

MEXICO

Celebration time

Having

declared 2011 The Year of Tourism, Mexico's President Felipe Calderón has introduced an ambitious "100-point plan" which aims to place the already popular holiday hotspot within the top five tourism destinations of the world by 2018. It is currently in the tenth position.

Focusing on key areas of communications, financing, infrastructure, regulation, cultural heritage, promotion, training, certification, production and sustainability, the National Agreement for Tourism has been designed to attract visitors and investment, as well as increase tourism to the country. If successful, Calderón has suggested the initiative could create as many as 4 million direct jobs and 12 million indirect jobs.

Official figures suggest this goal is more than achievable. Last year, Mexico's tourism sector celebrated one of its healthiest years on record with around 22.6 million visitors arriving on its shores in, an increase of 19.2% on 2008. Just as encouraging was the announcement by U.N. World Trade Organization head, Taleb Rifai, in January this year of an upward trend in Mexico's tourism sector in general.

New flight announcements from Continental Airlines, United Airlines and Delta Airlines increased hotel capacity and the fact Mexico has the highest number of luxury hotels in the world, after Italy, will continue to bring visitors flocking in. The vast range of tourism attractions located within a host of very different but equally alluring provinces, looks set to raise Mexico's profile in the coming years, with state governors and government officials unanimous and committed to the sector's potential as a growth driver.



Minister of Tourism Gloria Guevara Manzo and President Felipe Calderón Hinojosa.

At a speech given by the Minister of Tourism Gloria Guevara Manzo at the National Tourism Convention in Concanaco Servytur this year, she explained how tourism has become a key activity for Mexico's development.

"That is so because of what it implies in terms of job creation, in its share of GDP, as well as Foreign Exchange Earnings generation," she said. "But it is also because of what it represents socially and culturally. It generates and reinforces a sense of belonging and pride, which promotes our roots and our cultural and natural diversity."

Currently, the Mexican tourism industry is the third most important contributor to the economy, generating 2.5 million direct jobs and 5 million indirectly. As well as attracting

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millions from North America, Europe and increasingly Asia, the country of 113.7 million is also the number one destination for Latin American visitors.

A coordinated effort from different levels of government, legislators, business organizations, universities and the local media, will, Guevara says, "create jobs, enhance and motivate investment, support incomes to improve quality of life in many communities and give sustainability to development.

"Mexican business organizations related to tourism are strong and committed. They act with a deep social and business sense and that gives us confidence to achieve our goals. I want to acknowledge their leaders' efforts to build fundamental agreements."

Growing European markets

Guevara, who came to the post on March 10, 2010 from a private sector background and who spent 16 years working in the U.S., will be concentrating on the Spanish, British and German markets for the time being.

She told Global Business: "As far as investment is concerned, the Spanish have been increasing their investments in Mexico and we are now expecting Germany to start betting on us too. Generally we receive investment offers every week from various countries; we have had proposals from Saudi Arabia and India for example. In the first half of 2010, we received \$1,833 million, an increase of 28% on the same period in 2009."

With more than 10,000 hotel rooms and a tourism sector that is growing at a rate of 18%, the State of Querétaro has one of the best economies in the country. Located in North-Central Mexico, in a region known as el Bajío, the state is bordered by San Luis Potosí to the north, Guanajuato to the west, Hidalgo to the east, Mexico to the southeast and Michoacán to the southwest. Despite being one of the smallest states in Mexico, Querétaro boasts a breathtaking range of landscapes, from deserts to tropical rainforests.

For Governor José E. Calzada Rovirosa, who invests every penny of the income generated by tourism back into the sector's development, peace, tranquility and a good quality of life are the main draws for both tourists and investors.

"We are committed to doing business faster and thereby helping investors achieve success quickly," he says. "We are a reference for international investors, such as Bombardier, Safran and Eurocopter, to name a few. We have a convention center and a lot of cultural amenities, particularly the Peña de Bernal and a pyramid 15 minutes from downtown."

