TECHNICAL SEMINAR ON TOURISM INVESTMENTS IN THE AMERICAS

Asuncion, Paraguay

17 - 18 May 2011
**Introduction**

The seminar on Tourism Investments in the Americas, taking place in the context of the 52nd meeting of the UNWTO Commission for the Americas, aims to explore the region’s immense potential to attract investments that in addition to being profitable also enhance the development of local communities, as well as social, environmental and cultural sustainability.

Due to its cross-cutting nature, tourism activity requires the participation of a considerable number of actors whose behaviour has a decisive influence on tourism investment. The most important ones are specifically discussed in the four sessions into which the Seminar is structured.

The fact that, in tourism, it is the consumer who travels to the product and not the other way around as is the case in most other activities gives the tourism sector an especially significant aspect: cooperation between the public and private sectors, which is always helpful in any other activity, is indispensable in the case of tourism.

Attracting tourism investment has become a priority objective for many economies due to, among other factors, its capacity to generate decent jobs, both direct and induced.

Designing a strategy to foster sustainable economic growth inevitably requires more and better infrastructure, improvements in education and training, a more favourable business climate and stronger governance, all of which are key factors for an investment attraction policy.

It is not only a matter of growth. In the region there persist deep inequalities, and public administrations should prioritize their budgetary actions in the area of social services in order to ensure that the benefits deriving from growth accrue to the broadest strata of their societies.

The importance of capturing tourism investments on the part of practically all countries has turned this activity into a veritable competition. There has been a proliferation of government agencies for investment promotion and in the case of countries with decentralized economies, there are, additionally, a series of entities at the regional or local level.

This seminar will be structured in two phases. First, in the frame of 52nd UNWTO Commission for the Americas in Asuncion, of conceptual and theoretical nature, provide a general overview of the socio-economic and political situation of the region as well as concrete cases presented by the investment promotion agencies from different countries. It will also discuss key factors such as infrastructure and air connectivity, concluding with the view of the private sector. Second phase, of more practical and interactive nature, will be structured as a workshop with trade meetings between, companies, institutions and destinations in the frame of International Tourism Fair of Madrid FITUR 2012
Provisional Programme

**17 May**

**16:15-16:30**
Welcome remarks by Liz Rosanna Cramer Campos, Minister Executive Secretary, National Tourism Secretariat,(SENATUR) and Taleb Rifai, Secretary-General, United Nations World Tourism Organization (UNWTO)

Introduction to the Seminar by Carlos Vogeler, Regional Director for the Americas, United Nations World Tourism Organization (UNWTO)

Presentation of the Basic Introductory Report by Adolfo Favieres, President, ALDESA Turismo, Spain

**16:30-18:00**
**SESSION 1:** The political and socio-economic framework of the region. The role of development and investment banks and of multilateral bodies.

Moderator: Carlos Vogeler, Regional Director for the Americas, United Nations World Tourism Organization (UNWTO)

Speakers:

- Donald Charles, General Manager, Antigua & Barbuda Development Bank / Chairman of the Technical Committee on Tourism Development Financing at the Latin American Association of Development Financing Institutions (ALIDE)
- Richard Campbell, Executive Secretariat for Integral Development, Department of Economic Development, Trade and Tourism, Organization of American States (OAS)
- Oscar Stark, General Director, Investments and Exports Network (REDIEX), Ministry of Industry and Commerce, Paraguay
- Vicente Bogliolo, Chairman, BBVA, Paraguay
18 May

09:30-11:00  **SESSION 2:** Key elements for the attraction of tourism investments. Incentives for investment: legislative, credit and taxation aspects.

Moderator: Jordi Ferrer, Partner Director, T&L Europraxis, Spain

Speakers:
- Edmund Bartlett, Minister of Tourism, Jamaica
- Mara Seminario, Vice-Minister of Tourism, Peru
- Oscar Rueda García, Vice-Minister of Tourism, Colombia
- Juan Manuel Galarza Tohen, General Director in Commercialization, Fondo Nacional de Fomento al Turismo (FONATUR), Mexico

11:00-11:30  **BREAK**

11:30-13:00  **SESSION 3:** Air connectivity and infrastructure as critical factors for stimulating investment and the development of tourism flows.

