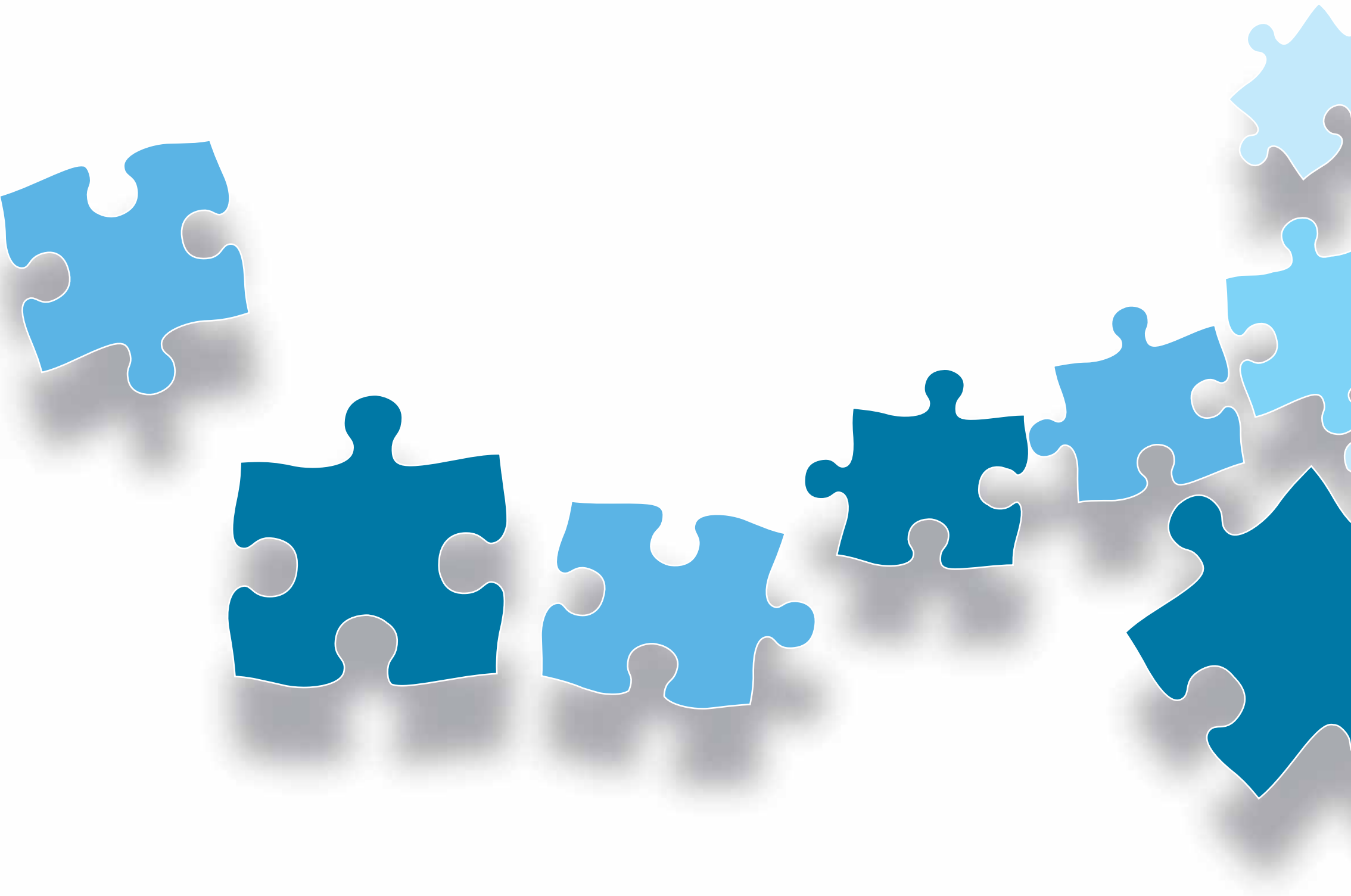


# Annual Report 2010







# Annual Report 2010

 **Orkestra**  
BASQUE INSTITUTE  
OF COMPETITIVENESS  
DEUSTO FOUNDATION

# Message from the Chairman

In 2010, Orkestra consolidated itself as a center of reference for the study of regional competitiveness. This goal, in place since the launch of the Institute, was achieved through a set of activities carried out over the past four years in the realms of Investigation, Interaction and Instruction, and thanks largely to the enthusiasm and dedication of everyone participating in the project.

This is evidenced by the fact that, in a year of general economic instability, our supporting public institutions and companies have renewed their sponsorship of our project. We would like to thank all of them for being a driving force: Orkestra would not be viable without their indispensable contribution.

In an increasingly complex world of growing uncertainty and shifting paradigms, the continued reflection carried out by Orkestra, on the frontiers of knowledge, has become especially important for its potential to transform the existing circumstances. We are convinced that ongoing processes of reflection, which by definition are focused on the long term, are the way to address the challenges that we face as a society.

Orkestra's activities are closely linked to its immediate surroundings and carried out within the framework of the global knowledge networks to which it pertains. This openness and connectivity endow the Institute with important tools for passing on its knowledge and absorbing that coming from other centers around the world, thus reinforcing its ability to help improve competitiveness in the Basque Country.

Looking back on the still-brief, yet solid history of the Institute and, most importantly, looking ahead upon its commitment to the future, I would like to express my gratitude for all of the organizations and individuals who have collaborated with us throughout the year. Each and every one is important, since the accomplishments and results mentioned in this report would not have been possible without them.

Thanks to all those whose efforts make it possible for the Institute to perform its daily functions.



José Luis Larrea

Chairman  
of the Basque Institute of Competitiveness

# Message from the General Manager

The Basque Institute of Competitiveness, Orkestra, continues to consolidate itself as a reference point in the study of competitiveness. This report reflects the effort, inspiration, and accomplishments of the people who work daily on this project.

In 2010, Orkestra began to implement the 2010-2013 Strategic Plan, achieving excellent results. The key undertaking of the plan is to reinforce Orkestra as an international center of reference for analysis and debate on territorial competitiveness in a global environment, while establishing the Institute as a relevant actor in improving the sustainable competitiveness of the Basque Country and thereby exerting a positive influence on the well-being of its society.

One of this year's highlights was the consolidation of Orkestra's activities in Bizkaia, thanks to the new facilities within "La Comercial" at the University of Deusto. These facilities serve as the base of operations for the Energy Department, whose creation was also a highlight. The Energy department is focused on contributing to the dialogue in search of economically efficient energy solutions that are environmentally sustainable and foster competitive development.

Orkestra continued to conduct excellent Investigation into public and corporate policies on competitiveness. Notable examples of this include the expert advisory in the process of defining the 2011-2013 Competitiveness Plan for the Basque Government, the evaluation of and contributions to the "OECD Study on Regional Innovation in the Basque Country," and the fulfillment of the "Gipuzkoa Sarean" project for the Provincial Council of Gipuzkoa. The Institute continued with its ambitious plan for publishing in journals of excellence, achieving very positive results; one highlight in this regard is the publication of 10 ISSN articles, with 11 more accepted for publication this year.

Likewise, it promoted Interaction activities in order to convey the derived knowledge across the board to the agents of competitiveness. Among the numerous endeavors, one should be underlined for its relevance and potential for helping the Basque Country to improve its sustainable competitiveness, and that is the promotion of the "Creceer+" platform, which looks to promote the creation of high-impact entrepreneurial ventures. This platform seeks to incorporate business angels in such projects by way of the "Business Angels Creceer+" network.

The knowledge created is also transferred to society via specialized Instruction. In 2010, we consolidated our training curriculum with the launch of the doctoral program in competitiveness in conjunction with the University of Deusto and the offering of two Microeconomics of Competitiveness (MOC) courses, and collaboration with Deusto Business School in executive programs.

I would like to conclude by highlighting the open and dynamic nature of Orkestra, embodied by an international team of highly skilled and people. We feel especially proud to be a diverse and highly skilled group of men and women of more than a dozen nationalities.



**José Luis Curbelo**  
General Manager  
of the Basque Institute of Competitiveness



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Orkestra-Basque Institute of Competitiveness has offices in the cities of San Sebastian and Bilbao, the latter having recently opened.



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20012 Donostia-San Sebastián



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*San Sebastian Headquarters.*





# Orkestra

## Basque Institute of Competitiveness

### What is Orkestra?

Orkestra-Basque Institute of Competitiveness is a center for analysis and debate on territorial competitiveness. It was founded in 2006 through the Deusto Foundation, University of Deusto, as a convergence of various strategic initiatives in both the private and public realms. The year 2009 concluded its initial launch and startup phase, with an intense schedule of activities that has resulted in the Institute becoming a point of reference for research on competitiveness at both the national and international levels.

The December 2009 approval of the 2010-2013 Strategic Plan kicked off a new phase, with Orkestra seeking to become an international reference point in the analysis of territorial competitiveness in a global environment. It also strives to play a key role in improving the sustainable competitiveness of the Basque Country, while promoting the well-being of its citizens.

Through its investigation of excellence, specialized instruction programs and constant interaction with the economic agents (local regional, and national authorities, the European Union, companies, technology centers, business organizations, cluster associations, etc.), Orkestra aims to strengthen the competitiveness of the Basque economy and society, both of which are immersed in dynamics that go beyond the regional level, while remaining ever aware of the need to promote sustainable development.

Main objectives:

- To analyze the competitiveness of the Basque economy and society within the changing framework of global economic relationships.
- To reflect on the most appropriate ways to achieve a more competitive production system and improve people's well-being.
- To assess the impact of the policies, instruments (public and private) and tools applied with a view to improving competitiveness.
- To build and promote appropriate competitive strategies, in conjunction with the socio-economic actors.

Orkestra's strategic value revolves around two factors: (1) acting as a link between investigation of excellence, in research on competitiveness, and its application for making improvements in this area; and (2) interfacing with mediators from the various agencies operating in the area, with companies, which are at the heart of the ongoing competitive transformation, and with the intermediary actors working in civil society.



# Sponsors

Since the launch of Orkestra, both the Basque Government, through the Society for Competitive Transformation, SPRI, and the Provincial Council of Gipuzkoa have actively participated in the project's consolidation, being aware of the seminal role of the Institute in supporting the competitiveness strategies of government agencies and the various agents working in this arena.

The Institute's public sponsorship is further reinforced by the participation of relevant private companies and entities. This public-private integration constitutes one of the fundamental pillars on which the Institute is based. These companies are: Euskaltel, Kutxa, and Repsol Petronor.



As envisioned in the 2010-2013 Strategic Plan, this year witnessed the creation of the Chair of Energy, which benefits from the additional support of Ente Vasco de la Energía (EVE) (representing the Basque Government), Iberdrola, Gamesa, and Boston Consulting Group (BCG). The activities of this Chair are governed by the general guidelines of Orkestra's Board of Directors and by the Chair of Energy's Sponsor Committee.



# Corporate Structure

Orkestra is structured around an organizational model that seeks to represent and, wherever possible, integrate the interests of the different actors involved in enhancing competitiveness, thereby enabling the Institute's objectives to be achieved.

## Board of Directors

As of December 31, 2010, the Board of Directors is organized as follows:

The members of Orkestra's Board of Directors, a collegiate and corporate body responsible for the administration of the Institute, held several meetings throughout 2010 to address the Institute's own activities, as well as issues involving its strategic positioning, corporate development, recruitment, economic and administrative management, and the internal projects carried out in the realms of investigation, interaction and instruction.

The Board of Directors met three times (Feb. 5, Jun. 11, and Dec. 17). The year 2010 saw the departure of board members Lucio Delgado and Pedro Luis Uriarte. Orkestra appreciates their hard work, dedication and contributions to the project from the outset. José Ignacio Goirigolzarri, Vice President of Deusto Business School (DBS), and Guillermo Ulacia, President of Innobasque have joined in their places.

### Honorary President



**Michael E. Porter**

### Chairman of the Board of Directors



**José Luis Larrea**  
President of Ibermática

### Secretary of the Board of Directors



**Víctor Urcelay**  
Vice Dean of the Faculty of Economics and Business Administration of the University of Deusto

### Members of the Board of Directors



**Jesús Alberdi**  
CEO of Elkargi



**Andrés Arizkorreta**  
CEO of CAF



**Alberto García Erauzkin**  
(representative of Euskaltel)  
CEO of Euskaltel



**Juan Goicolea**  
(representative of SPRI-Basque Government)  
Deputy Minister of Innovation and Technology in the Department of Industry, Innovation, Trade and Tourism for the Basque Government



**José Ignacio Goirigolzarri**  
Vice President of Deusto Business School



**José Ramón Guridi**  
(representative of the Provincial Council of Gipuzkoa)  
Provincial Councillor in the Department of Innovation and the Knowledge Society of the Provincial Council of Gipuzkoa



**Xabier Iturbe Otaegi**  
(representative of Kutxa)  
President of Kutxa



**Emiliano López Atxurra**  
(representative of Petronor)  
Board Member of Petronor



**Guillermo Ulacia**  
Chairman of Innobasque



**Antonio Yabar**  
Dean of the Faculty of Economics and Business Administration of the University of Deusto

# Corporate Structure

## Advisory Board

Orkestra's Advisory Board, composed of international experts on competitiveness, advises the Board of Directors and its chairman in the review and monitoring of the Institute's performance. In 2010, regular meetings were held as scheduled on June 25 and November 23, addressing issues such as the challenges for competitiveness in the context of the current economic crisis and content proposals for the 3rd Competitiveness Report.

The Advisory Board not only monitors Orkestra's activities and provides consulting for its Board of Directors, but also constitutes an important asset for the Institute's daily endeavors. In addition to being present at the regular board meetings, its members actively participate in a number of the Institute's activities. Jon Azua, as a professor, and Christian Ketels, David Audretsch and Soumitra Dutta, as guest speakers, took part in the executive edition of the course titled "MOC Executive Workshop: Regional Competitiveness for Leadership," taught in Bilbao in June.

Other highlights include the participation of Christian Ketels at the workshop organized by Orkestra, "Tomorrow's Innovative Industries: Regional and National Specialisation Patterns and the role of the Regional Business Environment," held in Brussels, Belgium, May 12-13. Soumitra Dutta, David Audretsch and Sandy K. Baruah participated in the event "Diálogos sobre Competitividad," hosted by Orkestra on November 23 at AlhóndigaBilbao.

Since the Institute's creation, the Advisory Board has been chaired by Jon Azua, who, upon fulfillment of the Institute's consolidation phase, asked to be relieved. The Institute would like to thank Jon Azua for his hard work, dedication and contributions to the project from the outset.

At the time of publication of this Annual Report, the Advisory Board was composed of the following people:



**Christian Ketels, Ph.D.**

Institute for Strategy and Competitiveness, Harvard University (USA)



**Soumitra Dutta, Ph.D.**

INSEAD (France)



**David Audretsch, Ph.D.**

Institute for Development Strategies, Indiana University (USA)



**Sandy K. Baruah**

Detroit Chamber of Commerce (USA)

# Corporate Structure

## Monitoring Committee

At its session on February 5, 2010, the Board of Directors decided to create a Monitoring Committee. This committee was founded to cut back on the formal presence of the board members and monitor the Institute's day-to-day activities through the representatives named for that purpose. The monitoring committee was founded on April 23, and held meetings on three other occasions throughout 2010.

The committee members are:



**José Manuel de la Sen Larrea**  
(representative of Petronor)



**Inmaculada Freije**  
(representative of SPRI-Basque Government)  
Director of Planning and Strategy for the Department of Industry, Innovation, Trade and Tourism of the Basque Government



**Iñaki Ibarra**  
(representative of the Provincial Council of Gipuzkoa)  
General Manager for Innovation and Knowledge Promotion in the Department of Innovation and the Knowledge Society of the Provincial Council of Gipuzkoa



**Zigor Inza**  
(representative of Kutxa)  
Head of Development of Kutxa



**Manuel Salaverria Monfort**  
(representative of Euskaltel)  
Director of Strategy, Development and Innovation of Euskaltel

## Chair of Energy's Sponsor Committee

To help monitor the activities and support the creation of the Chair of Energy, the "Chair of Energy's Sponsor Committee" was assembled from representatives of Orkestra and relevant agents from the industry. The Board of Directors receives periodic reports on the deliberations of the Sponsor Committee. The duties and tasks of the Sponsor Committee are:

- To approve the annual schedule of activities to be carried out.
- To approve the finalization of the previous budget as well as the following budget.
- To perform follow-up and evaluation of the activities undertaken.
- To be catalysts for the knowledge of the represented institutions.
- To support the promotion and dissemination of the activities carried out.

The Committee held meetings on July 15 and November 25, 2010.