The state, whose population has grown by 2.7% since 2005, also invests the most in science, with more than 52 universities. As well as tourism, Governor Calzada would like to see more foreign direct investment in the aero-transport, pharmaceuticals, and automotive industries. "We are building an international hub, we have the best highway connection to Mexico City and we have the best cargo structure," he said, referring to the fact DHL organizes its operation from there.

The capital Santiago de Querétaro is the population center of the state and has high-quality soil for irrigation farming and cattle. It is directly connected by highway to Mexico City, the country's largest market, as well as the north of the country and the U.S., making the city an almost obligatory stop for people and goods traveling north and south. This geographical advantage has spurred industrial development throughout the state, especially since the 1970s.

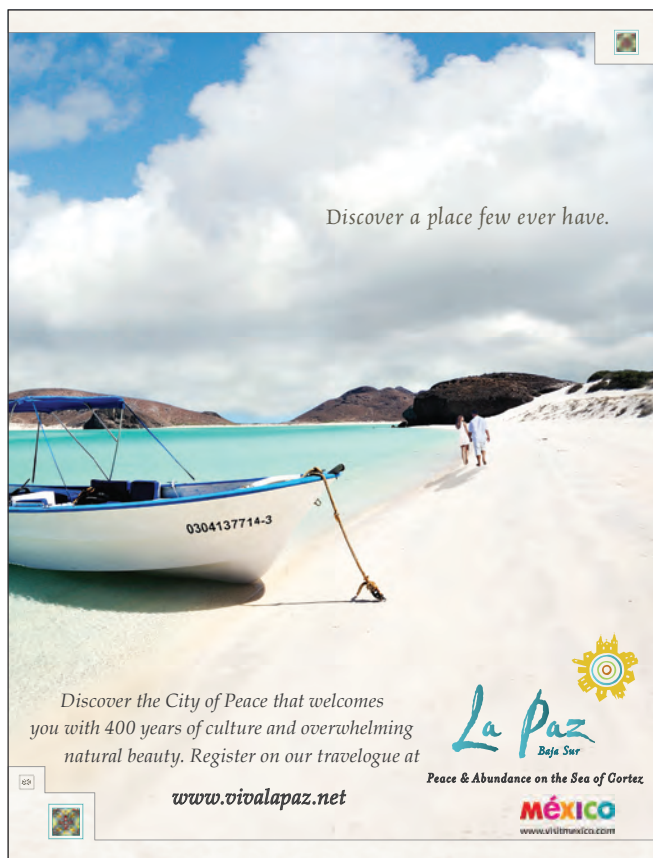
A dynamic state

With an excellent location close to the U.S. border, Mexico's third-largest state of Coahuila de Zaragoza also offers a host of competitive advantages. Not only does it produce most of the country's milk and coal, it is also the biggest extractor of silver in the world.

"I see Coahuila as a very dynamic state, rapidly improving its education system, health sector infrastructure and facilities," says Governor Jorge Torres López. "We are investing in our people, who are and will continue to be our most valuable resource in the future. We offer businesses tax incentives, depending on the type of industry and how much employment it is likely to generate, and we have several programs to improve the education and training of our people."

Adventure capital

Along with the government's tourism agenda, Secretary of Tourism for Mexico's "adventure" capital, the state of Tabasco, Yolanda Osuna Huerta has also produced short and long-term



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Jorge Torres López
Governor of
Coahuila de Zaragoza

development plans. Well-connected, a flight from Mexico city from Tabasco's capital Villahermosa is just one hour, and is one of the main access points to the southeast area of the country.

"My main objective and challenge is to make our tourists stay longer," Osuna says, "to take time to visit and discover our state and enjoy it as much as possible instead of using it as a transit point. We have done some fruitful targeted promotion over the past year and have been able to increase the average stay of visitors from 1.7 days to 2.3 days."

Mayan treasures

Part of the appeal has been the seven tourist routes, which comprise both natural and cultural attractions, including the Olmeca and Mayan routes and others that feature rivers, lagoons and landscapes.

"We share federal tourism routes with Campeche, Yucatán and Chiapas, including "The Mystery and Origin of the Mayan Culture, Treasures of the Mayan World", which is filled with impressive views and passionate pasts that are truly life changing. Chichén Itzá, for example, is one of the many archeological legacies of the Mayan culture as well as the new Wonders of the World. We also have the Cocoa Route—we are Mexico's number one cocoa producer—which crosses cocoa ranches and beautiful beaches, and the Mountains Route."

