

# NEWSLETTER

NOVEMBER 2024 • No • 46



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BY LARRY RUBIN

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# LETTER FROM THE PRESIDENT

Dear Readers,

In a dynamic month of November and in the face of the momentous political changes in both Mexico and the United States, the American Society accelerated the pace dialogue between political and business leaders of our countries for the purpose of strengthening our ties across a broad range of issues.

Early in the month, on election night no less, the American Society hosted a cocktail where business and political leaders discussed possible election scenarios with Democratic Party Representative Gricha Raether.

As part of the Government Leaders Series, the American Society held a meeting with Senator Luis Donaldo Colosio Riojas, who pledged to work with us to achieve progress on the fundamental issues of education, health and security.



We also held a meeting with Senator Emmanuel Reyes, chairman of the Senate Committee on Economy, who emphasized the government's interest in preserving and intensifying trade relations with the US.

In view of the importance of the role of intellectual property in business growth, we met with the Mexican Institute of Industrial Property (IMPI), Mexico's leading institution in matters of trademark and copyright.

We invited Jesús Ramírez of the Advisory Coordination Office to the President of Mexico to share progress on several public policy questions and their potential impact on investment in Mexico.

During a Thanksgiving lunch with Federal Deputy Pedro Haces, we reflected on the importance of the bilateral relationship between Mexico and the United States.

On November 26, we joined the Goodwill Pact, comprised of organizations such as Britcham, WEF and G100, to share ideas on how to eradicate the wage gap.

On November 27, we held a forum with distinguished experts across diverse fields to analyze the post-election landscape in the United States.

The Organizations Steering Group (OSG) joined forces with *Instituto Mettalliderazgo* President Roberto Mourey, who led

the workshop *Obsesión por el cliente* (Customer Obsession) for representatives of more than 31 member organizations.

In coordination with United Way Mexico, the OSG also delivered the online workshop "Business Lab: Great Culture to Innovate" from September 2 to November 25. This initiative brought together 10 leading civil society organizations.

This month EY shows us how Mexico has moved into in fourth place among countries attracting attention from investors.

Cargill de México presents the program it deployed in Jalisco to improve the living conditions of women and their families.

For this winter, Deby Beard suggests an escapade to the *Bajío* region to stay at La Santísima Trinidad vineyard hotel and experience winemaking traditions. For a longer trip, Deby proposes a visit to the J.K. Place Paris, nestled on Paris's storied Left Bank.

Everyone at AmSoc wishes you a joyful holiday season and a prosperous New Year. Thank you for being an invaluable part of our work!

We are interested in your feedback. Please feel free to write to us at [newsletter@amsoc.mx](mailto:newsletter@amsoc.mx)

Best regards,  
Larry Rubin

## LUIS DONALDO COLOSIO

Members of the Public Affairs Task Force (PATF) of the American Society held a meeting on November 6 with Senator Luis Donald Colosio Riojas to explore issues facing the country’s development during the current six-year term of the President Sheinbaum.

Senator Colosio first addressed the question of legal certainty for investments, which necessarily exerts considerable impact on business both nationally and internationally.

Colosio also highlighted the advantages Mexico offers to facilitate trade with the United States and Canada and the importance of respecting commitments each country has assumed. He warned about the risks associated with any failure to meet current commitments, stressing that in two years’ time a review is scheduled that could result in renegotiation or Mexico’s exclusion from the agreement, something that would be disastrous for the economies of both Mexico and the United States. He added that such an outcome could have a domino effect along a string of trade treaties Mexico has signed with other countries.



He also stressed that it is in Mexico’s best interest to provide investors legal certainty, as established under the umbrella of a most-favored-nation treatment contemplated in the trade agreements covering various nonenergy sectors and signed with several countries.

In his capacity as senator of the Republic, he pledged to work with organizations, such as the American Society and companies that make up the PATF, to achieve progress on the fundamental issues of education, health and security.

Colosio believes that criminality is combated by generating opportunities for academic, social, economic and job development through the joint efforts of government, civil society and private initiative. He added that great global problems are best addressed at the local or municipal level. To transform the country successfully, Mexico must take advantage of the vocation, infrastructure and geography of each region.

On the matter of business development, Colosio stressed issues of intellectual property and copyright. He also pointed out that GDP can be boosted by developing talent and promoting technical training, particularly in the creative industries, where Mexico’s demographic bonus is a significant asset. Whether in the business, social or governmental environment, he stated, Mexico’s human capital is the country’s most valuable resource, adding that this human capital must enjoy adequate benefits under public policies to ensure growth of both jobs and purchasing power.

Colosio pointed to agriculture sector’s close-knit integration in the North American production chain as a model to be followed.

Regarding new technologies, Mr. Colosio announced Mexico’s readiness to accept the challenge, which will include development of an advanced telecommunications network, industrial decarbonization and production of electric vehicles, highlighting Mexico as the world’s leading exporter of heavy vehicles.

Meeting participants also reviewed approaches to digital solutions for remote healthcare for the purpose of reducing costs while ensuring cybersecurity considerations required for processing payment and handling personal data. These health initiatives and associated technological innovations would be rolled out at the regional level before extending nationally and will necessarily involve businesses, government and civil society working in partnership.



## EMMANUEL REYES

On November 7, as part of the Government Leaders Series, the American Society held a meeting with Senator Emmanuel Reyes, chairman of the Senate Committee on Economy.

Senator Reyes remarked that consensus will be reached through permanent dialogue. In view of the uncertainty about the imminent possibility of the elimination of autonomous bodies and the reform of the Judiciary, he clarified, that these functions will never disappear, but will surely be taken on by other agencies in a very specific way, since they sustain the guarantees of operation and expansion of companies throughout the country. He also pointed out that very specific reviews must be performed to define functions clearly, thereby extending protection across all sectors.

While ensuring input from the business community in the decisions made by the Economy Commission, Senator Reyes reiterated that the current administration is interested in forging long-term alliances.

To the same end, President Claudia Sheinbaum announced her Industrial Policy, to be pursued by the Secretary of Economy, which involves a strategic alliance between the government and the business sector, further stating that the country's progress is unimaginable if these two sectors are siloed. This alliance is the only way to realize major projects, including the following:

- Creation of development poles
- Construction of 100 industrial parks distributed throughout the country
- More sustainable mobility, which includes modernization of the vehicle fleet and electric powered vehicles.
- Promotion of the use of technology in agriculture
- Administrative simplification and digitalization of government services through the Digital Transformation Agency
- Adapting previously inoperable legal systems to the demands of modernity



Reyes also highlighted the great importance of the United States for Mexico, as its chief trading partner. For this reason, the review of the USMCA is a priority issue of the Economy Commission and of the Secretariat of Economy. He emphasized the government’s interest in maintaining and intensifying trade relations in mutually beneficial ways. He understands that renegotiation will not be easy and shall require many in-depth analyses, review of trade figures and consideration of many perspectives.

