

# INVEST MONTERREY MAG

February 2022 N°01

The gateway to Mexico's business hub

Ten economic trends  
that could define 2022  
*P. 14*

**MONTERREY**, a city of  
possibilities... for delight!  
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## MONTERREY

# Land of Business, Land of Possibilities

**Monterrey** is one of Mexico's largest and most developed cities. Strategically located within the state of Nuevo Leon, just 200 kilometers south of the US border, its privileged position at the backbone of the North American market has made it the nation's main business hub. **Monterrey** is now considered the best place to invest and do business in Mexico.

When you think about **Monterrey**'s early days, seeing the city as the sprawling, modern-day metropolis that it is today is not only impressive, but bordering on the unbelievable.

The city's remarkable transformation into what it is today begs the question: "How did this sprawling city, a global leader in industrial and technological development, emerge from the region's once hard and rough soil?" The answer lies in its people.

This city didn't appear out of thin air, it was built from the ground up in an act that shows the great strength, willpower and sheer determination of its population.

It takes one look at our history to confirm that there's nothing comparable to a *región's* (the demonym of **Monterrey's** residents) capacity to adapt to its surroundings and make the most out of every opportunity.

This legacy of a strong and determined spirit has stood the test of time, and it lives on in the people who make up **Monterrey's** vibrant community of prepared, skilled, and hardworking businessmen and women.

Where the majority of people see a problem, we see a possibility. Recognizing these opportunities and taking the necessary steps to turn them into reality has facilitated the establishment, growth and success of a large number of the world's most prominent international companies in **Monterrey**.

These are just a few of the many reasons why **Monterrey** is known as the land of business, land of possibilities.

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What Is The Hybrid Workplace Model,  
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I think that the lights and shadows that we find in everyday life want to tell us something. The contrasts of light and the starry nights that illuminate our skies tell a visual story that it is impossible not to want to portray and share.

**Gabriela Guajardo | P. 34**

LA HUASTECA, N.L., 2020.  
GABRIELA GUAJARDO





# Samuel García

PhD Governor of the State of Nuevo Leon, Mexico

I am delighted to extend greetings to readers of Invest Monterrey Magazine.

Nuevo Leon's thriving economy is a leading contributor to Mexico's GDP. Our state is home to the country's most productive and skilled workforce, a business-friendly climate, outstanding universities, cutting-edge technology facilities, premier art museums, modern shopping centers, a world-class healthcare system, top-notch infrastructure, and a vibrant community. Its privileged location and great connectivity, make Nuevo Leon the most attractive destination for foreign companies willing to establish operations in Mexico to do business not only with our country, but with the whole region of North America.

Since 1999, Nuevo Leon has been the largest recipient of foreign direct investment in Mexico, with more than 4,000 foreign-capitalized companies operating successfully in a diverse range of industries.

In the wake of the COVID-19 pandemic, Nuevo Leon has emerged as the front runner in the economic recovery race, leading the job generation in Mexico, even surpassing the pre-pandemic employment level.

This is the result of a mature collaboration model where government, private sector, universities, and society work together to achieve a common goal: make Nuevo Leon the best place to be born, grow, study, work, and live.

*Welcome to Nuevo Leon.*



EL GOBIERNO DEL  
**NUEVO**  
NUEVO LEÓN





# Nuevo Leon, the Mexican Technological Hub

---

Iván Rivas Rodríguez was appointed by Governor Samuel García, as new Secretary of Economy in State Government of Nuevo Leon, as well as Head of the 'Cabinet for the Generation of Sustainable Wealth', which is composed by the Ministries of Economy, Labor, Regional Development, Environment, Tourism, and Mobility. From his position, Mr. Rivas will seek to promote economic growth in a sustainable way, as well as to create well paid jobs that help reduce the income inequality among the population in the state.

Nuevo Leon has been a leader in Foreign Investment attraction in recent years. From 1999 to 3Q2021, the state has received \$58.8 billion USD, positioning as first place nationwide, after Mexico City. Most of the investment that Nuevo Leon receives is directed to the manufacturing industry, which has attracted large and important companies such as Caterpillar, KIA, Mercedes-Benz, Stanley Black & Decker, Lego, Denso, Schneider Electric, Siemens, Hershey's, among many others.

During 2021, important companies have announced new productive investment projects in Nuevo Leon, such as Hisense (China), ZF Friedrichshafen (Germany), and Kawasaki (Japan). This is positioning Nuevo Leon as an engineering hub in Mexico for the mobility of the future.

Mr. Rivas has recognized that Nuevo Leon will continue to welcome manufacturing projects with open arms, from companies that see the state as an attractive destination to establish these types of operations, due to its strategic location, the high-skilled workforce, the mature business ecosystem, among many other competitive advantages; however, the priority is to go out to the world looking to attract

new investment projects will be focused on the economy of the future. Attracting this type of projects will eventually make the state desirable for many entrepreneurs.

**“After the entrepreneurs arrive, the investment that comes to support them, will turn Nuevo Leon into the next Mexican Silicon Valley.”**

– Rivas Rodríguez

Mr. Rivas trusts that just like California in the United States, Nuevo Leon can also become the hub for technological innovation, entrepreneurial spirit, and a lifestyle founded on technologically based wealth for Mexico. He believes that Nuevo Leon must start thinking about technologies and sectors of the future, such as information technologies, artificial intelligence, cybersecurity, electromobility, Industry 4.0 operations, among many others.

The main axes on which the local Ministry of Economy will work are attracting Foreign Direct Investment (FDI) with a vision in the “industries of the future”, promoting the reactivation and development of micro, small, and medium-sized businesses (SMEs), and carrying out regulatory reforms to ensure certainty.

Mr. Rivas has it clear that companies need the government to be an ally and a facilitator that ensures certainty to new projects, and has the firm commitment to keep the collaboration with the different actors participating in the foreign investment attraction, to add efforts and generate better conditions for growth and development.



**ECONOMÍA**  
GABINETE DE GENERACIÓN  
DE RIQUEZA SOSTENIBLE

**IVÁN RIVAS RODRÍGUEZ**

SECRETARY OF ECONOMY IN STATE  
GOVERNMENT OF NUEVO LEON





# Ten economic trends that could define 2022

BY RUCHIR SHARMA FOR FINANCIAL TIMES

For the second year running the pandemic has reshaped the world — not changing everything, but accelerating many things, from population decline to digital revolution. Here is how these trends could define 2022.

01

## Baby Bust

Couples had ample opportunity but apparently lacked the desire to bring kids into a shutdown world.

Declining birth rates have been lowering global economic growth and fell at a faster pace during the pandemic, including a dramatic drop in China. In the long run, the baby bust will further shrink the world's labour force. Already, 51 countries have shrinking working-age populations, up from 17 in 2000.



02

## Peak China

Slowed by the baby bust, rising debt and government meddling, China accounted for one-quarter of global GDP growth in 2021, down from one-third pre-pandemic. China's increasingly sharp turn from trade to "self-reliance" is loosening its ties to other economies.

Near perfect five years ago, the correlation between GDP growth in China and other emerging countries barely registers now. China may have peaked as an engine of growth.

03

## Debt trap

Having mounted for four decades, global debt grew even faster during the pandemic, driven by government borrowing. Twenty-five countries including the US and China have total debt above 300 per cent of GDP, up from none in the mid-1990s.

Money printed by central banks continues to inflate financial markets and deepen the debt trap. It is clear that societies addicted to debt find it tough to cut back for fear of bankruptcies and contagion.

04

## Not the 1970s

Fewer workers, more government spending and rising public debt all point to higher inflation — but possibly not to the double-digit levels of the 1970s, as some pundits fear. Government spending should ease in 2022 and technological changes will continue to put a lid on prices.

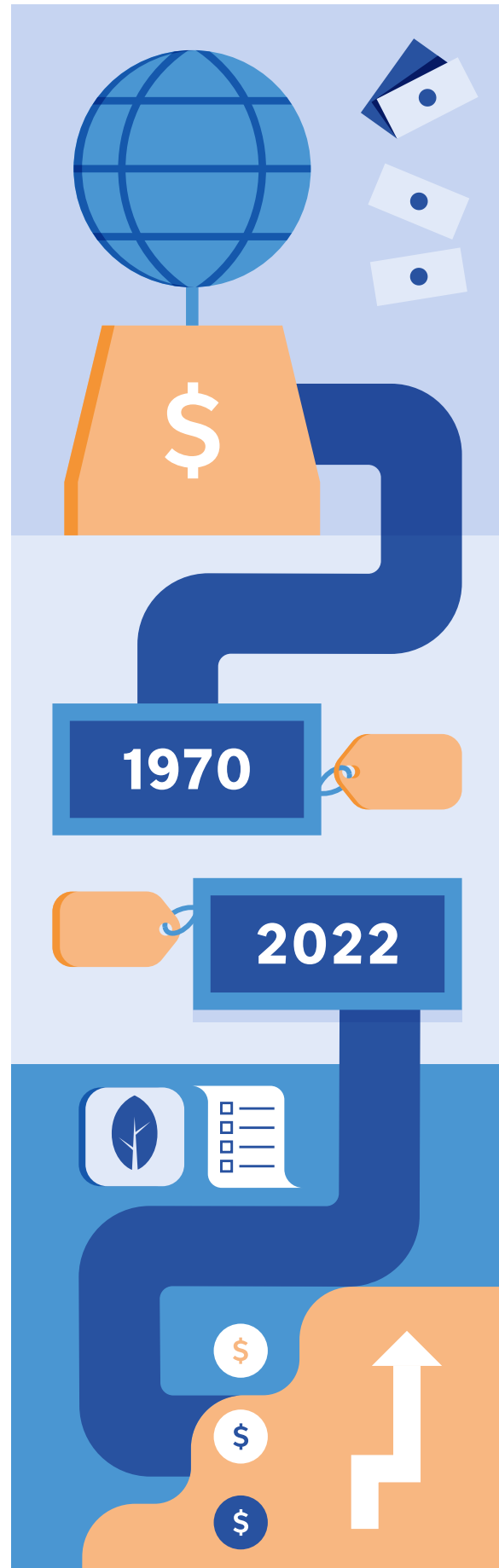
The bigger risk is asset prices. Financial markets have grown to four times the size of the global economy, and when markets crater, deflation often follows.

05

## Greenflation

It's well known that the fight against global warming is raising demand for green metals such as copper and aluminium; less well known is that green politics is reducing raw material supplies of all kinds.

Investment in mines and oilfields has dropped sharply over the past five years. The result is “greenflation” in commodity prices, which just saw their biggest yearly increase since 1973.





06

# Productivity paradox

Hope has vanished that rapid adoption of digital services during the pandemic would end the long decline in global productivity growth. A 2020 surge was confined to the US, and petered out late last year. The evidence so far suggests staff working from home put in longer hours with lower output. The paradox of weak productivity despite accelerating technological change persists.