The members of the Chair of Energy's Sponsor Committee are:

### Chairman of the Chair of Energy's Sponsor Committee



**D. Emiliano López Atxurra**  
(representative of Petronor)  
Board Member of Petronor

### Members of the Chair of Energy's Sponsor Committee



**Juan José Alonso**  
(representative of the Energy Cluster). Managing Director of the Energy Cluster\*



**José Ignacio Hormaeche**  
(representing the Ente Vasco de Energía - EVE). General Manager of EVE



**Maite Bermejo**  
(representative of Gamesa). Business Performance Director of Gamesa



**Daniel López**  
(representative of Boston Consulting Group). Partner and Managing Director of BCG



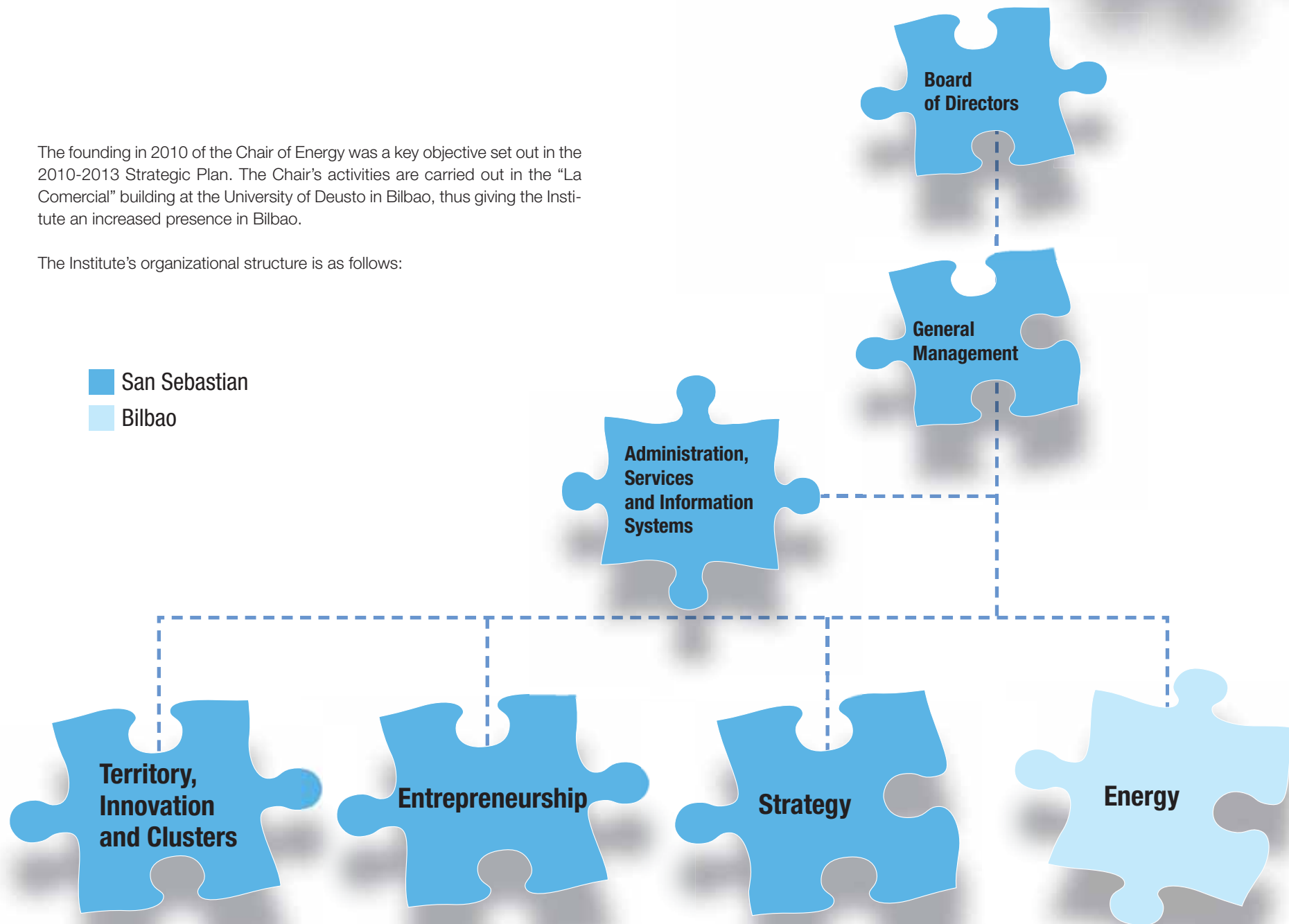
**Pedro Martínez Cid**  
(representative of Iberdrola). Director of Innovation for the Northern Region of Iberdrola

\* Participating as a Strategic Partner.

# Organizational Structure

The founding in 2010 of the Chair of Energy was a key objective set out in the 2010-2013 Strategic Plan. The Chair's activities are carried out in the "La Comercial" building at the University of Deusto in Bilbao, thus giving the Institute an increased presence in Bilbao.

The Institute's organizational structure is as follows:

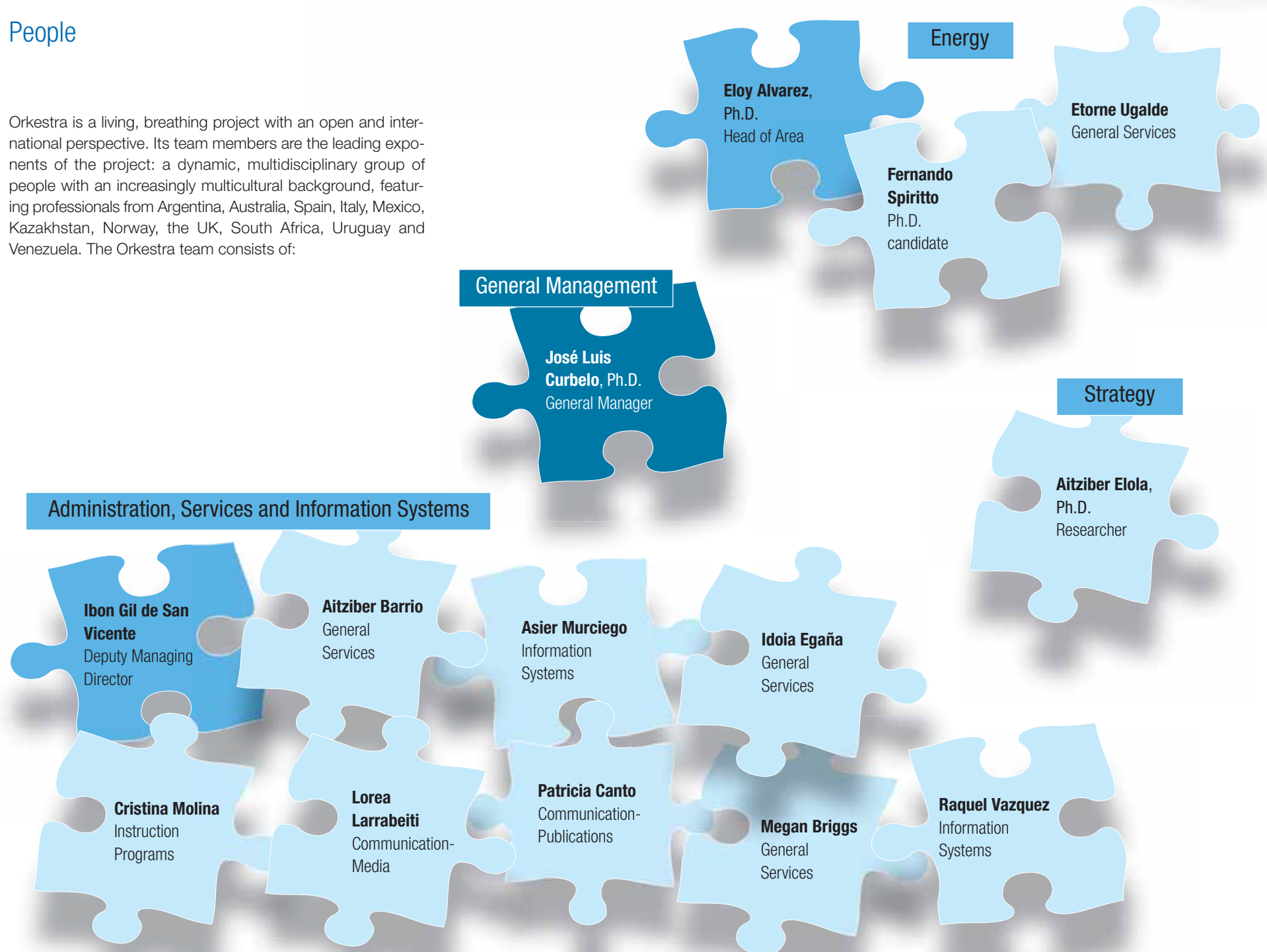


*Organizational chart as of December 31, 2010.*

# Organizational Structure

## People

Orkestra is a living, breathing project with an open and international perspective. Its team members are the leading exponents of the project: a dynamic, multidisciplinary group of people with an increasingly multicultural background, featuring professionals from Argentina, Australia, Spain, Italy, Mexico, Kazakhstan, Norway, the UK, South Africa, Uruguay and Venezuela. The Orkestra team consists of:





## Territory, Innovation and Clusters

**Maria José Aranguren, Ph.D.**  
Head of Area

**Miren Larrea, Ph.D.**  
Senior researcher

**Mikel Navarro, Ph.D.**  
Senior researcher

**Mario Davide Parrilli, Ph.D.**  
Senior researcher

**James Wilson, Ph.D.**  
Senior researcher

**James Karlsen, Ph.D.**  
Senior researcher

**Susana Franco, Ph.D.**  
Researcher

**Edurne Magro**  
Researcher

**Usue Lorenz**  
Research facilitator

**Amaia Azpiazu**  
Research facilitator

**Ainhoa Arrona**  
Research facilitator

**Miren Estensoro**  
Ph.D. candidate

**Luis Silveira**  
Ph.D. candidate

**Karlygash Altayeva**  
Ph.D. candidate

**Xabier de la Maza**  
Ph.D. candidate

## Entrepreneurship

**Iñaki Peña, Ph.D.**  
Head of Area

**Graciela Küechle, Ph.D.**  
Senior researcher

**Miguel Ángel López, Ph.D.**  
Researcher

**Maribel Guerrero, Ph.D.**  
Postdoc

**Jose Luis Gonzalez**  
Ph.D. candidate

**Laura Curiel**  
Ph.D. candidate



  
**Orkestra**  
LEHIKORTASIMENKO  
EUSKAL INSTITUTUA  
DEUSTO FUNDATZA

Orkestra



2

# Knowledge Areas

To achieve its objectives, the Institute focuses on four specialized and highly interrelated knowledge areas:

**Territory, Innovation and Clusters**, whose mission is to identify, analyze and improve the key factors for sustainable territorial competitiveness.

**Entrepreneurship**, focused on understanding and improving the entrepreneurial ecosystem, recognizing that the size and quality of the entrepreneurial fabric are key factors for competing in global markets.

**Strategy**, centered on the study of firms as determinants of competitiveness and catalysts of the global dynamics affecting a given territory.

**Energy**, geared toward reflection and contributing to the debate on achieving efficient energy solutions that are environmentally sustainable and foster competitive development.



Entrepreneurship  
Moni

Comunidad Autónoma  
Informe

Gobernanza y competitiv  
territorial

luación  
políticas  
clúster

El caso del País Vasco

M. David Parrill, Coordinador  
Innovación y aprendi  
lecciones para el diseño de

clave

éxito

Carlos A. Díez de la  
Aitziber Eiola Ceberio

# Territory, Innovation and Clusters

Knowledge area that works in collaboration with public institutions and the various agents of competitiveness to analyze the competitiveness of firms and, by extension, the regional economy. Analysis is conducted for both local and remote environments, taking into account their interrelations with the global economy.

Focusing on comparative analysis with other regions, it seeks to identify, analyze and improve the key factors for sustainable competitiveness. The methodological dynamics of this area derive from its processes of evaluating different policies and reflecting on the prominent role played by the agents of competitiveness and their strategies for collaboration.

## Main Activities 2010

- Participation in international projects on competitiveness, such as the European Cluster Observatory-II (European Union Framework Program), where the Institute has contributed the conceptualization and measuring of regional competitiveness, integrating social dimensions and environmental sustainability. In addition to Orkestra, the consortium's participants include renowned international research centers, such as: Stockholm School of Economics and Ivory Tower Aktiebolag (Sweden); Clusterland Oberösterreich GmbH (Austria); Zentrum für Innovation und Technik in Nordrhein-Westfalen GmbH (ZENIT), (Germany); Fondation Sophia Antipolis (FSA), (France).
- Definition of competitive new projects at the international level related to regional competitiveness, and the evaluation of innovation policies and cluster analysis. This work led to the presentation of three competitive European projects, in consortium with other prominent international centers along these lines.
  - “Advanced Monitoring and Coordination of EU R&D Policies at Regional Level” (presented to the European Observation Network for Territorial Development and Cohesion-ESPO);
  - “Monitoring of European Technology Platforms 2010-2013” (presented to the Directorate General of Research and Innovation of the European Commission);
  - “Transnational cooperation between regional research-driven clusters: Towards a joint action plan for better use of ITS in urban and interurban mobility” (presented to the “Regions of Knowledge” call for papers of the European Commission).
- Collaboration on strategic projects at the regional level, including:
  - Gipuzkoa Sarean, backed by Gipuzkoa Aurrera, analyzing and promoting social capital in Gipuzkoa;
  - proposing innovation indicators developed in collaboration with Innobasque;
  - advising the Basque Government on the development of the report for the Organization for Economic Cooperation and Development (OECD) on the Basque innovation system;
  - lending expertise to the Basque Government in the process of defining the 2010-13 Entrepreneurial Competitiveness Plan.
- Organizing and participating in preeminent international events on issues related to regional competitiveness, including:
  - “Tomorrow’s Innovative Industries: Regional and National Specialisation Patterns and the role of the Regional Business Environment,” co-organized with the European Commission;
  - International Marburg Conference on Networking, Clusters and Local Knowledge Exchange;
  - European Commission’s Europe Innova Conference on Services Innovation as a Catalyst for the Europe 2020 Strategy.
- Publishing articles in internationally renowned scientific journals on matters related to regional competitiveness, such as *Regional Studies*, *Entrepreneurship and Regional Development*, *European Planning Studies* and *European Journal of Education*; publishing books in the Orkestra line of publications (cluster policies) and joint editions with Innobasque and Eusko Ikaskuntza (innovation and learning and historical origins and competitiveness of clusters).
- Assembling an action-research team to work on new formulas for transformative research, with potential to be incorporated in the various projects. Along these lines, work is being carried out with the county development agencies, cluster associations and government agencies. Courses are also being designed on action-research methodology geared toward other agents in the Basque Country with an interest in the field. The ultimate goal is to enhance processes of learning and developing new capabilities, thereby fueling transformation processes with a view to improving regional competitiveness.
- Developing a focus area for research on policy evaluation, assessing various types of policies, including those regarding innovation and clusters, with various evaluation methodologies, both quantitative and qualitative.

## Focus Areas

### Sustainable Regional Competitiveness

This focus area examines the factors for achieving sustainable economic, social and environmental competitiveness, placing special emphasis on the regional level and applying the derived knowledge toward improved competitiveness of the Basque Country. Hence, one of its main challenges is to arrive at a conceptual delimitation of regional competitiveness, while considering both macro- and microeconomic factors and determining methodologies for measuring that aspect.

### Innovation in Public Institutions and Efficiency of the Institutional Framework

This focus area aims to understand how the various agents of competitiveness, despite working in different geographic milieus, are able to coordinate their actions efficiently, while implementing that knowledge toward the improved competitiveness of the Basque Country. Its mission consists of recognizing the decisive influence of microeconomic aspects on regional competitiveness and, in advanced stages of competitive development, those related to the generation, transmission and application of knowledge.

It seeks to conceptualize territorial learning processes, and to promote and nurture them. And also to define methodologies for evaluating systematic policies to foster these processes of regional learning.



### Regional Innovation System

The point of departure is the realization that competitiveness is increasingly determined by innovation, not just cost advantage. Thus, the priority object of analysis is to understand and strengthen the public and private institutional framework for the purpose of fostering innovation.

This fuels the development of suitable conceptual models and other valuable indicators of innovation, by applying this knowledge toward the betterment of the Basque Innovation System. The primary challenges facing this area include:

- identifying the determining factors of innovation, and their impact on productivity and sustainability;
- studying the interrelations and efficiency of the agents of the Basque Innovation System;
- conducting comparative analyses of the Basque model with that of other regions and countries;
- defining a model of the Basque System in order to promote good practices.

### Clusters

Regional competitiveness is enhanced, among other things, by properly developing the preeminent clusters of the economic structure. This focus area seeks to analyze and improve upon the efficiency and competitiveness of clusters, as well as the policies that surround them. Meanwhile, it aims to draw in comparative reflections with other relevant areas, based on the idea that the knowledge required for innovation is increasingly dependent on specific combinations of technology, capabilities and skills. Its main challenges include: (1) studying clusters and the development of global value chains; (2) designing methodologies for evaluating cluster policies; and (3) reflecting on how to improve the competitiveness of Basque clusters.

# Territory, Innovation and Clusters

## Main Projects

### European Cluster Observatory-II

Funded by the European Commission, in collaboration with five international research centers: Stockholm School of Economics and Ivory Tower Aktiebolag (Sweden); Clusterland Oberösterreich GmbH (Austria); Zentrum für Innovation und Technik in Nordrhein-Westfalen GmbH [ZENIT] (Germany); Fondation Sophia Antipolis [FSA] (France).

#### Description

Conceptual development of regional competitiveness, integrating the social dimension and environmental sustainability. It also works on methodologies for measuring this competitiveness in the various regions of Europe.