In this way, Reyes hopes to map a route in the short, medium and long term, while measuring results. The willingness to listen to all concerns will be key for the government to proffer guarantees.

President Claudia Sheinbaum, he said, is focused strongly on shared prosperity, by which the entire society can move forward as an integrated nation.



The meeting also stressed that the agribusiness sector is crucial in the trade relationship with the United States.

The automotive sector, also of great importance, will also be at the center of the negotiations. As such, companies in this sector must be ready to undertake transitions, while avoiding hasty, uninformed decisions. It is worthy to note that production of vehicles can take up to seven years, which is to say, vehicles marketed in 2025 or 2026 for all intents and purposes have already been manufactured.



The meeting revealed that the pharmaceutical industry currently has about USD \$200 million invested in the country, which could be increased by a factor to 10, to USD \$2,000 million, though many regulatory obstacles surrounding intellectual property, protection of clinical data, restoration of patents, etc. must first be overcome.

Turning to the film-entertainment industry, meeting participants highlighted that many films and video games are in production. Many companies with coverage throughout Latin America have been established in Mexico. However, this industry faces the great challenge of enforcing intellectual property, since Mexico is one of the leading consumers of digital bootleg products.

Though driven by environmental concerns, the circular economy was also raised, since it nonetheless involves important economic and regulatory considerations.



## MEXICAN INSTITUTE OF INDUSTRIAL PROPERTY (IMPI)

A key meeting with the Mexican Institute of Industrial Property (IMPI) saw participants address fundamental issues for the future of business and the economy, including:

- Pharmaceutical Patents and their Impact Health
- Intellectual Property and its Role in Business Growth
- USMCA: Challenges, Risks and Opportunities for the Pharmaceutical Sector posed by counterfeit medicines
- Artificial intelligence
- Data Protection: Challenges and Solutions

We will continue to address these issues of great impact for the country.



**IMPI**  
INSTITUTO MEXICANO  
DE LA PROPIEDAD  
INDUSTRIAL



# JESÚS RAMÍREZ

Meeting held on November 29 between the Public Affairs Task Force of the American Society and Jesús Ramírez Cuevas, from the Advisory Coordination Office to the President of Mexico.

## MESSAGE FROM BRENDA GARCÍA, CHAIR OF THE PUBLIC AFFAIRS TASK FORCE

Public affairs are a relevant issue in the daily life of a country. For this reason, we invited Jesús Ramírez, an expert on the fundamental aspects of the recently approved reforms in Mexico, to share with us the progress on additional projects slated for approval in the next six months and/or in the course of 2026 and their potential impact on investment in Mexico. Other issues of great importance are the USMCA and the US-Mexico bilateral relationship in general.

## MESSAGE FROM JESÚS RAMÍREZ

In recent months, ties within North America have been reviewed, and we can safely assert that the three members of USMCA have successfully achieved a high degree of mutually beneficial economic integration, making North America one of the most dynamic economic regions in world, not only on the strength of consumer markets, but also in terms of production and export capacity.

Since this trilateral relationship is solid, the issues arising during this review are not, in the final analysis, going to affect either financial or economic sectors. Even during the pandemic, when some restrictive measures were imposed on the border between Mexico and the United States, the relationship endured and prospered.



This interdependence is evident in the large production chains spanning important sectors, such as the aerospace industry, which nowadays is virtually a trilateral industry. Such interdependent relationships will not only continue, but will be strengthened further, because the current administration in Mexico is intensely focused on national development that benefits the citizenry.

In terms of competitiveness, the economic investment model has been overhauled in order to stimulate the economy to grow from bottom up, which serves to strengthen the purchasing power of the population at large and reduce inequality.



Regional and local production chains have also benefited, as investment has diversified from traditional industrial development poles in the north to alternative poles in the country's southern and southeastern regions. Additionally, new industrial parks will provide jobs for populations in the south that might otherwise migrate, thereby relieving pressures associated with movements of large populations. This unprecedented, imaginative achievement, whose objective is to address the economic causes of migration, is informed by a paramount concern for human rights.

Despite the thorny international economic circumstances, Mexico's economy has performed well, and it continues to attract investment.

The administration's current approach to social policies places the State as the leader of the economy so that all sectors can share in more favorable investment conditions and benefits, and, in this way, promote greater social harmony and peace.

Currently, investors have shown interest in these new development poles, which are now dispersed throughout the country, from the border with Guatemala to Tijuana. While these new development poles offer attractive conditions for investors, such as tax incentives, simplified startup procedures, etc., they do not overlook the need to guarantee the integrity of the environment, something President Sheinbaum has reiterated constantly.

In 2025, the government will make significant investments in transportation infrastructure, including freight and passenger rail, highways and other infrastructure to support connectivity. In short, the federal government is committed to improving infrastructure to facilitate both trade and conditions for producers.

We are ready to listen, respond, and share.

# ELECTION NIGHT

On the evening of November 5, the American Society held a lively cocktail party in which opinion leaders from the business and political communities of both Mexico and the United States met to learn the results of elections in the United States. The event featured a debate between Gricha Raether, representative of the Democratic Party, and Larry Rubin, President of the American Society. The voters' will became evident



early in the evening, something Gricha Raether viewed as positive as it would spare everyone the stress of a drawn-out count. For Larry Rubin, the result is a sign of the issues that concern the general population, which President Elect Trump knew how to address. These issues include, he said, illegal immigration, drug trafficking and how to improve the economic conditions of American working families. He also pointed that Mexico shares deep concern for both illegal immigration and drug traffic. The debaters agreed that the vast majority of the electorate is demanding attention to these matters. The event was also a forum for dialogue on the challenges facing new administrations of Mexico and the United States as well as for highlighting the many opportunities for strengthening the bilateral relationship.











# THANKSGIVING LUNCH

In an earnest meeting with Federal Deputy Pedro Haces, we reflected on the importance of the bilateral relationship between Mexico and the United States.

Strengthening ties between the countries is key to the stability and prosperity of our peoples.

With a commitment to dialogue, genuine cooperation, mutual understanding and trust, we continue to work to develop our shared future.





# DIVERSITY IN ACTION

On Tuesday, November 26, the American Society of Mexico joined the Goodwill Pact to eradicate the wage gap comprised of organizations such as Britcham, WEF and G100. This Diversity in Action meeting enjoyed the presence of Senator Martha Lucía Mícher, Senator Emmanuel Reyes Carmona, AmSoc President Larry Rubin and Michelle Ferrari.



# UNITED STATES POST-ELECTION ANALYSIS

The American Society held a forum on November 27 to analyze the post-election landscape in the United States. The debate was moderated by Brenda García, Public Policy Partner for Mexico at Deloitte, and panelists included Daniel Zaga, Chief Economist of Deloitte for Spanish America; Estefanía Cruz Lera, Researcher at the Center for Research on North America; Juan Pablo de Leo, Journalist at ADN40 and Managing Partner of Politico MX; and Larry Rubin, president of the American Society of Mexico.