Moderator: Juan Carlos Villate Rivera, Country Manager, International Air Transport Association (IATA), Colombia

Speakers:
- Juan Alberto Martín Mora, VP Alliances, IBERIA Airlines, Spain
- Eduardo Munhós de Campos, Vice-President, Airline Market - Latin America and Caribbean, EMBRAER, Brazil
- Paloma Grediaga, Head of Diversification and New Business Development, Grupo Aeroportuario OMA, Mexico
- Fernanda Helena Fedrigo, Executive Chairman, Instituto Polo Internacional Iguassu, Brazil

14:30-16:00  **SESSION 4:** The view of investors from the private sector.

Moderator: Adolfo Favieres, Chairman, ALDESA Turismo, Spain

Speakers:
- Gilles Gonzalez, Senior Vice-President Development for Latin America, Accor, Brazil
- Álvaro Tejeda, SVP Premium Portfolio, Sol Meliá Hotel Group, United States of America
- Alain Baldacci, Chairman, Wet’n Wild, and member of the International Amusement Park Association, Brazil
- Letvia M. Arza-Goderich, Partner, Preston Arza LLP, United States of America
- Arturo García Rosa, Chairman, HVS, Argentina

16:00-16:15  **Workshop on Tourism Investments in the Americas at FITUR 2012**
- Ana Larrañaga, Director, IFEMA, Spain

16:15-16:30  **PRESENTATION OF CONCLUSIONS**
Welcome Remarks

**Liz Rosanna Crámer Campos**

*Minister Executive Secretary, National Tourism Secretariat (SENATUR)*

Master in Hotel Management with honors Scuola di Scienze Turistiche (Italy). Bachelor of Science in Hospitality Management, Florida International University, (USA) - Honor Cum Laude, Postgraduate in Policy & Strategy for Tourism Development, Università Luigi Bocconi (Italy), World Tourism Organization - Honor Cum Laude. Business School (Spain) and Universidad Americana (Paraguay).

Over 14 years of work experience in several countries, starting at entry level positions to senior management.

Languages: proficient in Spanish, English, Portuguese, Italian; intermediate Level in German and Guaraní. Countries visited: 45 in The Americas, Europe, Middle East and Far East, for work, study or vacation. Minister of Tourism from Paraguay since 2006.

**Taleb Rifai**

*Secretary-General, World Tourism Organization (UNWTO)*

Taleb Rifai (Jordan, 1949) was elected at the General Assembly (October 2009) Secretary-General and has begun his four-year term on the 1st January 2010. He assumed the functions of Secretary-General ad interim of the World Tourism Organization since 1st March 2009. He served as Deputy Secretary-General from February 2006 to February 2009.

Mr. Rifai has an extensive background in international and national public service, the private sector and academia. Prior to joining UNWTO he was the Assistant Director General of the International Labour Organization (ILO). Mr. Rifai has also served in several ministerial portfolios in the Government of Jordan: Minister of Planning and International Cooperation, Minister of Information and Minister of Tourism and Antiquity.

As CEO of Jordan’s Cement Company, Mr. Rifai successfully led the first large-scale privatization and restructuring scheme in Jordan during the mid-1990’s. Other positions he has held include Director of the Economic Mission to Washington DC and Director General of the Investment Promotion Corporation of Jordan.

Until 1993, Mr. Rifai was involved in research, teaching and practicing Architecture and Urban Design in Jordan and the USA. He has a Ph.D. in Urban Design and Regional Planning from the University of Pennsylvania in Philadelphia, an M.A. in Engineering and Architecture from the Illinois Institute of Technology (IIT) in Chicago, and a BS.c. in Architectural Engineering from the University of Cairo in Egypt.
Session 1

Moderator

Carlos Vogeler

Regional Director for the Americas, World Tourism Organization (UNWTO)

Born in Venezuela. Carried out his studies in Spain and Canada and graduated in Tourism Business Administration. Post-graduate in Business Administration by the Business School IESE of the University of Navarra – Spain.

Has spent over 30 years in the private sector, holding management positions in Pulmantur, and Wyndham Worldwide group, as Vice president for Western Europe and then Vice-president of Global Account Strategy & Industry Relations.