#### Objectives

- To create a European platform, for analyzing clusters and regional competitiveness in Europe and enabling collaboration between cluster organizations and their members, which will make it easier to present key information, identify members, promote collaboration and the benchmarking of activities.
- To provide relevant data on European clusters and their regional environments of competitiveness.

#### Highlights

- Workshop: "Tomorrow's Innovative Industries: Regional and National Specialisation Patterns and the role of the Regional Business Environment." Organized by Orkestra. Brussels (Belgium), May 12-13.
- Submission of the four working papers with the framework for analyzing competitiveness and a corresponding implementation plan.
- Presentation of the European Cluster Observatory as part of the European Cluster Conference organized by the Directorate General of Enterprise and Industry of the European Commission. Brussels (Belgium) Sep. 29-Oct. 1.
- Participation in the following congresses organized by the European Commission:
  - "Regional Competitiveness: Challenges in Benchmarking for Policy Support"-Presentation given at the event, organized by the Directorate General for Regional Policy. Brussels (Belgium), Oct. 5-6.
  - "Creative and Cultural Industry Clusters in Tourism Niche Markets" - Paper presented at the event organized by the Directorate General of Enterprise and Industry. Saint-Vincent (Italy), Nov. 22.

### Eco-berri

Funded by the Basque Government as part of the Etorrek program, in collaboration with Labein-Inasmet, Robotiker Tecnalia; and the following group of Basque institutions: Deusto Foundation - Social Research Projects, Department of Analytical Chemistry (UPV/EHU), IBeA Research Group (Ik-erketa eta Berrikuntza Analitikoa)/Eco-Design center and the Engineering School of Bilbao (ETSI).

#### Description

Project focused on analyzing the relationship between competitiveness and sustainability, for Basque industry as a whole, and for the Sustainable Building cluster.

#### Objectives

- To disseminate information among Basque companies and their environment regarding the opportunities presented by eco-innovation for improving the sustainability of goods and processes.
- To promote the advantages of eco-innovation and its impact on increased competitiveness.

#### Highlights

- Completion and delivery of the report "Análisis cualitativo de competitividad y sostenibilidad medioambiental para la industria vasca."
- Completion and delivery of the report titled "Informe de competitividad de la edificación sostenible en la CAPV."



### Ownership Structures and Corporate Groups

In collaboration with the University of Deusto

#### Description

The project aims to respond to the demand of economic actors and policy makers for a broader knowledge and understanding of Basque business groups, given their increasing economic relevance and their role as a catalyst.

#### Objectives

- To expand research on the structure and features of the Basque business groups.
- To analyze the influence that belonging to a business group may have on the performance level and financial structure of member companies.

#### Highlights

Completion of the report “Grupos Empresariales de la CAV” for publication in 2011.

### The Basque System of Transport Infrastructures as a Driver of Competitiveness in Gipuzkoa

Project being developed by Gipuzkoa Aurrera and the Provincial Council of Gipuzkoa, in collaboration with ALG Consulting and IBK

#### Description

Analyzes the opportunities for the competitive development of Gipuzkoa deriving from the launch of the new Basque rail network, related to the mobilization of people, the transport of goods and the local industrial sector.

#### Objectives

To study the potential of transport infrastructures for enhancing the competitiveness of Gipuzkoa.

#### Highlights

- “Infraestructuras para la Competitividad de Gipuzkoa.” Presentation at the conference on the Basque Y railway line, “Y Vasca, la oportunidad que no podemos perder.” Department of Mobility and Territorial Planning, Provincial Council of Gipuzkoa (July 7-8).
- Participation in the sessions for reflection about the opportunities associated with the Basque Y railway line and the mobility of people and goods that took place throughout the year. (July 7-8, October 8 & 14, December 2 & 16).

### Gipuzkoa Sarean

Project developed by Gipuzkoa Aurrera; led by the Provincial Council of Gipuzkoa and the City of San Sebastian. Additional collaboration from the University of Oxford and Mondragon University.

#### Description

Research project focused on studying the key factors for competitiveness, analyzing these factors in Gipuzkoa, and designing action plans to make a positive impact.

#### Objectives

To analyze and intervene in the social capital of Gipuzkoa, with a view to exerting a positive influence on its competitiveness.

#### Highlights

- Event for presentation of the initial findings of the research. (Miramón, May 15).
- Meetings with the regional agents to evaluate the diagnosis and offer an initial reflection on possible courses of action.
- Seminar: “Capital social y propiedad colectiva,” Institute for Science, Innovation and Society, University of Oxford. (October 30)
- Workshop: “Fortaleciendo el capital social de Gipuzkoa: Una mirada a Escocia.” Presentation by Colin Campbell. (June 30)
- “Better together-valores sociales y competitividad.” Presentation by Robert Putnam. (Sep. 14).



# Territory, Innovation and Clusters

## Transfer of Methodologies and Training to Basque Development Agencies

In collaboration with Garapen and county development agencies

### Description

Supports the conceptualization and management of collaborative networks at the local level.

### Objectives

- To engage in methodology transfer activities with relevance for the local development agents in the Basque Country.
- To provide support for Garapen (Basque Association of Development Agencies) in the launch of activities for training, informing and promoting collaboration geared toward professionals from county development agencies.

### Highlights

- “Diagnósticos Comarcales de Competitividad.” Four workshops for drafting diagnoses based on Michael Porter’s diamond model and the Eskudal database (June 29, September 23, October 28, December 16).
- “Taller de reflexión sobre el posicionamiento de las agencias de desarrollo” (December 14).
- Workshop: “Redes Locales” (October 22).

## Exploring the Role of Municipal Policy in the Creation of Innovative Local Environments

In collaboration with Ezagutza-Gunea (public-private collaboration network made up of businesses, academic institutions, city councils and the Urola Medio county development agency).

### Description

Experimental project promoting the concept of transformative research. One of the key concepts for the project is that of the network, and thus some are chosen for study, in order to detect good practices which fuel the conceptualization process.

### Objectives

To explore a real example of the role that municipal politicians can play in creating innovative local environments and transfer that knowledge to learning processes with county development agencies

### Highlights

Several meetings were held to share experiences and knowledge in order to provide support for the network’s process of strategic reflection and define an evaluation system for the new strategic plan.

## Innovation Indicators

In collaboration with Innobasque

### Description

The project addresses a primary task, the study of innovation indicators for the Basque Country, and extends to cover aspects of said indicators related to the forms of innovation and learning known as “DUI” (by doing, by using and by interacting), and to the measurement of innovation within companies through management literature.

### Objectives

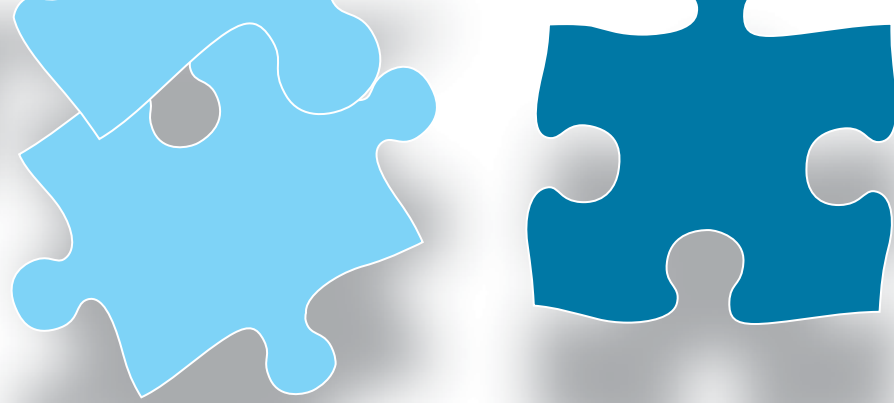
To study the difficulties of having access to the appropriate innovation indicators for the Basque Country, particularly for those not based on science and technology, with a view to defining development proposals.

### Highlights

- Parrilli, M.D. (ed.) *Innovación y Aprendizaje: lecciones para el diseño de políticas*. Innobasque; Orkestra - Basque Institute of Competitiveness. ISBN: 978-84-693-3526-0.
- Presentation of conclusions from “Estudio sobre indicadores de innovación” (October 22).







### Identifying Clusters in Basque Counties and Municipalities

In collaboration with Garapen, Department of Industry, Innovation, Trade and Tourism for the Basque Government.

#### Description

The project investigates the possibility of designing new clustering processes through the use of a mechanism created by Orkestra.

#### Objectives

To build capabilities that lead to clustering processes, by transferring to the local agents the tools created by the Institute for identifying clusters of potential interest.

#### Highlights

Completion of the report “Cogeneración del conocimiento en la identificación de clústeres” for publication in 2011.



### Participatory Evaluation of Cluster Policy

In collaboration with the Basque Government, Aeronautics Cluster Association of the Basque Country (HEGAN), University of Deusto and UPV/EHU.

#### Description

The project applies the knowledge and methodologies generated in the line of research on the evaluation of cluster policies. The Aeronautics Cluster Association of the Basque Country (HEGAN) was the first to implement the new methodology, which will be extended to other cluster associations interested in applying it.

#### Objectives

- To apply the knowledge and methodologies deriving from the evaluation of cluster policy.
- To advance in the implementation of a new methodology (participatory evaluation) for evaluating this policy of the Basque Government.

#### Highlights

- Aragón, C.; Aranguren, M.J.; Iturrioz, C. (2010). *Evaluación de políticas clúster. El caso del País Vasco*. Orkestra - Basque Institute of Competitiveness. ISBN: 978-84-9830-265-3
- Day session on the participatory evaluation of cluster policy to disseminate the results of the published study (September 3).
- Hosting of the first workshop for disseminating the methodology to other cluster associations (December 10).

### Study of Cluster Association Legacies

In collaboration with Eusko Ikaskuntza, University of Salamanca and UPV/EHU.

#### Description

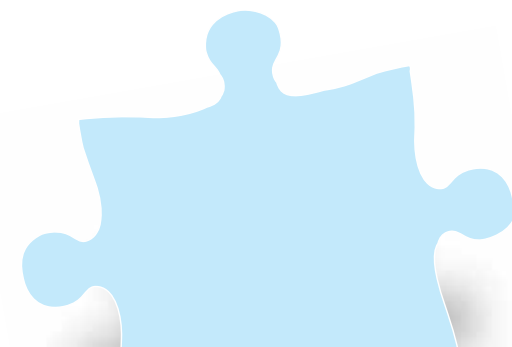
Following the corresponding research process, the project contemplates the publication of studies on each cluster analyzed.

#### Objectives

- To research the competitive advantages of Basque clusters and their evolution over the course of their lifetime.
- To identify the current challenges in order to obtain relevant data to help improve upon the efficiency of this instrument.

#### Highlights

Completion of the study on the historical origins of the Maritime Industry Cluster, to be published in 2011.



# Territory, Innovation and Clusters

## Approaching Governance through Action Research

In collaboration with a group of noted international researchers in action research methodologies and representatives from public-private collaborative networks from the local level, the historical territory and the Basque Country.

### Description

The action research methodology is applied, in this case, to a multilevel network called Action Network, which generates experiences in multilevel learning processes between networks. One offshoot from this project will be a handbook on these methodology, to be published and disseminated internationally.

### Objectives

To generate knowledge about action research methodologies, to be subsequently transferred to agents in this arena interested in the subject and exploring through action research how collective learning processes help create new models of territorial governance.

### Highlights

- Meetings with representatives from territorial organizations, cluster associations, and the framework of local, regional and provincial networks in the Basque Country (March 30 and July 6).
- Work sessions with Bjorn Gustavsen (National Institute for Working Life) and Morten Levin (Norwegian University of Science and Technology) to evaluate the content of the study being conducted (May 25 and 28).
- Signing of a collaboration agreement with Agder Research to promote action research. (December 21).

## Lending expertise in the Design, Implementation and Evaluation of the Entrepreneurial Competitiveness Plan 2010-2013

In collaboration with the Department of Industry, Innovation, Trade and Tourism for the Basque Government, Innobasque and Euskalit.

### Description

Process of lending support and expertise to the Basque Government in the design, implementation and evaluation of the 2010-2013 Entrepreneurial Competitiveness Plan, providing diagnostic assessments of competitiveness, program evaluations, and other tasks.

### Objectives

- To lend expertise in the design of the 2010-2013 Entrepreneurial Competitiveness Plan, including analysis on competitiveness and participation in the Project Committee for the preparation of the plan, along with Euskalit and Innobasque.
- To provide follow-up and evaluation of the 2010-2013 Entrepreneurial Competitiveness Plan during its effective period.

### Highlights

Preparation, evaluation and presentation of the 2010-2013 Entrepreneurial Competitiveness Plan.

## Lending support to the OECD for preparing the report on the Basque innovation system

In collaboration with the Departments of Industry and Education of the Basque Government, SPRI, Innobasque, Tecnalia and IK4.

### Description

Contribution of opinions, analysis, contacts and feedback in meetings with the group of participants and representatives of the OECD.

### Objectives

To lend expertise within the Technical Committee of the Basque Country, which provides the OECD with knowledge of the Basque innovation system, and acts as a panel for evaluating the analyses and conclusions.

### Highlights

- “Bases para una estrategia y para las políticas de innovación en el País Vasco.” Title of the presentation given by Orkestra at the Innobasque board meeting. (November 9).
- Analysis of the project’s conclusions at the OECD Territorial Development Policy Committee in Paris (France), December 2.



# Entrepreneurship

The entrepreneurial dynamics of a given economy have a considerable impact on its competitiveness. More and more often, particularly in industrially advanced regions, such dynamics call for a growing presence of high-performance entrepreneurship; i.e., the type that incorporates key elements of technology and knowledge, and business models designed to penetrate global markets.

The main objectives of this knowledge area are to promote the enhancement of the Basque entrepreneurial ecosystem, a fundamental step for improving the quality and economic impact of entrepreneurial ventures. Thus the aim is to produce the optimum conditions for these projects to materialize and prosper in a satisfactory way.

Work in this area is reinforced by the conviction that territorial competitiveness, sustainable over the long term, is rooted in a suitable dynamic of the business demography. The size and quality of the entrepreneurial fabric of a region are linked to its ability to compete in global markets.



## Main Activities 2010

- Dissemination of research papers through both international and regional journals (*International Journal of Business Environment*, *Revista Europea de Economía y Dirección de Empresas*, etc.).
- Annual preparation and publishing of the Global Entrepreneurship Monitor report (GEM) for the Basque Country, examining entrepreneurial activity. Paper geared toward a wide audience, beyond the world of academia.
- Participation in international forums and congresses (Research on Entrepreneurship, Academy of Management, European Regional Science Association, *International Journal of Business Environment*, etc.).
- Participation in multi-year research projects, financed with funds from the European Union (INTERREG) and the Spanish Ministry of Science and Innovation.
- Participation in evaluation committees for doctoral theses related to entrepreneurship at various public universities.
- Educational activities including the teaching of postgraduate courses and seminars in Europe and Latin America, as well as frequent collaboration with Deusto Business School in its Executive MBA program and its doctoral program at the University of Deusto.



# Entrepreneurship



## Focus Areas

### Business Demography

This line of work focuses on conducting studies that help to understand the factors affecting the founding, survival and growth of companies. To that end, it monitors the demographic transition of companies, analyzes the relationship between business demography and regional competitiveness, and studies the role played by public institutions. With this course of action, Orkestra seeks to address the challenge of elaborating on studies aimed at linking the specific aspects of business demography with a region's level of well-being, exploring the relationship between its characteristics and competitiveness.

### Entrepreneurship with Major Growth Potential: Innovation and Internationalization of Startups

Centers on the study of business projects that are innovative and/or operate in foreign markets from the outset. This line of work is also aimed at identifying the extent to which Basque startups are endowed early with the entrepreneurial capabilities needed for competing globally.

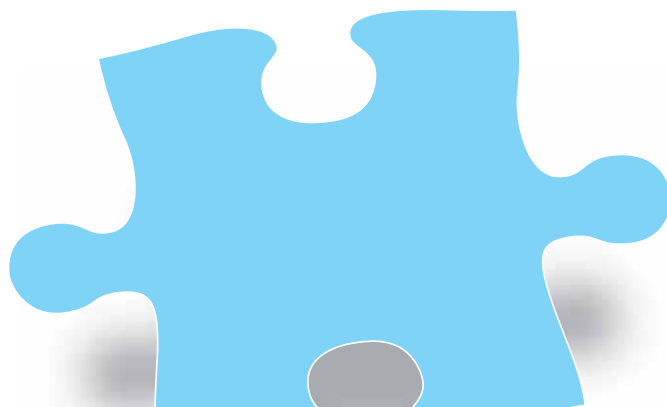
The primary challenges in this area are essentially to evaluate the economic impact of "born global" firms and develop recommendations for public organizations to promote innovative entrepreneurial ventures. The Crecer+ platform is an instrumental program in this area for supporting entrepreneurs in projects with major growth potential (Venture Academy Crecer+), and for helping potential business angels (Business Angels Crecer+) interested in financing innovative new companies.

### Intrapreneurial Activity of Existing Businesses (Spin-Offs)

This area explores the link between entrepreneurial activity and economic development, by identifying keys to success in the intra-entrepreneurial process. It starts from the notion that intrapreneurial activity is the offshoot of preexisting organizations starting up new businesses. Very few studies have been conducted in this field of research and thus there is a growing need to analyze this issue; Orkestra accepts this challenge as its own.