Since the United States is Mexico’s main trading partner, the importance of the bilateral relationship cannot be overstated. Moreover, both countries’ governments will enjoy majorities in legislative houses and closely aligned judiciaries.

The new electoral landscape likely entails a redefinition of the bilateral relationship with an emphasis on strategic opportunities, though the old staples of security, trade and immigration will continue to top the agenda.

## PANELISTS’ VIEWS ON THE NEW POLITICAL CONTEXT IN THE UNITED STATES

### STRATEGIC OPPORTUNITIES FOR MEXICO

The incoming administrations have the opportunity to adopt new approaches to work cooperatively to solve shared problems at the root, since advances in one country will likely benefit the other.

### TRADE AND INVESTMENT FLOWS IN THE FACE OF THE NEW ELECTORAL LANDSCAPE

Tariffs on Mexican imports to the US are unlikely to be imposed immediately, because of the considerable inflationary impact these would have on consumers there.

### SHARED VALUES OF MEXICO AND THE UNITED STATES THAT COULD STRENGTHEN BILATERAL COOPERATION

Currently, a sense of pessimism, largely unfounded, seems to focus more on what separates our two countries than on the myriad factors uniting us.

Mexico and the United States both strive for prosperity, which is a goal that must be pursued over time. It is best served by viewing North America as an integrated region. Currently, vast industrial and manufacturing sectors bridging the border are highly integrated, giving us every reason to take heart.



**VOTER PERCEPTION IN THE UNITED STATES OF THE BILATERAL RELATIONSHIP WITH MEXICO**

In recent years there has been a decline in Americans’ favorable perception of their country’s relationship with Mexico. This measure considers commercial, immigration, security and cultural factors. In view of the strength of the trade relationship between the two countries and the fact that this view is not a majority perception in political terms, such perceptions can be turned around.

**RISKS AND OPPORTUNITIES THAT THE REVISION OF THE USMCA IMPLIES FOR REGIONAL COMPETITIVENESS**

Mexicans must be keenly focused on the USMCA revision scheduled for 2026, without getting carried away by speculation or provocations. It is time to establish many consulting tables to produce solid data, sector by sector.

**GUARANTEE OF COMPLIANCE WITH THE COMMITMENTS ACQUIRED UNDER THE USMCA BY THE MEXICAN GOVERNMENT**

The Legislative Branch must swiftly comply with the stipulations of the original agreement. After the recent constitutional reforms involving the reduction of autonomous bodies, new, important risks could complicate negotiations. If Mexico fails to offer an environment with free, fair competition, conflicts could arise that complicate the renegotiation of the treaty in 2026.



**SURVEYS OF PERCEPTIONS OF COMPANIES AND CITIZENS OF BOTH COUNTRIES ON THE BENEFITS AND CHALLENGES OF THE TREATY**

Both companies and citizens largely accept the idea of trade agreements, as long as their positions are secure and properly defended in regulations.

**LIKELY ECONOMIC EFFECTS OF THE REVISION OF THE USMCA**

In any and all free trade agreement, clear rules for investors are crucial, especially for large companies, which are the main drivers of trade expansion.

**HOW MEXICO CAN PROMOTE A NEW MEDIA NARRATIVE ON THE ECONOMIC RELATIONSHIP BETWEEN MEXICO AND THE UNITED STATES**

To boost confidence among global investors in the short term, the federal government must launch a new communication strategy that comprehensively highlights Mexico’s capabilities and advantages as a trade partner and nearshoring anchor.

**STRATEGIC SECTORS THAT CAN PROFIT BEST FROM NEARSHORING IN MEXICO AND SPECIFIC INVESTMENTS NEEDED TO CAPITALIZE QUICKLY**

The panorama for the semiconductor, aerospace and automotive industries, the latter already well established, appear rich with opportunity, though the political context could complicate things. Other obstacles include deficiencies in road infrastructure, telecommunications and energy supply.

**MEASURES TO BE IMPLEMENTED IN MEXICO TO ATTRACT MORE COMPANIES INTERESTED IN OPERATING IN THE COUNTRY**

A single industry, such as pharmaceuticals, could attract millions of investments to Mexico, but this has failed to materialize because of legislative and regulatory holdups. Similarly, potential investments in the Mexican film industry have sought greener pastures with higher returns because of a dearth of incentives in Mexico. Mexico's highly restrictive regulations on call centers have chased these businesses to other countries, with the consequent loss of thousands of jobs. These are just three examples of industries that would not require major legal or regulatory changes to attract significant investments. Enacting such changes would lend Mexico greater visibility for other types of investments from banks, industries and consumers.



**IN VIEW OF CONDITIONS IN CHINA AND WIDER ASIAN REGION, HOW NORTH AMERICA CAN CEMENT ITSELF AS A LEADING REGION IN GLOBAL SUPPLY CHAIN**

Rather than an influx of foreign direct investment or more companies relocating to Mexico, growth data from 2022 to 2024 are driven by companies already operating in Mexico that have expanded operations.

When a plant is moved, all operations are moved with it. As such, allies and investors are needed. In this light, US companies are especially wary that Chinese investments will take flight. This situation is exacerbated by the looming trade war between the US and China, which has stymied the pace of companies seeking nearshoring anchors in Mexico.

We must also address the lack of clear legal certainty; without which little progress can be made. And this goes hand in hand with the lack of clearly established industrial policies in Mexico, leaving Mexico adrift and without direction.

The automotive sector, in contrast, is a model for North American regional because it is highly regulated by the USMCA. Mexico's textile sector, largely cut adrift, cannot compete with Chinese imports. If we want textile companies to come to Mexico, we have to offer competitive conditions.

If Mexico is to exploit opportunities in semiconductors and lithium batteries, which are strategic in value chains, industrial policies that promote innovation and development must be designed and implemented.

The problem of public security must also be addressed, because investors simply will not put money into a hostile environment.

**ECONOMIC IMPACT OF A MASS DEPORTATION ON THE LOCAL ECONOMIES IN MEXICO AND THE UNITED STATES, ESPECIALLY IN SECTORS DEPENDENT ON THIS LABOR FORCE**

The last two periods in which Mexico suffered significant unemployment was during the 2009 crisis and the more recent global pandemic. As for the United States, there has been no significant difference in job creation for the Latino population over the last two administrations. Deportation figures were relatively similar, though over the last four years there was a significant increase. The specter of largescale deportations comes at a time when unemployment is on the rise in Mexico.



**UNDERLYING REGIONAL, SOCIAL AND ECONOMIC FACTORS THAT MUST BE ADDRESSED TO REDUCE THE PROBLEM OF ILLEGAL IMMIGRATION**

There is a tremendous wage gap between Mexico and the United States, because of lower wages in Mexico. No formula has been found to solve this discrepancy. Moreover, Mexico is currently the waystation for thousands of non-Mexican migrants. An open-door policy without investment is impossible, and the problem is growing.

