"The potential we have in tourism is recognized abroad, which is why it has become a key activity."

Gloria Guevara Manzo, Minister of Tourism

Beach lovers can wander Playa del Amor and take in the El Arco rock formation close by, while the more active can dive and view black coral gardens and waterfalls beneath the waves. San José del Cabo, no less attractive, takes the pace down a notch, offering an old Jesuit mission and an estuary filled with a variety of birds and wildlife.

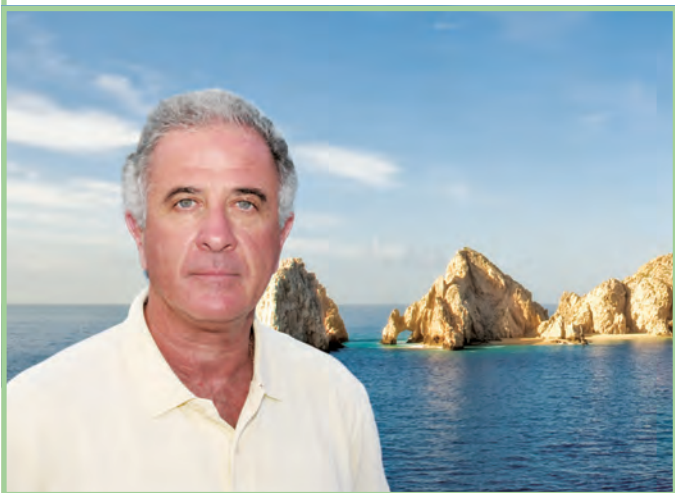


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Gonzalo Franyutti de la Parra, Pres., Los Cabos Convention & Visitors Bureau

Los Cabos may be well known and well situated, but Franyutti de la Parra is mindful that diversification is the key to sustainable growth for the region, and Mexico as a whole.

"As Gloria Guevara has said, we must diversify to create a generic volume for the country," he says. "There are markets that don't yet know us. Los Cabos will always be an interesting place for celebrities so the potential to host events like a cinema festival will combine culture and business. We are developing more group activities. In addition to the cinema festival, we will promote music festivals, and we can certainly do more fairs."

"We must diversify to create a generic volume for the country. There are markets that don't yet know us."

Gonzalo Franyutti de la Parra, President of Los Cabos Convention & Visitors Bureau

With multi-experience vacations de rigueur, the tourism expert is also looking to connect Los Cabos with other Mexican cities. "The tourist who wants to combine cultural tourism, sun, beach and a big city, could, for example, spend a few days in San Miguel de Allende, Los Cabos and Mexico

City," Franyutti de la Parra says. "In this respect, there are plenty of places offering good facilities, luxury hotels, good restaurants and bilingual services. I think there are a lot of possible multi-destination combinations."

Foreign connections continue to grow. Los Cabos now enjoys twin-destination status with Los Angeles for the Spanish market and direct flights from London with British Airways and Shanghai with Aeromexico.

"We are looking at bringing direct flights from Germany and Holland," Franyutti de la Parra concludes. "In the case of Europe, we have everything vacationers want. We have to work more on the things that are important to the Asian market. Every market is different and the new markets have great economic potential."

For Rubén Reachi Lugo, Secretary of Tourism in the Baja California Sur state government, Los Cabos is an aspirational destination, thanks to the wealth of celebrities that have homes there.

"Leonardo DiCaprio, George Clooney and Sylvester Stallone all own properties here, while Michael Dell of Dell Computers and Paul Allen, the co-founder of Microsoft, have been regular visitors. Enrique Iglesias is both a repeat tourist as well as an investor. They feel very comfortable here. Los Cabos has Mexico's second-busiest airport as far as private flights are concerned because of the type of tourism it attracts."

As well as the integrated hotels and resorts that line the Los Cabos corridor, there are a host of timeshare properties. "Timeshare guests return every year because they like it here so much," Reachi Lugo says. "They like to spend as much time as possible here, because the local people are friendly, they can play great golf, practice sport fishing and, more recently, embark on ecotourism adventures."