Chairman of the Affiliate Members of the UNWTO from 2005 to 2008 and founding member of the Spanish Association of Experts in Tourism – AECIT.

Carlos Vogeler is also a professor at “Rey Juan Carlos” University in the Dpt. of Business Economics and the author of various text books on international tourism structure.

Speakers

Donald Charles

General Manager, Antigua & Barbuda Development Bank / Chairman of the Technical Committee on Tourism Development Financing at the Latin American Association of Development Financing Institutions (ALIDE)

Donald Charles, has been a banker for a significant portion of his professional life. He started out as a teller at the Bank of Nova Scotia and continued in commercial banking after returning from university studies in Montreal, Canada. He played a pivot role in the establishment of an indigenous commercial bank, to become its General Manager while still in his mid-twenties. In 2005, he returned to banking but this time as a development banker.

For twenty years headed a consulting services firm in Management, Marketing, Financial Management, Project Management.

He is currently enrolled in the Harvard Business School Executive Education Alumni Program and Corporate Restructuring, Mergers, and Acquisitions program, in Boston, Massachusetts.

Chairman of the Association of Development Banks of the Eastern Caribbean (ADBEC), Vice-Chairman of the ALIDE and the Caribbean’s Tourism Technical Committee as well as the Coordinator of the proposed Tourism Integration Commission of Latin America and the Caribbean.
Richard Campbell

Executive Secretariat for Integral Development, Department of Economic Development, Trade and Tourism, Organization of American States (OAS)

Mr. Campbell is a national of St. Vincent and the Grenadines and has served as the Chief, Office of Tourism, in the Executive Secretariat for Integral Development (SEDI) at the Organization of American States in Washington DC since March 2009.

As the Chief of the Office of Tourism he is responsible for oversight, technical guidance, general management and supervision of the execution of the Office of Tourism’s Work Program; providing multi-disciplinary support to the Executive Secretariat for Integral Development (SEDI) in the area of planning, policy advice and program execution on tourism and sustainable development.

For the last 20 years Mr. Campbell has worked on the economics of developing countries at various regional, sub-regional and international organizations within the Americas. Before joining the OAS he was Senior Advisor to the Executive Director for Canada, Ireland and the Caribbean at the International Monetary Fund in Washington DC. He has prepared various position papers, provided analysis and policy recommendations on economic development, poverty reduction, fiscal and debt sustainability and other international development issues.

Between 1997 and 2002 he served in various positions at the Eastern Caribbean Central Bank in St Kitts, progressing through organization, culminating in the position of Deputy Director in the Research Department. Before that he worked as a Trade Economist with the Organization of Eastern Caribbean States, Economic Affairs Secretariat in Antigua and Barbuda and as a Macro Economist in the Ministry of Finance Planning and Development, in his home country of St. Vincent and the Grenadines.

Mr. Campbell has a Bachelor of Science degree in Economics from the University of the West Indies and a Masters Degree in Development Economics from Dalhousie University in Halifax, Nova Scotia, Canada.
Oscar Stark

*General Director, Investments and Exports Network (REDIEX), Ministry of Industry and Commerce, Paraguay*

Oscar Stark is an economist with a Master's degree in Economics specializing in international economy from Instituto Torcuato Di Tella (Buenos Aires, Argentina).

He has completed courses on economic regulation of public services at the London School of Economics and the Centro de Estudios Económicos para la Regulación (UADE, Buenos Aires, Argentina); courses on economic development and promotion of international trade at the Korea International Cooperation Agency and at CETRA, Taipei; courses on project evaluation at Ipes and the IDB; and courses on applied auditing at Arthur Andersen, Rio de Janeiro, and Ernst & Young, Buenos Aires, among others.

He currently holds the post of National Director of the Investment and Export Network (REDIEX) of the Ministry of Industry and Trade.

Previously, he was an external consultant of Auditores y Consultores Asociados (AYCA) and a consultant of the project “Strengthening the Competitiveness of the Paraguayan Export Sector” (FOCOSEP) as Follow-up and Evaluation Coordinator.