07

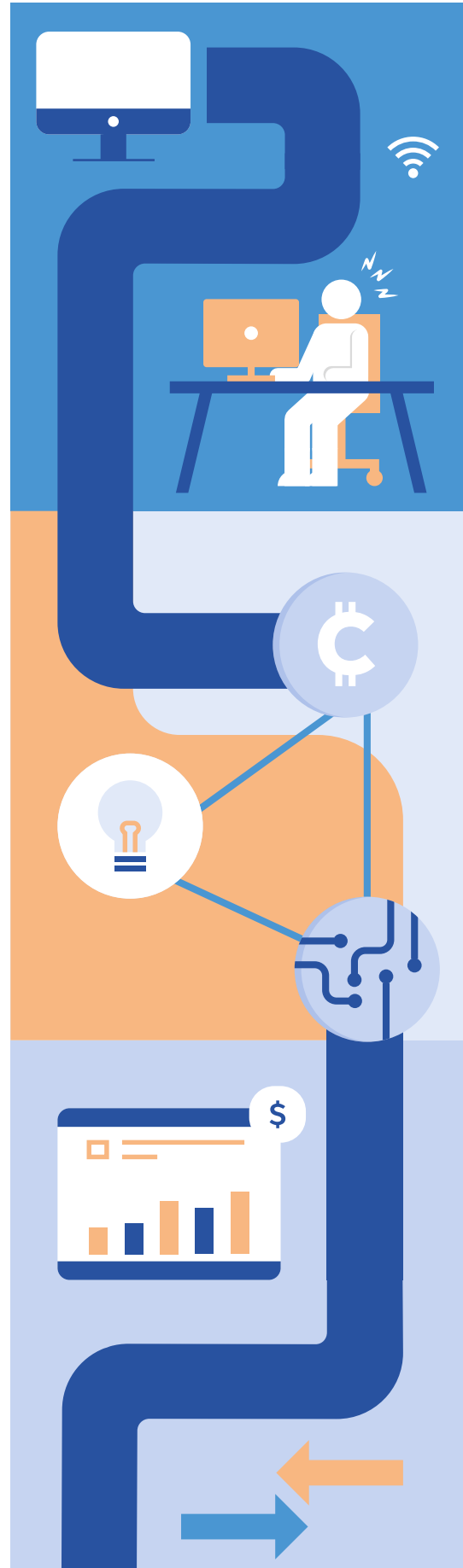
# Data localization

The virus hit a world “bubble”, a few assets do show classic bubble signs, from prices doubling in a 12-month period to manic trading. These “bubbles” grip cryptocurrencies, clean energy, tech companies with no earnings and Spacs. Over the past year all witnessed falls of 35 percent or more from the peak, a line beyond which bubbles rarely recover. A silver lining: tech bubbles such as these often leave behind a few potentially giant survivors.

08

# Retail cooling

Retail investors rushed into the 13th year of the global bull market and excited late arrivals often signal the party is ending. From the US to Europe, millions of people opened trading accounts for the first time, and many borrowed money to buy stock at a frenzied pace. Such manias rarely last, suggesting that even if the stock market as a whole is not at risk, the names most popular with retail investors likely are.





09

## “Bubbles” deflate

While this has been called the era of the “everything bubble”, a few assets do show classic bubble signs, from prices doubling in a 12-month period to manic trading. These “bubbles” grip cryptocurrencies, clean energy, tech companies with no earnings and Spacs.

Over the past year all witnessed falls of 35 percent or more from the peak, a line beyond which bubbles rarely recover. A silver lining: tech bubbles such as these often leave behind a few potentially giant survivors.

10

## Physical matters

Rising hype for the metaverse seemed to spell decline for the physical economy, but prices say otherwise. Digital natives need physical shelter too. Demand from millennials and Gen Z helped inflate housing markets in 2021.

Future tech does not make physical resources obsolete. Electric cars consume far more copper than petrol cars. Behind every avatar is a human, and labour shortages are lifting wages even in jobs most threatened by automation, such as truck driving. Requiems for the tangible are premature.



# UDEM on the path towards a new era of education

---

A little more than a year after the Universidad de Monterrey halted the option to study in classrooms due to the pandemic, the university welcomed students back on June 7th who will take summer courses, with fully equipped facilities capable of meeting the current educational challenges and within the health regulations imposed by the authorities.






ESTOA, UDEM.

The students who attend face-to-face classes will occupy 30% of the classroom or laboratory capacity, while the rest of their classmates will follow the lesson remotely. Students can choose to take the classes entirely online if they so desire.

Three screens, one audio and video set, a control panel on a tablet to adjust audio, lights, and screens, a digital blackboard, and specialized software are available in the classrooms and laboratories to ensure that all students, both in-class and online, have the best possible experience interacting with one another.

In order to operate this renovated classroom, 100% of UDEM teachers have been trained to operate the

the classrooms are equipped with gel, antibacterial towellets, acrylic screens to separate the students from the teachers. Safety signage, access protocols and natural ventilation will be made a priority

equipment, in fact since March 2020 they have been in constant training as means to meet the new educational demands. It is worth mentioning that if someone from the faculty is in a vulnerable position, they will be provided with the conditions to remain at home and teach remotely.

Regarding health measures, the classrooms are equipped with gel, antibacterial towellets, acrylic screens to

separate the students from the teachers, safety signage. Access protocols and natural ventilation will be made a priority. Moreover, all air conditioning equipment has air filters and the sanitization of rooms will be carried out between classes.

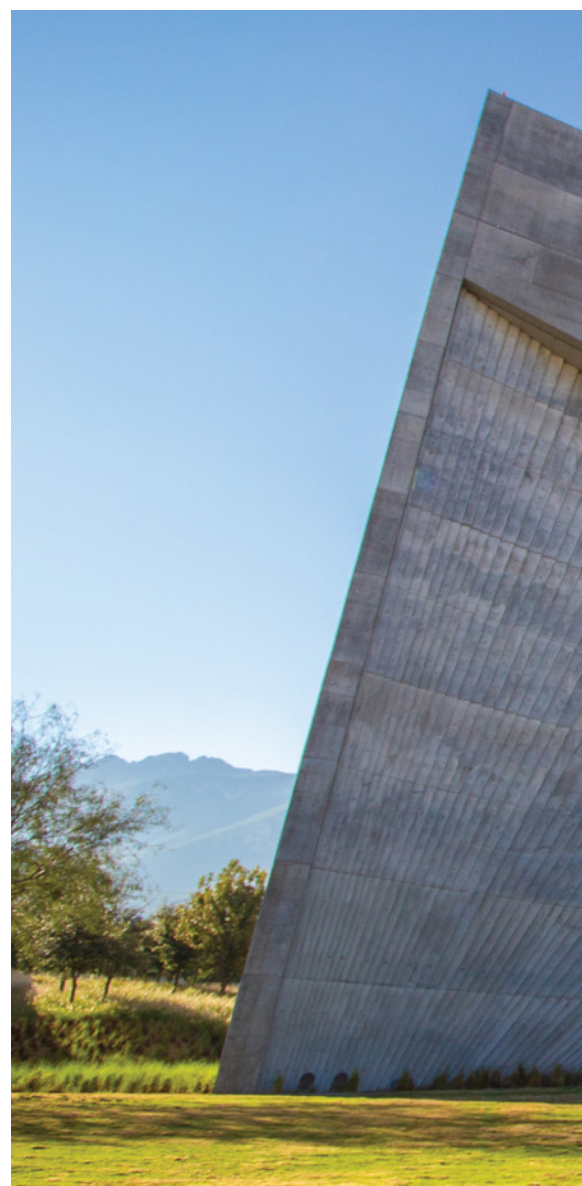
Both students and academic and administrative staff who attend the campus will be required to download an app that, after completing a short questionnaire, will provide them with an authorization and QR code to display at the campus's entrances as a first filter. Infrared cameras installed in access points will monitor the person's health as a secondary filter. Rapid tests will also be conducted at random to detect any potential contagion in the community, and appropriate measures will be taken if necessary.

Meanwhile, the rest of the facilities are equipped with all sanitary measures, signage and health stations to ensure the constant care of the community.



The adjustments totaled \$111.4 million pesos in investment, with \$79.1 million pesos going to health and technology issues for the adaptation of classrooms and laboratories for the hybrid return, and \$32.3 million pesos going to the construction of the UDEM's COVID Center and sanitary adaptations throughout the campus and "Prepas" (High-schools) UDEM.

UDEM's path towards the New Normal began from the moment the health contingency was declared: **adjustments were made technology-wise, conversion of face-to-face courses to online, comprehensive health monitoring of the UDEM community and redesign of iconic events of the university.**



The COVID-19 Committee, which holds daily meetings to monitor the behavior of the pandemic, was also formed to anticipate its repercussions and issues a timely response, and the website [www.udem.edu.mx/Coronavirus](http://www.udem.edu.mx/Coronavirus) was launched to inform institutional actions regarding COVID-19, as well as to publish messages, videos and graphic content generated by UDEM doctors, in order to keep the community updated.

Additionally, the COVID Center was built on campus to tend to people who may need it during their academic or work hours, in addition to the "CETIA" *Responde* line and the *Orienta* line to provide emotional support.

As a form of support to the student community, UDEM will continue to offer the different scholarship programs without the need for its beneficiaries to maintain the minimum grade qualification previously established and including Sin Pausas, a scholarship project available presented for all those students whose families were economically affected by the contingency, which put the continuity of their studies at risk.

CRGS, UDEM.

The UDEM's representative sports teams also returned to campus for training on June 7th through a gradual process, and made attending training optional for the athletes. In the mornings, the university allowed for a group of 12 athleticism students to train on campus and in the afternoons the men's soccer team was allowed to train. There will be no more than 25 students per group and new teams will be incorporated every two weeks.

**Meanwhile, for the students doing hospital internships, the return to them will be gradual. It is expected that, by August, all internships will take place in hospitals.**

**For the time being, they can work in other clinical settings such as family medicine, dental clinics, and "CETIA", where psychological and nutritional care are provided.**



# Where is the Home Appliance Industry going after the pandemic?

---

A year ago, when we saw the alarming numbers of the pandemic and its ravages in the world economy, it was difficult to think that any industry - except those related to medical services - could escape unscathed.

BY THE HOME APPLIANCES CLUSTER (CLELAC)

In the household appliances sector there were warning signs, such as urgent adaptation, and real-time adjustments of the supply and production chain, and what we all feared: an extraordinarily unprecedented situation.

The economic balance for the Nuevo Leon Household Appliances Cluster (CLELAC), however, has been positive.

What is the source of this optimistic outlook? Beyond institutional organization and communication, which enabled **Monterrey** to execute actions and take measures as a group rather than as individual entities, the answer may lie in the nobility of this industry.

The return to normalcy would be incomprehensible without what this sector generates every day.

Refrigeration has played a vital role as an essential companion for vaccines. Not only is it present in medical procedures, but also in the privacy of each family's confinement as well.

Air filtration and air conditioning systems are now available to help businesses and educational institutions reopen safely. For example, within the next 30 years, researchers anticipate a 35 percent increase in cooling demand per

square meter and a growth of 5 to 6 times the demand for refrigeration.

These are two examples of why the household appliance industry was quickly designated as essential. And the good news is that Mexico has companies that can provide these solutions.

Once we overcome the challenges posed by the pandemic, it would be time to look at the opportunities generated by it.

Just in Nuevo Leon, the production of household appliances amounts to 4 thousand 435 million dollars annually, 80% in average is exported to the United States.

What's next for the industry in Nuevo Leon? The simple answer would be "opportunities."

Opportunities exist because we live in an appealing state for investment, not only because of its strategic location, but also because of its infrastructure as a regional manufacturing reference hub.

Opportunities exist as a result of the state's work culture, the high level of adaptation to Industry 4.0, the universities' high competitiveness, and the current stable environment.

Opportunities, because the USMCA has opened the door to the regionalization of industries, attracting investment from all over the world. In Mexico we are supported by a supply base capable of meeting the requirement of at least 60% regional integration.

In Mexico, and particularly in the state of Nuevo Leon, the household appliance industry is not only recovering, but also expanding. In recent months, we have seen the arrival of investments by companies such as Hisense, as well as the expansion of local companies such as Dometic, Whirlpool, Danfoss, Nidec, Manitowoc, and Kohler, among others.

As a sector, the challenges and primary efforts will be focused on strengthening the supply chain, as the anchor companies have expressed a desire for their suppliers to be physically close to their facilities.

The USMCA encourages Mexico to do so as well. The new treaty mandates a regional value content of 50% to 60% for the manufacture of household appliances.

It is not a problem, rather an incentive to further compact that supply chain in the region.