Working hand in hand with the private sector, Osuna believes Tabasco will reach its goal of achieving sustainable development and growth.

"We have launched a policy that is aimed at creating a new Tourism Council whose main objective will be to look for opportunities in the industry and advise on how best to explore them, and even create workable business plans. There is still a lot of room for growth, particularly in the area of business tourism."

Colima, in the west of the country, has done much to improve its business platform, with Secretary of Tourism José Fernando Morán Rodríguez, keen to promote the service state's many advantages.

"We have just launched a Techno Park which will provide the appropriate infrastructures for businesses that want to set up operations here. So for companies willing to develop themselves in the technology sector, we provide the infrastructure, and also highly qualified and appropriate human capital."

As it focuses on improving the quality of life for its citizens, the Colima government will be analyzing tourism opportunities and challenges. The state has a good safety record, a buzzing beach city in Manzanillo, two airports and is proud to host the International Sailfish Tournament.

As Secretary of Tourism Morán says: "Our tourism is due to grow at a rate of 8-10% over the next few years, thanks to the agreement signed with the National Trust Fund for Tourism Development (FONATUR), as well as many private investors, which states that a 14 km tourist coastal development will be created, comprising a brand new marina, as well as golf courses and other important projects. It will be only 2 km smaller than Cancún."

"Our tourism is due to grow at a rate of 8-10% over the next few years, thanks to the agreement signed by FONATUR and many private investors."

José Fernando Morán Rodríguez, Secretary of Tourism, Colima

"We are significantly improving our adventure, nature and eco-tourism offers, as we have amazing places, including two volcanoes and a Biosphere Reserve nicknamed the Mexican Galapagos, that must be explored and enjoyed and need to become nationally and internationally well known. We need to improve connectivity and turn Manzanillo into a key cruise ship destination in the Pacific Coast."

Baja California Sur lies close to the U.S. border and has an

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José E. Calzada Rovirosa
Governor of
Querétaro

incredible array of attractions. La Paz, known as the city of peace and abundance on the mystical Sea of Cortez, offers adventure, nature, entertainment, sport, culture and history, as well as rare landscapes, beautiful beaches and spectacular sunsets.

Jacques Cousteau named the Sea of Cortez "the largest aquarium in the world", thanks to its wealth of flora and fauna. Millions of species have made the area an internationally famous destination for diving and snorkeling, with seamounts, sea lion colonies, scenic reefs and sunken ships.

The state also offers a wealth of places for sport fishing, where anglers can catch a wide range of fish, including striped, blue and black marlin, dorado, wahoo, roosterfish and tuna.

Todos Santos is a tropical paradise that boasts interesting shops, bed and breakfast inns and a cultural scene that has earned it a "Magical Town of Mexico" award. With an arts festival held every February, great gastronomy and unrivaled surfing, Todos Santos is a place that shouldn't be missed.

Los Cabos

Meanwhile, with more than 30 miles of beach, excellent 5-star hotels and spas and some of the best world-class golf courses in the Americas, Los Cabos offers a vacation to suit all

palates. Situated where the Sea of Cortez meets the Pacific, Los Cabos is a great place to kick back and unwind, with golf, scuba diving, snorkeling, kayaking, and horseback riding or rejuvenating in one of the many luxurious spas.

Today Los Cabos is visited annually by thousands of tourists who enjoy world-class fishing, golf, watersports, spas, shopping and more, and its growing number of luxury resort properties features a level of amenities and fine dining that is attracting elite groups for meetings and conventions, as well as a clutch of Hollywood celebrities.

As president of Los Cabos Convention and Visitors Bureau, Gonzalo Franyutti de la Parra points out, Mexico's inherent warmth and service-oriented culture is what keeps the people coming to the country in their droves.

