Demand Report: Mexico’s Manufacturing Sectors

prepared for

VEDP International Trade
ExportVirginia.org

NEIGHBORS

Updated Aug 10, 2020
Objectives and rationale

Identify sources of demand for products and services from Virginia exporters in Mexico

➔ Manufacturing in Mexico is a well-established and dynamic industry

➔ Creates a large share of the country’s B2B sales activity

1) What are key demand stimuli among Mexican manufacturers?

2) What Virginia products and services are they most relevant for?

3) How can Virginia exporters meet these demand areas?
Why manufacturing?

Continued growth, investment, innovation
- Sector created 200,000 jobs in 2018 in Mexico
- 18% of Mexico's GDP
- 98 R&D centers nationally; 34 industry clusters implementing Industry 4.0 and IoT technologies
- 52% of companies in production sectors have accelerated their adoption of robotics and automation
- 59% of manufacturing companies in Mexico have a digital strategy
- Prior to pandemic, 5-12% real sector growth YoY
- In 2020, the global supply chain shift is largely viewed as an opportunity to shore strategic Asian and European operations in Mexico

Accessible to Virginia exporters
- International standards, well-regulated, process-oriented
- High technological sophistication
- Diverse demand areas
  - Direct input: components, materials destined to be part of output product
  - Indirect supply: plant infrastructure, services to support and improve internal processes as well as external sales and supply processes
- Diverse, accessible geographical areas
  - Mexico Valley Metropolitan Area; Monterrey-Saltillo-Torreon; Puebla; Guanajuato; border states
### Manufacturing activities

<table>
<thead>
<tr>
<th>Top Co’s by 2019 Revenue</th>
<th>MN USD</th>
<th>Sector</th>
<th>Revenue vs 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>GM</td>
<td>$22,010</td>
<td>Auto</td>
<td>15 %</td>
</tr>
<tr>
<td>Fiat Chrysler</td>
<td>$18,989</td>
<td>Auto</td>
<td>4 %</td>
</tr>
<tr>
<td>Bimbo</td>
<td>$15,172</td>
<td>Food</td>
<td>8 %</td>
</tr>
<tr>
<td>Volkswagen</td>
<td>$11,096</td>
<td>Auto</td>
<td>1 %</td>
</tr>
<tr>
<td>Nissan</td>
<td>$10,326</td>
<td>Auto</td>
<td>3 %</td>
</tr>
<tr>
<td>Coca-Cola FEMSA</td>
<td>$9,597</td>
<td>Beverage</td>
<td>-1 %</td>
</tr>
<tr>
<td>Honda</td>
<td>$9,117</td>
<td>Auto</td>
<td>-8.8 %</td>
</tr>
<tr>
<td>Ford</td>
<td>$8,714</td>
<td>Auto</td>
<td>-3 %</td>
</tr>
<tr>
<td>Arca Continental</td>
<td>$8,366</td>
<td>Beverage</td>
<td>14 %</td>
</tr>
<tr>
<td>Orbia (Mexichem)</td>
<td>$7,289</td>
<td>Chemical</td>
<td>26 %</td>
</tr>
</tbody>
</table>

- Automotive / Vehicles / Parts
- Electronics / Appliances / Electrical
- Chemical / Petrochemical
- Energy
- Food / Beverage / Brewing
- Metals / Mining
- Aerospace an important growth sector
  ~315 OEMs, Tier 1s, Tier 2s

Mexico’s top 10 manufacturers, ranked left, were all within the overall top 30 companies in Mexico by revenue.
## Orders of magnitude

<table>
<thead>
<tr>
<th>OPEX on supplies</th>
<th>BN USD</th>
<th>CAPEX on infrastructure</th>
<th>MN USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total input spend</td>
<td>320</td>
<td>Total CAPEX</td>
<td>9,023</td>
</tr>
<tr>
<td>Raw materials domestic</td>
<td>157</td>
<td>Machinery &amp; Production Equipment</td>
<td>6,282</td>
</tr>
<tr>
<td>Raw materials imported</td>
<td>87</td>
<td>Computers &amp; Information Assets</td>
<td>194</td>
</tr>
<tr>
<td>Packaging &amp; Containers</td>
<td>12</td>
<td>Other</td>
<td>323</td>
</tr>
<tr>
<td>Shipping</td>
<td>7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Repair, Maintenance,</td>
<td>6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parts, Accessories</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outsourced Manufacturing</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Royalties</td>
<td>2</td>
<td></td>
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</tr>
</tbody>
</table>

- Of Mexico’s 600k + manufacturing plants, 94% employ under 10 people.
- About 8,000 plants employ 100 or more.