During the last semester, CLELAC assisted many companies in their search for suppliers, with the intention of announcing investments in the state or simply developing an alternative supply chain for their operations abroad.

A positive diagnostic of what could be consolidated in the near future.

The appliance industry in Nuevo Leon employs over 35,000 people directly and accounts for nearly 20% of the state's manufacturing export market. It has proven its worth in the most difficult of circumstances, and it is now a draw for multinational corporations looking to expand into Mexico.

The pandemic taught us a permanent lesson: if we work together as a team, as an integrated ecosystem, we will undoubtedly see the results of our efforts, which are almost always positive.



**Want to know more about this industry?**  
**Want to explore business opportunities?**  
CLELAC invites you to participate in “Enclelac” 2021, taking place this coming September 8th to 15th.  
For registration visit:  
**[expotourvirtual.com/enclelac/](https://expotourvirtual.com/enclelac/)**





# Monterrey, a city of possibilities... for delight!

---

Up until a few years ago it was commonplace to hear business and convention tourists —or even the citizens of this great Metropolis themselves— say: “There is nothing to do in Monterrey..”

BY MAURICIO MAGDALENO, DIRECTOR OF THE MONTERREY TOURISM CLUSTER

**Fortunately, today this statement is the furthest thing from reality.**

**Monterrey** has been transformed into a cosmopolitan city, complete with a privileged gastronomy, recreational public spaces, modern architecture, artistic manifestations, international class shows and a vibrant nightlife. According to official records from the pre-pandemic times, nearly three million annual visitors arrive to this big city for business, health, congresses, shows or family visits.

These visitors have found in **Monterrey** numerous reasons to stay one more night or bring their family and friends on their next visit.



The *Regio* community welcomes all visitors who for different reasons arrive in **Monterrey**. They are like “temporary citizens” who enjoy (and sometimes suffer) all the services and experiences that this great Metropolis has to offer.

**Monterrey** is a special case in Mexico, it has become an appealing and profitable destination both for investors looking for where to grow their businesses and for the families that will accompany them to settle, who undoubtedly seek a quality of life equal to or better than their place of origin.



### Monterrey is the answer to that complex combination.

The Center for Research in Public Policy of the Mexican Institute of Competitiveness places the Valley of Mexico (CDMX and its Metropolitan Area) and **Monterrey** as the only cities of more than one million inhabitants with a high level of competitiveness, and although the perception may be debatable between both metropolises, the data shows good valuations of **Monterrey** in variables such as its stable economy, exploiting of international relations and an inclusive, prepared and healthy society.

This same report rates **Monterrey** as one of the best cities to work in, since it has the highest salaries and the largest supply of jobs with legal benefits and in large companies. This undoubtedly has a positive impact on the social, cultural and family development of the **Monterrey** people; proof of this is that 4 municipalities of the Metropolitan Area of **Monterrey** are considered in the Top 10 cities with the best quality of life according to Forbes Mexico.

With the above data, could you really say that the quality of life of this city has a positive effect on the experience of our visitors? The answer is of course it does! A happy citizen makes a happy tourist, allow yourself to leave your hotel at the end of a successful business day and enjoy this vibrant city with its diverse spectacles, gastronomy, music, colors and mountains.

## Give yourself the opportunity to experience Monterrey.

The best way to discover and enjoy this great city is by downloading the tourism app “Pasaporte Nuevo Leon Extraordinario” to get to know and safely book the experiences that **Monterrey** offers to national and foreign visitors. **Monterrey** is no longer only the most important business hub in Mexico, but also the new delight hub of this country.





# How Post-Pandemic Business Trends Will Shape the World

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Covid-19 has fundamentally changed business operations around the world, and the transformations are here to stay.

BY ADRIAN NITA, ENTREPRENEUR LEADERSHIP NETWORK CONTRIBUTOR OF ENTREPRENEUR MAGAZINE

Just a year ago, few imagined that the **problems of 2020** would lead to such significant changes. Global supply lines have been disturbed, business and personal contacts have moved online, and remote employment is nearly at unthinkable heights.

In response, corporate executives are creating adaptable and resilient supply networks — both to deal with the current epidemic and to plan for future disturbances. Digital strategy — both in production and online distribution — has always moved fast, but has recently accelerated tremendously. The talent strategy and property footprints for a new and more flexible future have already been developed. With vaccinations starting to be deployed in several countries and an end to the pandemic in view, what changes are going to occur beyond Covid-19 and how?

Some components of operations may be replicated based on future plans of company leaders, and new trends that would otherwise take several years. In recent months, leaders have become increasingly concerned about how to continuously reap the productivity benefits of rapid digitization. Leaders investigate how employees might be engaging more intensely, especially as burnout, stress, and mental health issues rise. They now want to enhance the employee experience. When we look at the previous year's business climate, these are the most stable and even increasing trends in 2021 and beyond.

## Supply-chain disruptions and the way forward

Disruptions in the supply chain are not new, but there has been an increase in regularity and seriousness. In reality, production disruptions lasting a month or more occur every three to four years on average. However, until this year, many firms that relied on traditional scenario planning had not adequately evaluated their global risks and dependencies. They are more aware of the risks associated with global infection and multiple locations being affected at the same time. Instead of optimizing supply chains for just-in-time delivery, business operators emphasize resilience and flexibility — expanding inventories and especially important inputs and supplies — rather than optimizing supply chains for just-in-time delivery. For example, they discuss backup plans with suppliers and partners.

Disturbance escalated with the several-month-long interruptions that began in **February and March of 2020**. This has a longer-term tendency. The developments of the previous several years have shifted the risk profile of the global supply networks from the Covid-19 epidemic to trade- and climate-related disruption. As a result, resilience in the supply chain is now a primary priority for many CEOs, managerial boards and investors.

Some organizations are pushing their supply chains to rethink the future and build them on top of Industry 4.0

technologies such as automation, enhanced analytics, and the industrial internet of things. They collaborate with partners across the value chain in novel ways, with real-time monitoring, increased transparency, and matched incentives, allowing them to focus on their strengths and increase output more easily.

If interactions and sales are no longer possible, rapid digital-capacity acceleration saves businesses. Most industries have altered their digital systems, which are frequently aided by analytics. Even deeply personal experiences, such as car test drives and real-life views, can now be conducted digitally. Many of the consumer habits and behaviors that emerged during Covid-19 are expected to persist. Internet shopping, food delivery, and takeout appear to be on the rise.

Historically, manufacturing has gone forward as the manufacturing industries have been steadily improved and managed slowly. However, manufacturers confront problems in designing a digital strategy: how deep and how fast they are to spend, which techniques to deploy, how to manage the transition process and how a qualified staff can best grow to implement it. With the emergence of Covid-19 and the next standard production and supply chain, executives have the chance to make more flexible and efficient operations by combining digital analytics and automation. It is important to scale up and integrate modest experiments and go over the pilot purgatory in time and scale to drive the transformation.

## Technology is the future

Work is changing more quickly than ever, and the abilities needed to navigate and lead successfully are developing swiftly, so the value of the technologies that matter most to our business in the future are becoming fully realized. It will be vital to continue to grow our abilities to carry on activities with the enhancement of technology and support businesses to retrain.

**McKinsey Global Institute** believes that in the next 10 years, the requirement for fundamental cognitive abilities and physical and manual knowledge will decrease as automation incorporating things like OCRs rises. On the other hand, there will be a huge rise in the requirement of higher cognitive skills, social and emotional skills like interacting with others and reactions in reading, and technological skills like interaction with technology. The requirement for technology will grow by around 50 percent by 2030.

Learning journeys for different positions are specified among the most successful organizations. **Employees are encouraged to go further** and study their fields of interest. While many organizations, in general, strive to utilize attrition to redress the imbalances in the workforce, employees can also transition to different positions as long as resilient efforts and significant career routes exist. This change in thinking might assist businesses in adjusting their present employees to the new environment rather than undertaking difficult ways to sustain recruitment levels.

## Flexibility in the workplace

Flexibility is the number one item employers claimed their employees needed before Covid-19. Several staff members that weren't on the frontlines started working remotely overnight. At first, it seemed just a few months, but as the epidemic kept on unfolding, it became more than a year for many. With remote work and travel cutbacks and constraints set to stay in place for a substantial part of 2021, corporations may now provide greater flexibility than ever before.

Many people wonder how long after Covid-19 this will last. Can we ask, instead, **why it should not remain?** The finding of innovative ways of responding to employees' needs might be particularly important in a time of heightened stress, burnout and associated harm to their mental health. Moreover, women — especially moms of small children, black women and elderly women — are more seriously affected.

Enterprises that invest much in developing a flexible workplace can retain the most personnel during the current difficulties. These organizations may also build a culture in which women and other diverse leaders have equal chances of achieving their potential in the long run. For business, it is necessary to maintain critical talents, competencies and social equality.

Covid-19 has, in many respects, hastened some developments which would have taken years to see otherwise. The cost of life and livelihoods on the whole planet is unbelievably great. To build on past accomplishments, leaders may accelerate the progress made in 2021 and construct a stronger road to equitable work.



# Top Supply Chain And Logistics Technology Trends In 2021

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The role of technology in the logistics and supply chain industry has evolved drastically over the years and is pivotal to the industry's growth

BY SAAHIL GOEL OF ENTREPRENEUR MAGAZINE

Wherein 2021 is being looked at as a beacon of optimism and hope, it's safe to say that 2020 detonated several unprecedented changes within businesses across verticals. One such industry that was at the forefront of disruption was the logistics and supply chain sector. With augmenting apprehension towards offline shopping, customers started embracing the convenience and the safety that came with the prospect of online shopping.

The Indian logistics and supply chain sector rose to the occasion by leveraging cutting-edge technology and incorporating innovative strategies to respond and adapt to the rapidly shifting consumer behavioral trends in the industry. Between 2020 and 2024, the logistics sector is projected to grow at a CAGR of 10.7 per cent and the retail players are further boosting this growth by strengthening their infrastructure and re-evaluating business models. On that note, from automated warehousing to speedy last-mile delivery and virtual assistants, here are some of the top supply chain and logistics technology trends to watch out for in 2021.

## Personalized customer experience

The customers of today expect a shopping experience that pampers them from end-to-end. And for a merchant, it only adds to the pressure when a fluid customer experience becomes crucial for the success of their business. Today, customers prefer to spend on products and services that are tailor-made to fit them and their personality like a glove. By leveraging cutting-edge technology, companies can gather insightful data to understand customer preferences. This way, they can personalize products and services to cater to their needs.

**AI-enabled programs can not only collect, process data and ensure personalization but also help businesses design a user-oriented experience. It is expected that this year will see companies working towards offering customers a more customer-centric experience.**

## Warehousing technology

Warehouse management is an aspect of business that often doesn't get its due credit. For players in the supply chain and logistics industry, warehouse management forms an integral part of the business that simply cannot be overlooked. To ensure seamless warehouse management, logistics and supply chain companies have begun to automate inventory storage. Automated warehouses with top-notch technology for streamlined order picking methods, have gained rapid traction as they make for an overall smooth shipping experience. New-age technologies such as AI and ML even enable wearable technology for the warehouse staff to allow hands-free working and increased safety.

## Virtual assistance

The future of perfect customer experiences is conversational. The application of technology in every sector is consistently growing. One such application is helping businesses stay in touch with customers and helping them resolve queries for an enhanced experience: chatbots and virtual assistants. While chatbots aren't entirely a new concept, the pandemic has given way to a major surge in their usage and other virtual assistants in the logistics and supply chain industry that is expected to continue in the foreseeable future. Conversational AI chatbots and virtual assistants help resolve customer queries in a humanized manner, without delays, in addition to automating and streamlining orders and other activities, thereby ensuring efficiency in terms of cost, time, and manpower.