"In the past 30 years or so, Mexico has passed from the building of 4-star properties to the building of 6-star luxury properties. This has not only happened in hotels, but in shops, spas, and fishing facilities, amongst others. Geographically, Mexico is in a fantastic location that allows travelers from all over the world to come here easily, and I think we have a unique combination of cultures, all kinds of climates and a high degree of convenience.

"We have developed complementary packages, from sun and beach destinations to cultural and colonial cities, from Los Cabos and Cancún to La Paz and the Riviera Maya. I have no doubts all Mexico's destinations will keep evolving, as we know our success is down to us being customer-driven.



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"As far as Los Cabos is concerned, we have become the premier destination for incentive groups all over Mexico. It's an aspirational destination, visited by VIPs and families alike. We are considered the number one destination by Trip Advisor, which is substantiated by the fact that a third of our tourists are repeat visitors. They are seasoned travelers who know what they want and expect to get it."

Like Franyutti de la Parra, the president of the Mexican Association of Tourist Developers, Juan Vela Ruíz, has been impressed by the level of upgrades carried out in recent years, specifically in real estate.

"Most of our affiliates are Mexican and the great majority of them are time share developers. In terms of sales, Mexico is the second-largest vacation ownership (mainly time share) market in the world, right after the U.S."

"Our product, however is very different; we offer high quality and personalized services, more akin to the standards of hotels and resorts. We have always sold homes in dollars to accommodate foreign investors, but are also seeing rising demand from Mexicans."

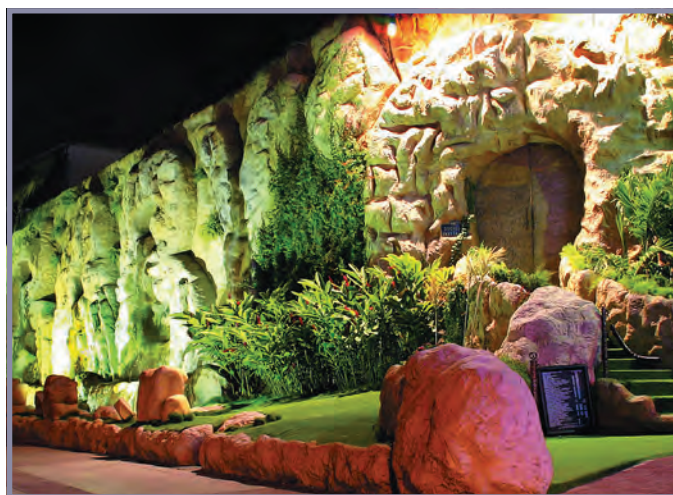
"I am convinced that our increased safety, competitive prices, incentives and rising connectivity will make Mexico one of the world's best tourism and investment destinations in the medium to long term."

Flying high

Increasing connectivity, efficiency and choice is the aim of Miguel Alemán Magnani, executive president of Mexico's Interjet airline.

Launched in 2004 and operating from Mexico City's International Airport (AICM) and Toluca to the most important business destinations in Mexico since August 2008, the airline lobbied the government for an open skies policy to bring competitive air travel to Mexico.

"We saw an opportunity to give customers more for less money," Alemán says. "We therefore offer more space and all the drinks and snacks you can consume—the only low cost airline to do this. We have cameras on the front landing gears so passengers can see the take offs and landings, and if we have seven, four or three airplanes ahead of us. There is no



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overbooking so all tickets are respected."

With a number two market share, Alemán believes Interjet has a sustainable business but that Mexico's airline industry in general needs to get better. "I think there is room for four or five airlines with very defined routes, locally and internationally," he says.

"We started with three routes and three airplanes and five years later, we have 28 planes and 32 routes. Our EBITDA is positive, we are connecting 22 states and our growth percentage is extremely high. We are very proud of the Interjet team."

"We started with three routes and three airplanes, and five years later, we have 32 routes and 28 airplanes. Our EBITDA is positive and we are connecting 22 states."

Miguel Alemán Magnani, Executive President, Interjet

We are a unique airline in that we have our own training institute to improve the pilots' and flight attendants' skills. Tourism is a tool Mexico can use to succeed. We need to invest more in education and give our people better skills, but I know Mexico is fighting the criminal elements of the country in the right way and making the right decisions."