"There are so many investment opportunities in Los Cabos. It is still growing and will continue to do so, and investors have the assurance that it is an established market, with excellent international connectivity during the high season."

La Paz, Baja California Sur's vibrant capital, is also making a splash on the radar of international investors. As well as being popular with sailors, divers and fishing aficionados, La Paz boasts three golf courses and offers bright growth and

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Ángel Aguirre Rivero
Governor
Guerrero

development prospects. "Great things are happening now in La Paz," Reachi Lugo says. "It has a great climate, beautiful beaches, and the contrast of mangroves with the sea is truly unique. It is a city that pleases all the senses.

"The hotel offer has been steadily growing and upgrading itself, while sailing tourism has been increasing and

improving over time, with its marinas home to bigger and bigger yachts every day. La Paz has a lot to give, it is a city with history and with its own culture. It is very different from Los Cabos.

"Thanks to La Paz's renewed identity and the current promotional activities being undertaken in cooperation with Mexico's Tourism Board (CPTM). I am confident our capital will become one of Mexico and Latin America's most popular destinations so that we will have to devise strategies to avoid the arrival of mass tourism.

"Around 1.6 million people visit Los Cabos every year, so we can already start selling La Paz to them as a complementary destination. This will enrich their tourist experience and they can also discover more of the state on their way to La Paz, like the 'magical town' of Todos Santos."

Acapulco's New Image

As the home of the much-serenaded holiday playground Acapulco, tourism makes up 70 per cent of Guerrero state's gross domestic product. One of Mexico's oldest beach resorts, Acapulco forms part of the much-visited Triangle of the Sun, along with Zihuatanejo and Taxco. Still famous for its night-life, the state capital first appeared in the spotlight in the 1950s when it was the preferred getaway of Hollywood stars; but in the light of security fears, most of its visitors these days are from Mexico itself.

Guerrero state governor, Ángel Aguirre Rivero, who took office in April, plans to breathe new life into a city that was once an emblem of his country. "Years ago, whenever people talked about Mexico, they talked about Acapulco, so we are trying to bring it back to life," he says. "We are going to hold



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a big film festival here, which will bring the celebrities back. A lot of movies were filmed here. We want people to know that Acapulco is a safe place and a great city to visit. We are buying new patrols to increase security and investing a lot in the gardens, the highways and the streets. We have 30 ambassadors who are delivering messages of confidence about Acapulco and letting their countries know how things have changed. This positive, high-end, word-of-mouth effect will help us out of the current image problem we have."

As well as security, the state government is investing heavily in infrastructure to make Acapulco more fluid: a macro tunnel is being built and it is creating a more efficient transportation system with metro, buses and better technology. A new convention center is due to be finished imminently, with the first event, the International Mining Convention, bringing more than 10,000 people to the area.

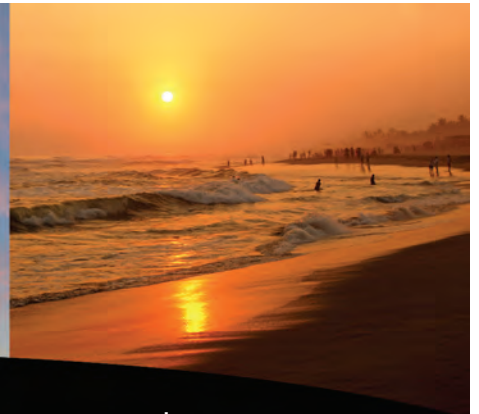
"Acapulco was the original Mexican destination for foreigners, because it was a unique place, full of energy and ambience, and people wanted to stay and come back to it. It still has a lot to offer. Twenty years from now, we want people to remember Acapulco as a great place to be."

A mountainous state that borders the Pacific Ocean to the west, Guerrero's economy is driven by services, finance, real



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Hacienda de Guadalupe Hotel: the best view of San Miguel



Mauricio Trejo
Owner
Hacienda de Guadalupe

estate, and manufacturing. New and existing developers, particularly tourism developers, can expect tax incentives and a new model of investment that incentivizes public-private partnerships.