### Entrepreneurial Ecosystem and Regional Competitiveness

This line of work examines the Basque Country's entrepreneurial ecosystem and evaluates its development. The network of agents comprising an entrepreneurial ecosystem can heavily favor the creation of an environment conducive to the success of business projects with a significant economic impact. Therefore, the main challenge of this area is to follow the development of these agents and comprehend the role they play in order to achieve a higher level of economic and social well-being.



## Main projects

### Crecer+ Platform: Crecer+ Venture Academy

In collaboration with Basque Government, SPRI, Kutxa and Sophia Antipolis Business Angels Association

#### Description

Venture Academy is a coaching program, created to attract and support companies with major growth potential to progress in their development. The companies participating in the program receive expert coaching and support sessions for entering new markets as well as networks of international business angels that facilitate expansion processes.

#### Objectives

To identify entrepreneurs of innovative businesses and fuel their corporate expansion in order to invigorate and intensify entrepreneurial activity with major growth potential in the Basque Country.

#### Highlights

- Participation, through the company Virtualware, in Venture Academy, an event organized by the Sophia Business Angels Association (Apr. 30).
- Organization of the event Crecer+ International Venture Academy (Sep. 17). At this event, two companies were awarded with a complimentary registration to attend events of European scope:
  - Chicisimo won the European prize for the most entrepreneurial company with the highest capacity for expansion at the Sophia Antipolis Business Angels Association Venture Academy event in Nice (France).
  - Dynakin participated in EBAN Winter University (European Business Angels Network).
- Coaching Sessions
  - "Selling and New Markets", CEDEMI (Bilbao, Oct. 21)
  - "Going International", CEIA (Vitoria, Nov. 29)
  - "Building Powerful Entrepreneurial Teams", BEAZ (Bilbao, Dec. 17).

### Crecer+ Platform: Crecer+ Business Angels

In collaboration with SPRI, Kutxa, European Business Angels Network.

#### Description

Business Angels Crecer+ is an Orkestra program aimed at attracting and training investors looking at participating in the financing and support of startup companies, during their early stage of business development. The aim of this program is to organize a periodic investment forum for presenting entrepreneurial ventures to the investor community, with a view to closing financing deals.

#### Objectives

To promote a community of business angel investors for providing "smart money" to entrepreneurs whose businesses are in an early stage and promise immediate growth.

#### Highlights

- A Group of Experts was assembled to promote the network.
- The project is a member of the European Business Angels Network Association.
- An intense campaign was launched to communicate with potential business angels.



# Entrepreneurship

## Global Entrepreneurship Monitor for the Basque Country 2009

In collaboration with Eusko Ikaskuntza, University of Deusto, University of the Basque Country/Euskal Herriko Unibertsitatea, Mondragon University.

### Description

This project is part of an international consortium created to measure regions' entrepreneurial capacity. The result is presented in an annual report that diagnoses Basque entrepreneurial activity.

### Objectives

- To compare the Basque Country's capacity for business startups with that of other countries (56 countries) and state regions (17 Spanish autonomous communities).
- To compare the internal circumstances of the three Basque regions (Araba, Bizkaia and Gipuzkoa).

### Highlights

Publication of GEM report 2009: Peña, Legazkue, I. (dir.) (2010). GEM-País Vasco 2009 (6) Eusko Ikaskuntza; Orkestra - Basque Institute of Competitiveness. ISSN: 1889-5468.



## RethE: Rethinking Entrepreneurship

Project developed as part of the 7th Framework Program of the European Union. The members of the consortium are: South West Regional Authority of Ireland; Regional Development Agency of Alentejo, Portugal; Centre for Advanced Studies - Cardiff University, Wales; Regional Council of Pays de la Loire, France; Lan Ekintza Bilbao, local development agency of Bilbao.

### Description

Concern over the departure from the standard or traditionally adopted approach to promoting entrepreneurship has led to the creation of a consortium tasked with identifying new formulas and novel approaches to working with entrepreneurial undertakings

### Objectives

- To create within the Atlantic Area a network of organizations involved in the promotion of entrepreneurship to help reduce the differential existing with regard to other, more dynamic areas of the EU.
- To develop a new model of entrepreneurship that enables the provision of new support services and tools for entrepreneurs and startups.

### Highlights

- Orkestra and Lan Ekintza jointly created the reflection paper "Orthodox Approach Document for Entrepreneurship," which compares the current state of entrepreneurship in the project's five participating regions.
- Participated in the consortium meetings, guiding the academic component:
  - Learning from the case of Stanford, visit of the consortium to California (USA) the week of February 21-28.
  - Participation in the consortium meeting in Killarney (Ireland), April 29-30.
  - Preparation and participation in the fifth meeting of the consortium, held in Bilbao, November 18-19.

# Strategy

This knowledge area, whose activities are complemented by those of Territory, Innovation and Clusters, and Entrepreneurship, regards companies as the lead actors competing in the markets and creating value, and as determining factors of competitiveness. Firms are where the global dynamics affecting a given area are catalyzed, and they themselves react and anticipate those same global dynamics.

Having companies as a referential factor and drawing upon the best practices from around the world, this area focuses on the vast knowledge of Basque firms, benchmarking their competitive positioning, understanding how they function (markets, innovation processes, the people that comprise them, organization, strategies for internationalization and growth, etc.) and their impact on the area's level of competitiveness.

## Main Activities 2010

- In 2010, the activities of this area were restricted due to the limited availability of human resources. As part of the 2010-2013 Strategic Plan, the Institute has begun the important process of adding top-flight researchers, which will soon make it possible to actively pursue of the objectives set forth.
- This year saw intensive collaboration with the other areas, adding the entrepreneurial dimension to their processes.
- Numerous research projects were launched and completed in collaboration with outside researchers:
  - "Procesos y redes de innovación de la empresa vasca," in collaboration with Carlos Osorio (Universidad Adolfo Ibáñez, Chile).
  - The internationalization of Basque companies in the post-crisis scenario: case studies, in collaboration with Lourdes Casanova (INSEAD).
  - Analysis of the business strategies of Basque manufacturing companies, in collaboration with Josune Sáenz, Nekane Aramburu, and Juan José Gibaja (University of Deusto).

## Focus Areas

### Innovation Processes

Studies the management practices of highly successful companies and organizations as well as their innovation processes, and develop methodologies for transferring these to the business sector, particularly small and medium-sized enterprises (SMEs). This is based on the firm belief that efficiency can no longer be the primary source of competitiveness for companies and that the long-term strategy should be to offer a unique value proposition that is largely driven by innovation.

### Internationalization Processes

This line of work seeks to understand the internationalization processes of Basque companies, in terms of both export activity and foreign direct investment. The undertaking is to help raise awareness within the business sector of the strategic relevance of internationalization processes.

### Scope and Organizational Structures

Studies the internal organization of companies in terms of their competitive positioning, focusing on the most relevant organizational models and addressing such aspects as size, organizational structures, leadership and human resources, among others. The challenges in this area are: (1) to study new organizational structures and network organizations; (2) to engage in reflection on company size and competitiveness and (3) perform an analysis of the supply and demand of professional profiles.



## Main Projects

### Processes and Networks of Innovation in Basque Companies

In collaboration with Carlos Osorio, Ph.D., Adolfo Ibáñez University (Chile)

#### Description

The objective of this project is to analyze the keys to success and/or failure for companies' innovation projects. This entails performing in-depth analysis on a successful project and a failed project at each of the study's eight participating businesses, and identifying the decisions regarding the planning and development of the innovation project that made the difference between successes and failures.

#### Objectives

- To gain a clearer understanding of how Basque companies innovate and how they make use of the knowledge obtained through their relational capital in innovation processes.
- To identify a way to make such processes more effective and create guidelines for improvement that are liable to be widely adopted.

#### Highlights

Following the completion of the project, there have been two publications and an evaluation workshop with Basque companies.

- Osorio, C.; Elola, A. (2010). *Procesos de innovación: claves para su éxito o fracaso*. Orkestra Report. Orkestra - Basque Institute of Competitiveness. ISBN: 978-84-9830-267-7.
- Osorio, C.; Elola, A. (2010). Las decisiones críticas en innovación. *Harvard Business Review América Latina*, Nov. 2010, pp. 58-70.
- "Innovación" workshop, which presented methods and tools to help overcome the main weaknesses in the management of innovation processes as identified in the study. October 14-15, 2010.

### Attracting Talent in Bizkaia's Strategic Clusters

In collaboration with Bizkaia Xede

#### Description

This project draws from work meetings held with representatives from Bizkaia's preeminent cluster associations, companies and other organizations from each cluster, to perform a diagnosis of the professional profiles that said clusters will demand in the short and medium terms, and to identify a series of recommended strategies for mitigating the problem of talent shortage, while at the same time offering guidance for public policy in that regard.

#### Objectives

- To formulate a diagnosis of the professional profiles that will be in demand by the main clusters of Bizkaia in the coming 3-5 years, which the Basque educational system will be unable to offer in that period.
- To identify the sources of talent recruitment and strategies to adopt in order to mitigate the problem of talent shortage.

#### Highlights

Completion of initial diagnosis.

### The Internationalization of Basque Companies in the post-crisis Scenario: Case Studies

In collaboration with Lourdes Casanova, Ph.D., Professor at INSEAD

#### Objectives

To draw lessons for positioning the Basque economy and its companies in the new, international post-crisis context.

#### Description

This involves a study of the internationalization processes of eight Basque companies with production ventures or R&D centers abroad, analyzing the different stages of their internationalization processes, their motivations, the countries and regions where they have established themselves and how they decided to enter each of them.

#### Highlights

Definition of background, content and participants for its implementation in 2011.



# Energy

This recently created knowledge area originated from the Chair of Energy constituted in 2010 with the support of companies and organizations such as: the Basque Government, through EVE, Petronor, Gamesa, Iberdrola and BCG. The work of this new area is expected to revolve around four core themes: energy and industry in terms of competitiveness and industrial development; energy from the economic and market standpoint; transport and energy; and geopolitics of energy.

The goal is to provide new elements in the debate on possible solutions for achieving economically efficient energy that is also environmentally sustainable and conducive to competitive and industrial development.

Moreover, the actions to be carried out are based on the relevance of the links between energy and industry, as a factor of both regional competitiveness and opportunities for new businesses.

## Main Activities 2010

- Creation of the area, which is supported not only by Orkestra's sponsoring companies and organizations, but also by prominent companies and institutions from the Basque energy industry.
- Hosting of the 1st Permanent Forum on Energy by Orkestra, attended by over 70 professionals from the energy industry, public institutions and academia.
- New researchers added. Eloy Álvarez Pelegrý, Ph.D., as area leader and Fernando Spiritto as Ph.D. candidate. Two postdoc researchers will soon be added.
- Definition of the strategic and priority lines of study, which are being integrated in an Activities Plan for 2011-2012.

## Main Projects

### Permanent Forum on Energy

In collaboration with Petronor, EVE, Iberdrola, Gamesa, BCG and the Energy Cluster.

#### Description

The sessions covered topics such as: the challenges of European energy policy, the economic consequences and externalities of renewable energy; recommendations for a Spanish energy policy, energy security in the context of foreign policy, and trends and forecasts for oil prices.

#### Objectives

To analyze future challenges in the energy sector, particularly those deriving from its liberalization and the regulatory changes that followed.

#### Highlights

- 1st Permanent Forum on Energy of Orkestra, attended by over 70 professionals from the energy industry (May 26-27)
- Preparation of a book featuring the papers from the forum for publication in the first quarter of 2011.



## Focus Areas

### Energy: Economy and markets

Analysis of the context and key aspects of the national and international energy markets, as well as examination of electricity generation technologies and the incorporation of the requirements of environmental and/or energy policy.

### Transport and energy

Work involving four aspects: the current situation from a national and regional standpoint, energy consumption in ground transport, and future technologies/options for the transport sector.

### Energy and industry: competitiveness and industrial development

Study of energy from an industrial perspective as an input, analyzing the role of energy in business competitiveness, according to the "competitive diamond" and "clustering" as well as the potential effects of incorporating new energy technologies and the founding of new companies or businesses.

### Geopolitics of energy

Analysis of the energy sector from a geopolitical perspective. Examination of the current level of reliance on hydrocarbons and the resulting implications for the energy market, and the possible avenues for responding to the challenges posed by energy dependence.

# Basque Chair of Competitiveness (BCC)

The Basque Chair of Competitiveness is the vehicle set up by the Institute to act as a transponder and provide guidance for economic agents and institutions in their expansion and establishment abroad. Through a network of nodes affiliated with prestigious academic institutions, the Chair supports the Institute's mission in countries of particular interest for Orkestra, the Basque economy and its agents and companies.

Thus far, the Institute has developed the BCC node in Shanghai, at the prestigious China Europe International Business School (CEIBS). Work is also being carried out to create new nodes in emerging areas around the world, of particular relevance for Basque companies and the Basque economy as a whole.

In conjunction with the official visit to China by the Basque president, Lehendakari Patxi López, in September 2010, SPRI renewed its agreement with China Europe International Business School (CEIBS) whereby Orkestra will manage a Basque Chair of

Competitiveness and Innovation in China. The content and scope of the Chair is in the process of being defined. Its aim is to serve as a bridge to develop knowledge about the economic relationships, innovation systems and competitive dynamics of both markets. In 2011, a scholarship will be offered so that a researcher from the Basque System of Science and Technology can join research groups at CEIBS. The chosen researcher will act as a transponder of knowledge of the region for the Basque economy, and will serve as a facilitator of interchange and knowledge between the Chinese and Basque economies.



# Governing the Global Risks

Project promoted by Orkestra in collaboration with a team of researchers from the UPV/EHU led by Daniel Innerarity (Ikerbasque researcher at the UPV/EHU), with financing from the Spanish Ministry of Science and Innovation. The objective of this research project is to explore how to govern a knowledge-based world society, starting from the idea that governing the global knowledge society demands a different set of capabilities, processes and rules with respect to those needed to govern industrial, state-organized societies.

The results of the project were as follows:

- Seminar: “Governing the Global Risks.” Event organized by Orkestra on October 7-8 at the House of Peace and Human Rights of San Sebastian, through the Institute of Democratic Governance, in which numerous national and international experts engaged in reflection and debate on global risks and their impact on the current political agendas, featuring the participation of Javier Solana, chairman of the ESADE Center for Global Economy and Geopolitics.
- Research and workshops have given rise to a variety of materials for debates, including an electronic book, and papers.
- This area has developed a regional and local dimension of governance with contributions related to governance applied to a region: models of applied governance in the Basque Country. As a result, a paper was prepared and presented at the 5th International Seminar on Regional Innovation Policies, University of Agder, Grimstad (Norway), October 14-15, 2010.
- The dynamics of this project led to the founding of the Institute for Democratic Governance, [www.globernance.com](http://www.globernance.com), based in San Sebastian. The Institute features an international group of researchers, led by Daniel Innerarity and Juan José Álvarez (professor at UPV/EHU).





*MOC San Sebastian:  
Special Session on New York City.*



*Family Photo MOC San Sebastian.*



3



## Teaching



MOC



Doctoral  
Program



Competitiveness

As part of its specialized Instruction programs, Orkestra teaches two courses, both part of wider networks. The first is with the Institute for Strategy and Competitiveness (ISC) at Harvard University, aimed at helping participants to understand the foundations and variables that determine competitiveness; the second, with the University of Deusto, is geared toward those looking to pursue university studies focusing on the study of competitiveness.

# Microeconomics of Competitiveness (MOC)

As part of its educational activities, Orkestra offers the MOC Course (Microeconomics of Competitiveness), designed by Prof. Michael E. Porter and his team at the Institute for Strategy and Competitiveness at Harvard University, which explores the microeconomic factors operating on firms and their environment, so as to prepare the representatives of the participating companies and institutions for understanding and transforming the competitiveness of organizations and territories.

The MOC is a unique training-program experience, networked with a hundred prestigious international centers from around the world, where participants exchange methodologies, processes and materials. In 2010, two variations of the course were offered, with shared conceptual and analytical models, focusing on the development of various capacities.

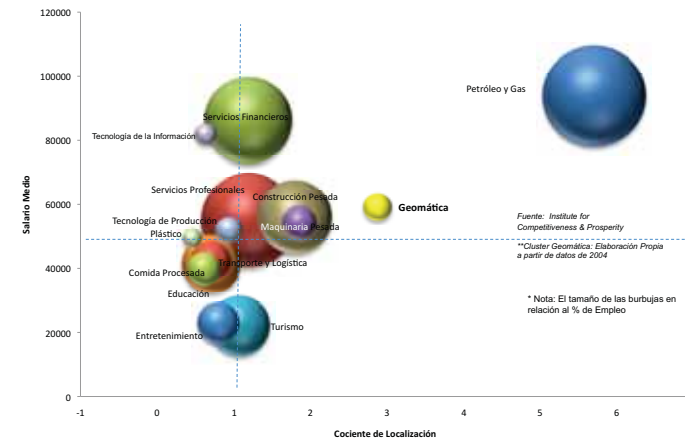
## MOC San Sebastian

The first was aimed at a varied group, composed mainly of professionals from companies, public institutions, institutions for collaboration (cluster associations, sectoral associations, business associations, chambers of commerce, development agencies, etc.), consulting firms and technology centers, and researchers. This variation consists of five modules, exploring the general and cluster types of microeconomic environments, territorial strategy and corporate strategy, and elaborating on the experiences in these facets undergone by territories as diverse as Japan, Singapore, United States, Costa Rica, Chile, Estonia and Finland.