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Quintana Roo: The state of plenty

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Mexico's

reputation as one of the world's top luxury travel destinations is becoming more and more well known, with 13% of all visitors coming within the luxury segment. Several of its resorts, spas and golf courses have won top travel magazine and organization awards in recent year, with the Mexican Caribbean in particular gaining more and more popularity.

All of this gives confidence to a country that has been blighted by drugs crime in some parts and is trying hard to send a message of security for both visitors and investors.

Gloria Guevara Manzo, Minister of Tourism, pulls no punches when she says: "We know that bad publicity sells, and we are aware that doing this implies leaving a big gap of information in terms of all the good things that have happened and continue to happen in Mexico.

"We do have a challenge, but so do many other countries. In Mexico's case, it is represented by violence taking place in a few areas, which add up to just 5% of the country. These are not tourist areas; those areas are safe, secure and constantly monitored. They are not affected by violence at all. Anyone—foreigners and nationals—can visit our tourism areas without incurring any kind of risk regarding their personal safety."

The State of Quintana Roo is the tourism leader in Latin America, boasting the award winning resorts of Riviera Maya, Cozumel, Cancún, and Isla Mujeres to name a few. With more than 80,000 hotel rooms, these resorts have helped make Quintana Roo Latin America's most-visited state.

Roberto Borge Angulo, Governor of the State of Quintana Roo says: "We would like to use our wonderful and large tourism sector to create more economic activity and competitive advantages, particularly in agribusiness, forestry, aquaculture and fishing, information and communications technology and manufacturing.

"We are going to consolidate the cultural sites in each area with the coastal regions and strengthen the quality of what we offer. We are going to develop the infrastructure as well.



Roberto Borge Angulo
Governor of
Quintana Roo

We are the number one state for cruises in Mexico, with ports in Cozumel, Majagual and Calica. In fact, Cozumel is the largest receiving port for transatlantic boats. It represents about 3.5 million visitors a year.

"Quintana Roo is going to become a green state that takes care of its natural resources and protects its environment.

A third of the territory is considered protected by the government; our green areas are what the state is known for and what keep the economy moving, so we must take care of them."

As testament to its tourism value, the state has attracted 60% of Spanish hotel chains, as well as the most important hotel groups in the world. "This has helped us grow," Borge, who was born in Cozumel, says, "but it has also helped us be able to guarantee that there is potential here that is worth investing in, that there is the human capital needed to develop these projects and at the same time help them to grow and prosper."

"We would like to use our wonderful and large tourism sector to create more economic activity and competitive advantages."

Roberto Borge Angulo, Governor of the State of Quintana Roo

Meanwhile, State Secretary of Economic Development, Francisco Javier Díaz Carvajal, says: "In the last few years, we have developed tools to help small and medium sized enterprises. We have a fund dedicated to sponsoring these companies, and provide consultancy services and specialized training programs.

"An information system to provide trade and economic data is also available and we have established a local commission to analyze competitive issues and offer solutions to improve the business environment."

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"With regard to people wishing to start a new business, Quintana Roo government has sponsored nine facilities to incubate them until they are able to compete on a larger level. So we are trying to generate 400 new companies a year with this program, called *Emprende*.

"We currently have more than 12 million visitors a year and the average amount spent is \$13,000, which gives us a capacity of \$1.1 billion a year. Tourism accounts for 80% of the economic movement in the region."

Although better known for its beaches and bars, Jesús

Almaguer Salazar, director general of Cancún's Convention and Visitor's Bureau (OVC) is looking forward to welcoming growing numbers of conference-goers to Cancún.

Having successfully hosted the 16th World Summit United Nations Climate Change Conference last winter, which attracted more than 12,000 participants, Cancún is well placed to make lucrative revenues as meeting industry activities in Mexico hot up.

As a whole, the country now has 12 million square feet of event space, plenty of hotel accommodations for conventions, more than 70 congress venues, and 57 international airports connecting to feeder markets throughout the world. Last year alone, it hosted 143 congresses and conferences, some of them in Cancún.