Over the decades, many attempts have been made to resolve the root causes of immigration, but the complicated dynamics prevailing in the world today make it unlikely to end it anytime soon.

**IMPACT OF THE PUBLIC PERCEPTION OF BOTH COUNTRIES ON THE DEFINITION OF MIGRATION POLICY**

The favorable perception of immigration in the United States has decreased, from 34% in 2023 to 28% in 2024, and the platforms of both political parties prioritized immigration in the recent election.

Public perception of immigration policies is important, and the United States has traditionally had very open attitudes regarding coexistence and assimilation of immigrants to the American lifestyle and pursuit of the American dream. Under the sheer weight of numbers of arriving immigrants, these attitudes have begun to shift, and some American communities are beginning to favor deportation as a solution. In Mexico, the issue of immigration is not talked about enough.

### IMPLEMENTATION OF MEASURES IN MEXICO AND THE UNITED STATES TO ENHANCE BORDER SECURITY AND IMMIGRATION MANAGEMENT

Administration after administration, both from the United States and Mexico, have tried to solve the problems afflicting the shared border but no solution has been reached. It is important to first accept that there is a problem without finger pointing, with a willingness to address these issues at the executive and legislative levels on each side of the border. A tariff war would likely harm both countries. The root causes of drug trafficking and immigration must be addressed within the broader socioeconomic context.



### CHALLENGES AND OPPORTUNITIES IN THE US-MEXICO RELATIONSHIP IN THE COMING YEARS

Ideally, the current thorny political climate must be approached pragmatically with concrete proposals free of volatile and incendiary rhetoric.

It is important to understand that political negotiations must occur even while a multitude of bilateral industrial and commercial enterprises operate every day. These are the economic drivers that we must work to preserve, regardless of the transient political climate.

### PRIORITY ISSUE FOR A STABLE AND MUTUALLY BENEFICIAL BILATERAL RELATIONSHIP BETWEEN MEXICO AND THE UNITED STATES

It will be key to establish long-term, productive industrial policies based on analyses of each country's competitive advantages and the development potential of each industry. These policies must prevent allocation of funds to industries with little promise of significant economic impact.

### PUBLIC-PRIVATE PARTNERSHIPS THAT COULD EXERT CONSIDERABLE IMPACT ON SOLVING THESE COMMON PROBLEMS

If the two nations are to pursue common goals, the technology sector is fundamental in terms of connectivity, programming, data and algorithms. Mexico as a brand that admits public-private initiatives must deploy novel communication strategies in the digital and media fields if it is to reposition itself before the United States and Canada. The current perception is less than optimal. Of course, Mexico does have upsides, but, unfortunately, it is always the sad tale that stands out.

### HOW THE PRIVATE SECTOR CAN CONTRIBUTE TO STRENGTHENING RELATIONS BETWEEN THE TWO COUNTRIES

Business leaders from the three North American countries are already organizing to establish forums for dialogue with their political leaders. In terms of the respective interests of government and business, these dialogues serve to discover and create areas of alignment, which can only lead to better outcomes for everyone.

# WORKSHOP OBSESIÓN POR EL CLIENTE

BY ROBERTO MOUREY

On November 29, the Organizations Steering Group joined forces with Instituto Mettalliderazgo President Roberto Mourey, who led the workshop *Obsesión por el cliente* (Customer Obsession) for representatives of more than 31 member organizations.

The workshop, which offers an array of innovation tools, was made possible thanks to grants from Fondo Unido Mexico – United Way and General Motors de México.

This workshop, targeted at organizations wishing to understand the importance of centering donors in their procurement strategies, was designed to help them transform their approach to donor satisfaction and loyalty, offering valuable tools and practical methodologies to transform their organizational culture.

It also offers a comprehensive strategy for organizations to grasp the experience of customers who depend on their services.

Based on his vast experience in donor-centered strategies, Mourey shares practical tools and aproaces that are equally applicable to the civil society sphere, where the concept of “customer service” becomes more expansive to include beneficiaries, donors, volunteers, and strategic partners. Like businesses, organizations must ensure an exceptional experience for everyone involved in their processes. The difference is that, as non-profit organizations, success is not measured in sales, but in the social impact they generate.

Mourey states that a truly successful institution is one that meets not only its social objectives, but goes above and beyond, making sure all parties involved have a positive, valuable experience. For example, a donor might expect transparency and tangible results, which depends on timely, properly delivered service, while a volunteer may be more interested in an enriching experience. Whichever the case, being customer obsessed is the key to building trust and loyalty.

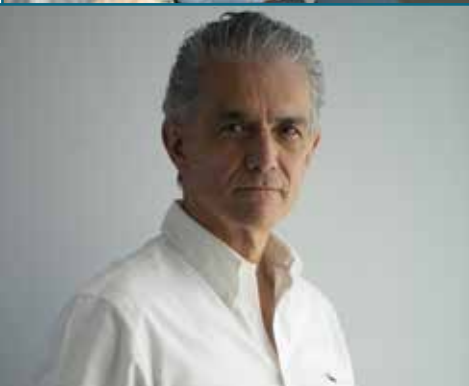
The workshop stresses the importance of active listening. Mourey underlines that genuine focus on the donor depends on an organization’s ability to listen, understand, and adapt to changing needs. Organizations can apply this by creating spaces for constant feedback, through surveys, interviews, focus groups, or they can exploit digital platforms to gather opinions and suggestions from donors.

Whether the organization is a business of civic association, the workshop also highlighted the importance of ongoing innovation. Innovating in the field of social work entails creating new projects and adapting existing ones to new technologies in order to provide more efficient solutions. Organizations that integrate technology and new methodologies gain a significant advantage by optimizing resources and reaching more people.



Additionally, innovation must be aligned with the organization’s mission and values. It is not just about implementing change for the sake of change: it is about creating real value for donors.

The workshop motivates organizations to think about new ways to interact with donors and maximize social impact using modern, effective communication strategies.



Mourey also explained that loyalty is an essential component in the success of any organization. It is not just about attracting donors; it is about keeping them committed to the cause over the long haul. Organizations should create an affective bond with donors by demonstrating the real impact their contributions have and consistently thanking them for their support.

Roberto Mourey’s *Obsesión por el cliente* workshop stresses the importance of exceptional experiences for both donors and communities, offering powerful tools for institutions wishing to place donors at the center of their strategies.

By applying the principles of active listening, team empowerment, ongoing innovation, and impact measurement, institutions can maximize their social impact and strengthen ties with their stakeholders, thereby ensuring the mission of societal change is fulfilled.



## STRENGTHENING INNOVATION IN THE SOCIAL SECTOR

The Organizations Steering Group of the American Society of Mexico reaffirms its commitment to strengthening civil society organizations (CSO) through initiatives that promote innovation, creativity, and social impact. This effort responds not only to the need to adapt the sector to a changing environment, but also to the need to build solid organizational cultures of innovation capable of finding solutions to current social and economic problems.