### Cluster Mapping Tool



Cluster Distribution: Alberta 2006



Its objectives, among others, are to: understand the foundations and variables that determine competitiveness, differentiate between the relevant levels of competitiveness and their interrelations, identify the characteristics of the business environment that boost productivity, choose the geographic location with the greatest potential in internationalization processes, define strategies for improving the competitiveness of a region and its companies, establish the function of cooperation relationships and create them, learn about practical cases of competitive success involving a wide variety of real situations, and elaborate on the study of a particular situation of interest. In this regard, the main distinction with regard to the alternate program is that the MOC Course specifically aims to equip participants with the technical skills needed to apply the instruments for analyzing competitiveness, and that a key instrument for achieving this consists of carrying out a closely tutored project on a cluster/territory.

This course variation was taught on the University of Deusto campus in San Sebastian from March 5 to June 25. Course instructors were Mikel Navarro, Jon Azua, Mari Jose Aranguren, Ricardo Aguado, Aitziber Elola, Miren Larrea and James Wilson.

On May 28, a special session was offered, featuring discussion on the case study of New York City: "La estrategia de Bloomberg para el desarrollo económico," taught by Jon Azua and attended by alumni from the course.

Taking part in the session's closing segment was Eduardo Zubiarre, President of ADEGI, the employers' association of Gipuzkoa, who gave a talk titled "Factores de Competitividad de Guipúzcoa para el siglo XXI."

## MOC Executive Workshop: Regional Competitiveness for Leadership

The second option was structured as an executive course, geared toward a smaller group composed of senior executives, whose professional obligations preclude them from partaking in a longer course. Containing two modules with work focusing on the MOC model, with class sessions accompanied by discussion on real case studies, and presentations on competitiveness analysis by Orkestra, along with debate on successful experiences at the national and international levels.



*Family Photo, Bilbao.*

The course was given at Library-CRAI at the University of Deusto in Bilbao on June 17-19 and 24-26.

Course instructors were Jon Azua, Mari José Aranguren, Mikel Navarro, Miren Larrea and James Wilson of Orkestra; special guest collaborators were Christian Ketels, advisory board member and professor at Harvard Business School; David Audretsch, member of Orkestra's advisory board and professor at Indiana University; Soumitra Dutta, advisory board member and member of INSEAD; and Alberto Pezzi, president of The Competitiveness Institute (TCI).

Also participating in the module on competing and cooperating (closing session) led by Jon Azua were: Joseba Jaureguizar (Tecnalia); José Juez (HEGAN), Jesús Mari Herrasti (GARAIA Park-MCC); Iker Galparsoro (GOIEKI).

## Microeconomics of Competitiveness Faculty Workshop

On December 12-14, José Luis Curbelo, Jon Azua, and Susana Franco took part in the annual organizational meeting for the MOC courses taught around the world. The meeting, held at Harvard, was preceded on the 12th by the Knowledge Generation Workshop, which featured a presentation of the results of research projects on clusters and competitiveness currently under way both within and outside of the MOC Network.

# Ph.D. course on Business Competitiveness and Economic Development

Jointly coordinated by Orkestra and the University of Deusto, the course is geared toward students looking to pursue university studies with a focus on the study of competitiveness. It focuses on the following lines of research: I) Innovation systems, growth and territorial competitiveness; II) entrepreneurial capacity; III) clusters and regional development; IV) SMEs, family business and business groups; and V) corporate social responsibility.

The course, coordinated by Davide Parrilli, held its opening session on January 22. Davide Parrilli and Miren Larrea gave lessons on the methodology of case studies and action research, respectively. Other sessions taught by Orkestra researchers during the course were:

- El concepto de clúster (James Wilson, April 21).
- Tipologías y trayectorias de clústeres en entornos globales (Davide Parrilli, April 21-22).
- Políticas clúster y su evaluación (Mari Jose Aranguren, April 22).
- Clústeres e innovación (Davide Parrilli, May 14).
- Territorio e innovación: tipologías y benchmarking, medición y fuentes (Mikel Navarro, May 21).
- Competitividad territorial (James Wilson, May 29).

The new academic year began in October, with 13 students selected, originating from Germany, Byelorussia, Colombia, El Salvador, Spain, India, Kazakhstan, Mexico, Moldavia and Ukraine. Five of these students have earned the Erasmus Mundus mobility scholarship. During this period, Davide Parrilli taught a session on the methodology of case studies (October 30), as well as tutoring sessions for numerous students.

*MOC Faculty Workshop, December 2010.*





# 1st San Sebastian Meeting on Innovative and Competitive Territories

*SALON DE  
GRADOS*



**Collaborators:**



ESTRATEGIA 2020  
Donostia - San Sebastián







4



## Seminars and other Events

As a complement to the work carried out within the various knowledge areas, the Institute also engages in a number of multilateral activities, which require its coordinated knowledge.



**Debates**

**Dialogues**

**Presentations**

# Permanent Forum on Energy

The 1st Permanent Forum on Energy, organized by Orkestra, took place on May 26-27 in Bilbao. Over 70 professionals from the energy industry, public institutions and academia met to talk about the future challenges facing the industry, particularly since its deregulation and the subsequent changes in legislation.

The forum opened with a dinner event on May 26 that was presided over by the Minister of Industry, Trade and Tourism for the Basque Government, Bernabé Unda. Also attending the dinner were Josu Jon Imaz, Chairman of Petronor, and José Luis Larrea, Chairman of Orkestra-Basque Institute of Competitiveness.

The various sessions covered aspects such as the challenges posed by European energy policy, the economic consequences and externalities of renewable energy; recommendations for a Spanish energy policy; energy security in the context of foreign policy, defense and human rights, and trends and forecasts for oil prices.

The forum led to the creation of the Chair of Energy. In 2011, a book will be published with the papers presented.



# 1st San Sebastian Meeting on Innovative and Competitive Territories



Orkestra-Basque Institute of Competitiveness, in conjunction with the San Sebastian City Council and Estrategia Donostia, organized the first seminar on Territories, Innovation and Competitiveness. It is a biennial meeting that offers a unique opportunity for dialogue between academics, consultants and professional experts on the innovation and competitiveness of territories.

The seminar was held over the course of three days. Opened with a reception by the Chief Councilor, Markel Olano, at the Provincial Council of Gipuzkoa on September 8, 2010. The presentations took place on the San Sebastian Campus of the University of Deusto on September 9-10, 2010.



Over 100 professionals and academics assembled to reflect on the latest trends and developments in the innovation and competitiveness of regions. Event participants included the mayor of San Sebastian, Odón Elorza; Patrizio Bianchi, Minister of Education and Employment of the Emilia-Romagna region (Italy); AnnaLee Saxenian, Dean of the School of Information at the University of California, Berkeley; Mario Pezzini, Director of the OECD Development Center; and José Luis Curbelo, General Manager of Orkestra.

This meeting led to the creation of various debates and academic papers. A core selection of these will be published in two books that are currently nearing completion:

- *Territorios Innovadores y Competitivos*, publisher: Marcial Pons.
- *Perspectives on Global and Territorial Change*, publisher: Palgrave.







# Spanish Multinationals in the new International Landscape

Second annual report from the observatory of Spanish multinational enterprise (OEME), a joint project of the ICEX and ESADE promoted by the Banesto Foundation and PricewaterhouseCoopers. The event, organized by Orkestra and the University of Deusto, took place in Bilbao at the Resource Center for Learning and Research (CRAI) on December 9.

## Competitive Debates

Aimed at promoting a relaxed exchange with the guest speakers on reflections, experiences and opinions pertaining to competitiveness, its causes and consequences. Four debates were held over the course of 2010, all of which, according to the feedback collected, were of great interest to the participants.

- Vicente Salas - University of Zaragoza (April 22). "La importancia del tamaño y la internacionalización de una organización para el desarrollo empresarial."
- Luciana Lazzeretti - University of Florence (May 6). "Un enfoque de industrias creativas: comparación entre Italia y España."
- José Antonio Alonso - Universidad Complutense de Madrid (June 23). "Calidad institucional e innovación."
- Emilio Huerta - Public University of Navarra (November 2). "La empresa española: factores microeconómicos de competitividad".







5

# Networks and Collaboration Agreements

Now that the importance of cooperation is recognized, membership of world and local networks of excellence enables Orkestra to nourish the research processes, by verifying them, applying them and enriching them with high-grade knowledge. The network brings together the best business schools, universities and research institutes that tackle the subject of competitiveness in its different aspects. Likewise, partnerships have been actively pursued with other institutions along with visits from local and international agents interested in exploring cooperation mechanisms.



**Institutes**



**Centers**



**Universities**



**INSTITUTE FOR STRATEGY  
AND COMPETITIVENESS**

## Institute for Strategy and Competitiveness (ISC) – Harvard University

Since its founding, the Institute has maintained close collaboration and linking with the ISC at Harvard University, led by Prof. Michael Porter. This top-level strategic alliance has played a major role in the Institute's launch and subsequent development. As the offshoot of this alliance, Orkestra is an official member of the world network of ISC Institutes for Competitiveness, which enables the Institute to access and share knowledge and activities on an international scale.

# Networks

In addition to its membership of the ISC network, the Institute plays an active part in various research networks that enable it to trade and enrich the research on competitiveness that it undertakes.



## MOC Network

The MOC Network is a unique network-based training program. The pupils share methodologies, processes and materials with over one hundred prestigious educational institutions around the world, while participating in the course simultaneously throughout the year worldwide. As mentioned in the previous section, Orkestra gave a course in San Sebastian and an executive edition of the course in Bilbao, and took part in the Microeconomics of Competitiveness Faculty Workshop offered at Harvard in December.



## EUNIP

EUNIP is a global network of researchers with specific interests in the area of economics and industrial policy. In 2010, an important group of Orkestra researchers participated in the 12th European Network on Industrial Policy (EUNIP) International Conference, held in Tarragona, Spain, in June; presenting research papers and participating in the Scientific Committee.



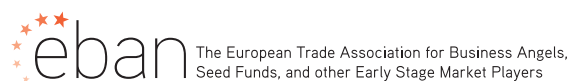
## TCI

TCI is an international network of excellence in the advanced knowledge on clusters with over 800 partners in 70 countries. This year its president, Alberto Pezzi, participated as a speaker in the executive edition of the MOC Course given in Bilbao in June. Orkestra took part in the network's activities by publishing an article on the challenges of evaluating cluster policy in the TCI Newsletter, and submitting selected publications for TCI booth at the 13th TCI Annual Global Conference, from November 29 to December 3 in Delhi, India.



## Global Entrepreneurship Monitor (GEM)

The Global Entrepreneurship Monitor (GEM) project, is an international academic consortium whose purpose is to research entrepreneurial activity in various countries and regions. The project began in 1997 as a result of the collaboration between two academic institutions: Babson College (USA) and the London Business School (UK). Each year the project issues numerous reports that make it possible to compare the entrepreneurial activity of different countries participating in the study.



## European Business Angels (EBAN)

EBAN is a European network comprising over 46 networks representing 21 countries. This network includes 250 networks of informal investors in Europe and over 20,000 business angels.



# Collaboration Agreements

In addition to the collaboration agreement entered into with the University of Harvard, the Institute has various levels of cooperation set up with a variety of institutions that provide it with access to cutting-edge global knowledge.

## INSEAD

The Business School for the World

## INSEAD

INSEAD is a business school and research center with campuses in Fontainebleau (France) and Singapore. An international leader in its category, differentiated from its counterparts for its global perspective and cultural diversity. Over the course of 2010, contacts were established for the purpose of cooperating in the development of a project on internationalization for the Strategy Department.



## Max Planck Institute of Economics

The Max Planck Society for the Advancement of Science is a German network of scientific research institutes that includes 79 centers in many other disciplines, notably the Max Planck Institute of Economics. Orkestra works together with the latter, mainly in the development of research activities connected with the area of Entrepreneurship.



## CEIBS

China Europe International Business School (CEIBS) is China's most important business school and one of the most prominent in Asia. Its mission is to train business leaders and executives, based in that country or who are interested in setting up there, with professional aspirations, management potential and an international outlook, to identify and capitalize on business opportunities, to solve complicated business problems, to motivate and provide leadership. In 2010, the official visit of the Basque Lehendakari, Patxi López, to China, included the renewal of the collaboration agreement in order to create, through Orkestra, a Basque Chair of Competitiveness and Innovation in China.



## University of California, Berkeley

The University of California, Berkeley (USA) is at the pinnacle of global excellence. The collaboration agreement, signed with Orkestra on July 28, 2010 in the presence of the Lehendakari, will enable both institutions to forge ahead in research related to the application of economic policies for improving competitiveness in areas of study such as entrepreneurship, corporate strategy, innovation processes that affect companies and city and regional planning. Activities included an official visit by a Basque delegation in July 2010, which was returned by that of AnnaLee Saxenian, dean and professor at UC Berkeley, in September 2010, and a public conference was given.



## Sophia Antipolis Business Association

Sophia Antipolis Business Association is a group of over 50 investors from 18 countries, interested in investing in start-ups with high growth potential. The agreement, signed with Orkestra on November 8, 2010, will enable progress to be made in developing the Crecer+ platform. Connections have been established between Business Angels and entrepreneurial ventures.

# Collaboration Agreements



## Agder Research

Agder Research (Norway) is a cutting-edge research center in the study of regional development, specializing in action research. The collaboration agreement, signed with Orkestra, on December 21, 2010, is aimed at promoting action research in the Basque Country and reinforces the activities in which the Institute has been engaged in that field. December 21



## Garapen

On January 22, 2008, a framework agreement was signed with Garapen that provides for the transfer of Orkestra knowledge and methodology to the county development agencies of the Basque Country. Continuing the work started that year, various training activities were undertaken in 2010 for business experts working for the county development agencies, including four workshops on the transfer of methodology for setting up regional networks.




## Eusko Ikaskuntza

The purpose of the collaboration agreement with Eusko Ikaskuntza is to develop studies on the historical origins of clusters in the Basque Country. The year 2010 saw the third byproduct of this agreement, with the publication of the historical origins of the maritime cluster in the Basque Country and its legacy for the present, which addresses the various stages that this cluster has gone through, as well as the current situation and future challenges to be faced by the industry's businesses.

In addition, the Institute has established various levels of collaboration with other institutions that give it access to high-grade knowledge:

INNOBASQUE  
DEUSTO BUSINESS SCHOOL  
I3B-IBERMÁTICA INNOVATION INSTITUTE  
IESE  
IRAURGI LANTZEN  
UNIVERSITY OF DEUSTO  
UPV/EHU



It should also be emphasized that the Institute has undertaken activities and participated in research projects, at various levels, with the following universities, institutes, departments and institutions:

AALBORG UNIVERSITY (NORWAY) ACTION RESEARCH ON LOCAL ECONOMIC DEVELOPMENT ADOLFO IBÁÑEZ UNIVERSITY (CHILE) ANALISTAS FINANCIEROS INTERNACIONALES ASSIST SOCIAL CAPITAL BASQUE ENERGY CLUSTER BIDETEC CONSULTING CENTRO DE ANACCIÓN, TERRITORIO Y SOCIEDAD (CHILE) COLLÈGE AHUNTSIC - MONTREAL (CANADA) COMPAÑÍA LOGÍSTICA DE HIDROCARBUROS CRANEC (ITALY) CREMADES & CALVO-SOTELO DE OEC (HUNGARY) DEPARTMENT OF APPLIED ECONOMICS V (UPV/EHU) DEPARTMENT OF FINANCIAL ECONOMICS II (UPV/EHU) ECOLOGY AND DEVELOPMENT ERASMUS UNIVERSITY (THE NETHERLANDS) ESADE ESTRATEGIAS DE CALIDAD URBANA EUROPEAN COMMISSION EUSKADI IRRATIA - EITB FOMENTO DE SAN SEBASTIÁN, SEA FUNDACIÓN ALTERNATIVAS GAS NATURAL HARVARD KENNEDY SCHOOL (USA) IDEATECA IESE BUSINESS SCHOOL INAP+ CONSULTORES (CHILE) INNOBASQUE INSTITUTE FOR DEMOCRATIC GOVERNANCE INSTITUTE OF APPLIED BUSINESS ECONOMICS (UPV/EHU) INSTITUTE OF POLITICAL STUDIES-SCIENCES PO (FRANCE) INSTITUTO EMPRESA INSTITUTO SUPERIOR TÉCNICO (PORTUGAL) INTER-AMERICAN DEVELOPMENT BANK INTERNATIONAL MARKETING SERVICES (FRANCE) KAREN THOMAS ASSOCIATES (GERMANY) KEREITSU FORUM LONDON SCHOOL OF ECONOMICS (UK) LUND UNIVERSITY (SWEDEN) LYCÉE CAMILLE JULLIAN (FRANCE) MAISON DES SCIENCES DE L'HOMME (FRANCE) MANNHEIM MUSIC CLUSTER (GERMANY) MINISTER OF EDUCATION AND EMPLOYMENT OF THE EMILIA-ROMAGNA REGION (ITALY) NATIONAL AUTONOMOUS UNIVERSITY OF MEXICO (MEXICO) NATIONAL ENDOWMENT FOR SCIENCE TECHNOLOGY AND THE ARTS (UK) NEPTYS FINANCE (FRANCE) NETWORKS (UK) OFFICE OF STRATEGY OF THE CITY OF SAN SEBASTIAN OPERACIÓN DEL SISTEMA ELÉCTRICO OPERADOR DEL MERCADO IBÉRICO DE LA ELECTRICIDAD-POLO ESPAÑOL ORGANIZATION FOR ECONOMIC COOPERATION AND DEVELOPMENT PARQUE UNIVERSITARIO EXTREMADURA PRAXIS CONSULTING GROUP (USA) PRESIDENCY OF THE APULIA REGION (ITALY) PRICEWATERHOUSECOOPERS RESEARCH CENTER ON GOVERNANCE, UNIVERSITY OF MUNICH (GERMANY) SCHOOL OF GOVERNANCE (GERMANY) SOPHIA ANTIPOLIS BUSINESS ANGELS (FRANCE) SPANISH METEOROLOGICAL AGENCY (AEMET) TEMPLE UNIVERSITY (USA) THE COMPETITIVENESS INSTITUTE UNIVERSIDAD AUTÓNOMA DE MADRID UNIVERSIDAD CARLOS III UNIVERSIDAD COMPLUTENSE DE MADRID UNIVERSIDAD DEL PAÍS VASCO/EUSKALTEL HERRIKO UNIBERTSITATEA (UPV/EHU) UNIVERSITAT AUTÒNOMA DE BARCELONA UNIVERSITAT JAUME I UNIVERSITY OF ALCALÁ DE HENARES UNIVERSITY OF BORDEAUX (FRANCE) UNIVERSITY OF CALIFORNIA, BERKELEY (USA) UNIVERSITY OF CAMBRIDGE (UK) UNIVERSITY OF DEUSTO UNIVERSITY OF FLORENCE (ITALY) UNIVERSITY OF LLEIDA UNIVERSITY OF MONTREAL (CANADA) UNIVERSITY OF MÜNSTER (GERMANY) UNIVERSITY OF NAVARRA UNIVERSITY OF NICE -SOPHIA ANTIPOLIS (FRANCE) UNIVERSITY OF PIEMONTE ORIENTALE (ITALY) UNIVERSITY OF SALAMANCA UNIVERSITY OF SEVILLA UNIVERSITY OF ZARAGOZA VALENCIAN INSTITUTE OF ECONOMIC RESEARCH

# Orkestra Publications

Along with developing its own line of publications, which this year expanded to include the Orkestra Reports series, the Institute also co-publishes with other prestigious institutions. Notable examples from 2010 include the joint publications with Innobasque and Eusko Ikaskuntza.

Also in 2010, the Orkestra Working Paper Series on Territorial Competitiveness –a digital collection created in 2008 whose mission is to become an international reference point in the dissemination of impact research on territorial competitiveness– debuted its print edition, distributed among the applied economics departments of over 50 Spanish universities.

Additionally, the Orkestra Newsletter, created in 2008 as a mechanism for publicizing the Institute's activities, is sent quarterly to more than 800 readers at the local, regional and international levels.

## Books

- Orkestra  
ARAGÓN, C., ARANGUREN, M.J., ITURRIOZ, C. (2010). *Evaluación de políticas clúster. El caso del País Vasco*. Orkestra-Basque Institute of Competitiveness. ISBN: 978-84-9830-265-3.
- With Innobasque  
PARRILLI, M.D. (ed.) (2010). *Innovación y aprendizaje: lecciones para el diseño de políticas*. Innobasque; Orkestra-Basque Institute of Competitiveness. ISBN: 978-84-6933-526-0.
- With Eusko-Ikaskuntza  
VALDALISO, G.; CEBERIO, A; ARANGUREN, M.J; LOPEZ, S. (2010). *Los orígenes históricos del clúster de la industria marítima en el País Vasco y su legado para el presente*. Eusko Ikaskuntza; Orkestra-Basque Institute of Competitiveness. ISBN: 978-84-8419-204-6.



## Orkestra Reports

- MINONDO, A. (2010). *Un mapa de ruta para mejorar la sofisticación de la economía vasca*. Orkestra Report. Orkestra-Basque Institute of Competitiveness. ISBN: 978-84-9830-263-9.
- OSORIO, C; ELOLA, A. (2010). *Procesos de innovación: claves para su éxito o fracaso*. Orkestra Report. Orkestra-Basque Institute of Competitiveness. ISBN: 978-84-9830-267-7.
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## Orkestra Working Paper Series on Territorial Competitiveness

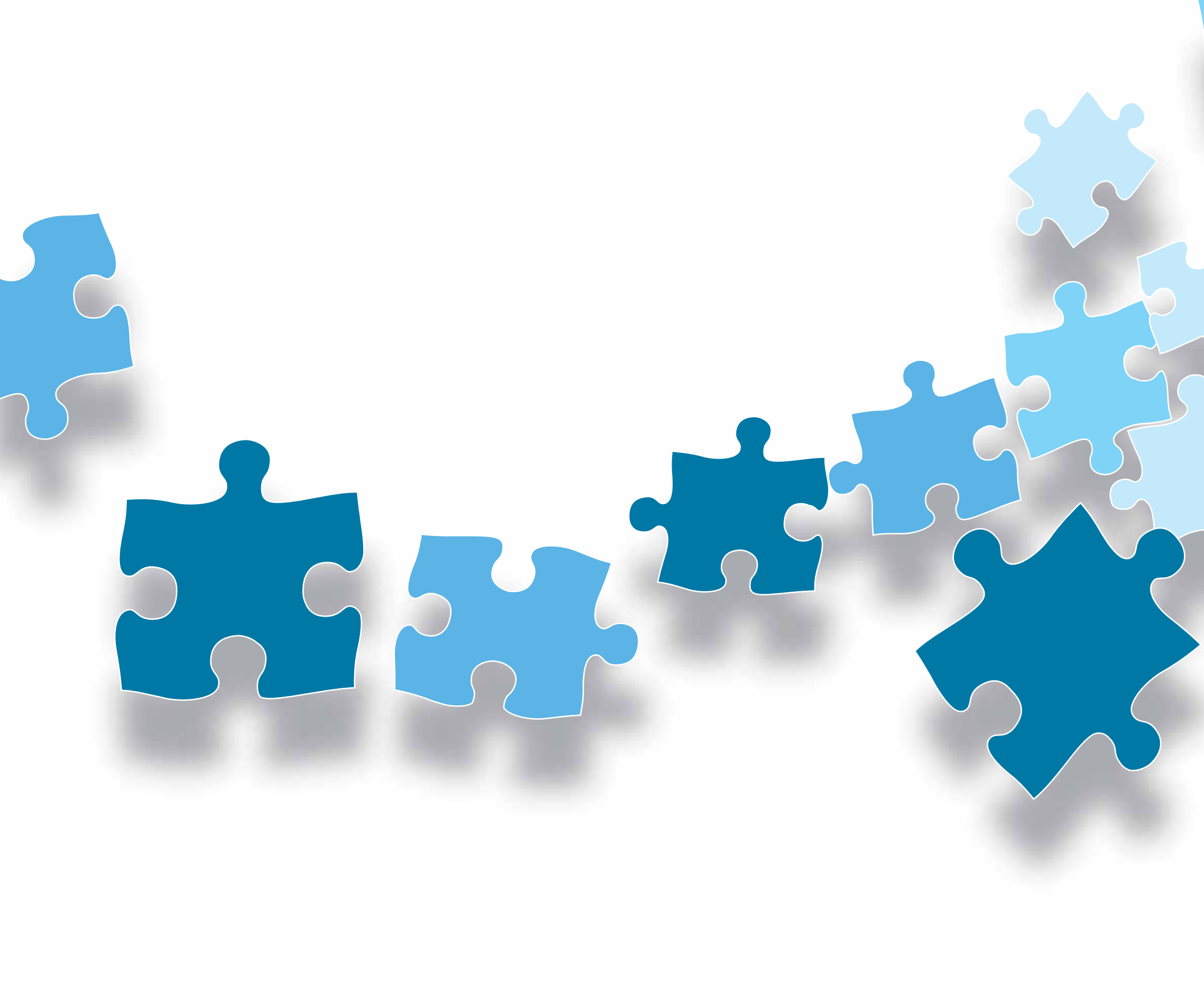
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- GARCÍA-QUEVEDO, J.; MAS-VERDÚ, F.; POLO-OTERO, J. (2010). Which firms want PhDs? The effect of the university-industry relationship on the PhD labour market. *Orkestra Working Paper Series in Territorial Competitiveness* (2010-R02).
- MARANGOS, S.; KITAGAWA, F.; WARREN, L. (2010). Networks and Spatiality of University Incubators: Global and local links amongst SET-squared spin-off/intra-firms at Universities of Bath, Bristol, Southampton and Surrey in England. *Orkestra Working Paper Series in Territorial Competitiveness* (2010-R03).
- NAVARRO, M. (2010). Reflexiones sobre el sistema y las políticas de innovación del País Vasco (2010). *Orkestra Working Paper Series in Territorial Competitiveness* (2010-R04).
- VENDRELL, F.; GONZÁLEZ J.L. (2010). "Does the intensity in R&D generate start-up's growth?". *Orkestra Working Paper Series in Territorial Competitiveness* (2010-R05).
- PARRILLI, M.D. (2010). Heterogeneous social capitals: a new window of opportunity for local economies. *Orkestra Working Paper Series in Territorial Competitiveness* (2010-R06).
- LARREA, J.L. (2010). Paradojas en la innovación. *Orkestra Working Paper Series in Territorial Competitiveness* (2010-D01).

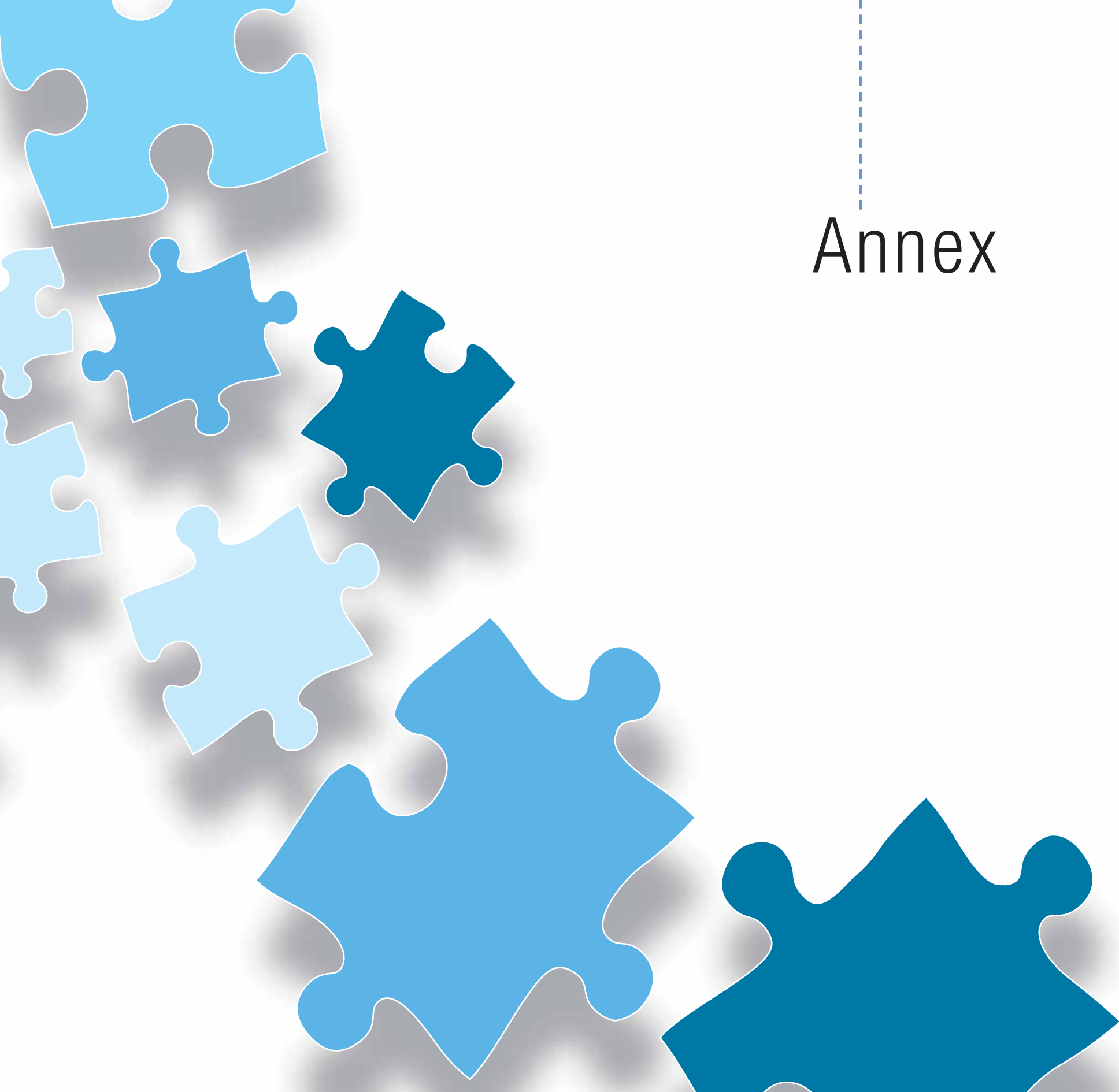


## Orkestra Newsletter

Orkestra periodically distributes information about its activities, projects, events and publications, through the Orkestra Newsletter, which is intended to inform the relevant agents, and society in general, about the work it carries out.







Annex

# The “3 i’s” in Detail

The Institute’s activities are grouped into three essential functions, the “3 i’s, whose synergistic development is focused on achieving the Institute’s objectives:

**Investigation:** characterized by its academic rigor, objectivity and independence, conducted within an evaluable science and research program.

**Interaction:** understood as the provision of practical “facilitation” in the processes of defining subject matter for studies and applying results from research on competitive strategies. The latter often entails expert support for carrying out special projects and for defining agendas and public and private policy. Emphasis is placed on the “action” component, which constitutes the distinguishing ingredient of the Institute’s investigation activity.

**Instruction:** specialized, setting content, accrediting programs, materials and trainers, for preparing the leaders of competitiveness, as well as designing and teaching of in-house programs.

Below is a listing of the contributions of the “3 i’s” (in the form of an Annex), deriving from the knowledge areas and action items described throughout this report.

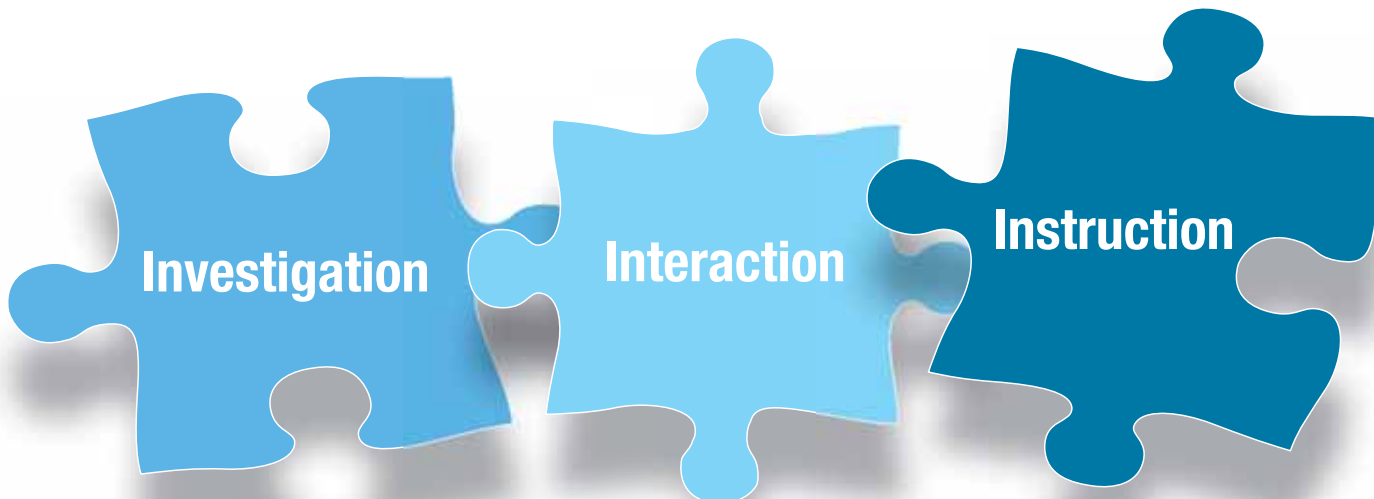
## Investigation ...academic rigor, objectivity and independence...