### Manufacturing plants by size

- 565,287 (94%)
- 3,942 (1%)
- 1,692 (1%)
- 30,942 (5%)

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**INEGI data (BIE + DENUE)**

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**NEIGHBORS**
A Mexican vision of Manufacturing.

Key manufacturing stakeholders in Mexico are pinning the sector’s future on Industry 4.0.

As the evolution promises to stimulate higher-value jobs, it enjoys the political support to sustain government cooperation on educational programs and maintaining a favorable investment climate.

Source: Negocios magazine, Mexican Secretariat of the Economy, Sep-Oct 2017
Case study: Bosch Mexico

- German company in Mexico since 1955
- 16,000 employees at 12 locations
- New smart factory will manufacture Electronic Control Units in 21,000-square-meter facility
- Since 2014 center for software development and engineering services in Guadalajara

New ECU factory, on track to be finished 2020 in Celaya, Guanajuato, features Manufacturing Execution System for intelligent production lines

- Automatically collects data, shares production information in real time
- Facilitates preventive maintenance of machinery and higher product quality
- Digitally connects the plant to the Bosch Group’s global manufacturing network
- Adjacent logistics center

“By mid-2019, manufacturing at nearly all Bosch plants in Mexico equipped with our intelligent control system.”

- René Schlegel, President, Bosch Group Mexico
Mexico is certifiably global... Thanks to international trade decisions that made manufacturing a cornerstone of economic development.

- Free trade with 46 countries
- 45 countries look to Mexico as a potential platform to sell into the US
- 46 countries look to Mexico as a platform to sell to the rest of the world

Global supply chain integration enhances stability and diversifies technological transfer.

Image source: Secretaría de Economía

Mexico Trade Agreement Timeline

Tratado de Libre Comercio de América del Norte = NAFTA. Now known as TMEC, USMCA. North America is where it started, but it didn’t stop there.
The North American Economic Region

- Mexico, the US and Canada have **reaffirmed trilateral commitment to economic cooperation**
  - For over 25 years the 3 countries have supported a legal framework that encourages supply chain linkage throughout the region
  - Having particularly benefitted manufacturing, the agreement has drawn global investment in production to Mexico

- **USMCA** (called “TMEC” in Mexico) entered effect July 1, 2020 to update NAFTA. New factors important for Mexico manufacturing:
  - Worker participation in unions has to be genuine (efforts to block coerced member approval votes to “rubber stamp” what management wants)
  - Automobiles have to include 75% North American content
  - Of North American automotive content, 40% has to be produced by workers making over 16 USD per hour
  - Above factors to reinforce higher salaries and plant automation in Mexico

- The **Covid pandemic + US-China trade battles**
  - Both factors seen as driving reconfiguration of global supply chain footprint that could favor North America-bound investment, and particularly Mexico
  - Mexican and US foreign relations leaders working to ensure supply chains in North America remain synchronized (reopenings, health + safety measures, etc)
  - Aim for state + local governments in Mexico and US to work more closely together on investment and trade leadership

Image: July 9, 2020 by The Guardian
Key demand stimuli for MX manufacturing

- **Realignment of global supply chains** following US-China head-butting
- **Interest in more value chain “latency”** and geographically better connected regional + back-up partners
- **Continually increasing output** to meet global demand
- **International and domestic investment continues**: more manufacturing, more diverse outputs
- **Pressure to add better value to supply chain**
  - Pressure from within Mexico as well as external
- **Opportunity for labor productivity improvement**
  - 1/5 of Mexico’s educated work force is trained in STEM: underutilized and underpaid
- **Supply chain leaders who integrate and incentivize**