## Last-mile deliveries and real-time updates

At a time when the world is driven by online shopping, businesses in the supply chain and logistics industry have woken up to the fact that the last-mile is perhaps the most important touch-point between a brand and its end customer. To that end, logistics and supply chain brands are embracing tech-powered tools that enhance route mapping, scale deliveries, boost productivity, and shrink the turnaround time to create a smart way for building efficient and robust operations in 2021.

In addition to reaching the last-mile customers, companies are leveraging advanced technological tools to provide customers with real-time updates and even non-delivery reasons on their orders. Real-time tracking of orders will inevitably offer a sense of assurance and in turn boost customer satisfaction and retention. This year, we can expect enhanced order tracking services and last-mile deliveries with companies constantly going the extra mile to offer customers a seamless shipping experience.

The role of technology in the logistics and supply chain industry has evolved drastically over the years and is pivotal to its growth. As the world gradually recovers from the profound impact of the global crisis, India's logistics and supply chain sector is on the cusp of a tech-led revolution and soon, we may be witnessing more trends apart from the above-mentioned as the year progresses.



# Why are Companies Successful in Nuevo Leon?

## Strengths and Opportunities for industrial investment in Monterrey

Big companies have performed reactive and strategic innovations through value ventures adapting to a new world to ensure economic sustainability in a market environment characterized by product competitiveness, productivity, and commercial efficiency. As a result, companies are now increasingly motivated to implement technology, take entrepreneurship to the next level, and always use creativity to ensure economic sustainability in a market environment characterized by product competitiveness, productivity, and commercial efficiency.

With a population of over **5,784 million people, Monterrey (NL)** is consolidated by its strong and stable economy. It is the largest generator of formal jobs in Mexico. The state accounts for nearly 10% of the national GDP, and it is known

for its entrepreneurship, innovation, and hard work, as well as its ability to face and adapt to change. NL also has world-class infrastructure and industrial clusters, a qualified workforce, worldwide prestigious universities and education centers, making it the second-highest foreign direct investment state in Mexico.

## Industrial infrastructure

When we talk about manufacturing in **Monterrey**, it is inevitable to talk about industrial infrastructure, as it is the mainstay of the state. Every year the average economic unit has increased, positioning the manufacturing industry as the sector with the most growth opportunities.



According to **Monterrey's** data system, the state's manufacturing industry equals to a 30% share of the state's Gross Domestic Product. Despite the complications arising from the pandemic, manufacturing industries strengthened and accounted for 33% of the employment generated in the state from January to October 2020.

**Between 2018 and 2019, the government invested more than \$100 billion pesos** in the **Monterrey's** Infrastructure Program, a program that covers 803 projects through 74 ministries and state entities.

More than 20 companies specializing in the creation of industrial parks have developed around 120 industrial buildings class A and B in **Monterrey**. VYNMSA, for example, is an industrial real estate developer specializing in the construction and development of "build to suit" (BTS) industrial spaces, as well as the leasing and sale of industrial buildings.

## Why invest in Monterrey?

Since the beginning of the economic opening, **Monterrey** productive structure has undergone significant changes, such as the large-scale incorporation of the export maquiladora industry, which has taken on globalized characteristics. This classification is used in the production of goods and services by the businesses that make up the group. They are a part of production chains that typically span several countries, with the goal of supplying the global market.

Furthermore, technological innovation has begun to accelerate, spreading across almost the entire state and generating a new economy characterized by production flexibility and the generation of new products based on invention and intensive application of knowledge.

**Monterrey** has appealing characteristics for attracting foreign investment, such as its geographic location, which borders Mexico's largest investor. The state facilitates easier negotiation and communication with other states and countries, and promotes exports. Professionals in **Monterrey** are both skilled and educated. **Monterrey** has established itself as Mexico's leading exporter of cereal, flour, starch, or milk-based preparations and pastry products, industries which are backed by international prestige universities preparing and training a quality workforce and encouraging the establishment of new businesses.

Likewise, it is the second-largest exporter of cocoa preparations in the country, and the third-largest exporter of vegetables, fruits, and other plant parts; the state has an international cluster for the aforementioned products, which includes 63 active partners, including 12 of the region's top 40 companies.

**Monterrey** also stands out for being a city with diversified industrialization, due to activities and products being made and manufactured within the same state, making its internal economy stronger.

**Monterrey's** high levels of competitiveness, development, and diverse economic activities distinguish it as a business-friendly location; as a result, it is an ideal location for companies looking to establish themselves in Mexico's northeast.

If you're considering investing in **Monterrey**, you'll find industrial real estate developers who may assist you with this important task, such as VYNMSA, which has nearly 30 years of experience in the industrial real estate sector, building and leasing Class A industrial buildings to global corporations. This developer has inventory buildings available in Mexico and has the know-how to build to suit and turnkey projects for companies of all sizes.



INDUSTRIAL INFRASTRUCTURE, MONTERREY.



# Invest Monterrey

## *The future of business*

“Customized services for companies interested in doing business in Mexico.”



**Invest Monterrey is the official Investment Promotion Agency of the State of Nuevo Leon, established as a non-profit Civil Association.**

It was promoted mainly by the Nuevo Leon Council, the State Government, and dozens of organizations from the public, private and academic sectors.

This civil association's mission is to contribute positively to Mexico's economic development by promoting the State of Nuevo Leon - using the '**Monterrey**' brand - as an attractive destination to invest and do business. Positioning **Monterrey** as the most attractive destination for foreign direct investment, Invest **Monterrey** hopes the FDI would create well-paid quality jobs and business opportunities for small, medium, and large local businesses.

In addition to the Government of the State of Nuevo Leon and the Nuevo Leon Council, Invest **Monterrey** has a large number of partners, including the main chambers of commerce, universities, professional service providers, real estate developers, and other committed organizations.

Invest **Monterrey**'s partners share the communal goal to actively contribute to Nuevo Leon and Mexico's growth. They believe that teaming up together under the umbrella of Invest **Monterrey** will allow them to influence the state's development in a more effective, methodical, and consistent manner.

**“The economy is strong,  
the culture is diverse,  
and the quality of life  
is spectacular. It all  
combines to make  
Monterrey one of the  
greatest cities in the world  
to live and do business”**

**Invest Monterrey**

## Quality of life



**1,700+**

High cuisine  
restaurants



**15+**

Certified  
hospitals



**52+**

Highly regarded  
museums



# Invest Monterrey main activities

Invest **Monterrey** is dedicated to assisting growing businesses and ensuring **Monterrey** remains a vibrant and economically healthy region for business and personal development. Here are some of our most important activities:



- Monterrey's promotion as the best place to invest and do business in North America
- Custom attention to investment projects
- Trade missions to strategic locations
- 'Business Concierge' services
- Investment promotion seminars
- Links with international organizations
- Business consulting
- Networking events



MAIN ACTIVITIES, 2021. INVEST MONTERREY.

# MORE THAN 90 ACTIVE MEMBERS



Gobierno de  
Nuevo León



Consejo  
Nuevo León  
PARA LA PLANTACIÓN ESTRATÉGICA



UANL  
UNIVERSIDAD AUTÓNOMA DE NUEVO LEÓN

UDEM



Tecnológico  
de Monterrey

:U-ERRE



American Industries

sánchez  
devanny®



Deloitte.

Baker  
McKenzie.

GRUPO **GP**

**INTERCAM.**  
Más de lo que piensas

banregio



GRUPO PRODENSA



Interpuerto Monterrey.  
The New  
Crossroads.



CLÚSTER  
DE TURISMO  
MONTERREY



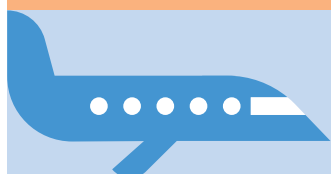
AMERICAN CHAMBER  
MEXICO



AHK



# 12 Reasons to invest in Monterrey



01

**Monterrey** is strategically located at the backbone of the North American market, at 200 kilometers / 125 miles south of the USA border



Most advanced infrastructure in the country

More than **140** Industrial Parks

02



There are over 300 daily flights to more than 40 destinations in Mexico and around the world

03

04

One of the top 5 GDP per capita in Mexico



06

**+4,000** foreign capitalized companies in **Monterrey**

05

**Monterrey** is the largest recipient of Foreign Direct Investment (FDI) in Mexico





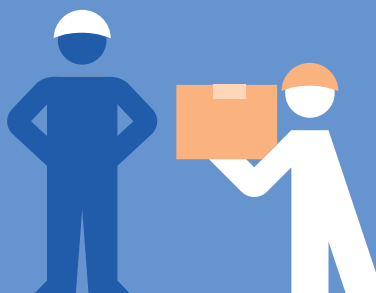
# 07

The most integrated supplier base in Mexico



Most productive human capital in Mexico

# 09



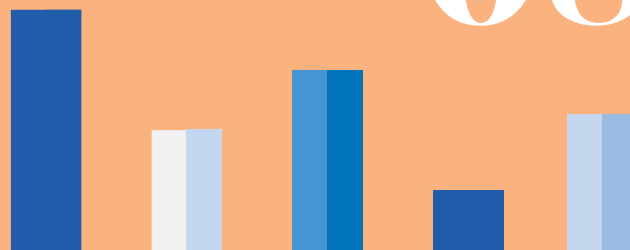
**21,000+** Technicians  
**8,000+** Engineers  
**20,000+** Bachelors  
**1,000+** Masters and PhD  
**graduate per year**

# 11

Nuevo Leon is the 1<sup>st</sup> State in Mexico to launch an initiative that empowers the development of a 4.0 ecosystem, which seeks to boost industrial growth, job creation and a highly skilled labor force

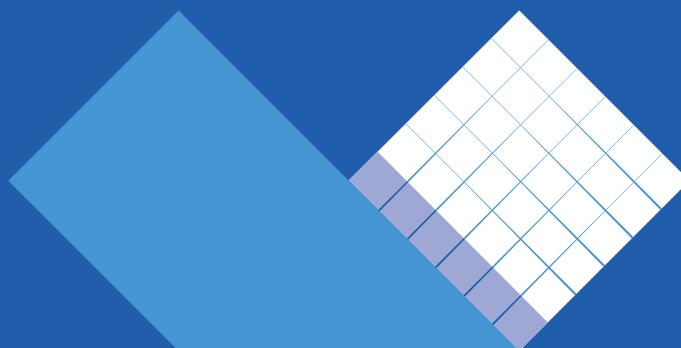
**Monterrey** is the second largest city in Mexico

# 08



# 10

The city is home to the top-ranked universities and business schools in Latin America. **Monterrey** is the educational hub of Mexico and is among the most bilingual cities in Mexico and Latin America



# 12

**Monterrey** has the highest quality of life in Mexico

# A BANK THAT ADJUSTS TO YOUR NEEDS



We are a Mexican Financial Group with 33 years of experience focused in offering personalized service to our Clients (individuals, businesses and entrepreneurs) through a direct and reliable relationship that allows us to **create solutions which adapt to their individual needs.**



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- ⦿ Personal Banking
- ⦿ Institutional Banking
- ⦿ Government Banking



- ⦿ Investments
- ⦿ Equity Consulting
- ⦿ Private Banking
- ⦿ Investment Banking
- ⦿ Asset Management
- ⦿ Research and Strategy



- ⦿ Consulting and placement of Insurance Programs
- Bonding and Actuarial Services



- ⦿ Mutual Funds
- ⦿ Savings Funds and Pension Plans Management



- ⦿ International Private Banking
- ⦿ Investments
- ⦿ Consulting



- ⦿ Trust Advisory
- ⦿ Trusts

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- 🤝 **Commitment and loyalty to our Clients**, forging long-term relations

Experts in financial consulting in your own language:  
**Spanish, English, Korean, Japanese and Chinese.**

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**Karla von Bertrab**

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[intercam.com.mx](http://intercam.com.mx)





# GABRIELA GUAJARDO

*More than 20 years of experience working  
mainly in the Commercial, Advertising,  
Architectural, Food and Nature areas.*



**Gabriela Guajardo** is a Mexican photographer from the city of **Monterrey**, Nuevo Leon. Although she studied Graphic Design at the University of **Monterrey**, photography is her passion. She has a technical degree from the Ansel Adams American College of Photography.