### Publications

- AGUADO, R.; PARRILLI, M.D. (2010). *La cadena de valor de la innovación: eficiencia y eficacia de la innovación en el País Vasco*. In PARRILLI, M.D. (ed.). *Innovación y Aprendizaje: lecciones para el diseño de políticas* (pp. 206-226). Innobasque; Orkestra - Basque Institute of Competitiveness.
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- ARANGUREN, M.J.; LARREA, M.; WILSON, J.R. (2010). *Trayectorias de cambio en la gobernanza: experiencias en asociaciones clúster y redes comarcales en el País Vasco*. *Ekonomiaz* no. 74, 10 II.
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- BOSCHMA, R.; MINONDO, A.; NAVARRO, M. (2010). *Related variety and regional growth in Spain*, *Papers in Evolutionary Economic Geography* (PEEG) 1012, Utrecht University, Section of Economic Geography.
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- LARREA, M.; ARANGUREN, M.J.; PARRILLI, M.D. (2010). *La Heterogeneidad de las empresas y su trayectoria de aprendizaje: aplicaciones e implicaciones de políti-*





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  - NAVARRO, M.; GIBAJA, J.J. (2010). *Tipologías de innovación basadas en análisis estadísticos para las regiones europeas y españolas*. In Parrilli (Ed.) *Innovación y Aprendizaje: lecciones para el diseño de políticas* (pp. 158-205). Innobasque; Orkestra - Basque Institute of Competitiveness.
  - ORTÍN-ÁNGEL, P.; VENDRELL-HERRERO, F. (2010). "Why do university spin-offs attract more venture capitalists?" *Venture Capital*, Vol. 12: 4: 285-306.
  - OSORIO, C.; ELOLA, A. (2010). Las decisiones críticas en innovación. *Harvard Business Review América Latina*, Nov. 2010, pp. 58-70.
  - PARRILLI, M.D. (2010). Heterogenous social capitals: a new window of opportunity for local economies. *Orkestra Working Paper Series in Territorial Competitiveness* (2010-R06).
  - PARRILLI, M.D. (2010). *La Innovación DUI: motor secreto del crecimiento del País Vasco*. In Parrilli (Ed.) *Innovación y Aprendizaje: lecciones para el diseño de políticas* (pp. 20-41). Innobasque; Orkestra - Basque Institute of Competitiveness.
  - PARRILLI, M.D. (ed.) (2010). *Innovación y Aprendizaje: lecciones para el diseño de políticas*. Innobasque; Orkestra - Basque Institute of Competitiveness.
  - PARRILLI, M.D.; ARANGUREN, M.J.; LARREA, M. (2010). The Role of Interactive Learning to Close the "Innovation Gap" in SME Based Local Economies: A Furniture Cluster in the Basque Country and its Key Policy Implications. *European Planning Studies*, 18 (3): 351-370.
  - PARRILLI, M.D.; ELOLA, A. (2010). *Perfiles de innovación STI-DUI y sus repercusiones para las políticas públicas de innovación*. In Parrilli (Ed.) *Innovación y Aprendizaje: lecciones para el diseño de políticas* (pp. 248-264). Innobasque; Orkestra - Basque Institute of Competitiveness.
  - PEÑA, LEGAZKUE, I. (dir.) (2010). GEM-País Vasco 2009 (6) Eusko Ikaskuntza; Orkestra - Basque Institute of Competitiveness. ISSN: 1889-5468.
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  - VALDALISO, J.M; ELOLA, A.; ARANGUREN, M.J.; LÓPEZ, S.M. (2010). *Los orígenes históricos del clúster de la industria marítima en el País Vasco y su legado para el presente*. San Sebastian: Eusko Ikaskuntza; Orkestra - Basque Institute of Competitiveness.
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#### Academic Publications

- AGUADO, R.; PARRILLI, M.D. (2010). La cadena de valor de la innovación: eficiencia y eficacia de la innovación en el País Vasco. *12th European Network on Industrial Policy Conference*. Reus, Tarragona, June 9-11.
- ARANGUREN, M.J. (2010). Política clúster en la CAPV: lecciones aprendidas y retos de futuro. *Reunión con directores de Asociaciones Clúster*. Santiago de Compostela, January 21.
- ARANGUREN, M.J. (2010). Tools for cluster policy development: lessons from the Basque Country. *International Marburg Conference on Networking, Clusters and Local Knowledge Exchange*. Marburg (Germany), June 15.
- ARANGUREN, M.J.; DE LA MAZA, X.; PARRILLI, D.; WILSON, J.R. (2010). The challenges of evaluating 'soft' policies: exploring the impacts of cluster policy in the Basque Country. *12th European Network on Industrial Policy Conference*. Reus, Tarragona, June 9-11.
- ARANGUREN, M.J.; WILSON, J.; ITURRIOZ, C.; ARAGÓN, C. (2010). "New indicators for Evaluating Cluster Policies. Reflections from a Participatory Evaluation of the Basque Aeronautics Cluster." *1st San Sebastian*

# The “3 i’s” in Detail

- Meeting on Innovative and Competitive Territories*, Orkestra-Basque Institute of Competitiveness, San Sebastian, September 8-10, 2010.
- ARANGUREN, M.J.; LARREA, M. (2010). Regional Innovation Policy Bottom Up: The Roles of Proximity Networks and the Engaged Research. *5th International Seminar on Regional Innovation Policies*, Grimstad (Norway) October 14-15.
  - BRANSTON, B.; TOMLINSON, P.; WILSON, J. (2010). Strategic failure and the case of the UK's former building societies: Lessons for the reform of governance in the UK banking sector. *12th European Network on Industrial Policy Conference*. Reus, Tarragona, June 9-11.
  - CURIEL, L.; GONZÁLEZ, J.L.; JUNG, A.; LÓPEZ, M.A.; PEÑA, I. (2010). Building a Local Entrepreneurship Education System: The Basque Country Case. *2nd Entrepreneurship and Innovation in Nordic Education Conference*, Lulea University of Technology. Sweden, June 15-17.
  - DE LA MAZA, X. (2010). Políticas Clúster en el País Vasco – Experiencia y lecciones aprendidas. *Lucas Beltrán Seminar on Political Economics*. CEU San Pablo, Madrid.
  - DE LA MAZA, X.; VENDRELL, F. (2010). The Mediation Role of Basque Cluster Associations in Promoting Innovation: An Empirical Analysis. *DIME Conference*. Milan (Italy), April 12-14.
  - ESTENSORO, M. (2010). Gobernanza local e innovación social. Las experiencias de Innobasque y las Agencias de Desarrollo comarcales en el País Vasco, *XII Jornadas de Economía Crítica*. Zaragoza, February 11-12.
  - ESTENSORO, M.; LARREA, M. (2010). Local Networks for Self Organized Upgrading Processes: A new approach to competitiveness policies in the county development agencies of the Basque Country. *12th European Network on Industrial Policy Conference*. Reus, Tarragona, June 9-11.
  - FRANCO, S. (2010). ¿Cooperar para qué? El papel de los clústeres en el desarrollo económico regional. *Foro de Cooperación en Transporte y Logística en España, Encuentro de Agrupaciones Empresariales Innovadoras*. Tenerife, May 7.
  - FRANCO, S. (2010). ¿Qué es un clúster? Política del Gobierno Vasco en relación a los clústeres. *Presentation event for the Agrupación Logística Innovadora de Aragón (ALIA)*. Zaragoza, June 7.
  - FRANCO, S. (2010). European Cluster Observatory: Regional Competitiveness Analysis. *International Co-operation and Funding Devices- Competitiveness Cluster Forum*. Sophia Antipolis (France), November 18-19.
  - GONZÁLEZ, J.L.; PEÑA, I.; VENDRELL, F. (2010). Regional Innovation and Entrepreneurial Capabilities as Drivers of Economic Growth. *Workshop Local Production Systems and Global Economic Crisis: Responses and Restructuring*. University of Trento (Italy), January 29.
  - GONZALEZ-PERNÍA, J.L.; JUNG, A.; PEÑA-LEGAZKUE, I. (2010). Innovation-oriented startups in Latin American economies. *Fourth Global Entrepreneurship Monitor Research Conference*.
  - GONZÁLEZ-PERNÍA, J.L.; PEÑA, I.; LEGAZKUE, I. (2010). Exporting and Productivity of New Ventures. *Research seminar for the project "Estructura de Mercado y Dinámica Empresarial"* funded by the Ministry of Science and Innovation. University of Alcalá, November 25-26.
  - GONZALEZ-PERNÍA, J.L.; PEÑA-LEGAZKUE, I. (2010). Export-Oriented Entrepreneurship and Regional Economic Growth. *Fourth Global Entrepreneurship Monitor Research Conference*. London (UK), September 30-October 2.
  - GONZALEZ-PERNÍA, J.L.; PEÑA-LEGAZKUE, I.; AND VENDRELL-HERRERO, F. (2010). Exporting and Productivity of New Ventures. *iSME International Conference*. Pau (France), December 1-3.
  - GONZALEZ-PERNÍA, J.L.; PEÑA-LEGAZKUE, I.; VENDRELL-HERRERO, F. (2010). Does new venture productivity improve as a result of exporting decisions at early stage? *RENT XXIV – Research in Entrepreneurship and Small Business*. Maastricht (Netherlands), November 18-19.
  - GONZALEZ-PERNÍA, J.L.; PEÑA-LEGAZKUE, I.; VENDRELL-HERRERO, F. (2010). Análisis sistémico e individual de la creación y rendimiento de nuevas empresas de base tecnológica. *20th ACEDE National Congress*, Granada (Spain), September 12-14.
  - GONZALEZ-PERNÍA, J.L.; PEÑA-LEGAZKUE, I.; VENDRELL-HERRERO, F. (2010). Regional Innovation and Entrepreneurial Capabilities as Drivers of Economic Growth. *Academy of Management Annual Meeting*, Montreal, (Canada), August 6-10.
  - GUERRERO, M.; URBANO, D. (2010). Socio-economic impacts of the Entrepreneurial University. *Technology Transfer Society (T2S) Annual Conference*. Washington (USA), November 12-13.
  - GUERRERO, M.; URBANO, D. (2010). The role of the entrepreneurial University in knowledge and technology transfer. *Technology Transfer Society (T2S) Annual Conference*. Washington (USA), November 12-13.
  - KARLSEN, J.; LARREA, M.; WILSON, J.R.; ARANGUREN, M.J. (2010). Bridging the gap between academic research and regional development: A case study of knowledge cogeneration processes in the Basque Country. *12th European Network on Industrial Policy Conference*. Reus, Tarragona, June 9-11.
  - LARREA, M.; ARANGUREN, M.J.; KARLSEN, J. (2010). New Policy approaches to develop innovative territories. *1st San Sebastian Meeting on Innovative and Competitive Territories*, Orkestra-Basque Institute of Competitiveness, San Sebastian, September 8-10, 2010.
  - MAGRO, E.; ARANGUREN, M.J.; NAVARRO, M. (2010). Does regional S&T policy affect firms' behavior? *Regional Studies Association Annual Conference*, Pécs (Hungary), May 24-26.
  - MAGRO, E.; ARANGUREN, M.J.; NAVARRO, M. (2010). Measuring Behavioural Additionality of a Regional S&T Policy. *12th European Network on Industrial Policy Conference*. Reus, Tarragona, June 9-11.
  - NAVARRO, M. (2010). Construcción de estrategias regionales de innovación y benchmarking. Conferencia sobre Innovación y fondos estructurales: políticas de impulso a la innovación en tiempos de crisis. *Policy network for R&D+innovation* financed with Structural



Funds. Bizkaia Exhibition Center, Baracaldo, November 3-4.

- NAVARRO, M. (2010). Estrategias regionales de innovación. Reorientación de la política regional europea hacia el crecimiento y la especialización inteligentes. *Presentation on Regional Politics and European Funding in Spain 2010*. University of Alcalá. Alcalá de Henares, November 25.
- NAVARRO, M. (2010). Los Sistemas Regionales de Innovación (SRI) y la política de innovación: el caso vasco. *Presentation event for the Ekonomiaz monographic report on regional innovation systems*. Bilbao, March 4.
- NAVARRO, M. (2010). Medición y benchmarking de la innovación en las regiones europeas. *1st San Sebastian Meeting on Innovative and Competitive Territories*, Orkestra-Basque Institute of Competitiveness, San Sebastian, September 8-10, 2010.
- PARRILLI, M.D. (2010). Global knowledge pipelines, tacit knowledge flows and social capital in local production systems.” *1st San Sebastian Meeting on Innovative and Competitive Territories*, Orkestra-Basque Institute of Competitiveness, San Sebastian, September 8-10, 2010.
- PARRILLI, D.; ELOLA, A. (2010). The importance of Science and Technology drivers for SME Innovation. *Workshop SME Innovation, Productivity and Growth*. Ministry of Innovation and Science, Madrid.
- PARRILLI, M.D.; ELOLA, A. (2010). STI and DUI approaches to innovation: an analysis of public programmes in the Basque Country. *Workshop Local development responses to the global economic crisis*. Trento University (Italy), January 29.
- PARRILLI, M.D.; ELOLA, A. (2010). STI and DUI approaches to innovation. Regional Studies Association Annual Conference, Pécs (Hungary), May 24-26 and *12th European Network on Industrial Policy Conference*. Reus, Tarragona, June 9-11.
- SILVEIRA, L.; ARANGUREN, M.J. (2010). Innovation and Clusters: an Alternative Typology. *SME International Conference Groupe ESC Pau* (France) December 1-3.

- VALDALISO, J.M.; ELOLA, A.; LÓPEZ, S.M.; ARANGUREN, M.J. (2010). Cluster life cycles, path-dependency and regional economic development. Insights from a meta-study on Basque clusters. *12th European Network on Industrial Policy Conference*. Reus, Tarragona, June 9-11.
- VENDRELL, F.; ORTÍN, P. (2010). University Spinoffs vs. other NTBF. *Research Symposium on Economics and Law of the Entrepreneur*. Chicago (USA) June 17-18.
- VENDRELL-HERRERO; F.; GONZALEZ-PERNÍA, J.L. (2010). Does the intensity in R&D generate start-up's growth? *Academy of Management Annual Meeting*, Montreal (Canada), August 6-10 and *50th Anniversary European Congress of the Regional Science Association International*, Jönköping (Sweden), August 19-23.
- WILSON, J.R. (2010). Inter-cluster Collaboration: Supporting Analysis from the European Cluster Observatory. *Atlantic Area AT Cluster Project*. Santiago de Compostela, March 11-12.
- WILSON, J.R. (2010). European Cluster Observatory: Clusters and Regional Business Environments. *European Commission's Europe Innova Conference on Services Innovation as a Catalyst for the Europe 2020 Strategy*, Copenhagen (Denmark), June 15-16.
- WILSON, J.R. (2010). La evaluación “clásica” y de “investigación-acción” para la evaluación de los clústeres: la experiencia del País Vasco. “Desarrollo económico local: un enfoque estratégico para la competitividad de las pequeñas empresas.” *Second meeting on territorial competitiveness projects of the Inter-American Development Bank*. Belo Horizonte (Brazil), June 7-9.

## Interaction

...providing practical facilitation in the application of competitive strategies...