"We are working to provide Acapulco with the newest technological infrastructure to help investors in their business ventures. And, considering we are

a port, we will do all we can to bring more cruise ships here, the idea being that those visitors will then fly back on their own as longer-term tourists," Aguirre Rivero says.

Meanwhile, taking five-star luxury to a new level, the St. Regis Hotel Mexico City, opened in the summer of 2009, is proving a hit with visitors. Owned by Grupo 1818, a group of prominent Mexican real estate investors, and developed by Ideurban Consultores, St. Regis is part of the Starwood Hotels and Resorts Worldwide Inc. and as such brings its signature style to Latin America. Those staying in the hotel's luxurious rooms and suites enjoy butler service, a heliport and an exclusive spa, as well as fine dining restaurants and a wine cellar.

"Many important events of 2010 were held here," says Rui Reis, the hotel's general manager. "The convention centers have high ceilings, and the unique distribution of space gives an impression of magnificence. The St. Regis brand is also an advantage, because it is the same name behind the Waldorf and Astoria hotels in New York. Around 80 per cent of our guests are businessmen, and we are now trying to transform these into vacation tourists. We convinced Virtuoso—an

organization comprising more than 300 agencies with more than 6,000 elite travel specialists in 22 countries—to have its annual meeting here and this was very successful. Mexico City has a wealth of attractions to enjoy."

Meanwhile, at the St. Regis Punta Mita Resort, another trademark property located on the coast near some of the country's most pristine beaches, guests can enjoy the full St. Regis experience, pampering at the Remède Spa and access to the 70-foot signature St. Regis yacht.

"As a true extension of the AAA Five-Diamond property, guests will experience comparable five-star service at sea, courtesy of a professional crew and private chef aboard the yacht, gourmet cuisine, state-of-the-art technology, exclusive experiences and the utmost privacy," says general manager Carl Emberton.

San Miguel De Allende

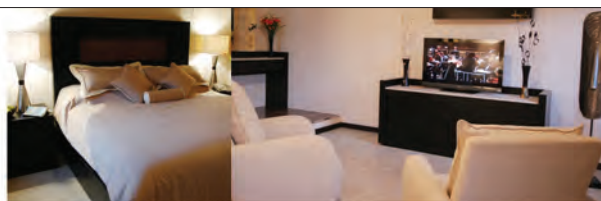
The Hacienda de Guadalupe boutique hotel, situated in the stunning city of San Miguel de Allende, Guanajuato state in the heart of Mexico, is a tranquil getaway.

Housed in an old convent, Hacienda de Guadalupe combines Spanish colonial architecture with sophisticated contemporary design. The 400-year-old courtyard has been converted into a restaurant, and the covered walkways that surround it house small retail stores selling jewelry and art from the region, and an art gallery of well-known Mexican artist, Yuri Zatarain. Each of the hotel's 16 luxurious suites offers a 40-inch LCD TV, air conditioning, high-speed wireless and magnificent views. It is, according to owner Mauricio Trejo, one of the best places from which to explore central Mexico.

"San Miguel is a jewel, but its potential has not yet been reached. There are only a few hotel rooms available here and the streets are small, so we focus on the people who appreciate history, tradition and excellent gastronomy," he says.

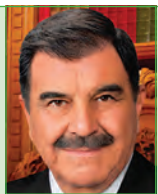
Marcelo Castro Vera, general manager of the exquisite Hotel Real de Minas, also in San Miguel de Allende, is the former president of the local hotel association. Working with the municipal and state governments, he is hoping to attract tourists who want to stay more than one night.

"We are considering building a convention center that will be supported by our existing and expanding capacity," Castro Vera says. "Besides having extensive experience in event coordination, the spacious Gardens Vergel de San Miguel are surrounded by greenery, lakes and beautiful LED lighting, which give a special touch to every event. We are the only hotel in San Miguel capable of covering big events and I



Hacienda Guadalupe Boutique Hotel, Restaurant and Wine Bar \$ Hidalgo 4, Centro, San Miguel de Allende, Guanajuato, Mexico.

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Mariano González Zarur
Governor
Tlaxcala

think we have contributed greatly to the wealth of the city."