He has served as Economic Consultant of the MERCOSUR Secretariat and Senior Expert of Unidad Técnica FOCEM in Montevideo, posts to which he was appointed through public international competitive examinations.

He has been Executive Secretary of the State Reform Department with ministerial rank, Auditor of ANTELCO, President of COPACO S.A. and Specialist of the Telecommunications sector of the State Reform Project, as a project consultant of the World Bank.

He was the General Director of Internal Administration of the Municipality of Asunción and Coordinator of Economic and Financial Planning of the same institution.

He was a consultant of UNDP projects for institutional reinforcement of the Ministry of Industry and Trade, which allowed him to participate actively in MERCOSUR negotiations, in the preparatory meetings for the FTAA and in the initial examination of Paraguay's economic policy at the WTO in Geneva.

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Vicente Bogliolo,

*Chairman, BBVA, Paraguay*

Mr. Bogliolo Del Río is a public accountant, graduated from the University of Nordeste, Argentina. He has been chairman of the board of directors of the Bank since 2005. He has served as our Executive President since March, 2005. Before joining BBVA-P, Mr. Bogliolo Del Río served as chairman of the board of directors of BBVA Uruguay; he also worked at BBVA Banco Francés and Citibank.
Session 2

Moderator

Jordi Ferrer

Partner Director, T&L Europraxis, Spain

Jordi Ferrer, Managing Partner of Tourism & Leisure Advisory services, was graduated from ESADE and IESE business schools, completing MBA and postgraduate studies in the USA. In 1993, he began to specialize in the Tourism, Hospitality investments, Real Estate and Entertainment sectors, being involved in key international projects such as Expo ’92 in Seville and Barcelona’s urban transformation for the 1992 Olympics.

In 1997, Mr. Ferrer co-founded the company Tourism & Leisure Advisory Services, part of the EuroPraxis consultancy group owned by the corporation Indra, listed on the Madrid Stock Exchange. As founding partner of Tourism & Leisure, he has developed an international practice, establishing the firm as a leading advisory group in tourism investment, development and planning with offices in Barcelona, Madrid, Lisbon, Dubai, Buenos Aires, Sao Paolo, Rabat, Milan and Paris.

Mr. Ferrer has acquired a deep experience in the LATAM markets, including Panama, El Salvador, Honduras, Chile, Brazil, Belize, and Ecuador. Some of the latest projects in the LATAM region include projects such as the Tourism Master Plan of Belize and Panama.

Fluent in 4 languages, Mr Ferrer has also given lectures and seminars at institutions such as the University of New York, Stern School in Tourism Economics, and IESE University of Navarra; Hotel Investment Conference Berlin and Dubai, among others.

Mr. Ferrer is also founding member of the European Hotel & Resorts ULI Council.
Edmund Bartlett

Minister of Tourism, Jamaica

Recognized for his extensive expertise and accomplishments in the political arena, the Honourable Edmund Bartlett has served 25+ years in Jamaica, working both in the Senate and in the House of Parliament. In his 34 years in public life, Minister Bartlett has served in diverse roles. He was Minister of State in the Office of the Prime Minister and Minister of Youth, Sports and Community Development from 1980 to 1989; he served as Senator and Opposition Spokesman of various portfolios, including Tourism, from 1989 to 2007.

Appointed Minister of Tourism in 2007, Mr. Bartlett already had a solid track record of service as an outstanding legislator in central government in both Chambers of the House. In the Upper House he served as a senator, and in the Lower House as a Member of Parliament, a position he continues to hold.

In his role as Minister of Tourism, he has set a new standard and has achieved stellar results, positioning Jamaica as one of only two countries in the Caribbean region currently demonstrating positive growth in tourism, and ranking among the top 10 destinations in the world.

In May 2010, Minister Bartlett was honored by Spain and made a Commander of Number of the Order of Civil Merit for the pivotal role he has played in facilitating several multi-billion dollar investments in Jamaica’s tourism sector.