An outstanding example of such an initiative is embodied in the online workshop “Business Lab: Great Culture to Innovate” held in collaboration with

United Way Mexico from September 2 to November 25. This workshop brought together 10 leading CSOs in the sector, whose representatives focused on how to develop an organizational culture capable of fostering innovation that is both strategic and sustainable.



### INNOVATION THROUGH PRACTICE: A METHODOLOGY FOCUSED ON CHALLENGES

The program is based on the premise that “innovation is learned by practicing innovation.” Following this guideline, participating organizations began by defining a specific issue or problem on which to work over nine sessions. The sessions were designed to develop innovative solutions and implementation strategies that could be prototyped and validated using three key criteria:

1. Desirability:  
Emotional connection with beneficiaries and stakeholders.
2. Technological feasibility:  
Technical capacity to implement the solutions.
3. Economic viability:  
Financial sustainability of the proposals.



Throughout the process, participants explored tools to foster creativity, cooperation and disruptive thinking. Threemultidisciplinary, cross-functional teams carried out strategic research on emerging trends, analyses of the cultural and social milieu of stakeholders as

well as generation of key insights. These findings informed sessions aimed at producing creative conceptualizations, culminating in innovation and growth portfolios tailored to each organization’s needs.



**IMPACT AND RESULTS**

The workshop offered both insights on how to create a culture of innovation and practical strategies for embedding this mindset in CSOs as they go about day-to-day operations. Among the achievements we might cite:

- New revenue models: Identification of innovative and diversified sources of financing.
- Proposed business models: Structures designed for each institution with concrete examples of implementation.
- Measurement strategies: Methods to evaluate the impact of innovative initiatives to ensure sustainability and effectiveness.

Additionally, participants were able to produce relevance vs. ease of implementation maps, allowing them to prioritize and structure their value propositions.



**PARTICIPANTS' VOICES**

The experience left a significant mark on the participating organizations, as reflected in the testimony of a workshop attendee from Special Olympics Mexico.

“For us, it represented a great opportunity to acquire new tools and change our way of thinking, which allows us to be much more efficient and accurate in the fulfillment of our objectives and mission. The workshop helped us to see things differently, which generated enthusiasm and optimism to come up new strategies through innovative creativity.”

Pilar Bazán / Executive Director

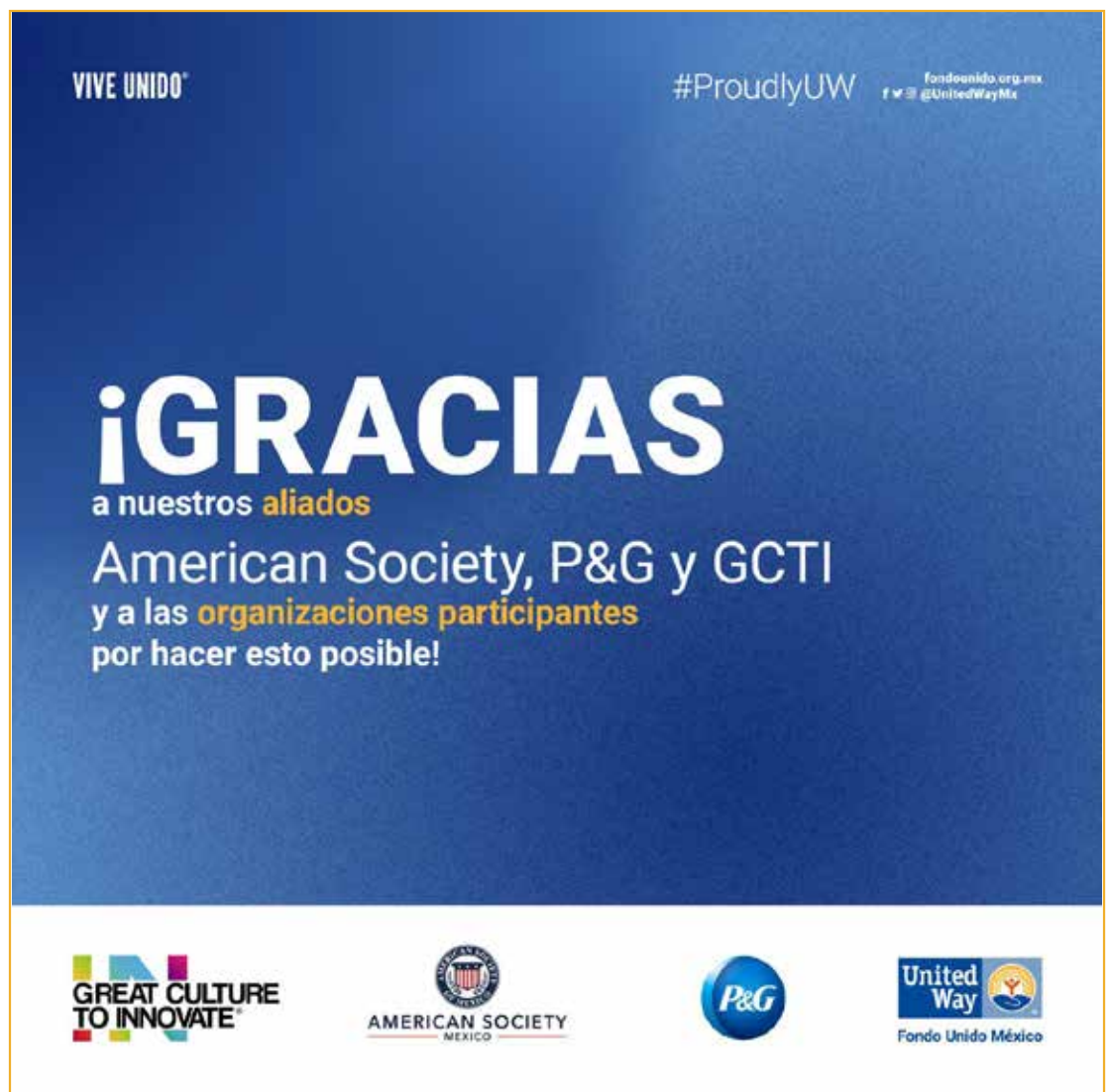
A United Way attendee underscored the importance of this kind of initiative:

“Developing the Great Culture to Innovate Workshop for CSOs in Mexico represents a milestone, because it tells us about the importance of continuing to strengthen the sector and invest in it as a motor of social development.”

Dulce María de Gabriel / Directorate of Strategic Alliances and Innovation

The Organizations Steering Group is deeply grateful to Great Culture to Innovate for its dedication and commitment in conducting this workshop. Its innovative approach has been key to providing CSOs with the necessary tools to transform their organizational cultures and enhance their social impact.

This joint effort reaffirms the mission of the American Society of Mexico to promote innovation and sustainability in the social sector, while strengthening the organizations that work every day for a fairer and more inclusive Mexico.