The hotel boasts 218 rooms, six executive meeting rooms, a spa, tennis courts, and a concierge service that can arrange anything from horseback riding to hot air balloon flights.

Small Is Beautiful

The state of Tlaxcala is one of the most culturally rich in the country, with a fascinating architectural heritage. Founded in the year 1208 AD by the nomadic Chichimeca ethnic group, the city of the Tlaxcaltecs resisted the expansion of the Mexican empire and preserved its independence.

The colonial city was founded between 1519 and 1524, and because the Tlaxcaltecs were great allies of the Spaniards, it grew rapidly to become the seat of the first bishopric in New Spain. With a temperate climate, the Tlaxcala region crosses the Pacific Ocean to the Atlantic through mountain ranges and plains. Two volcanoes, Huintetépetl and Malintzin, dominate the view from wherever you are in the city.

Despite this grand landscape, Tlaxcala is the smallest state in the republic, and one of the best connected. Governor Mariano González Zarur, who took office in January 2011, is committed to raising Tlaxcala's profile.

"This is the smallest state geographically, just 4,000 sq. km., and we are 115 kilometers from Mexico City," González Zarur says. "Tlaxcala is among the states creating the most employment in Mexico, thanks to a successful strategy of lowering taxes and cutting red tape. We provide attractive incentives to both foreign and national investors.

"There are currently 12 countries investing here, and we focus on the Free Trade Agreement between Mexico, the U.S. and Canada. Asian and European car builders are also coming here now.

"People must know that Mexico is more than just beaches. We have a huge heritage in pre-Hispanic and Spanish culture, and our gastronomy is excellent. We are working with the public and private sectors to attract more tourists and improve our connectivity."



Hotel Real de Minas San Miguel de Allende

www.realdeminas.com

San Luis Potosí

Situated in north-central Mexico, the state of San Luis Potosí is a lush area producing large crops of wheat, maize, beans, cotton, sugar, coffee, tobacco, peppers and fruit. At one time it ranked among the leading mining provinces in Mexico, and still houses some of the richest silver mines in the country. Zinc, copper, lead, gold, silver, mercury, manganese and

"We've been working to reduce the time it takes to start a business, and we actively support new companies." Fernando Toranzo Fernández, Governor, State of San Luis Potosí

arsenic combine to make up the largest part of the state's gross domestic product and it is also important for chemicals, food, beverages, tobacco and textiles.

The state has attracted many national and international companies, among which are General Motors, which will assemble up to 160,000 cars a year, and Cummins Inc., to San Luis Potosí since 1980.

"According to *The Financial Times*, San Luis Potosí is the third-best city for investment in the world," governor Fernando Toranzo Fernández explains. "We have been working

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to reduce the time it takes to start a business, and we actively support new companies coming here. We speak with the private sector and we listen to them.

"We want to make our agricultural sector more technological so that we can be more competitive and place our products in more markets. San Luis Potosí is seeing increases in productivity of up to 18 per cent, and is investing in equipment and infrastructure and measuring the risks. We are controlling our water consumption and becoming more efficient in our costs. We produce the best tomatoes in the world, and our principal client is the U.S."

The new state government is an ambitious one. It plans to provide the best health care in the country, and has spent the most on tourism development in the last year.

"Our tourist sites are properly signaled in Spanish, English



Fernando Toranzo
Fernández
Governor, San Luis Potosí



José Francisco Olvera Ruiz
Governor
Hidalgo

tions. The last fair attracted more than 1.2 million visitors."

Corridors That Delight

Tourism in Hidalgo, a state that lies less than an hour from Mexico City, has been divided into themed corridors. The Mountain Corridor is devoted to eco-tourism, the Water Park Corridor

lists the area's water parks, spas, natural pools and thermal springs, the Tulancingo and the Four Elements corridor features the town of Tulancingo and the sports promoted there, which include hot air ballooning, fishing, boating, rustic ironworks and hiking.

The Hacienda Corridor contains most of the state's 176 former haciendas, which were constructed between the 16th and 17th centuries. The Huasteca Corridor covers the mountain range and is home to the Huastec people.