Concrete implications

- **Honeywell, Bosch, Siemens, the automotive and aerospace OEMs, among others, work to cultivate and improve local partners**
  - Just-in-time, ISO and other standards enforcement for quality control and data management
- **Backed by collaboration with Industrial clusters, education, government**
  - R&D, training, process control, leadership, innovation culture
  - Incentives for building smart infrastructure
  - US and Mexican Governments increasingly highlight bilateral state and local leadership in both countries for coordinating regional North American supply chain partnerships
Opportunities for Virginia Exporters

Direct
Join Mexico’s manufacturing supply chain

Indirect
Help Mexico’s manufacturing supply chain enhance the value it adds
Some relevant Virginia export areas

**Products or services in:**

<table>
<thead>
<tr>
<th>Products or Services</th>
<th>Areas</th>
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<tbody>
<tr>
<td>Physical Security</td>
<td>Information Technology</td>
</tr>
<tr>
<td>Human Resources Tools</td>
<td>Data Management</td>
</tr>
<tr>
<td>Information Security</td>
<td>Financial Tools &amp; Services</td>
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<tr>
<td>Alloys</td>
<td>Composites</td>
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<tr>
<td>Logistics Optimization</td>
<td>Inventory &amp; Packaging</td>
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<tr>
<td>Tooling &amp; Die Maintenance</td>
<td>Energy Design &amp; Control</td>
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<tr>
<td></td>
<td>Training Tools &amp; Services</td>
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<tr>
<td></td>
<td>Quality Control &amp; Testing</td>
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<tr>
<td></td>
<td>Risk Management Tools</td>
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<tr>
<td></td>
<td>Automation Support</td>
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<td></td>
<td>R&amp;D / Innovation Support</td>
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<td></td>
<td>Telecommunications</td>
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<tr>
<td></td>
<td>Aerospace Manufacturing</td>
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<tr>
<td></td>
<td>Automotive Manufacturing</td>
</tr>
<tr>
<td></td>
<td>Business Process Management</td>
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<tr>
<td></td>
<td>Industrial Process Management</td>
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<tr>
<td></td>
<td>M2M / IoT Hardware &amp; Software</td>
</tr>
<tr>
<td></td>
<td>Infrastructure Development</td>
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</tbody>
</table>
The missing link? Be part of the supply chain

Some well-known needs in specific industries

- **Automotive**: components for chassis, body, powertrain in particular demand, Tier 1 for new luxury vehicle production
- **Auto Tier 2 / 3** base lacking compared to Tier 1: stamping, machining, injection molding, aluminum die casting, hot forming, laser cutting, fasteners, high gloss painted parts all in demand
- **Aerospace**: sheet metal, machining, special processes, material distribution, raw metallic materials, electrical, composites
- **Medical devices / biotech**: quality control, testing, and related secondary services
- **Appliances**: embedded software, fiber glass, dielectric materials, metal extrusions, screens, ceramic/porcelain

Additional sources: AMIA, ProMexico, Roland Berger
Industry-agnostic needs

- Molds, tooling, and tooling design, maintenance and repair
- Specialty materials: reagents, chemicals, composites, alloys
- Specialized surface treatments, heat treatments, specialized machining
- Capital equipment and production infrastructure updates
- Plant infrastructure maintenance / consumables
- Logistics; insufficient rail and highway with significant challenges, inbound and outbound shippers need support optimizing
Help wanted: fortify existing suppliers

Manufacturers want to harness abundant local design and engineering capacity. Needs:
- Technical training and technological tools
- Certification support (international and internal standards)
- Talent management techniques and tools

Help local SMEs mature and modernize. Needs:
- Protocol and standards development
- Computer-aided process planning
- Common knowledge network platforms
- Manufacturing execution systems
Aerospace: a Mexico manufacturing darling

- Aerospace an opportunity to stand on the shoulders of Mexico’s automotive achievements
  - Converting or expanding the work of automotive Tier 1 + Tier 2 companies into aerospace capabilities
  - Existing JIT, logistics corridors, + legal frameworks (including Wassenaar Arrangement, FAST/CTPAT)
  - Honeywell, Safran, Airbus, Beechcraft, Rolls Royce, GE among OEMs encouraging aerospace companies to cluster in Mexico

- **FEMIA**, Mexico’s Aerospace Industry Federation, is mostly about manufacturing

- **FAMEX 2021**: coinciding with the VEDP trade mission to Mexico in Queretaro, this aerospace + defense trade show has a strong aerospace manufacturing element.