# MEXICO: THE FOURTH GLOBAL TERMINUS FOR INVESTMENTS

The latest edition of the EY CEO Outlook Pulse survey reveals how CEOs globally – and in Mexico – are addressing an increasingly complex business environment, marked by technological disruptions, geopolitical tensions and growing regulatory demands. Despite these challenges, business leaders continue to adapt their strategies with a clear focus on sustainable value creation.

The survey highlights how CEOs are increasingly aware of the need to respond proactively to disruptions impacting their sectors. Globally, 33% of leaders say they are at the forefront of transformation and are deploying agile strategies to adapt to external changes. In Mexico, this figure reflects the efforts of CEOs to rise to the occasion, although 55% recognize, while some progress has been made, there are still many areas needing improvement.

## THE GEOPOLITICAL ENVIRONMENT AND UNCERTAINTY: KEY RISKS FOR BUSINESS STRATEGY

Nonetheless, 15% of CEOs globally admit that they are struggling to keep up with disruptions that potentially pose considerable risk to their companies' future competitiveness. This divergence reflects the rift between those leading the transformation and those merely struggling to keep pace with changes in the market.

Faced with changes brought by the incoming administration, companies are giving considerable weight to political risk in their strategic decisions. The survey shows that 20% of CEOs in the country systematically weigh political risk when formulating or updating their business strategies. While 50% take it into account frequently, only 22% report incorporating such considerations occasionally, suggesting that some organizations still underestimate this key factor, and 8% rarely consider it, potentially exposing their business operations to unforeseen impacts.



This attention to political factors is also reflected in key decisions to enter, expand or exit markets. A robust 43% of CEOs surveyed in Mexico always consider the political landscape in these decisions, while 30% do so frequently, highlighting the importance of political factors in the current geopolitical context.

## MEXICO: THE FOURTH TERMINUS IN THE WORLD FOR INVESTMENT

Despite global and local challenges, optimism among CEOs regarding mergers and acquisitions (M&A) remains remarkably high. Fully 100% of CEOs in Mexico plan to execute transaction initiatives in the next 12 months, underscoring their strong confidence in the market and expansion opportunities. On a global level, Mexico has emerged in fourth place among countries attracting attention for investment, reinforcing its position as a key terminus for business expansion. The top five on this list is comprised of the United States, the United Kingdom, Canada, Mexico and Germany.

The confidence of Mexican CEOs is reflected in their focus on innovation and the pursuit of transactions that drive growth to help keep their companies at the forefront. Sectors of greatest interest include banking, consumer products, telecommunications, and technology, where disruptions are creating new opportunities and demanding greater strategic agility.

Driven by the need to accelerate transformation and stay competitive globally, CEOs are deploying more flexible and proactive approaches to managing their portfolios. Nearly half (47%) of global CEOs plan to pursue strategic alliances with third parties in the next 12 months, while 44% are considering divestitures or IPOs. Likewise, 37% will prioritize M&A activities to secure their positions in strategic sectors.

## TECHNOLOGY AND INNOVATION: PRIORITIES FOR THE BUSINESS AGENDA

Among the disruptive factors at the top of the CEOs agenda, new technologies and innovation stand out, with 38% of leaders identifying these areas as key to developing new business models and gaining competitive advantage. Other critical aspects include evolving consumer needs (36%), changes in the global economic and geopolitical environment (35%), and pressure on supply chains (33%).

The business landscape is clear: agility and the ability to anticipate change will be critical for businesses to continue to thrive. In addition to facing internal and external disruptions, CEOs in Mexico and globally must balance geopolitical and regulatory risks while capitalizing on emerging opportunities.

The current context demands agile and visionary business leadership. Those executives who know how to anticipate disruptions and adopt a proactive strategic vision that peers beyond present challenges will be better prepared to take advantage of opportunities and position Mexico as a key destination for global investment.

Read the full report at the link below:

[https://www.ey.com/en\\_gl/ceo/ceo-outlook-global-report](https://www.ey.com/en_gl/ceo/ceo-outlook-global-report)

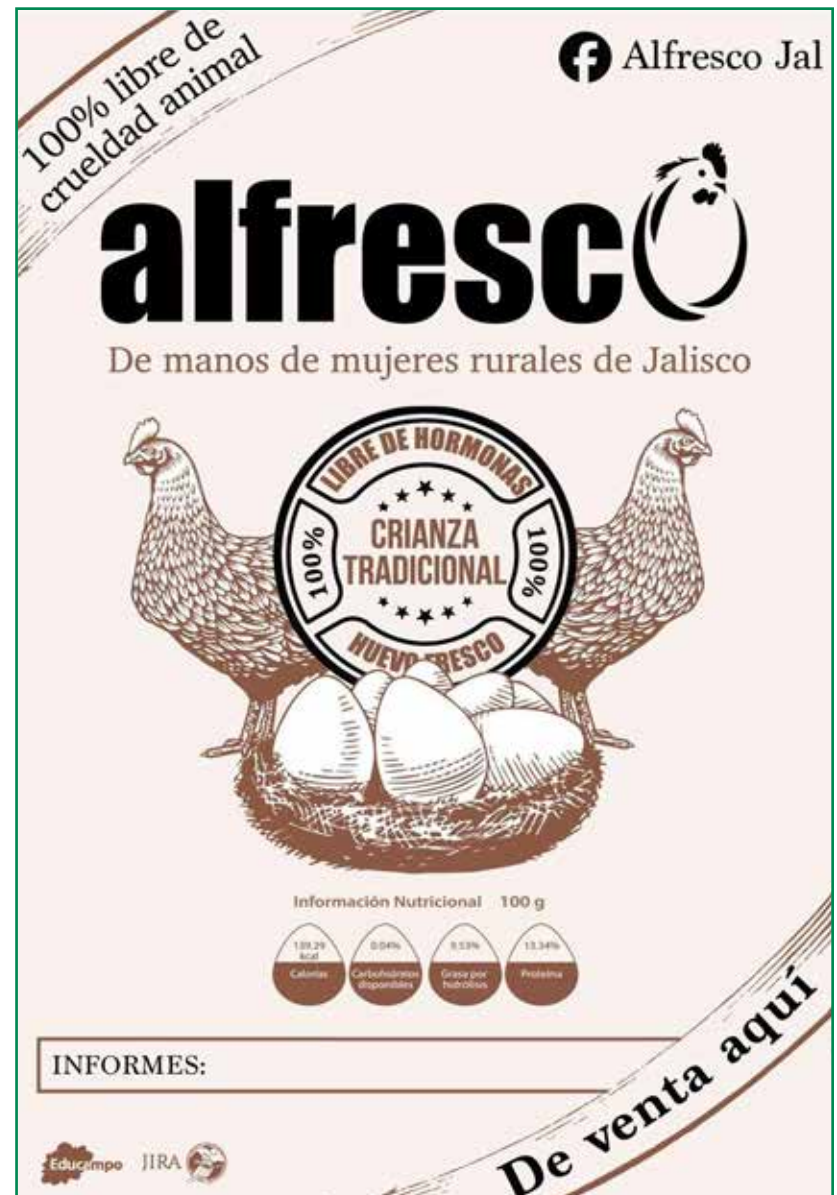
**Olivier Hache**

Strategy and Transactions Managing Partner, EY Latin America

- THE PROGRAM PROMOTED THE ECONOMIC EMPOWERMENT OF PARTICIPANTS, BOOSTING THEIR INCOME BY 75% THROUGH THE PRODUCTION OF CHICKEN EGGS.