The Tolteca Corridor centers on the archaeological site of Tula, home to one of the country's main pre-Hispanic civilizations. Hidalgo also offers the Chico National Park with a range of activities that include walking routes, mountain climbing and camping, the capital, Pachuca de Soto, three 'magical towns', beautiful hotels and five 16th-century convents.

State governor, José Francisco Olvera Ruiz, is determined to get closer to the communities and invest in all regions.

"Every region has a different climate, therefore we have to make sure each one has what it needs," he says. "We drink imported coffee, but are not giving ourselves the chance to grow Mexican coffee. When I took over as governor, I found the education and health infrastructures to be very good. However, I also realized we have a huge potential to grow."

Working in harmony with governments and business is a strategy that appears to be paying off for those involved with promoting Mexico's hidden treasures. With continued investment, this dynamic, beautiful and proud country is sure to reach its goal of entering the top five.

"When I became governor, I found the education and health infrastructures to be very good. We have a huge potential to grow." José Francisco Olvera Ruiz, Governor, State of Hidalgo

and even Braille," Toranzo Fernández says.

San Luis Potosí's signature sites are Huasteca Potosina, home to the Micos and the Tamul Cascades. Desert roads and wide horizons, flowered panoramas, wild landscapes, dense rainforests, prehistoric ponds and caves all combine to make any visit an unforgettable natural experience.

Real de Catorce, an old mining town, is another site brimming with potential. "This 'magical town' is located 3,000 meters above sea level and we want to make it a major point of cultural tourism for both international and domestic visitors," Toranzo Fernández says. "San Luis Potosí's annual fair is a major event where we showcase everything the state has to offer in terms of culture, gastronomy, sports and conven-

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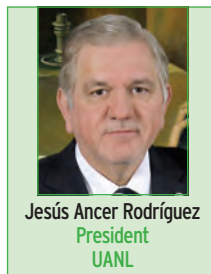
Focused on excellence and expansion, Mexico's higher education system is first class

MEXICO'S

higher education system is among the best in Latin America, with both public and private universities offering a wide range of programs to equip the country's young people with the technical, business, scientific, socio-cultural and humanities skills needed by today's employers. Although the number of international students enrolling is still relatively low, it is increasing year on year as more and more academies offer courses in English.

As the country's first private university, the Universidad Autónoma de Guadalajara (UAG), which celebrated its 76th anniversary in 2011, has become one of the most important educational establishments in Latin America, attracting students from Canada, Europe, Japan, Korea, Mexico, Puerto Rico, South America and the U.S. As well as offering undergraduate and graduate degrees, including an MBA program, UAG is best known for its prestigious School of Medicine.

"We provide an education based on quality and offer great links with companies, providing our students with a deep



Jesús Ancer Rodríguez
President
UANL



Antonio Leño Reyes
President
UAG

social service spirit and strong values, where professionalism and ethics go hand in hand," says president Antonio Leño Reyes.

"We have agreements with public and private national and international institutions, and several companies come and talk to us about their needs so that we can prepare the appropriate students for them. We also encourage our students to be entrepreneurs and to develop their own business ideas with the help of government financing."

Leading The Way

UAG is synonymous with excellence and leadership, something Leño Reyes attributes to agreements with several institutions around the world and the constant upgrading of its courses. "We are always looking for excellence from our staff and in everything we do. There are more than 20 universities in the state, which make the education system dynamic and competitive. That gives us the challenge of distinguishing ourselves from the others."

"We are the only university that is recognized by the Boards of California, New York and Puerto Rico to provide scholarships to the U.S. students."

UAG also owns real-estate developments that contribute significantly to the economies of Guadalajara, Jalisco and other states. "These developments create jobs and give the region an opportunity to grow. We own businesses, gas stations, cars dealerships, malls, architectonic developments, and hotels in the state of Colima, such as Isla Navidad Golf Course, Marina and Resort."

Conceived as an international destination 20 years ago, Isla Navidad is a luxurious island getaway that spans 1,235 acres on an exceptional enclave between the Pacific Ocean and the Navidad lagoon. It features a 27-hole golf course, two marinas, tennis courts, a spa, a nightclub, hotel and lodge, in addition to estate lots, family housing, villas and condominiums.