She has collaborated in books such as “Mexico’s natural wealth”, “El Club de los Fracados”, “The past as a memory of the future” and “The sensations give us unforgettable experiences”, the latter two for the University.

She currently has her own studio and has collaborated with different design, advertising and marketing agencies on projects for important clients such as Gamesa, 7-Eleven, Carnes Finas San Juan, Universidad de **Monterrey**, K-SWISS, among others. She has also had the opportunity to photograph prestigious artists such as Fernando Botero, Alejandro González Iñárritu, Gloria Trevi, Alejandra Guzmán, El Duelo and more.

She has carried out projects for clients in the United States, Canada and Europe and her images have participated in

numerous group exhibitions and cultural spaces such as Corredor del Arte on Televisa **Monterrey**, Santa Lucia Cultural Center, Galería Regia, Metropolitan Museum of **Monterrey**, Plaza Fatima Cultural Center, among others.

She considers her greatest accomplishment to have the opportunity to teach photography classes at her alma mater and being able to share her passion for photography with others. On three occasions she has received recognition from the University as one of the best qualified teachers of the Vice-rectory.

#### WHAT INSPIRES YOU?

**G.** Nature is my main inspiration. I have always felt a very strong attraction towards her. The elements in all their forms, deserts, waterfalls, the Milky Way and animals, everything that breathes and has life is my greatest thrust. I think that the lights and shadows that we find in everyday life want to tell us something. The contrasts of light and the starry nights that illuminate our skies tell a visual story that it is impossible not to want to portray and share.



#### WHAT WAS THE OPPORTUNITY YOU TOOK AND IT CHANGED YOU FOREVER?

**G.** When I was 18 years old, I had the first opportunity to delve and land into my passion and land it. A photographer with a lot of experience saw some images that I captured and trusted what he saw, he offered me a job and I understood what was next for me. I had just begun my university studies and needed to work with someone who could guide me and help me grow in the art of photography, which had become a dream of mine to pursue further exploration through the lens. That was a starting point for me because it gave me a sense of security that at that young age I had not yet developed.





#### WHAT IS MONTERREY FOR YOU?

**G. Monterrey** is the perfect mix between two forces: the majesty of nature and the fruit of man's incessant work. Wherever you turn you will find powerful views of the mountains shrouding the city, imposing breathtaking architectural spaces.

This is a city where you find everything; it is my home, my family and my roots. I can also say that I am proud to be from **Monterrey** because it represents the value of strength and perseverance.

#### IF YOU HAD TO CHOOSE A PERSON FROM MONTERREY TO PHOTOGRAPH (OF THE HISTORY OF MONTERREY)... WHO WOULD IT BE AND WHY?

**G.** Throughout history, **Monterrey** has been built thanks to the work of workers who were looking for a better future, entrepreneurs who started from the bottom, people fulfilling dreams, architects, engineers, cooks, artists. Any of these people would be my first choice to immortalize the work that has made this city what it is today, a place of opportunities, people who never tire of striving to achieve their goals.

A great artist that I admire and would have liked to know and photograph is **Julio Galán**, who lived here in **Monterrey** for a long time, despite having been in many parts of the world.

His work is unique and very inspiring to me. In his words "I am always chasing something new in paintings, I find myself more and more. Besides being surprising, my paintings are a mirror". I identify with him a lot because of his very different way of interpreting the things that surround him.





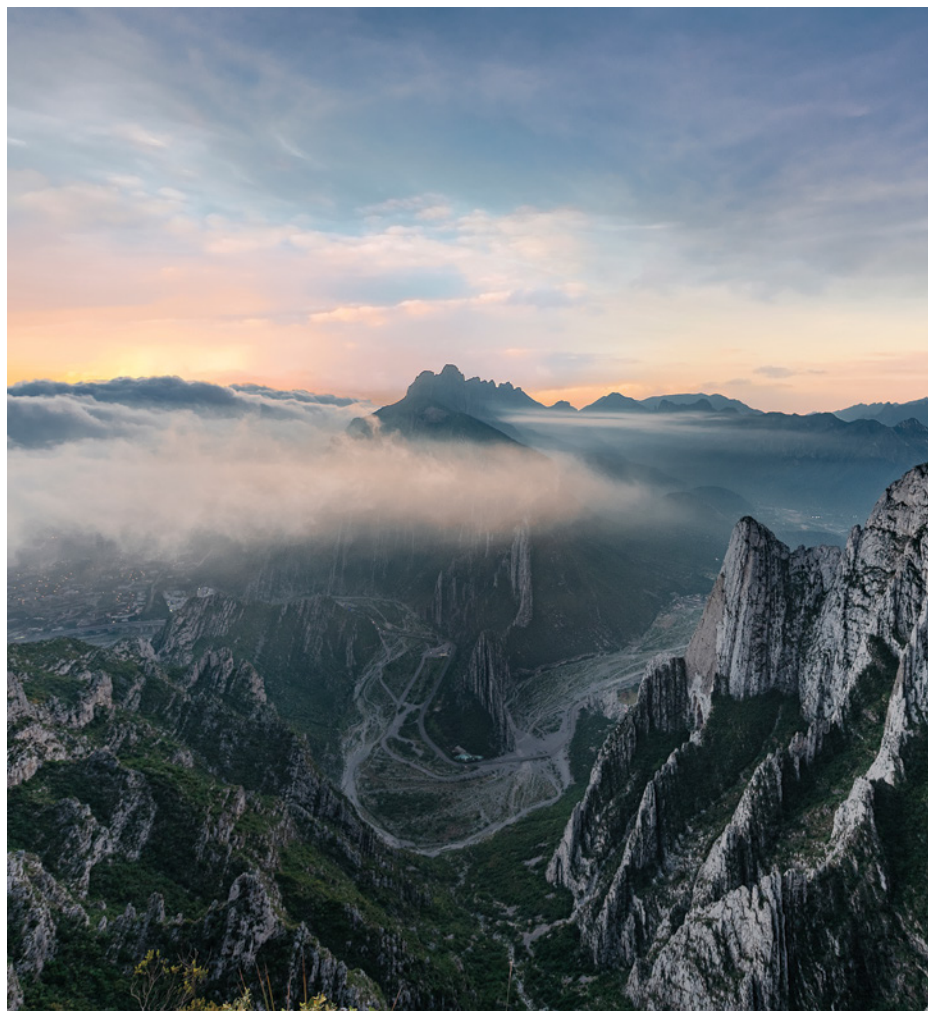
#### HOW DO PEOPLE SEE MONTERREY IN OTHER PARTS OF THE COUNTRY OR THE WORLD?

**G.** Many people who are not from here categorize **Monterrey** solely as an industrial city, but in reality this city is full of surprises that can only be discovered by experiencing it. From large companies that choose us to expand their industries, to athletes who come to shine and fill us with triumphs. An advantage that we have as a society is that many people from other states and countries recognize the quality of the educational system that we have. Thanks to that, we are filled with talent, we share cultures and we enrich ourselves ideologically with all the people who almost always come to stay.

#### WHAT DOES MONTERREY HAVE THAT YOU CAN'T FIND IN OTHER PARTS OF THE WORLD?

**G.** I will start with the wide gastronomy where you can find the traditional roast goat meat, roast beef meat, chicharrón, machaca, empalmes, milk sweets, everything characteristic of the Northeastern cuisine. And at the same time you can find unique offers from distinguished internationally recognized chefs. The closeness to nature is unquestionable and gives us the ease of practicing outdoors sports: hiking in Cerro de la Silla, climbing in La Huasteca, visiting the large parks of green areas such as Fundidora Park, Chipinque, La Estanzuela. Here you find mountains, rivers and waterfalls without having to travel. It has so many options throughout its residential areas that you can find the perfect space for whatever you need because of its strategic locations. Above all, the “regios” are friends, we are family and there will always be someone to reach out to you.

 MINA, N. L., 2017.  
GABRIELA GUAJARDO



#### WHAT WOULD YOUR PERFECT MONTERREY PHOTOGRAPH LOOK LIKE?

**G.** I keep chasing the full moon crossing the line that marks the Cerro de la Silla. It is always a surprise what will happen, with the particular climate we have, even when you plan a photograph. I’m also still able to capture the Milky Way with the “cerro de la silla” mountain. It’s more difficult, but nothing is truly impossible. **Monterrey** is really a lot, it is so much that we cannot enclose it in a photo. That, I believe, is why I continue to be drawn to photography.

 MONTERREY, N. L., 2019.  
GABRIELA GUAJARDO

 HUASTECA, N. L., 2018.  
GABRIELA GUAJARDO

#### DO ART AND CREATIVITY GO HAND IN HAND WITH BUSINESS?

**G.** I think big cities are of this size because part of their identity lies in their art. **Monterrey** is no exception. How do you run a successful business without creativity? The two are intrinsically related and feed off each other. As for art and business, I think that the “regios” appreciate beauty and different forms of expression, and that is why we have known how to value art well. Without a doubt, the “regios” value the creative process because it has the ability to interrupt the status quo, generating innovation and raising even more questions about our relationship with the environment. Entrepreneurship arises from the creative process.











WHAT'S NEXT IN THE FUTURE  
OF GABY GUAJARDO?

G. My future is being written day by day, and my prayers are always destined to lead me down new paths and introduce me to new people. I adore what I do, and I adore the path I'm on. That, I believe, is why my goals are being realized at exactly the right time, with each step I take and each lesson I learn. My ambition for the future is to continue to learn and grow, but above all, to be able to share my experiences and knowledge with people who are just getting started or who have the same concerns that I did when I first started.

HAVE YOU ALREADY TAKEN THE PERFECT PHOTOGRAPH  
OR ARE YOU STILL SEARCHING FOR IT?

G. I don't believe you can look for perfection in nature photography because, to me, nature is perfect. Finding the right time and climate to convey what I want in my images is crucial. I strive to bring out the maximum qualities in each trip I take to discover new places, in each structure I photograph, in each product, dish, or person I portray, so that the viewer can contemplate the essence and interest of the subject. I'll never stop looking for images that convey nostalgia, pleasure, warmth, richness, immensity, desire, and peace; photographs that connect with people and tell stories that need to be told.