Mexico City, November 2024 — Cargill de México, in conjunction with Educampo, deployed this comprehensive agricultural training program for women and their families aimed at improving their living conditions through profitable production of chicken eggs.

“A world with food security is inextricably linked to who we are and what we do, which is why we have been supporting this program since 2021 with resources and advice from the poultry team of the Cargill Animal Nutrition business,” said Lesly González, Corporate Responsibility Manager of Cargill in Mexico. “Promoting self-employment and empowering more than 150 women in a collective family-centered project demonstrates how the inclusion of rural women can bring economic growth to communities,” she said.



Launched with focus on technical and financial training as well as the establishment of poultry breeding collectives, the project has profited from many lessons learned in the following years, including optimizing feeding schedules, disease prevention through vaccination, and other sanitary requirements. The program in *Pro-Women Jalisco* has generated new sources of income and fortified the diets of more than 700 participating individuals in the target communities.

Part of Cargill’s global “Hatching Hope” initiative, this program has successfully improved the livelihoods and diets of local farmers. The Pro-Women program has yielded the following key results:

- As many as 103 beneficiaries saw boosts in family income and dietary improvement thanks to the high-quality, low-cost protein eggs provide.
- Women working in the egg production increased their income by up to 75%, from an average \$170 pesos per month to more than \$700 per month.
- Fully 68% of the production groups market their production on a regular basis.
- Four groups have been registered as Rural Production Units (UPP) with the national livestock registry, which provides several benefits such as access to the livestock development programs promoted by SADER.
- Applying at least one biosecurity measure to guarantee the health of hens, sixty producers achieved good practice acknowledgement thanks to their participation in the project.



*“I am very happy and excited about this project, because in addition to working on production, organization and marketing issues, we also establish bonds of companionship, friendship and support among us, because the project encourages coexistence among colleagues and family members. This productive activity brings us all closer,”* said Mayra Michel Larios of Grupo Alianza Rosa de Tula.

*“Participating in Pro-Women Jalisco has helped me get along better with other people. It is a space where little by little I have been encouraged to express myself, and I have learned more about how to manage my hens and the earnings that help us support our family. So, I am grateful for the opportunity to be part of it,”* said María Elba Murillo Gómez of Grupo Mujeres Autlán.

For the community, the *Pro-Women Jalisco* program encourages the development of good practices that contribute to the availability of and access to healthy, nutritious food in medium to highly marginalized populations. Providing proper infrastructure, and technical and/or biosecurity guidance, the program helps local producers bring healthy, nutritious foodstuffs to local markets.

Committed to providing sustainable nourishment to the world, Cargill continues its efforts to break down barriers and forge a more prosperous and inclusive future in the communities where it operates.

## ABOUT CARGILL

Cargill is committed to supplying food, ingredients, agricultural solutions and industrial products to nourish the world safely, responsibly and sustainably. Located at the center of the supply chain, we collaborate with farmers and customers to source, manufacture, and supply vital products for life.

Our 160,000 team members innovate with purpose, providing customers with the essentials for businesses to grow, communities to thrive, and consumers to live well. With 159 years of experience as a family business, we look to the future while staying true to our values. We put people first. We aim for excellence. We are doing the right thing, today and for future generations. For more information, visit [Cargill.com](http://Cargill.com) and our [News Center](#)

## ABOUT EDUCAMPO

**Educampo** is a non-assistance nonprofit organization founded 60 years ago, whose purpose is to promote human development and improve the quality of life of impoverished rural farmers and their families by increasing the productivity of their operations.

Our training focuses on the individual rural producer and is aimed at equipping them with elements of forward-looking business acumen and management capability. We are accredited by AIT de Cemefi and Confío. For more information, visit [www.educampo.org](http://www.educampo.org), and you can find us on social media as Educampo MX.



# LA SANTÍSIMA TRINIDAD: A MEXICAN TREASURE

DEBY BEARD

Ensnconced in the heart of the *Bajío*, one of Mexico’s most important wine regions, San Miguel de Allende, known for its colonial architecture, vibrant art scene, and rich history, is also home to the exclusive La Santísima Trinidad vineyard hotel, where guests can experience winemaking traditions amid luxury hospitality. Exploiting the Bajío regions ideal climate, La Santísima Trinidad is a standout example of recent viticulture developments in Mexico.



Located minutes from the historic center of San Miguel de Allende, La Santísima Trinidad comprises an important segment of Mexico’s *Ruta del Vino*, or Winery Road. Using time-honored wine making methods, the winery is devoted to production of high-quality wines imbued with the terroir of this privileged clime.



La Santísima Trinidad produces robust reds, delightful whites, and sparkling rosés, as well limited editions, outstanding for their elegant complexity. The quality and care devoted to the selection of grapes, fermentation, and aging in oak barrels evidences La Santísima Trinidad’s devotion to the art and tradition of wine making. The winery offers guided tours that provide guests a close-up look at the winemaking process. Of course, guests are invited participate in wine tastings and enjoy pairings with traditional Mexican cuisine.

The Hotel La Santísima Trinidad is an elegant luxury retreat located just outside San Miguel de Allende. It offers exclusive lodging for wine lovers and those wishing to enjoy the beauty of this charming colonial town. With a blend of contemporary architecture and traditional regional elements, the hotel achieves a sophisticated, warm atmosphere. Rooms appointed with elegant details, many with stunning views, are perfect for those seeking a comfortable, luxurious place to rest after a day of exploration or wine tasting. Nestled amid pristine nature, vineyards, and artificial lakes, the setting is ideal for serene contemplation.

A sister winery, Barrica de Fuego, also produces superb wines from a recently acquired vineyard. Notable among these is the 2023 Malbec Roble, whose elegant structure and smooth tannins are delicately overlaid with notes of red fruit and spices.

Boasting 100 hectares of production vineyards, the hotel Viñedos Santa Catalina, also part of the group, shines for its remarkable architecture, landscape design and cutting-edge ecological technology. This boutique hotel has only ten luxury rooms and is the most exclusive in the La Santísima Trinidad group.

Privacy and luxury are the hallmarks of hospitality proposal of the La Santísima Trinidad group. Exceptional wines and luxury accommodations set these winery hotels apart on Mexico's winery tourism map.