He currently serves as member of the Executive Council of UNWTO. Minister Bartlett also acted as Chairman in CARICOM’s sub-committee COTED in 2009 in the areas of Tourism, Transportation/Civil Aviation. He has additionally served as Vice President for the World Conference on Cultural Policies; as vice chairman of the U.N. International Youth Year Advisory Committee; and as Vice President of the 2009 UNWTO conference held in Kazakhstan. The Minister is the founder of the Jamaican Foundation for Children, which he continues to support.

Óscar Rueda García

Vice-Minister of Tourism, Colombia
Mara Seminario

Vice-Minister of Tourism, Peru

Maria Magdalena Seminario Marón holds a degree in Business Administration with Master’s studies in Political Communication and Electoral Marketing as well as in Business Management.

She is currently Vice-Minister of Tourism and is in charge of guiding, executing and supervising, by mandate from and in coordination with the Ministry in her areas of responsibility, policies and regulations aimed at promoting the development of tourism activity and handicrafts.

Previously, she was Director of Tourism Promotion of the Commission for the Promotion of Exports and Tourism (Promperu) in charge of Inbound and Domestic Tourism Promotion and the development of a proposal for the creation of a country brand.

During her tenure she has obtained numerous international distinctions in recognition of efforts to promote Peruvian tourism (Best Tourism Promotion Office of Latin America in 2009, among others).

She also has professional experience in service sector companies such as E.WONG, KFC, and PIZZA HUT, as well as extensive experience as a university lecturer at the undergraduate and postgraduate levels.

Juan Manuel Galarza Tohen

General Director in Commercialization, Fondo Nacional de Fomento al Turismo (FONATUR), Mexico

Mr. Galarza is currently the Chief Commercial Officer (CCO) of the National Trust Fund for Tourism Development (FONATUR in Spanish), responsible for the sales and marketing strategy of the fund.

From 2008 to 2009, Juan Manuel was the General Director of FONATUR Operadora Portuaria, a subsidiary of FONATUR in charge of managing the fund’s ports, marinas and other assets.

Between 2006 and 2008, he was a partner at the strategic and economic consulting firm, Grupo de Economistas y Asociados (GEA), where he led the infrastructure team.

He joined the World Bank in 2004 and worked there until 2006 as an Economic Analyst for Latin America, at the Global Information and Communication Technologies Department in Washington D.C.

Juan Manuel Galarza has a degree in Economics from the Instituto Tecnológico Autónomo de México (ITAM) and a master degree in Public Administration (MPA) from Columbia University.
Session 3

Moderator

Juan Carlos Villate Rivera

Country Manager, International Air Transport Association (IATA), Colombia

Speakers

Juan Alberto Martín Mora

VP Alliances, IBERIA Airlines, Spain

Juan Alberto Martín Mora is VP Alliances at Iberia under the Strategy division. Based in Madrid, Juan Alberto’s primary responsibility is to lead the commercial agreements with other airlines, the relations with the global alliances, joint business development and the traffic rights negotiation for Iberia’s operation. He takes part of the definition of the strategy for Iberia in the new context of aviation industry. Other responsibilities are the institutional negotiations with administration and local and foreign governments, at the same time he is leading the connection with tourism organizations worldwide.

Juan Alberto has 15 years airlines and tourism experience at Iberia in different areas of responsibility. He joint Iberia as a Business Model Analyst, to become later Manager for the North Atlantic & South African. After 2 years was promoted to Head of Long Haul Routes Development in Network Planning. In 2010 and due to the new operation model under the Joint Business Agreement (JBA) with British Airways and American Airlines and the merger between British Airways and Iberia he moved to the International Sales division as Head of JBA & Merger Sales Development. Since March 2011 he is the new VP for Alliances.

Juan Alberto has a Degree in Business Administration, Economics and an Executive Master in Tourism Management.
Eduardo Munhós de Campos

Vice-President, Airline Market – Latin America and Caribbean, EMBRAER, Brazil

Eduardo Munhós de Campos has over 30 years of experience in the airline industry and has been working in sales and contracts for both governmental and civilian markets since 1992. He a graduate from the Universidade Federal do Rio Grande do Sul as a Mechanical Engineer in 1982. He also graduated as a Flight Test Engineer in National Test Pilot School, Mojave, CA and as an International Trader in Fundação Getúlio Vargas, Brazil.