- Mexico's established aerospace clusters: Queretaro, Chihuahua, Baja California, Sonora. Yucatan a new player.

- Virginia companies who “link up” with Mexico's aerospace supply chain offer:
  - Specialized materials
  - Specialized machining + other precision processes
  - Coatings and treatments
  - Die and tooling supply/repair
  - Automation, integration, certification, specialty logistics control, other services to help improve local operations

- Virginia manufacturers who successfully sell into the aerospace supply chain may be asked by OEM customers to specify a timeline for establishing Mexico operations
Demand: improved supply chain integration

Services and tools that integrate suppliers into processes of anchor manufacturers:

- Efficiency in production
- Intellectual property protection
- Common standards
- Knowledge sharing
- Logistics process standardization, certification, tools

Services and tools to help suppliers keep up with advanced manufacturing demands:

- Financial and risk management services in order to handle upgrades
- Organizational and process transformation services
  - As labor costs rise, manufacturers will seek to offset costs with technological efficiency
Opportunities to improve safety + security

- Alarming insecurity in freight transportation
  - Techniques and tools to prevent physical losses, protect personnel and mitigate related operational costs
  - Everything is a target, not just high-value goods
- Is prevention the only option?
  - Insurers often decline coverage or attach it to costly stipulations; 80% of ground freight currently travels uninsured
- Information security increasingly important
  - While costliest issues still related to physical theft, IoT introducing new vulnerabilities
  - Organized crime has proven hacking capabilities

- Improve communication between industry and law enforcement

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**Top Security Measures**
Implemented by American Chamber of Congress Mexico Members, 2016

- Travel Safety Protocols (85%)
- Security Awareness Programs (79%)
- Risk Evaluation and Prevention Plans (70%)
- Secure Transport Services (68%)
- Crisis Management Planning (59%)
- Improved Hiring Processes (59%)
- Creating Facilities Security Procedures (56%)
- Emergency Phone Lines (52%)
- Information Compiling (44%)
- Drug Testing (39%)
- GPS Tracking of Assets (38%)
- Executive Protection (28%)

Sources: AmCham 2016 Informe de Seguridad Empresarial, Expansión
IT demand in manufacturing

- Networks for information processing: ERPs, APOs, CRMs
  - not in short supply domestically, but many smaller manufacturers have yet to adopt
- M2M / IoT
- Information security
- Training
- Capability Maturity Models

- Specialized information management systems:
  - Manufacturing Execution Systems (MES)
  - Laboratory Information Management (LIMS)
  - Personal Information Management (PIMS)
  - Warehouse Management Systems (WMS)

- Automation networks:
  - human-machine interfaces, SCADA, PLC, DCS, packaged systems, microelectromechanical systems, field programmable gate arrays, embedded systems
  - requirements management plans

Source: Mexican Secretariat of the Economy
IT demand in manufacturing

Common software in demand, paired with need for services to facilitate integration and exploitation:

- Transvalor, Scientific Forming Technologies, Simufact Engineering, Siemens NX and Unigraphix, Prolex Electronics, SAP Manufacturing Execution, Dassault Systemes, Exact, Caseware, Autodesk, Vitri, Clarity, Advantech, Mitutoyu

- Custom software for aerospace and electronics-electrical manufacturing

Recommended sales approach for IT:
Partnership with a Mexican IT company.

You provide complementary services, guidance, software licenses; Mexican partner offers business development, implementation, localization and post-sales support.

Offer to hire Mexican partners for support on US projects.

While the Mexican IT market is highly competitive, this dynamic creates a motivating win-win situation.

Source: Mexican Secretariat of the Economy
Market entry models: faster

- **Direct Investment**
  - Greenfield and hire locally, or
  - Buy an existing company and adapt it to provide your product or service
  - Good for when logistics, production, or delivery / service costs are reduced if done locally

- **Joint Venture**
  - Create a company with a Mexican player already in the market
  - Share responsibilities according to capabilities

- **Licensing Agreement**
  - A Mexican company replicates and sells your product or service for a percentage / annual fee
  - Need to ensure controls in place for accurate monetization

- **Distribution / Channel Partner Agreement**
  - A Mexican company incorporates your services or products into the portfolio they offer in Mexico
  - Varying degree of local responsibility for delivery / implementation

These 2 options cost the most up front but represent the lowest risk. Overtly encouraged by OEM manufacturing customers.