## A PARISIAN JEWEL: J.K. PLACE PARIS

### DEBY BEARD

Nestled on Paris’s storied Left Bank in the city’s beating heart, J.K. Place Paris is surrounded by an abundance of quintessentially Parisian experiences. The Seine, mere steps from the hotel and a constant reminder of the city’s pulse, connects past to present. The hotel’s proximity to the Musée d’Orsay, with its world-renowned collection of impressionist and post-impressionist art and the historic Bon Marché department store, make it a perfect launch pad from which to discover the boundless world of Parisian culture, art, and style.



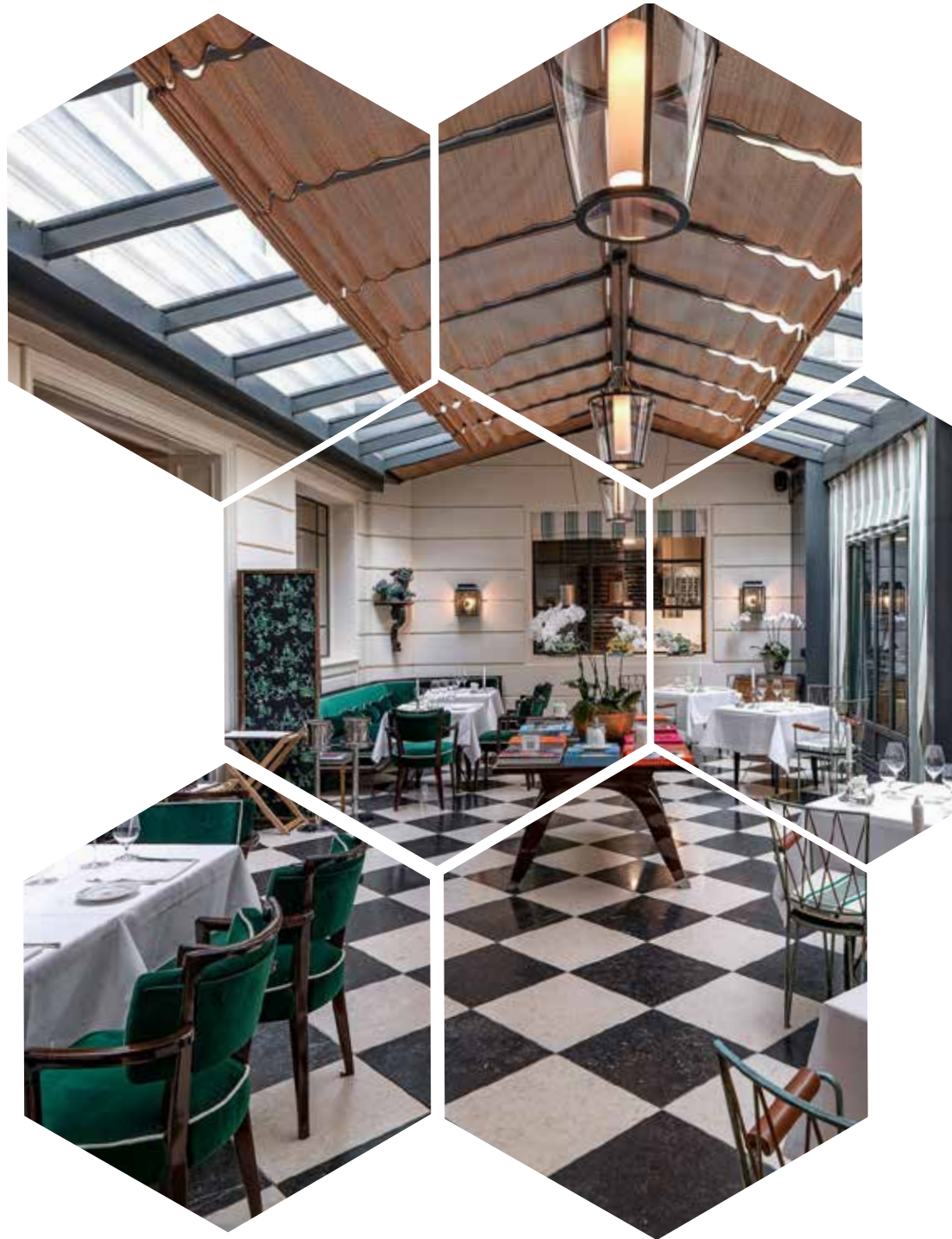
Just a short stroll from J.K. Place Paris, the historic Hôtel de la Marine has emerged anew as a must-see destination for visitors and locals alike. Home to France’s storied naval ministry for over 200 years, this grand 18th-century building on Place de la Concorde reopened to the public after extensive restoration that brings a distinctly contemporary interpretation to Paris’s rich heritage.

Renovations have revived the building’s stunning neoclassical architecture, whose elegant spaces and intricate details harken back to its origins as the *Garde-Meuble de la Couronne*, or royal furniture repository, commissioned by King Louis XV. Visitors can now step into salons adorned with gilded chandeliers, hand-painted ceilings, and opulent furnishings reminiscent of the *ancien régime*, where royal furnishings and priceless treasures were stored before the French Revolution.



Entering the hotel is like crossing the threshold into an aesthetically curated world, each room replete with antique treasures. Ample light warms the lush upholstery fabrics whose glow awakens all the senses. Art and design are at the forefront, featuring thoughtful touches such as carefully selected period sculptures, paintings, and a blend of other modern and vintage elements, where every element works in harmony to evoke feeling of serene luxury.

The hotel's 29 rooms and suites vary in personality yet maintain a cohesive spirit. Spacious and indulgent, they feature subtle nods to Italian design alongside classic Parisian elegance. Plush bedding, marble bathrooms, and period furnishings create an ambiance seemingly arrested in another time. The sense of understated style flows effortlessly even amidst such grandeur.



J.K. Place Paris is a proud member of the prestigious Leading Hotels of the World Collection, which gathers exceptional properties known for their distinctive character, luxurious standards, and commitment to matchless service and quality.

Dining at J.K. Place Paris is equally remarkable. The cozy Casa Tua restaurant offers a menu of traditional dishes with inventive touches that pay proper tribute to the flavors of Italy. Every dish prepared with artisanal care reveals layers of flavor and authenticity. The thoughtfully curated wine list enhances every course, making the experience unforgettable.

The allure of J.K. Place Paris extends to the spa, a sanctuary offering treatments designed to revitalize and soothe. Stepping into this retreat, guests are enveloped by scents and sounds that evoke tranquility, a gentle escape from the hum of Paris outside. Every treatment, crafted with care, is tailored to each guest's needs, and never fails to leave the guest refreshed and renewed.

With its unparalleled location and commitment to intimate luxury, hospitality at J.K. Place Paris is elevated to an art form. Every interaction, detail, and service expresses the hotel's devotion to creating a luxurious haven for guests to enjoy.