Today Eduardo directs Embrae’s Vice President Airline Market, Latin America and Caribbean and has responsibility for Marketing, Sales and Product Support in the region.

Paloma Grediaga

Head of Diversification and New Business Development, Grupo Aeroportuario OMA, Mexico

BA in Economics from the Instituto Tecnologico Autonomo de Mexico (ITAM), has a Diploma in Corporate Finance from the Tecnologico de Monterrey and an Executive MBA Masters dual degree awarded by the ITAM and the WP Carey School of Business at Arizona State University.

She was Head of Investor Relations and Corporate Treasurer of ICA. Later she performed as the commercial responsible for the Mid income housing developments at ICA Residencial. In 2010 joined OMA’s team to detonate diversification projects in the 13 airports that are controlled by Grupo Aeroportuario del Centro Norte (OMA).

As head of diversification, she is charge to develop 965 hectares of land under the master development plan of OMA’s airports, the General Direction of Civil Aviation, Mexican aeronautical authority, has approved to be developed with activities non related to aeronautical or complementary services, such as hotels, tourism services, restaurants, shopping malls, entertainment, inter-modal transportation centers, industrial parks, etc.

Fernanda Helena Fedrigo

Executive Chairman, Instituto Polo Internacional Iguassu, Brazil

Fernanda Helena Fedrigo is an ecotourism expert with degree as Bachelor of tourism and hospitality. She has worked for the Iguazu National Park as a consultant on tourism and environment for four years and took part in the first Brazilian project to implement public concession systems within conservation units, a new experience which has been serving as a model for the rest of the country. She has also worked on the implementation of the first Brazilian safety management regulation on adventure travel in Brazil.

She is a consultant and auditor to the Brazilian regulations on sustainability management for lodging facilities. For four years, in POLOIGUASSU, she was the head of projects on strategic management, quality, education and sustainable development.
Session 4

Moderator and Seminar Coordinator

Adolfo Favieres

Chairman, ALDESA Turismo, Spain

Ph. D. in Aerospace Engineering from the Polytechnic University of Madrid, and graduate in Economics from the UNED and in Commerce from the College of Commerce of Alicante.

After his career in Investment Banking for eighteen years, this led him from the engineer responsibility to Regional Director, Deputy General Manager and Managing Director. At this stage, he represented the Bank in the Board of Directors of more than twenty five Companies in diverse sectors.

He reached the tourism industry in 1978 as Vice- Chairman of HUSA, oldest hotel chain in Europe and the largest Spanish Chain in those years. In 1982, he joined as Vice Chairman and minority shareholder of OCCIDENTAL HOTELS. After twenty-five years, he left the Company which counted with 80 hotels in 16 countries.

Co-founder and first Chairman of INVEROTEL (Association of International Hotel Investors of Spain), 12 partners with 478 hotels outside Spain, with 136,000 rooms, from 2007 to 2009.

He is currently Chairman and minority shareholder of ALDESA TURISMO SA and Patron of the Foundation of the Nebrija University in Madrid and Chairman of its Tourism Advisory Board.

Speakers

Gilles González

Senior Vice-President Development for Latin America, Accor, Brazil

Gilles Gonzalez is graduated from CEMHI (Centre Européen de Management Hôtelier International), where he got his Bachelor’s degree in Hotel’s Administration.

He started his career in the Accor Group in 1993 as Regional Director of “Formule 1” and “Etap Hotel”, Centre Rhone-Alpes. In 1996, Gilles Gonzalez was appointed as Operations Director of the “Pole Economique Paris Ile De France”.

Attracted by international environments, in 1999 he arrived in America as Regional Operations and Development Director: Colombia (1999-2000), Peru, Ecuador, Guatemala and Venezuela (2000-2003). He was in charge of the start-up of hospitality activities in Ecuador, Guatemala and Peru.

In 2003, he took over as Operations and Development Director for Central America and Andean Pact countries (2003-2006); Argentina, Chile, Uruguay and Peru (2006-2008). In March 2008, he was appointed as Latin America Development Director, based in San Pablo, Brazil.