The Universidad Autónoma de Nuevo León (UANL) is the third largest in Mexico and one of the oldest in the country. It began as a law school in 1824, and today has seven distinct campuses covering faculties as diverse as biological sciences, business, chemistry, fine arts, forestry, medicine and public accounting. In 2012, UANL wants to be acknowledged as the most prestigious public Mexican university, reflecting its

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aspirational and institutional commitment to strengthening the quality of education in Mexico and the world.

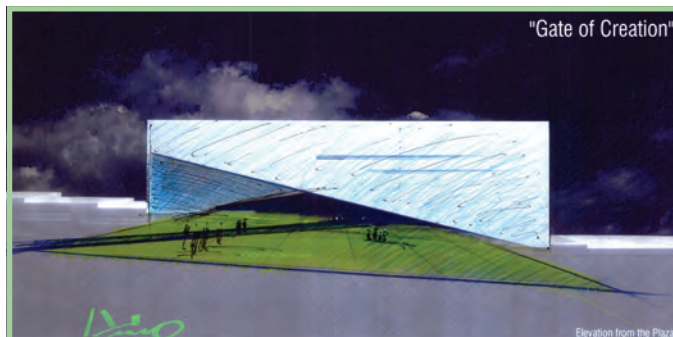
"Things are going very well," says president Jesús Ancer Rodríguez. "The state's main economic indicators have been reached, thanks to successful partnerships between the government and the private sector, and both of those with this institution. Employment has been steadily increasing, with around 70,000 new jobs created. We have been working for five years with an international knowledge project, and this has given us a privileged place in this area.

"We now have 140,000 students—54,000 are from high school and the rest are bachelors and postgraduate students. Our numbers increased by 8,000 last year. We have excellent facilities and receive students from other states, as well as overseas. We have around 240 education programs and approximately 4,000 students in professional practices. Every year we generate 11,500 new professionals."

International accreditation is an important advantage. The UANL was the first public university in Mexico with a civil engineering program to be accredited by the U.S.'s Accreditation Board of Engineering and Technology. It has 66 graduate programs currently acknowledged as being of high level by the National Graduate Studies Roster (PNPC).

UANL is also committed to international exchanges. "We send 615 students abroad each year, funded by university resources, and want to double this in 2012," Ancer Rodríguez says. "There are scholarships available and we have 70 professors qualifying abroad that will come back and teach here."

Meanwhile, with more than 12,000 students, the Universidad de Monterrey (UEM) provides a stimulating, diverse, resourceful and collaborative environment both on campus and around the world. As president Antonio José Dieck Assad explains, UDEM is at the forefront of academic rigor, international vision and innovation. "Our new Centro Roberto Garza Sada will become the headquarters of the training, creation and preservation of art, architecture, and design in Latin America, focusing on six high-performance programs for the top 300 Latin American students."

**UEM. Centro Roberto Garza Sada**www.udem.edu.mx/crgs

At the Universidad Intercontinental (UIC), a private establishment opened in 1976 as part of a Missionaries of Guadalupe project, the main priority is to grow in terms of quality and quantity, and increase the number of programs offered and students attending them.

"If students do not have the means to come here, we will go to them through distance learning," says president Juan José Corona López. "Today, we have 3,000 students and around 20 specialties, including Ph.D. programs. Our differentiating advantage is our goal to achieve a high level of academic and social education, while providing our students with Christian and human values. Our overall philosophy is to make our country and the world a better place for everyone."

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Education with Quality and Social Commitment



The Universidad Autónoma de Nuevo León (UANL) is a public, research-based institution and the third-largest university in Mexico. Its vision is to be acknowledged by the year 2020 as a socially responsible, world-class institution based on its quality, relevance and contributions to scientific and technical development, as well as to the construction of schools of thought and human development of the local and national society.

In order to meet the needs of its national and international students and global businesses, the UANL is continuously developing and improving more than 200 academic programs.

On its way to success, the UANL strives toward a global profile, making international accreditation and academic exchange a top priority.



UANL

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