"Cancún is a young city, it is less than 40 years old, so we have young governors and young entrepreneurs," he says. "We have Mayan culture, coral, natural reserves and modern structures, as well as theme parks and cruise ships. There are more than 300 activities for visitors to enjoy.

Riviera Maya

At the Riviera Maya Tourism Board, director general Darío Flota Ocampo is keen to put the lesser known but no less appealing area on the tourist map. Having grown exponentially in recent years, the area offers new resorts consisting of hotels no bigger than 30 rooms and diamond-class all-inclusives, as well as an important Jazz Festival.



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"Forty percent of visitors are from the US, 20% are Mexican and 15% are Canadian. The rest are from Europe and they tend to stay longer than those from other countries."

For Cristina Alcayaga de Arroyo, the former president of the Entrepreneurial Coordinating Council of the Caribbean, Europe (CCE) should definitely be the focus market. "Europeans want to explore, understand and get to know more about the places they are visiting, their culture, history and archaeology and so forth," she says. "They want to know more about the Mayas, the history they made in Mexico, and of course, the significance of the 2012 Mayan Prophecy."

Comprising more than 30 associations, businesses, golf course developers, marinas, lawyers bureaux and universities, the CCE offers information, guidance and gives a common voice vis a vis the state and federal governments and authorities. "We want our region to keep growing sustainably and to draw on our own resources," Alcayaga de Arroyo says. "To achieve this, we are not afraid to ask the experts what needs to be done today in order to succeed tomorrow."

Stylish, luxurious all inclusive resorts

And so the resorts themselves. AMResorts, North America's fastest-growing luxury leisure resort company, is located throughout Mexico, the Dominican Republic and Jamaica. Services are provided to five brands comprising the luxury collection of resorts: Zoëtry Wellness & Spa Resorts, Secrets Resorts & Spas, Dreams Resorts & Spas, Now Resorts & Spas



Mayan Ruins, Tulum, Quintana Roo.

and Sunscape Resorts & Spas. With a powerful vision for the future, AMResorts is set to reach over 10,000 rooms in its portfolio by the end of 2012 and exceed 30 properties the following year, taking the luxury vacation experience to new heights.

For Alejandro Zozaya, president of AMResorts in Mexico, the all-inclusive market is currently the most demanding: "The first reason is value for money; not that it is cheaper for the guest, but one receives more for his or her money than they would by simply paying for accommodation and then having

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to spend on food and beverages, as well as entertainment. The second reason is security. Not having to go out alone and having everything organized by the hotel means less risks and more facilities at one's reach, no worries and more tranquility.

"All-inclusive hotels have an average stay of six nights, while the non-all inclusive hotels have a three-night average stay, which means that the all-inclusive business gives more to the tourism industry than the non-all-inclusive hotels.

"In my opinion, independently from the actual level of the hotel, the real luxury consists of, for instance, going to a restaurant, not seeing prices, order, be served, finish, and leaving without having to pay nor tip anyone; this is amazing, this is luxury, those are real vacations, relaxing, no matter how wealthy one is."

The real thing

For Fernando García Zalvidea, director general and president of Real Resort, a Mexican chain which for 24 years has offered Luxury, GT, five and four star All-Inclusive Plan Resorts for families, couples, groups conventions, health seekers and honeymooners at the best locations, the objective is to be the best in the all-inclusive market.

"We have created exceptional Real Resorts in Mexico, where our guests' expectations of the ideal Cancún and Riviera Maya hotels are bound to be exceeded. We offer comprehensive "All-Inclusive" vacations, and by taking care of all the little details, we take the worry out of the holiday so guests can just relax and enjoy.

"We travel all over the place to hotels to get ideas and we improve them to make a magnificent opportunity to offer our customers.

"We have the only booking system in the world where the client can book the room and even have a 180° view of the room so the client can see the room before booking. That represents an awesome online check in, and we are selling more than a million upgrades on our suites, so guests get additional value for money."

García Zalvidea, who built up the empire from a humble transportation operation, pioneered the Best Day concept, an exclusive club that represents 12% of occupancy.

"Twenty-four years ago, I saw the need to buy a car to pick up people and have transportation to the old Mayan places, and my first customer told me this was the best day of their life – that's why I chose the name Best Day," he says.