He currently leads an ambitious plan of development to expand Accor Hospitality’s presence in the region.
Alvaro Tejeda

**SVP Premium Portfolio, Sol Meliá Hotel Group, United States of America**

Alvaro Tejeda Schroder is recognized as a true veteran in the hotel business. He is currently the Senior Vice President of the Premium Portfolio & Operations for Sol Melia for The Americas; responsible for the three luxury brands of the company: Gran Melia Hotels and Resorts, Paradisus Resorts and ME by Melia Contemporary Resorts and Urban Hotels.

Alvaro joined Sol Melia more than twenty-two years ago and advanced his career in all parts of the world. From 1989 onwards, he opened the Melia Cabo Real in Baja California, Mexico as Resident Manager; then moved to the Melia Bali in Indonesia until 1992 being this his first experience as General Manager; later took on the role of General Manager at the Melia Darwin in Australia; transitioning on to the Gran Melia Sao Paulo Hotel in Brazil to lead a successful opening in 1995.

By 1999 Tejeda Schroder orchestrated the rebranding of the Gran Melia Mexico Reforma in Mexico City; by 2001 he was overseeing the immensely successful Melia White House in London. In 2007, Alvaro was promoted to the Area Vice President for the Melia Brand for EMEA (Europe, Middle East & Africa).

Being of Chilean and German descent, Mr. Tejeda Schroder comes from a diversely cultural background. He completed his Degree in Hotel Business Administration at the esteemed Heidelberg Hotel Management School in Germany. He fluently commands the languages of Spanish, English, German and Portuguese. Fresh out of college, Alvaro worked for other well-known hotel companies such as the Holiday Inn and Residence Hotel in Munich, Panamericana Hotels among others.

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Alain Baldacci

**Chairman, Wet’n Wild / Member of the International Amusement Park Association, Brazil**
Letvia M. Arza-Goderich

Partner, Preston Arza LLP, United States of America

Letvia concentrates her practice in international real estate, hospitality and vacation ownership projects. Her additional experience includes international transactions, acquisitions and sales, zoning and planning, commercial leasing and commercial litigation.

Originally from Cuba, she is multilingual and experienced in the common law and civil law systems, handling matters in the U.S., Latin America and the Caribbean. She has practiced in several states and Puerto Rico, and maintains law offices in Los Angeles, California and San Juan, Puerto Rico.

She serves as a Chairman’s League Member of the American Resort Development Association (ARDA) and is a member of Asociación Mexicana de Desarrolladores Turísticos (Mexican Tourism Development Association), the Canadian Resort Development Association (CRDA) and the Asociación Nicaragüense de Inversionistas y Desarrolladores (ANID). She is in the Program Steering Committees of the Caribbean Hotel and Resort Investment Summit and the Central American Tourism and Hotel Investment Exchange. She also serves as chairman, U.S.-Mexico Chamber of Commerce, California Regional Chapter, and since 2005 is a member of the Chamber’s bi-national board.


Letvia graduated from University of Louisville (B.A. 1972), Georgetown University School of Foreign Service (M.A. 1976), and Georgetown University Law Center (J.D. 1980).

Arturo Garcia Rosa

Chairman - HVS and President - SAHIC – South American Hotel & Tourism Investment Conference, Argentina

His professional activity is currently focused on the development of new projects throughout the region, including Chile, Peru, Ecuador, Colombia, Venezuela, Uruguay, Panama, Costa Rica, Bolivia, and Paraguay, among others.

He actively collaborates on the formulation of hotel and tourism policies with national and provincial governments in the region, and also provides assistance to the private sector regarding the promotion of travel destinations.

In 1995 he founded RHC Hospitality Consulting, which in 2000 became HVS Argentina, an affiliate of HVS Global Hospitality Services, headquartered in New York with more than 30 offices worldwide.

He held the position of Managing Director at the Alvear Palace Hotel for 11 years (1984-95). He was the founder of the Escuela Superior de Hotelería - ESH and Destination Argentina (2003), a non-profit organization seeking to promote Argentina as a tourist destination and comprising the major private players in the industry. He drafted the Argentina 2010 Travel & Tourism Plan, which was presented in April 2003.

In 2008, he launched SAHIC, South American Hotel & Tourism Investment Conference, held annually in a different South American city.