**If there's one thing that sets the Monterrey people apart from the rest, it's their immense willpower and the drive to keep moving forward; that hardened spirit that beats all odds has helped Monterrey become the birthplace of great corporations. People like Gaby Guajardo embody all of this. Through her work, she strives to connect with other people and prove that the Northern Mexico region is a marvelous place where art and creativity can develop.**



RAMOS RIVER, ALLENDE, N. L.,  
2020. GABRIELA GUAJARDO



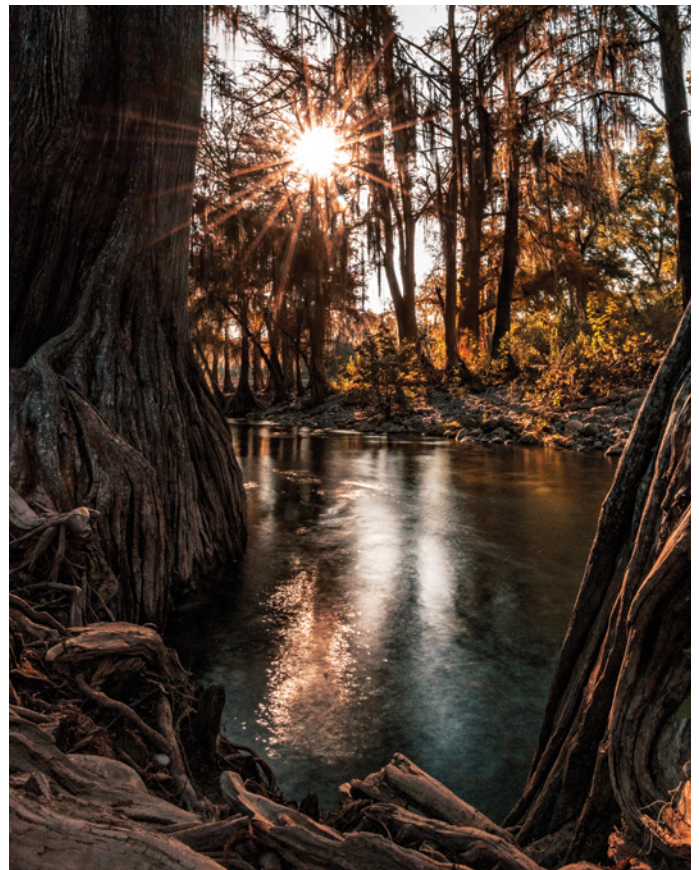
COLA DE CABALLO, SANTIAGO, N. L.,  
2021. GABRIELA GUAJARDO

Instagram

@GABYGUAJARDO

@MEMORIA.ARQUITECTONICA

@GABYGUAJARDO\_PORTAFOLIO







# Industrial Parks in Nuevo Leon

## Finding the right place for establishing a company in a new market is quite a challenge.

Investors seek to establish their operations in industrial developments that offer land certainty, available infrastructure, and additional benefits such as strategic location and proximity to its suppliers and/or customers.

Nuevo Leon has a natural and strategic location. Currently, there are more than 139 industrial parks in Nuevo Leon where global companies have chosen to establish their operations.

The Industrial Parks in Nuevo Leon offer electricity, potable water, sewage, and fiber optics which are basic infrastructure that a company needs to operate. On the other hand, there are some parks that additional to the basic infrastructure, offer value added services such as customs house, rail connectivity, and fire station, among others.

The industrial parks in Nuevo Leon are classified in submarkets which are: Apodaca concentrating 37% with around 51 industrial parks, Santa Catarina 17% with 23 industrial parks, Escobedo 12% with 16 industrial parks, Cienega de Flores and Guadalupe 6% with 9 and 8 industrial parks respectively. The rest are distributed in the municipalities of San Nicolas de los Garza, Salinas Victoria, García, Abasolo, El Carmen, Montemorelos, **Monterrey** and Pesquería. There are more than 1,000 companies established in the state, mainly in Apodaca, Santa Catarina and Escobedo municipalities. Nevertheless, the northern area has begun to take more relevance due to the logistics, the exit to Laredo and Colombia borders and the connection through the peripheral road.

**Without a doubt, Nuevo Leon is the best option for companies looking for connectivity, strategic location, and top-class services.** This year, 2021, started with a lot of dynamism and we foresee a very positive outcome in the State of Nuevo Leon.

**Interpuerto Monterrey** is an industrial development for manufacturing, logistics, and distribution with over 1,430 hectares. We can offer land for sale, built to suit projects and leasing of Inventory Buildings. Interpuerto **Monterrey** has world-class infrastructure such as electricity (own substation), potable and treated water, sewage, ample streets, fiber optics, natural gas, among others services that makes us unique. Additionally, we have great rail connectivity (with both Ferromex and KCSM), and we are located next door to the KCSM Container Terminal and the Fire Station (Estación 14 Salinas Victoria – Interpuerto **Monterrey**), and in site Custom House that helps the import and export procedures of our clients.



**Interpuerto Monterrey.**  
The New  
Crossroads.

In 2020 the Mexican economy received a total flow of FDI of

**29 usdm**

53.6% corresponding  
from United States

**3.3 usdm**

12% of Mexico's FDI

57% corresponding from US being  
manufacturing industries the main  
sector with more than 70%



# Nuevo Leon has a plan

Nuevo Leon State's Strategic Plan for 2015-2030 has the vision to make our entity a better place to live in accordance to international sustainable development standards.

This document, written and updated by Consejo Nuevo Leon para la Planeacion Estrategica (Nuevo Leon Council for Strategic Planning), will allow the state to continue with the actions and projects that seek the population's wellbeing throughout the different six-year terms of office, based on the previously established priorities.

Consejo Nuevo Leon is a non-profit organism through which citizens collaborate with the Government to ensure the state's sustainable development with a long-term vision.

The work model of Consejo Nuevo Leon is based on trust, collaborating with the government in providing reliable knowledge and expertise, as well as useful policy evaluations which lead to a better policy design and decision-making.

The different Consejo Nuevo Leon's commissions and sub-commissions assembled different sectors of society to make a diagnosis of the state based on reliable primary sources on a national and international level. Likewise, Consejo worked through a mirror structure in regards to the state's government, in such a way that this would result in public policies which directly helped improve the quality of life of Nuevo Leon's inhabitants.



Composed of 16 members with voice and voting rights, a technical secretary and expert consultants without vote.

## How was the Strategic Plan Created?

The current Strategic Plan is the result of a review mandated by law after its first edition in 2016. For almost two years, Consejo Nuevo Leon organized an open and democratic process where specialists - including academics, activists, experts and public officials- worked on the definition of long-term objectives and indicators in 9 central topics.

Consejo Nuevo Leon incorporated recommendations from an OECD study to improve the monitoring and evaluation system of the State of Nuevo Leon in designing and carrying out this process. **Additionally, Consejo aligned the Strategic Plan to the UN's Development Agenda of 2030 and its Global Developing Goals.**

The review process was an innovation in civic participation in the state. More than 25,700 people took part in a public consultation about their understanding of the state's top priorities. Afterwards, 619 people from over 270 organizations of different sectors participated in 32 workshops before the pandemic of Covid-19.

During a third stage Consejo opened the Plan's drafts to be commented, edited and discussed by the citizenship through the [participa.conl.mx](http://participa.conl.mx) platform. In total, more than 12,000 people visited the drafts and 1,688 comments and 30 institutional position papers were received and uploaded.

In the last stage, statistics and public policy monitoring experts were invited to take part in a collective intelligence exercise to define the Plan's indicators and its goals. This was done through another digital platform called [inteligencia.conl.mx](http://inteligencia.conl.mx).



## 2030 Vision: For a Better Nuevo Leon

Since 2016 and after integrating the views of such diverse actors as academic representatives, the government, private initiative, social organizations, and the general society, the 2030 Vision for Nuevo Leon was established.

To make Nuevo Leon a leading state with sustainable economic, social, human, and environmental development levels, ensuring the wellness of all its inhabitants.

This will be achieved through the work of committed citizens and efficient institutions that conduct with a lawful behavior. **The economic, social, human, and environmental performance will be comparable to developed countries.**

These lines were approved by an overwhelming majority (90 %) of the participants of an open consultation process. Thus, the Strategic Plan's vision takes into account many of the citizen's demands, dreams, and aspirations towards the future.

By maximizing of the talent and commitment of its citizens, strengthening and improving its institutions, as well as by guaranteeing the wellness of all its inhabitants, Nuevo Leon will be able to advance towards peace, security and good governance.

## Everyone's task

We are aware that planning is an ever-changing process; it requires permanent evaluation and update for identifying the accomplishments, revising the areas which need correction and adapting them to the new challenges. Therefore, Consejo Nuevo Leon will yearly monitor the Strategic Plan's indicators as well as take part in policy evaluations for the improvement of policy.

On the other hand, the authorities have the mandate to translate the Strategic Plan to detailed action programs adjusted to the state's financial possibilities.

Consejo Nuevo Leon continuously works to generate relevant agreements between the Powers and Orders of Government, businesses, social organizations, educational institutions and the state's citizens, in order to enhance the scope of the proposed strategies and initiatives.



**www.conl.mx**  
**IG. @ConsejoNL**

**FB. /ConsejoNL**  
**YT. Consejo Nuevo Leon**

*Achieving the Strategic Plan's objectives  
require everyone's involvement.*



# 5 Challenges of Nearshoring to Mexico

## And how to overcome them

Many businesses have prospered as a consequence of nearshoring their manufacturing operations.

GRUPO PRODENSA

Here's the problem you face: your manufacturing and logistics costs are on the rise as well as the delivery times of your products to your final customers.

This indicates that you are losing competitiveness; your margins are shrinking, and you are unable to keep up with your competitors.

Let us go over the **5 Nearshoring Challenges** so you can overcome your cost concerns and devote your time and energy to increasing your margins and market share.

- Lower your costs with qualified labor in a country with a demographic bonus so you can be and remain competitive.
- Expand operations to a country with thriving commercial treaties with the United States so you can reap the benefits of these relationships, which means more benefits for your company.
- Select a strategic location to help reduce your logistic costs and times, allowing your product to reach your customers faster, resulting in more efficient fulfillment times.

Prodensa is the right local partner to overcome the following challenges.

### CHALLENGE NO. 1

#### Understanding Mexican regulatory compliance (Delivery in administration)

##### Manufacturing Compliance Regulations in Mexico

- Official Mexican Standards (NOMs)
- Federal Labor Law (Secretary of Labor)
- Social Security (IMSS)
- Mexican Standards (NMXs)
- IMMEX, (Maquiladora, Manufacturing and Export Services Industry)
- USMCA (United States-Mexico-Canada Agreement)
- Maquiladora VAT Certification
- Rule of Origin (RoO)
- International Organization for Standards (ISO)
- Customs-Trade Partnership Against Terrorism (C-TPAT)

### CHALLENGE NO. 2

#### Understanding the ramp up costs (investment)

**Labor.** The sum of all wages paid to employees, employee benefits (mandatory and market driven) and payroll taxes paid by an employer.

**Logistics.** Supply chain, transportation, tariffs, import duties, and other associated costs.

**Infrastructure.** Land, building, and utilities (electricity, water, natural and industrial gas, fiber optics, and other).

**Services.** Fixed costs, variable costs, operating costs, maintenance.

**Taxes.** Taxes and fiscal obligations on federal, state and local levels. How to adjust your Mexico tax strategy to your corporate vision.

**Government.** Entering the market and getting to know all the stakeholders of your new operation is key for Business Continuity. Get to know their agendas, interests, objectives for the sociopolitical environment to develop external relations into internal capabilities by building sustainable relationships to succeed.

**CHALLENGE NO. 3**  
**Understanding and adapting company culture to Mexico**

Having the completion of your project in mind, the right local partner will assist you in comprehending the culture and environment, as well as having the appropriate net work to assist you in understanding the community.

Understanding each and every one of our clients and matching them with the right workforce to help their company's culture permeate and become their own stems from our experience and boots on the ground.

We assist our clients in becoming members of the community by guiding them through industry best practices and providing advice on how to communicate, interact with authorities, and maintain a good reputation and image with the various stakeholders.

Prodensa is a consulting and project management firm with 35 years of experience assisting manufacturing start-up projects in Mexico through strategic advisory and hands-on support. From shelter operations to consulting and advisory insights, we've got you covered. Over 1,000 multinational corporations have entrusted their operations in Mexico to our local experts.