Velas Group

One of the strongest participants in the luxury hotels market, Velas Resorts was started by Eduardo Vela Ruíz, who, after going on vacation himself, found it was no holiday, what with all the shopping, laundry and other things he had to do within the apartment. "I came up with the idea to offer something different, something special, so that the customer could feel at home," he says.

Now head of four luxury resort hotels in Mexico, in Jalisco and Riviera Maya, Vela maintains that customers will never

find the service provided by his brand in any other hotel in the world.

The luxurious Grand Velas Riviera Maya is one of the newest resorts to distinguish Riviera Maya as a premier vacation destination. Having been awarded Five Diamonds by the American Automobile Association, North America's premier rating program, the resort is the pinnacle of all-inclusive vacation luxury.

Elegant accommodations, gourmet culinary tour dining experience, a deluxe spa, personalized butler concierge services and a cutting edge convention center make Grand Velas Riviera Maya an ideal choice for leisure and business travelers. It is located just five minutes away from downtown Playa del Carmen and 35 minutes from Cancún International Airport.



IMAGE: DEMETRIO CARRASCO STANKEWICZ

Restaurants and shopping

Created in 1981, Casa Rolandi has been one of the most successful restaurants in the history of Cancún, combining all that is expected from a good restaurant, including superb food, outstanding service and a Mediterranean ambiance. The secret, according to founder and owner Sandro Müller Rolandi, is a firewood oven, which seals the dishes in their own juices to keep the natural flavors.

"Most of our customers are locals, who know the value and high quality of our products, but more and more often we have tourists coming to visit us, the kind who like a highly

Cancún, Quintana Roo.

personalized level of service and who prefer quality to quantity," he says.

And so to five star shopping. The father of architect Javier Sordo Madaleno, chairman of an upscale open-air shopping center in Polanco, started building the Mexico's first mall in 1969. "It was difficult because most of the stores were in the downtown area and people didn't believe in taking their business out from there," he says.

Fast forward to today, and the Antara Polanco outdoor shopping center, which opened its doors in 2006, is the first



Enjoy The New World's Largest Underwater Museum of Art "MUSA"

Jason de Caires Taylor's Underwater Museum is Cancun's new attraction, featuring over 400 sculptures strategically placed to be seen easily by diving, snorkeling or from a glass bottom boat.

The Museum's (MUSA's) aim is to promote marine life conservation and to highlight the potential of art as a way to increase environmental awareness.



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Sunset view at Casa Rolandi.

Facebook.com/casaroland

name in exclusive, multifunctional shopping experiences. The mall hosts several concerts, fashion shows and exhibitions throughout the year. It is composed of three separate stories and is home to over 100 stores featuring the world's top brands, as well as six gourmet restaurants and a Cinemex movie theater.

"I wanted a place to spend the weekend, I did not want to feel handled, I wanted to built something that was really something I liked," Sordo says. "I wanted greenery, trees and a comfortable place, so that people could walk through the

mall in nice surroundings. The service from the people that work in the stores is like no other in the world so here customers can feel how special they really are.

"People do not just go to Antara to buy things; they can go there and walk to have a nice view, to dine, to dance. If anything, Antara has too many things on offer! It is not only and architectural thing, it is a whole theme. But it is a successful theme: Antara has grown its own net operating income 30% per year, which includes the crisis years.

"We are certainly interested in taking the concept elsewhere and making joint ventures. If we went to New York, for example, it would have to be a different design altogether. Why? Because every place is different and we need to adapt the project to the culture and the society that is there."

Without its famous zest for fun and liveliness, Mexico's tourism product would not be complete, and Baby'O, an Acapulco club, does not disappoint. Hosting events and an unbeatable party atmosphere, the club is a must-visit venue for the younger crowd.

"Baby'O came to life from my desire to put together everything that I liked into one single, pioneering, innovative and unique ultimate-entertainment place!" says Eduardo Césarman president and co-owner. "It worked because in the 1970s the world's jet set used to come to Acapulco."

In the world's most colorful tourism destination, variety is certainly the spice of Mexico.

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