Mid-range options. If handled well with your Mexican partner, these 2 can be fast and less expensive.
Market entry models: lower upfront cost

Agents or Representatives

- A local team or individual promotes your product or service, provides customer service and develops sales
- You assume responsibility with them for ensuring product or service is properly received by customer
- Important to see your representatives periodically in person, show them you are invested in their service

Sell from Virginia

- Promote locally
  - Advertising and trade shows, networking
- Spanish-speaking staff in US, travel frequently to market, telephone customers often
  - From a sales development standpoint it should feel to customers as if you were based in Mexico
- Ship product to client directly. Deliver service remotely or via trips to Mexico

Manufacturing customers will tolerate these models more for high-volume commodities or very specialized services. Otherwise, only while they have no better option. May ask you to commit to finding local support.

More lightweight to implement, these options represent higher costs and risk in the long term, with slower results that are less guaranteed. Evaluate whether you should sell at a higher price point than in the US.

What % of your costs needs to be in dollars, vs pesos?
Routes to Mexico’s manufacturing market

• Manufacturing clusters
  – Active supplier development
  – Key interest is reducing supply chain risk and improving local capability
• R&D and technical training centers
  – Often closely linked to cluster organizations
• Mexico locations of current customers (e.g. Rolls Royce) and other “anchor” manufacturers
• Manufacturer supplier days

• Industry trade shows
  – Reach SMEs (Tier 2s) interested in capabilities improvement
  – Reach OEMs, Tier 1s and Tier 2s with in-demand components, processes
  – Reach industry partners interested in Industry 4.0 and process management
  – Great for exhibiting secondary services to meet the needs of the industry
  – Great for meeting partners and reps
### Past Important trade shows
(check with us for 2021 updates)

<table>
<thead>
<tr>
<th>Event Name</th>
<th>Date/Location</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Smart Industry Summit 4.0</strong></td>
<td>Leon, Guanajuato, September 5-6, 2018</td>
<td>Industry 4.0 event bringing together multiple sectors in the Bajío region</td>
</tr>
<tr>
<td><strong>Food Technology Summit</strong></td>
<td>Mexico City, September 26-27, 2018</td>
<td>Food processing and ingredients</td>
</tr>
<tr>
<td><strong>Foro de Proveeduría Automotriz</strong></td>
<td>Leon, Guanajuato, October 17-18, 2018</td>
<td>Automotive manufacturing suppliers expo in one of the main auto regions</td>
</tr>
<tr>
<td><strong>Expo Plásticos</strong></td>
<td>Guadalajara, November 7-9, 2018</td>
<td>Machinery, technology, raw material and plastic solutions for all industries</td>
</tr>
<tr>
<td><strong>Expo Manufactura</strong></td>
<td>Monterrey, Feb 5-7, 2019</td>
<td>Country’s biggest advanced manufacturing trade show with pavilions on automation and robotics, plastics, additive manufacturing, machining solutions</td>
</tr>
<tr>
<td><strong>Automotive Meetings Queretaro</strong></td>
<td>Queretaro, February 19-21, 2019</td>
<td>Automotive B2B meetings</td>
</tr>
<tr>
<td><strong>Engine Forum &amp; Aerostructures Meetings Sonora</strong></td>
<td>Hermosillo, Sonora, February 27-28, 2019</td>
<td>Aerospace conference and exhibition focused on metal specialties</td>
</tr>
<tr>
<td><strong>Logistics Summit &amp; Expo</strong></td>
<td>Mexico City, March 13-14, 2019</td>
<td>What the name says!</td>
</tr>
<tr>
<td><strong>UTECH Las Americas</strong></td>
<td>Mexico City, April 10-12, 2019</td>
<td>Polymers and chemicals trade show</td>
</tr>
<tr>
<td><strong>Plastimagen</strong></td>
<td>Mexico City, April 2-5, 2019</td>
<td>Plastics and plastic processes trade show</td>
</tr>
<tr>
<td><strong>FABTech Mexico</strong></td>
<td>Monterrey, May 7-9, 2019</td>
<td>Metalworking trade show</td>
</tr>
<tr>
<td><strong>ExpoElétrica</strong></td>
<td>Mexico City, June 4-6, 2019</td>
<td>Electrical components expo; 2018 edition included automation pavilion</td>
</tr>
<tr>
<td><strong>ExpoPack</strong></td>
<td>Guadalajara, June 11-13, 2019</td>
<td>Large packaging and packaging processes show</td>
</tr>
<tr>
<td><strong>ExpoCarga &amp; Cargo Week Americas</strong></td>
<td>Mexico City, June 18-20, 2019</td>
<td>Freight and logistics conference and exhibition</td>
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</tbody>
</table>
### Industry associations

