

## 6. CONCLUSIONS AND ACKNOWLEDGEMENTS

Mexico has been a country that has had a clear historical trend towards centralism in regards to its government model. This has affected, for several decades now, the national competitiveness and has limited the regional development. **For the states of the Mexican Republic, it has been hard to react to the wide requirements of the economic and social development coming from the limitations of the centralistic tradition which has concentrated a lot of the decisions and most of the resources in Mexico City and its surroundings.**

**The speeding up of the globalization process, together with the trade freeing in which already 152 member countries of the World Trade Organization (WTO) participate, has made competition tougher for the development of Mexico; particularly for each of the federation entities that struggle for a share of the product and service markets, situation that has worsened geometrically at an international level.**

As previously stated, nowadays, competition for development at a global level is actually a search to improve the quality of lifestyles among countries, regions and cities-communities. It is worthwhile noticing that it has been proven that even **within the most developed and advanced countries in the world, there are regions who have achieved better results than others.** Studying the reasons for those positive differences in those who have achieved better results, **it has been categorically concluded that the bid in Knowledge, holistically, systematically, and broken down into strategic plans is what has brought communities the best economic and social results.** This bid meant to implement the right leadership, accept co-responsibility, see matters with a sense of urgency, and be congruent in the investment of time, resources and tenacity.

**In spite of the load of centralism, Nuevo Leon has been one of the states that has demonstrated that its society is capable of building a strong economy with competitive local businesses that have become successful Mexican multinational companies. Numerous leaders, in different spheres and for a long time, have been capable of building a quality educational system and have been able to support not only the region's development, but also part of the country's development. Nuevo Leon is also living proof of projects, actions, and investments of the increasingly granted importance to culture and social responsibility programs.**

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The diagnoses carried out in this work, both at the State of Nuevo León level and at the City of Monterrey level, turned out positive in terms of the place where the state and the region are in their present levels and potential of economic and social development based on Knowledge. It has also provided information about the international context. The efforts and resources to invest should be increased permanently and in an important way since the challenges to reach the level of life and development of the cities or regions of Knowledge internationally renowned are still far away.

**The community and the leaders of the State of Nuevo León and the Monterrey Metropolitan Zone must feel really motivated and satisfied for their vision, the consent reached, and the team, all of which are necessary to start and boost the economic and social development by means of placing a bid on Knowledge. Following are several examples: the inclusion of the concept Knowledge (with its main components in the State Development Plan 2004-2009; the opportunity of having been the first state to have a Bill for the Fostering of Development Based on Knowledge (published in the Official Journal of the Federation on March 19<sup>th</sup>, 2004); the timely and strong inclusion of the main universities in the state to participate in the “Monterrey; International City of Knowledge” (MICK) program (ITESM, UANL, UDEM, UR); the increasingly growing participation of entrepreneurial organisms in the strategic topics of the MICK program; the creation and efficient operation of the Institute for Innovation and Technological Transference (I<sup>2</sup>T<sup>2</sup>), whose slim structure is giving results for the MICK Program. It is also outstanding, and it has been pointed out repeatedly by the main actors (not from the government) interviewed throughout the work, the importance of having a leader at the State Executive level that understands and has given more importance to the creation and application of Knowledge as a holistic and systemic strategy of development and that has fostered the MICK Program since its 1<sup>st</sup> Phase, with the already discussed general consent and participation.**

**Those who advance more are not only those who acknowledge and hold on to their strengths and achievements, but also those who identify and motivate themselves by working on their challenges and needs, transforming them into opportunity areas, and working intensely to take advantage of the opportunities the global world offers. Those who work with a vision, accepting co-responsibilities, enriching themselves with a healthy and propulsive plurality, and placing a bid on the needed resources to reach the goals they are setting will always get the best results.**

In the different Chapters and Annexes that shape the proposal of the Master Plan of MICK, 2nd Phase are included the details of advancements and challenges of Nuevo León to strengthen and consolidate its position as a society and economy

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of Knowledge. **Among the main opportunity areas to strengthen and speed up the MICK Program in its 2<sup>nd</sup> Phase, the following should be highlighted:**

- **It is necessary to integrate the municipalities of the Monterrey Metropolitan Zone to the MICK Program.** The coordination and collaborative work between the state government and the municipalities are fundamental for the MICK Program to be successful.
- **There should be greater involvement of the Legislative and Judicial Powers.**
- **The participation of universities and company organisms should increase.** Thus, it is important to highlight the increase of investment and results in the generation of intellectual property and the linking to the I+D+I projects; in the incubation and acceleration of innovative companies; in the investment of public resources, and above all, private ones in seed capital and risk capital in this kind of companies so as to get faster to the goal recommended by the ODCE on the region's GDP, which should be less than 17% in the sectors linked to Knowledge (while other organisms point out that 25% is necessary.)
- **Taking special care of the balance among the economic, the social and the environmental places greater chances of success of the program in the medium and long runs.** Focusing on the economic without providing the right importance to inclusion, mobility, social cohesion, sustainability or environmental quality would jeopardize the continuity of the MICK Program sooner than later.
- On the economic side, even though there has been important advancement in Nuevo León's exports in the sectors of medium-high technology products, the exports of high tech and intensive-in-Knowledge products and services still stand for a percentage that needs to be increased. Likewise, even if the flow of foreign investment in the State has grown significantly, the percentage linked to high tech operations and intensive services in Knowledge should grow consistently.

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Finally, it is worth of acknowledgement as another important step the fact that the government of Nuevo León has had the initiative of a) looking for the support of the Inter-American Development Bank (IADB) to do the work, b) studied the advances of the program “Monterrey: International City of Knowledge” (MICK) in its 1<sup>st</sup> Phase and proposed the Master Plan for the 2<sup>nd</sup> Phase, c) included multiple recommendations on public policies, programs, projects, resource investments, strengthening of the physical and institutional infrastructure (further information in Chapter 4 and Annex II) ; and d) included the elaboration of the proposal of the indicator system which allows to measure the advances of the program and recommended a methodology that could be useful for other regions and cities of Mexico, and other countries that want to foster their development based on knowledge. This initiative motivates and engages the Nuevo León leaders to support and give continuity to the MICK program, which must be considered a co-proprietary program shared among the people from Nuevo León (as most of the interviewees included), another of the most important issues.

On behalf of Tecnológico de Monterrey, the team that has participated in this project thanks the trust and permanent support given throughout the process by different actors of the government of Nuevo León, the Legislative Power, universities, companies and social organizations which participated with their points of view and recommendations. It is widely acknowledged the support of international experts (pointed out in Annex VI) that devoted their valuable time, sharing their knowledge and commenting on the recommendations on the topic.

We also thank all those who already have years working and researching on the topic of cities, societies and development models based on knowledge. Fortunately, there is a lot of useful information and public material, to which we had access openly. The results of the work done have been strengthened thanks to the work of a lot of people from different parts of the world. Thus, the great number of bibliographical references and sources of information included.

**A special acknowledgement for the Inter-American Development Bank, the Korean Fund for Technology and Innovation and the Government of the State of Nuevo León for the trust deposited in Tecnológico de Monterrey to do this 2<sup>nd</sup> Phase of MICK. We hope it is of great benefit for the economic and social development of Nuevo León, Monterrey, and other regions and cities which could consider it useful, considering that it was our main objective as well as of those who have supported this project.**