**Trust us as your strategic local partner in Mexico.**

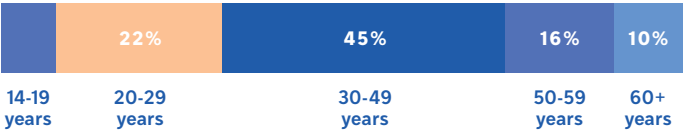
**contact@prodensa.com**

**CHALLENGE NO.4**  
**Understanding Labor**

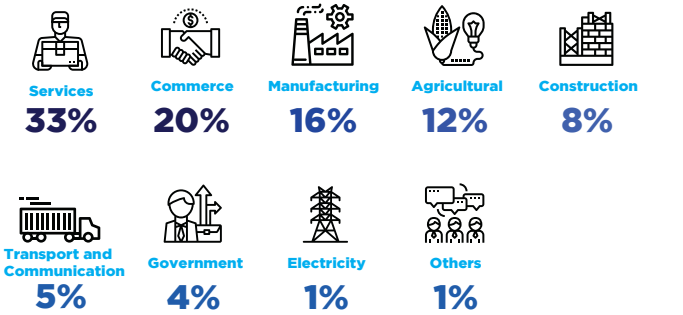
Mexico benefits from a demographic bonus of more than 126 million inhabitants, of which 62% (78.1 million) are economically active and 76 million are working population.

**66% of the population in Mexico is of working age, 62% of the employed ones being men and 38% being women**

**EAP employed by age**



**EAP employed by industry**



**CHALLENGE NO. 5**  
**Understanding and identifying the supply chain**

- Developing a business case and scenario planning review for your operation as well as for your current and backup supplier network is imperative to any strategy execution.
- If you currently have a supply base in China, evaluate what options you may currently have for supply chain agility. Consider the necessity to bring suppliers to North America or develop local, existing supply bases in key-value chain areas.
- Develop multiple scenarios of risk so that they can come up with contingency plans because the global market is in constant and accelerated change.
- It is extremely risky to rely solely on one provider. Identifying alternatives is the only way to be agile and proactive in today's market, which equates to global company competitiveness.



# Do business in Mexico.

## A know-to guide about Mexico-based banks.

When it comes to banking, it's vital to find an ally that could offer you the tailored service and solutions you need for your company's growth.

There's nothing like having a smooth and easy landing in a foreign country. When it comes to banking, it's vital to find an ally that could offer you the tailored service and solutions you need for your company's growth.

If you're looking for a financial partner in Mexico there are some important considerations you must take into account before starting a partnership:



### » Personal service

Mexico-based banks typically provide more personal service than global corporate banks. It's not uncommon to work with the same person over time. You develop relationships and know what to expect and who to talk to when you have questions.

### » Local knowledge

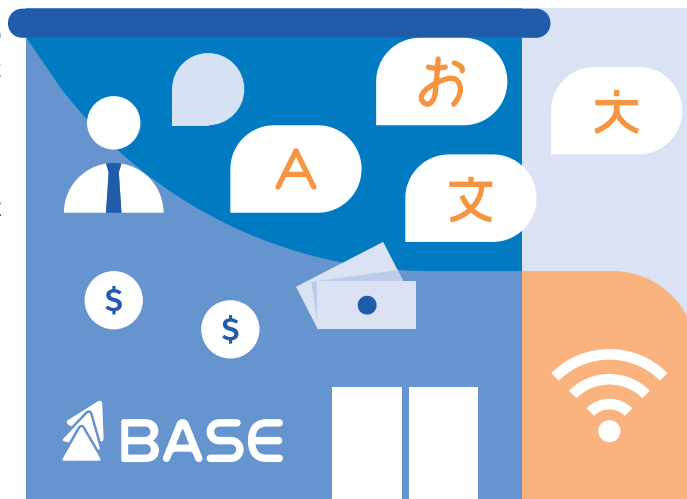
Because they're engaged in local matters, local banks may make transactions easier. That's particularly true if you need to borrow money. For example, megabanks might be unwilling to fund your local business, investment property, or agriculture loan, but local banks are accustomed to evaluating loans in your area.

### » Mexican financial regulation

Opening accounts for corporate customers can take from 3 weeks up to 2 months, depending on the bank and their process. If you're looking for a simple and agile process, Banco BASE, a Mexico based bank, can open your account in a maximum of 2 business days.

Among all this, other considerations that you must take into account is that global banks with presence in Mexico don't have checks, payroll payments, online banking system, personal service 24/7, federal and local tax payments, social security payments and cash. As you compare different banks take into account choosing an ally that can help your company grow abroad.

A Mexico-based bank that international companies with business in Mexico decided to work with is Banco BASE, which offers expert advice, specialized bilingual financial advisors for english, chinese, japanese and korean and a full portfolio of banking solutions:



#### **FX Hedge**

35 years providing top notch tailor made hedging strategies.



#### **Multi Currency accounts**

Integrates the world's 7 major currencies.



#### **Treasury management**

It's easy to move your money in any currency to anywhere in the world.



#### **Savings fund plan**

They can manage the savings of your employees and provide competitive interest rates.



#### **Corporate and individual investments**

Their funding access can provide you the best interest rate for your investments.



#### **Network of intermediary banks**

Receive same-day deposits in the currency of your choice at a low cost.



#### **Financing**

Access to specialized credits in foreign exchange operations where they can help you with lines of credit for the acquisition of goods and working capital.



#### **Foreign Exchange 24/7**

Make deals on foreign exchange operations on holidays and outside of traditional banking hours with the fastest transactional service.

Choosing a financial partner should not be a hasty decision.

Consider the operations you need to accomplish to open or expand your business abroad and look for a bank that will help your company succeed.

\*Banco BASE specialized in assisting international businesses in making their banking transactions easier, faster, more secure, and profitable.



# Nuevo Leon 4.0

The State of Nuevo Leon (MX) decided to launch in May 2017 “Nuevo Leon 4.0”, a visionary initiative to foster the transition of industry of all strategic sectors to the digital era.

Nuevo Leon 4.0 is an Industry lead and strongly Government-Academy supported initiative. All key stakeholders working together towards same objectives, wealth creation and leadership of the intelligent economy. Artificial

Intelligence, Big Data, Internet of Things, Cybersecurity, 3D Printing and Virtual-Augmented Reality and Software Development are just some of the technological enablers behind Nuevo Leon 4.0.

In order to transit to the fourth industrial revolution, Nuevo Leon 4.0 has deployed twelve “Transformation Mechanisms”:

## 01

### **Diffussion**

That all the Strategic Cluster Companies and Universities of Nuevo Leon know the actions and objective of the Nuevo Leon 4.0 Initiative.

## 02

### **Tecnos Award Nuevo Leon 4.0**

Actions to improve the promotion and impact of the Tecnos Award Nuevo Leon 4.0 for the Winners and the Ecosystem in General.

## 03

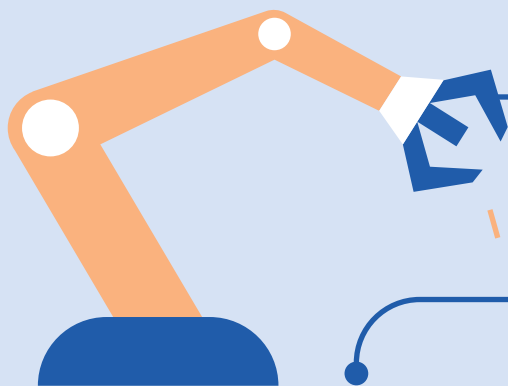
### **NL4.0 Self-Diagnosis**

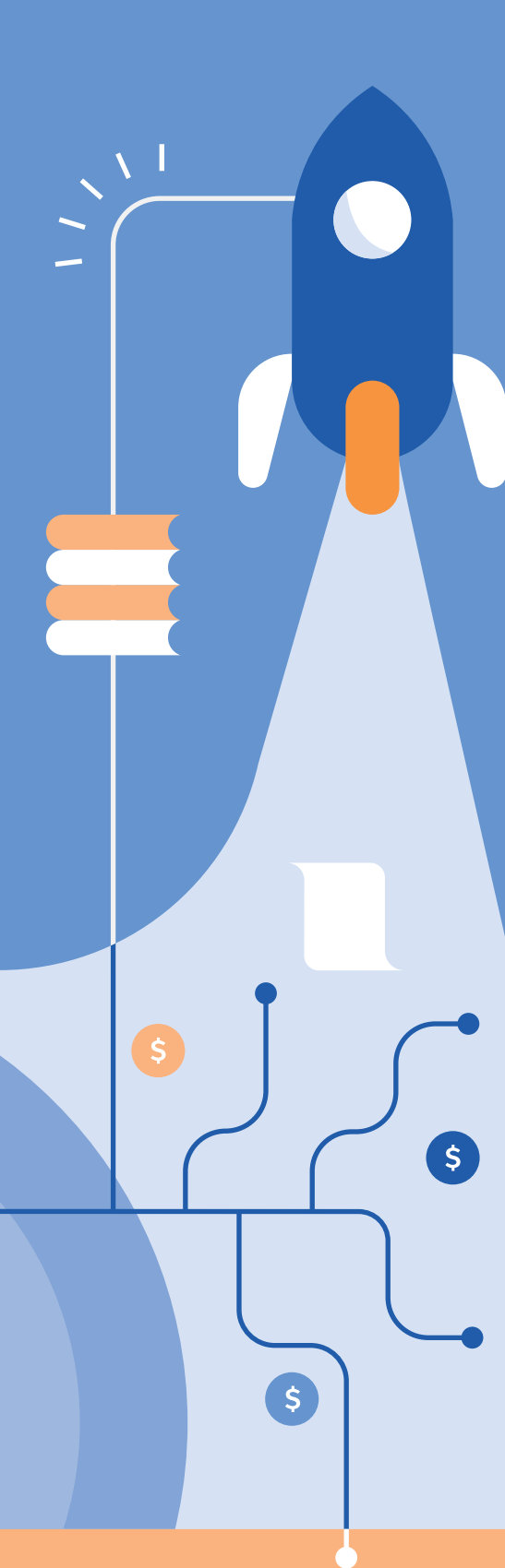
Convert the Self-Diagnosis into an Awareness Tool and Guide to define the level of Digital Maturity of the NL4.0 Ecosystem Companies.

## 04

### **Success Cases NL4.0**

Document and publicize the best success stories of companies that have implemented Industry 4.0 actions so that they can be “replicated” in the region.





05

**Ethical Platform**

Carry the Ethical / Humanist message derivative from Digital Transformation to Action in Universities, Government, Industry and society in general.

06

**Technical Training  
(PITAQ / FESTO)**

Implement the first Phase of the Technical Training Program (20 Training Sites).

07

**PyMEs NL4.0**

To Deploy the PyMEs 4.0 Accompaniment Program - Plan and Projects in 100 PyMEs.

08

**MIND4.0**

Capitalize the Impact on Large Corporations and Scaleups. (Scale&Accelerate business)

09

**MUNICIPALITIES 4.0**

Capitalize projects with high Impact on Municipalities and Suppliers.

10

**B2BI4.0**

Connecting the Needs of Digital Transformation and Industry 4.0 with Supplier of Technological Solutions 4.0.

11

**Public Policies**

Identify and capitalize on successful Industry 4.0 public policies from other countries, and promote them in Mexico.

12

**Strategic Alliances**

Profit on Solutions and Offers from Suppliers Technology 4.0.

The Initiative Nuevo Leon 4.0 invites Large Corporations Legally Established in the state and Scaleups all over the world with Industry 4.0 Solutions to Participate on the Third Edition of MIND4.0 **Monterrey** 2021

This is an Industrial Acceleration Platform for Entrepreneurs with Real Solutions of Industry 4.0 Technologies, as part of an intense Collaboration Program of Work and Mentoring by allied Entrepreneurship Nodes and

through Industrial Linkage with Leading Companies in Nuevo Leon to Accelerate their Developments Boosting Advancement of all Participants.