<table>
<thead>
<tr>
<th>Association</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AMDM</strong> – Mexican Association of Machinery Distributors</td>
<td></td>
</tr>
<tr>
<td><strong>AMIA</strong> – Mexican Automotive Industry Association</td>
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<tr>
<td><strong>AMMMT</strong> – Mexican Mold and Die Manufacturing Association</td>
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</tr>
<tr>
<td><strong>AMS</strong> – Mexican Association of Surface Finishing Industrials</td>
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<tr>
<td><strong>ANFAD</strong> – National Association of Appliance Manufacturers</td>
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<tr>
<td><strong>ANIEI</strong> – National Association of Educational Institutions in Information Technology</td>
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</tr>
<tr>
<td><strong>APIMEX</strong> – Association of Industrial Suppliers in Mexico</td>
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<tr>
<td><strong>ATMS</strong> – Association for Technology, Manufacturing and Solutions</td>
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<tr>
<td><strong>CANACINTRA</strong> – National Chamber of Processing Industries</td>
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<tr>
<td><strong>CANAME</strong> – National Chamber of Electrical Manufacturers</td>
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<tr>
<td><strong>CANIETI</strong> – National Chamber of Electronics, Telecommunications, and IT</td>
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<tr>
<td><strong>CIATEC</strong> – Center for Applied Innovation in Competitive Technologies</td>
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<tr>
<td><strong>EMA</strong> – Mexican Accreditation Entity</td>
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<tr>
<td><strong>FEMIA</strong> – Mexican Aerospace Industry Federation</td>
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<tr>
<td><strong>FUMEC</strong> – US-Mexico Foundation for Science</td>
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</tbody>
</table>

Tip: to find out who the biggest players in your target industry are, check for sponsors or board members in the associations, clusters and trade shows.
Teaming up to compete: clusters

Many of Mexico’s industrial clusters have created formal organizations to assess needs and facilitate competitiveness, typically steered by large investors, local government, and local educational institutions with strong support from industrial park developers.

- Chihuahua Advanced Manufacturing Cluster
- Aerospace Cluster Chihuahua
- Chihuahua Mining Cluster
- ClauGTO Guanajuato Auto Cluster
- Aerocluster Queretaro
- Mexico State Automotive Cluster
- Sintonia Puebla Industrial Cluster
- 2 IT clusters in the industrial hub of Monterrey: CSoftMTY, Monterrey IT Cluster
- Baja California Aerospace Cluster
- Baja’s Medical Device Cluster
- Sonora Mining Cluster
- CLELAC – Electrical Appliances Cluster
Parting observation

In an internationalized economy like Mexico, it makes sense that you will find among your competitors French, German, British, Spanish, Japanese, Korean, Chinese, Brazilian, Israeli, Italian and Canadian companies.

What doesn’t make sense is when those companies outperform US suppliers in Mexico, given the advantages in cost and quality Americans often offer, not to mention cultural affinities. Why does this happen?

Because the competing foreign companies are physically in the market.

Proximity can lull US companies into thinking they can properly compete in Mexico from home. Proximity is a real advantage-- think time zones, and not having to move product across oceans-- but it doesn't mean it’s okay to skip the step of really engaging with customers in Mexico, in person.

International and Mexican competitors are in Mexico, on the ground, which more often than not is the deciding factor in a sale. Mexico is not an easy market compared to the US, nor is it inexpensive, so Mexican customers need to see you really understand and are invested in their needs. Plan to get to know them well.

One of the best ways to do business in Mexico is literally to make friends with Mexicans.
Gracias, y estamos a sus órdenes.

Neighbors International
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VEDP Global Network Partner for Mexico
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