- *Provide support for the Organization for Economic Cooperation and Development (OECD), for the preparation of a report on the Basque innovation system.*
  - “Bases para una estrategia y para las políticas de innovación en el País Vasco.” Presentation by Mikel Navarro to the governing board of Innobasque including the OECD report on the Basque Innovation System. Zamudio, November 9.
  - Participation in the meeting of the OECD Territorial Development Policy Committee. Paris, December 2.
- *Creceer+ platform*. Founded to dynamize and intensify entrepreneurial activity with major growth potential in the Basque Country:
  - Launch meeting at Orkestra: January 12.
  - Venture Academy April 30.
  - International Venture Academy. Sep. 17.
  - Coaching sessions held October 21, November 29 and December 17.
- *Action network*. Meetings at Orkestra with representatives of territorial organizations, cluster associations, and the framework of local, regional and provincial networks of the Basque Country. San Sebastian, January 18 and March 30.
- *Presentation of results from the pilot project applying the participatory evaluation methodology to the Aeronautics Cluster Association of the Basque Country (HEGAN)*. Orkestra, March 18; Zamudio, June 9; Orkestra, September 3.
- *Advisory in the design, implementation and evaluation of the 2010-13 Entrepreneurial Competitiveness Plan*. Participation in the process throughout the year.
- *Redes de colaboración público-privada*. Several meetings throughout the year.
- *Competitive Debates*. Four debates held during the year: Vicente Salas (April 22); Luciana Lazzaretti (May

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- 6); José Antonio Alonso (June 23); Emilio Huerta (November 2).
- *Labor Commission to define the future of Basque competitiveness*. Participation in the projects of this Commission.
- *Workshop “Tomorrow’s Innovative Industries: Regional and National Specialisation Patterns and the role of the Regional Business Environment”*. Brussels (Belgium), May 12-13.
- *Gipuzkoa Sarean-Gizarte Balioak*: Technology Park of Miramón, May 15.
- *Reception offered by the University of Deusto to Orkestra’s corporate sponsors and Board of Directors*. Bilbao, May 19.
- *Un modelo de gobernanza a través de la investigación-acción*. Meetings with Bjorn Gustavsen (*National Institute for Working Life*) and Morten Levin (*Norwegian University of Science and Technology*). Oslo and Trondheim (Norway) May 25 and 28, respectively.
- *1st Permanent Forum on Energy*: Energy challenges of the future. Bilbao, May 26-27.
- *Meeting of Orkestra’s Advisory Board*. Bilbao, June 25.
- *Transformación Económica. Hacia una economía abierta, competitiva, sostenible, basada en la innovación y el conocimiento*. Presentation at the final event of the Gipuzkoa+20 process. Mikel Navarro. Kursaal Congress Center, San Sebastian, July 1.
- *European BIC Network Association*. Participation in this congress. Researchers from Department of Entrepreneurship. Burgos, July 1-2.
- *Infraestructuras para la Competitividad de Gipuzkoa*. Participation in the sessions titled “Y Vasca, la oportunidad que no podemos perder.” San Sebastian, July 7-8.
- *Global Entrepreneurship Monitor. Actividad Emprendedora Metropolitana*. Presentation by Iñaki Peña. Chamber of Commerce of Bogotá (Colombia), July 23.
- *Visit by the general manager of Orkestra to the University of California, Berkeley*. July 28.
- *1st San Sebastian Meeting on Innovative and Competitive Territories*. September 8-10, 2010.
- *Sessions for reflection about the opportunities associated with the Basque Y railway line and the mobility of people*. Participation of Orkestra. September 23 and October 8 & 14.
- *Visit of Orkestra’s general manager to China*. Shanghai (China), September.
- *Visit to the Basque Country by a delegation from the regional government of Aust-Agder, Norway*, September 30-October 1.
- *European Cluster Conference*. Participation in this congress organized by the DG of Enterprise and Industry of the European Commission. James Wilson. September 29-October 1.
- *Regional Competitiveness: Challenges in Benchmarking for Policy Support*. Presentation by James Wilson. EU Open Day 2010. DG of Regional Policy of the European Commission. Brussels (Belgium), Oct. 5-6.
- *Visit to Orkestra by the director of the Victorian Centre for Advanced Materials Manufacturing (Australia)*. Ian Ralph. San Sebastian. September.
- *Governing the Global Risks*. Event organized by Orkestra, through the Institute for Governance. House of Peace and Human Rights, San Sebastian, October 7.
- *Visit to Orkestra by Jon Mikel Zabala of CIRCLE Lund University (Sweden)*. San Sebastian, October 13.
- *Innovación*. Innovation workshop taught by Carlos Osorio and Aitziber Elola. San Sebastian, October 14-15, 2010.
- *Redes Locales*. Workshop stemming from the agreement with Garapen, taught by Miren Larrea, Miren Estensoro and Amaia Azpiazu-Department of Territory, Innovation and Clusters. San Sebastian, October 22.
- *Proyecto DUI-Innobasque*. Participation in various sessions of the study conducted as part of the project DUI-Innobasque. Mikel Navarro. Zamudio, October 22.
- *Visit by Chandrashekhar Lakshman (Bem Management School, Bordeaux) to Orkestra*. San Sebastian, October 26
- *Training session for EDALIA based on the Action Research methodology*. Miren Larrea. Lakua, November 4.
- *Signing of collaboration agreement between Orkestra and Sophia Antipolis Business Angels Association*. Nice (France), November 8.
- *Techniques for working on action research*. Workshop taught by Ann W. Martin (*Praxis Consulting Group*, and *Norwegian University of Science and Technology*) for researchers from the Department of Territory, Innovation and Clusters. San Sebastian, November 9-11.
- *Creative and Cultural Industry Clusters in Tourism Niche Markets*. Presentation by James Wilson, researcher from the Department of Territory, Innovation and Clusters, who took part as a guest speaker at a congress organized by the DG of Enterprise and Industry of the European Commission. Saint-Vincent (Italy), November 22.
- *Current situation and trends of entrepreneurial activity*. Presentation by Iñaki Peña, holder of the Chair of Entrepreneurship at the Prestik trade show. Bilbao, November 22.
- *Jarduera ekonomikoaren erronkak Euskal Herrian*. Participation of Mikel Navarro in this round table organized by Gaindegia San Sebastian. November 24.
- *Dialogues on competitiveness: Competitiveness in the new context of tomorrow*. Event organized by Orkestra. Alhóndiga de Bilbao, Bilbao, November 23.
- *Trayectoria de la política clúster en el País Vasco*. Presentation by Davide Parrilli and Usue Lorenz, researchers from the Department of Territory, Innovation and Clusters, given to representatives of the Copenhagen Cleantech Cluster (Denmark) and the ACLIMA cluster (Basque Country) at a meeting organized to explore potential joint working areas. Bilbao, December 1.
- *La multinacional española ante un nuevo escenario internacional*. Event organized by Orkestra, through the University of Deusto. Bilbao, December 9.
- *Reflection workshop on the positioning of development agencies in relation to other the agents of the innovation system*. San Sebastian, December 14.
- *Sessions of reflection on the opportunities involved with the Basque “Y” railway project and the transport of goods*. Participation of Orkestra, December 2 and 16.
- *Oportunidades de la colaboración inter-cluster*. Conference at the Annual Assembly of Members of the Basque Country’s environmental cluster (ACLIMA). Mari Jose Aranguren. San Sebastian, December 17.

## Instruction

...specialized, setting content, accrediting programs...

- *Launch of the doctoral program Business Competitiveness and Economic Development*. San Sebastian, January 2.
- *El concepto de clúster*. Doctoral program: Business Competitiveness and Economic Development. James Wilson, April 21.
- *Tipologías y trayectorias de clústeres en entornos globales*. Doctoral program: Business Competitiveness and Economic Development. Davide Parrilli, April 21-22.
- *Políticas clúster y su evaluación*. Doctoral program: Business Competitiveness and Economic Development. Mari Jose Aranguren, April 22.
- *Clústeres e innovación*. Doctoral program: Business Competitiveness and Economic Development. Davide Parrilli, May 14.
- *Territorio e innovación: tipologías y benchmarking, medición y fuentes*. Doctoral program: Business Competitiveness and Economic Development. Mikel Navarro, May 21.
- *Competitividad territorial*. Doctoral program: Business Competitiveness and Economic Development. James Wilson, May 29.
- *Metodología de estudios de caso*. Doctoral program: Business Competitiveness and Economic Development. Davide Parrilli, October 30.
- *Doctoral program Erasmus Mundus*. Participation in several preparatory meetings for the project. Davide Parrilli. Trento (Italy), January 28.
- *Meeting of the Governing Board of the joint doctoral program at the universities of Trento, Bologna, Freiburg, Budapest and Ljubljana*. Davide Parrilli. Trento (Italy), September 20.
- *Estrategia para la Competitividad*. Module taught as part of the Programme for Leadership Development (PLD) Bilbao/San Sebastian 2010, Deusto Business School (DBS). Mari Jose Aranguren, Mikel Navarro, and Aitziber Elola, January 19, 20, 29 and 30.
- *Plan de Negocio Emprendedor*. Course included in the Executive MBA program at Deusto Business School (DBS). José Luis González, Miguel Ángel López, Iñaki Peña and Ferran Vendrell. San Sebastian, January-June.
- *Instrumentos de apoyo para la creación de Nuevas Empresas de Base Tecnológica*. Seminar taught by Iñaki Peña. University of Barcelona. Barcelona, March 25-26.
- *Creación y Desarrollo de Capacidades Tecnológicas: un modelo de Análisis basado en el Enfoque de Conocimiento*. Iñaki Peña, director of the Department of Entrepreneurship, took part as a member of the evaluation committee for this doctoral thesis presented at the Universidad Autónoma de Madrid. Madrid, March.
- *Microeconomics of Competitiveness* (MOC), San Sebastian edition, March 5-June 25. San Sebastian.
- *MOC San Sebastian: sesión especial sobre el caso Nueva York*. San Sebastian, May 28.
- *Regional Competitiveness for Leadership: MOC Executive Workshop*. Bilbao, June 17-19 and 24-26.
- *La competitividad de la economía china*. Session offered to representatives from the Provincial Council of Gipuzkoa and the Gipuzkoa science and technology network. Mikel Navarro and María Astigarraga, B+I Strategy. San Sebastian, May 31.
- *High Growth Firms y Finanzas y Empresas High Growth*. Courses taught by the research team from Orkestra's Department of Entrepreneurship in the Executive MBA (EMBA) program at Deusto Business School (DBS). Iñaki Peña, Ferran Vendrell, José Luis González and Miguel Ángel López. Bilbao, January-June.
- *Building innovation capabilities*. Course designed and coordinated by Davide Parrilli, who also taught the sessions "Clusters y Sistemas de Innovación" and "Cadenas de Valor de la Innovación." *International Master in Innovation Management*, Deusto Business School, May 3-8.
- *Diagnósticos Comarcales de Competitividad*. Miren Larrea and Amaia Azpizau, June 29, September 23, October 28 and December 16.
- *Andrés Jung, professor of the Universidad Católica de Uruguay, completed a two-month fellowship* with the Department of Entrepreneurship. (April-June).
- *Planes de Negocios Tutorados*. Session taught by members of the Department of Entrepreneurship to students in the Executive MBA program at Deusto Business School, San Sebastian, July 9.
- *Cluster 2.0: Estrategias de Cooperación*. Course taught by Mari Jose Aranguren and James Wilson to business leaders from a variety of sectors participating in the SPRI program 21Sarea. Durango, October 27.
- *Master in Globalisation and Development*. Davide Parrilli took part as an external examiner in this master's course at the Institute of Development Studies (Sussex University). Brighton (UK), Nov. 4.
- *Universities and the environments in which they operate*. Course taught by James Wilson to academics and administrators from the university sector in the United Kingdom. University of Stirling. Scotland (UK), November 19.
- *Microeconomics of Competitiveness Faculty Workshop*. Participation by José Luis Curbelo, Jon Azua and Susana Franco. Boston (USA), December 12-14.

# Newspaper Library

In performing its essential function of generating and disseminating ideas that prove useful for the forming of public opinion, the Institute reached considerable media presence in 2009.

## Articles written by Institute members for newspapers and industry magazines

- NAVARRO, M. (2010, June 10). “Claves estratégicas de innovación para el País Vasco.” *El Correo* (Sunday supplement).
- CURBELO, J.L.; PEÑA, I. (2010, August 20). “Aprender y comprender el significado de emprender (I).” *Deia*, p. 4-5.
- CURBELO, J.L.; PEÑA, I. (2010, August 22). “Aprender y comprender el significado de emprender (I).” *Noticias de Gipuzkoa*.
- CURBELO, J.L.; PEÑA, I. (2010, August 21). “Aprender y comprender el significado de emprender (II).” *Deia*, p. 4-5.
- CURBELO, J.L.; PEÑA, I. (2010, August 23). “Aprender y comprender el significado de emprender (II).” *Noticias de Gipuzkoa*, p. 5.
- CURBELO, J.L.; MINONDO, A.; NAVARRO, M. (2010, August 23). “Exportaciones al extranjero, a España y a través de España.” *El País*, p. 2.
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OPINIÓN

**LA INVERSIÓN CHINA EN OCCIDENTE**

**«Mi profesión ha sido imaginar aventuras imposibles»**

Sebastián Álvarez Perinoldista y alpinista. El creador de 'Al filar' ya sentía la aventura cuando sólo era un niño



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PAÍS VASCO

**Abascal denuncia que las fichas de Tellería incluían datos ideológicos**

El dirigente del PP acusa a otros exiliados a personarse

**Ibarretxe se hace un hueco en la semana de la cita López-Basagoiti**

La agenda incluye la presencia en Vizcaya de familiares del grupo Los 3'

**Empresas gacelas y ventaja comparativa**

Las empresas se concentran en lugares propicios para la creatividad

OPINIÓN

**La competitividad de mañana**

«Los empresarios y la clase política deben estar preparados para responder a los retos emergentes»

¿Por qué tenemos que recordarlo todos los años?

El Gobierno proyecta unos 302 millones al licitar tres nuevos proyectos

**La UPV y Deusto, conectados con Berkeley**

PAÍS VASCO

**La vivienda aún no ha tocado fondo**

Políticas 'cluster'

Pagar mejor sin aumentar la masa salarial

PAÍS VASCO VISIÓN ESTRATÉGICA

**“Euskadi tiene la oportunidad de ser un gran laboratorio de pymes”**

El Gobierno proyecta unos 302 millones al licitar tres nuevos proyectos

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**El AVE en Guipúzcoa tendrá para fin de año II de sus 20 tramos en obras**

El Gobierno proyecta unos 302 millones al licitar tres nuevos proyectos

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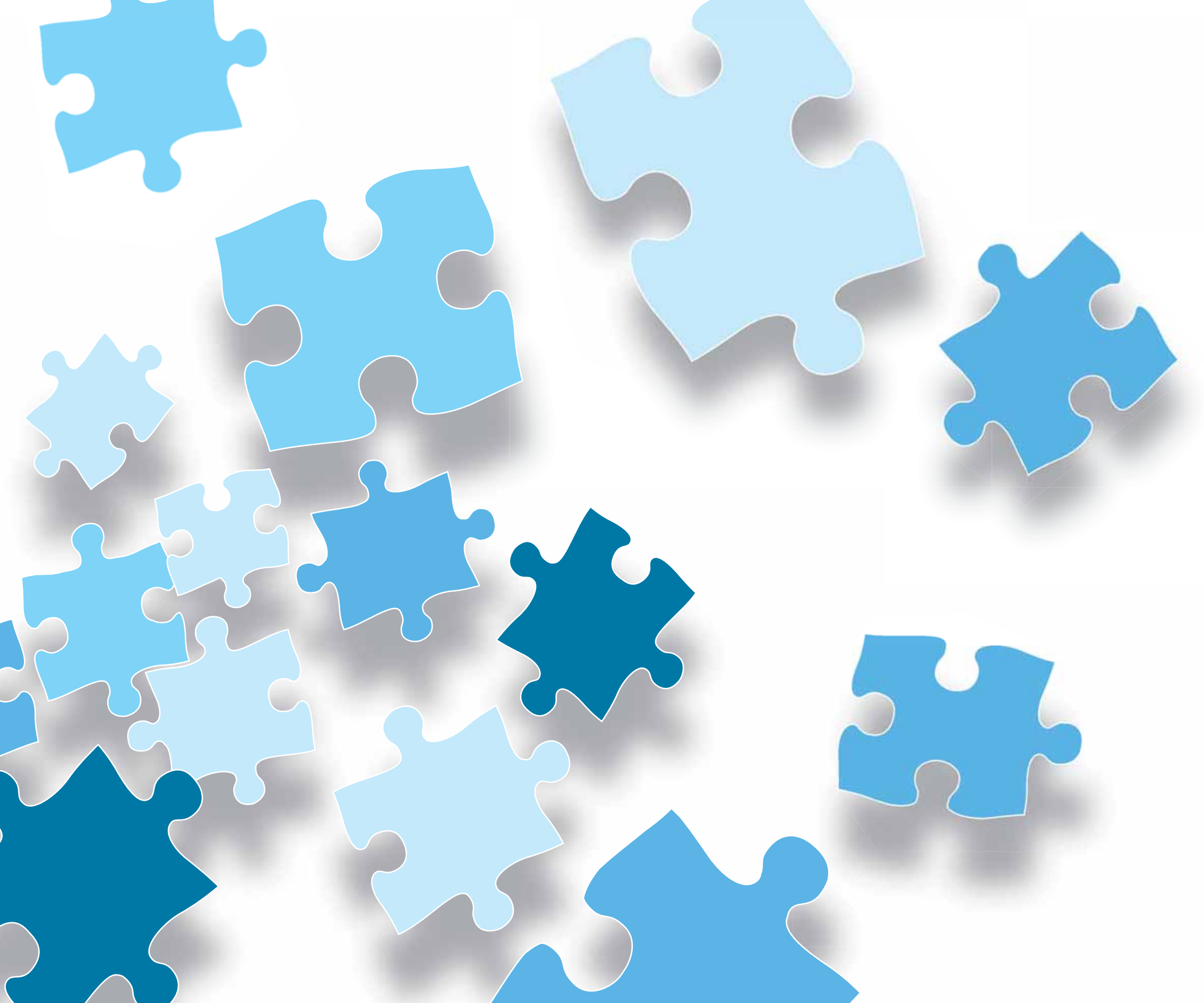
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# Glossary

- Aeronautics Cluster Association of the Basque Country (HEGAN).
- Basque Association of Development Agencies (GARAPEN).
- Basque Chair of Competitiveness (BCC).
- Basque Country (BAC)
- Basque Innovation Agency (Innobasque).
- Boston Consulting Group (BCG)
- China Europe International Business School (CEIBS).
- Ciencia y Tecnología para el Desarrollo (CYTED).
- Cluster Associations (CA).
- Deusto Business School (DBS).
- Diputación Foral de Bizkaia (DFB).
- Diputación Foral de Gipuzkoa (DFG).
- Electronics, IT and Telecommunications Cluster (GAIA).
- European Network on Industrial Policy (EUNIP).
- Executive MBA (EMBA)
- Global Entrepreneurship Monitor (GEM).
- Institute for Strategy and Competitiveness (ISC).
- Instituto Iberoamericana de Innovación (i3B).
- Inter-American Development Bank (IDB)
- Microeconomics of Competitiveness (MOC).
- Organization for Economic Cooperation and Development (OECD)
- Program for Leadership Development (PLD).
- School of Economics and Business Administration, University of Deusto (ESTE).
- The Competitiveness Institute (TCI).
- Universidad del País Vasco/Euskaltel Herriko Unibertsitatea (UPV/EHU).





# Orkestra

BASQUE INSTITUTE  
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