# Shelter Services Providers: Facilitating Start-Up and Expansion for International Companies in Mexico

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**In the current global business climate, many companies are looking to diversify supply chains and make them more flexible, as well as reduce dependence on China and lower manufacturing costs. There are many ways to do this for companies around the globe, and one option to consider is to expand or start up operations in Mexico.**

With the recent enactment of the USMCA, nearshoring to Mexico is especially attractive for companies in North America wanting to establish nearshore manufacturing operations. **Though this type of expansion offers many advantages, it may seem overwhelming at first, which is a good reason to contact a trusted provider of shelter services in Mexico.** The shelter companies are experts that can help companies to start a business in Mexico is right for the foreign company and act as a guide in navigating new and foreign territory.

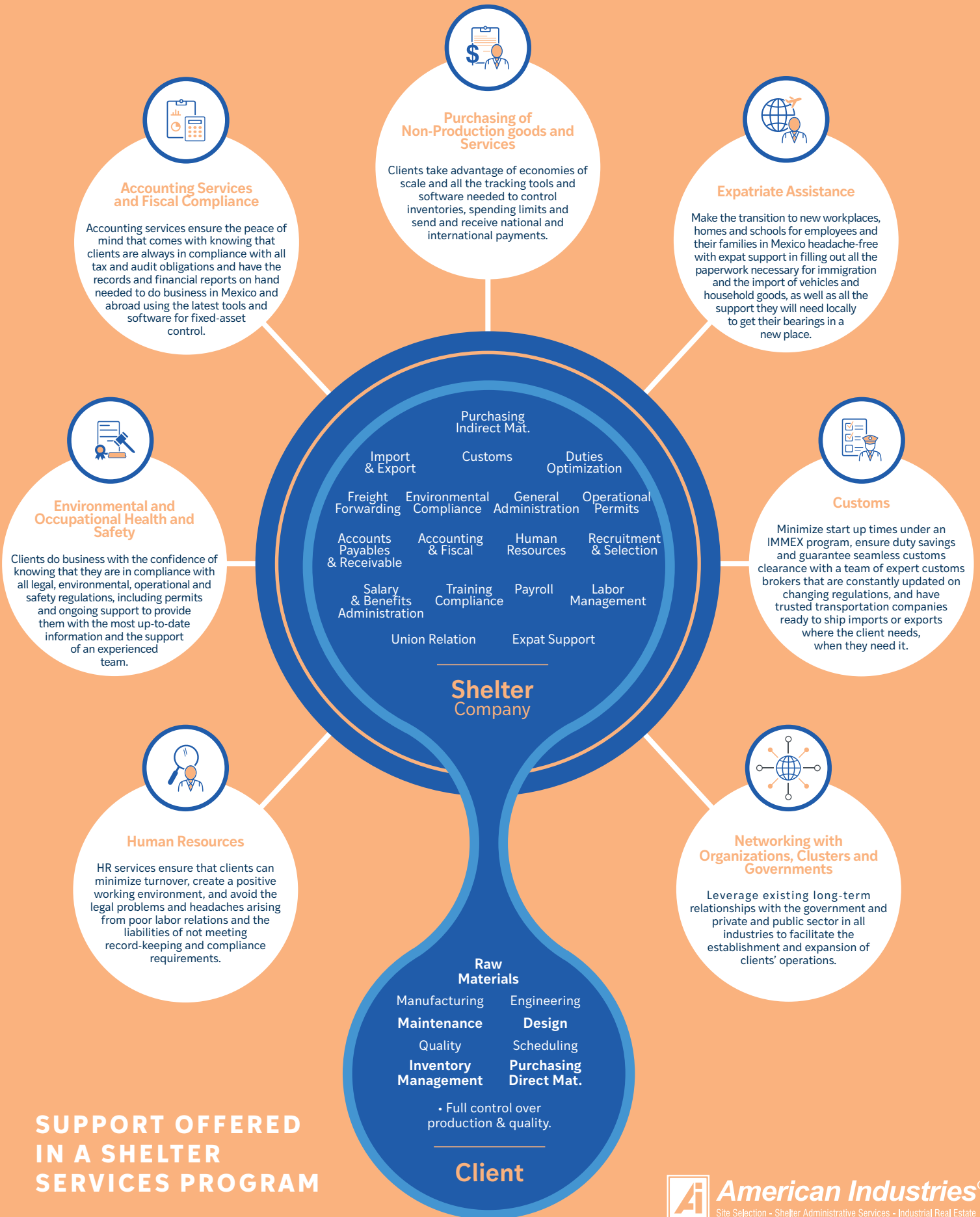
Working with a shelter services provider through this process allows companies of any type of industry (automotive, aerospace, medical devices, etc.) to focus 100% on what they do best—their manufacturing operations, engineering, quality control, maintenance, design and scheduling, and maintain full control over production and quality, raw materials, and their machinery and equipment.

On the other hand, clients get to pass off the high-learning curve side of doing business in a foreign country with a different language, culture, laws, regulations, accounting processes, and environmental regulations, just to name a

few. This includes everything from human resources and staffing needs, to networking and being able to take advantage of a providers' well-established network of suppliers and economies of scale.

In many ways, providers serve as a concierge, supporting businesses and ensuring that everything is in place for them to expand and succeed as quickly as possible, keeping a constant pulse on a client's short and long-term interests, staying abreast of changing regulations, laws, and agreements that may have an impact on operations, and finding ways to save money, make processes more agile, and finding ways to save money.

Clients will be set up to excel on all levels by having a trusted support team, from providing the best working conditions for employees, thereby reducing turnover, to ensuring compliance with all tax and other obligations, as well as taking advantage of all government programs available, such as the IMMEX program for international companies in Mexico, and counting on a seamless flow of goods.



**SUPPORT OFFERED  
IN A SHELTER  
SERVICES PROGRAM**



**American Industries®**  
Site Selection - Shelter Administrative Services - Industrial Real Estate



# What is the hybrid workplace model and why are companies are moving toward this new way of working?

The COVID-19 pandemic created new ways of working. Here's what you need to know about the hybrid workplace.



The hybrid workplace model is a type of work environment that combines aspects of remote working and in-office working. In a typical hybrid workplace, some or all employees have the freedom to choose where and when they work, dividing their time between working remotely and working from a central office.

Whatever way it is organized, the goal of a hybrid workplace is to balance the needs of individual workers with their ability to collaborate and be productive in a shared physical space. In this article, we'll take a look at the advantages of a hybrid workplace and why more companies are moving toward this way of working.



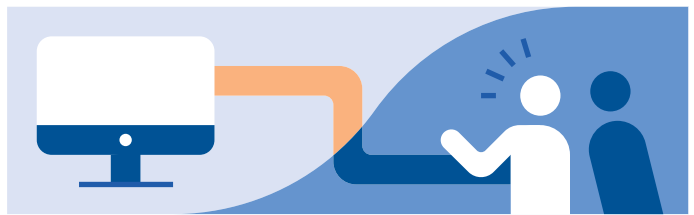
## Why more companies are turning to the hybrid workplace model

Since the COVID-19 pandemic upended the way we work, businesses have been forced to rethink what it means to have a physical workplace. Employee priorities have evolved over the past year. Some of us are reluctant to return to the office, while many simply can't wait to get back.

*"The past year has demonstrated that we have the tools and skills to work effectively wherever we are, but it has also highlighted the drawbacks of remote working, such as feeling isolated or overlooked, and having a cluttered workspace with distractions. A hybrid workplace can mitigate the negative effects of fully remote working while maintaining its perks",* said Alvaro Villar, General Manager, WeWork North Latam.

For employers, **the hybrid workplace is an opportunity** to reshape existing office layouts, attract new talent from further afield, and increase the diversity of the workforce. Companies have also seen the positive impact remote working has had on employee satisfaction and productivity. The hybrid environment is a way to retain that positive impact over the long term.

## Advantages of the hybrid workplace model



### Increased productivity

Historically, some managers viewed hybrid working with a degree of suspicion, believing that if employees could pick and choose the hours they worked, they would simply choose to do less work. This turns out to be unfounded. In fact, the opposite seems to be true. In most research studies conducted over the past year, leaders have said their companies were at least as productive as they were before the pandemic.

This makes sense. In a hybrid workplace, flexible workers can utilize their time better. They can choose to avoid commuting at busy times. They can choose to work when they're feeling most productive, whether that's in the middle of the night or first thing in the morning. When employees are happier, better rested, and less stressed, they perform better at work.



## Employee happiness

Employee satisfaction rises significantly when they have the freedom to work when and where they want. There are lots of reasons for this, from the psychological benefits of taking full control of their schedules to simply having a dog by their side as they work. Being able to dress casually, cook more, and spend time with loved ones all contribute to this boost in mood.

But for many, working from home can be isolating or distracting. A hybrid workplace mitigates many of the downsides of pure remote working, creating a professional space outside the home for employees to collaborate and socialize with colleagues.



## Safety during the pandemic

Even as vaccinations take effect and we begin to emerge from the pandemic, health experts warn that social distancing measures will remain in place for some time. Until then, the way we work and travel around our cities will continue to reflect the level of risk the virus poses.

A hybrid workplace helps keep employees safe during the pandemic, reducing the number of people in the office at any given time, creating ample personal space, and making it easier to stay distanced. Flexible workers can commute during off-peak times, or work from home if they or their family are at particular risk.

Flexible space companies, such as WeWork, can help businesses more easily transition to a hybrid workforce. Whether they need a flexible office that responds to the evolving demands of the business, or a space for remote workers to collaborate and share ideas, flexible and adaptable workspaces can meet any company's changing needs.

The pandemic has taught us a lot about how we work. It's proved that our usual routines are not set in stone, and that alternative ways of working are not just viable but can have a lasting impact on our happiness, productivity, and well-being.

## Lowered costs

In a hybrid office, there's no need for row after row of assigned desks. Instead, a successful hybrid office incorporates a mixture of versatile spaces designed to support employees across different tasks, such as standing desks where people can log in with their own laptops, relaxed lounges for catching up on emails, soundproofed booths for phone meetings, and coffee areas for informal team chats.

Once a company knows how many employees will be in the office at any given time, employers can plan around new occupancy levels to cut down on the cost of rent, office supplies, and other business expenses.

The future of work is flexible, and more businesses are turning to the hybrid model as a way to reactivate economy and most of all achieve the flexibility their employees need.





# Connecting you with business opportunities in Monterrey

Project management  
assistance

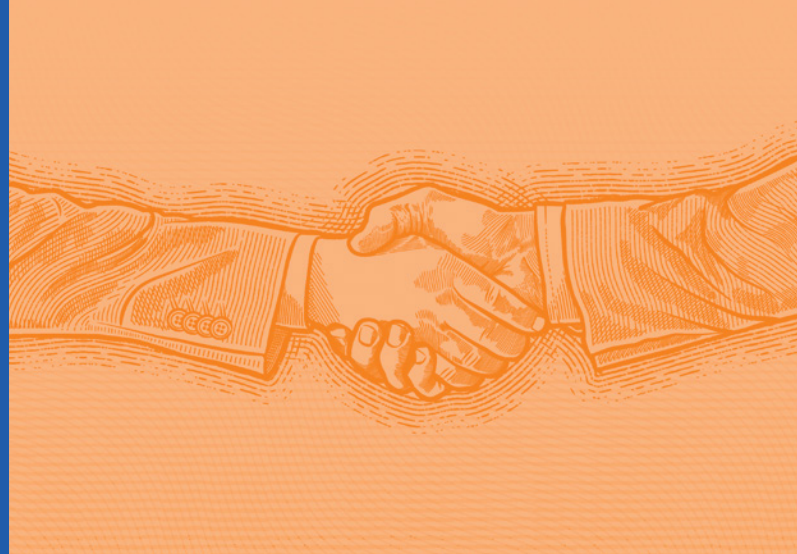
Market research

Investment consultancy

Government affairs

Business intelligence

Networking with  
local partners



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OF FOREIGN DIRECT INVESTMENT**

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@Investmonterrey

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MONTERREY**