

 Orkestra

BASQUE INSTITUTE
OF COMPETITIVENESS
DEUSTO FOUNDATION

2013

ANNUAL REPORT

Message from the Chairman

It is my pleasure to present the 2013 Annual Activity Report for Orkestra-Basque Institute of Competitiveness. The Institute was created thanks especially to the support of the University of Deusto.

It is also a success case for public-private collaboration: from the beginning it has enjoyed the support of businesses and government bodies in the region. The commitment of these organisations to the work done by the Institute has been and continues to be essential to its future and strength.

With seeking to build a better tomorrow, we believe that it is only possible by working with all of the stakeholders involved in improving competitiveness. Based on this conviction, the Institute has developed its strategic value around its capacity to stimulate productive transformation by generating shared knowledge and interconnections among the capabilities of the different actors in the Basque Country.

In 2013, perhaps the best example of its work on building this shared knowledge was the presentation of the 2013 Competitiveness Report. This report involved the participation of government bodies, technology centres, cooperative research centres, universities, businesses and other institutions and stakeholders in our society. It analyses critical areas where action must be taken in order to move forward on improving the Basque Country's competitiveness

and responding to the challenges of job creation and productive transformation.

The issue of productive transformation is not only a concern for Orkestra. In the current context of intense economic crisis, whose effects have been more virulent in Europe, the European Commission and a number of governments have been calling for the 'reindustrialisation' of Europe's productive sector. The Institute participates in the European groups and projects involved in tackling this challenge (Mirror Group for RIS3, Smartspec project and Horizon 2020). This activity puts it in an excellent position to provide guidance regarding possible solutions to the challenges involved in the productive transformation of the Basque Country, adopting an international perspective, and to influence the course of this reindustrialisation within the European sphere.

It is only right that we should thank the public bodies and companies that support us and continue to make an invaluable effort to maintain their support despite the difficult economic situation we still face. We are grateful for the support and backing they continuously offer Orkestra.

We also extend our very special thanks to everyone who works for the Institute for their efforts. The achievements presented in this report are the combined result of the work and commitment of each of them.



A handwritten signature in black ink, appearing to read 'Ignacio Mª Echeberria', with a horizontal line underneath.

Ignacio Mª Echeberria

Chairman
Orkestra-Basque Institute of Competitiveness,
Deusto Foundation

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Orkestra

Basque Institute of Competitiveness

Orkestra-Basque Institute of Competitiveness is a research institute which engages in reflection- and change-based processes within the context of the challenges facing the Basque Country in terms of competitiveness in an environment of increasing global complexity.

1.1

Tool of Research-Based Change

An initiative created from within the University of Deusto

Orkestra was constituted on 10 March 2006 as a University Development Unit of the Deusto Foundation. It was intended to act as a leader in the study of competitiveness and territorial development.



The Deusto Foundation is the body responsible for stimulating and promoting

research at the University of Deusto. It is a science and technology stakeholder and member of the Basque Science, Technology and Innovation Network, marshalling 7 million euros for research projects in 2013. It is staffed by a total of 109 people, of which 89 are researchers.



The University of Deusto was founded in 1886 by the Society of Jesus. It has

a student population of over 11,000, of which more than 15% are international students. They are divided among six faculties: Social and Human Sciences, Law, Deusto Business School, Engineering, Psychology and Education, and Theology.

Orkestra seeks to serve as an agent of change, using research to make the Basque Country more competitive and thus fostering wellbeing among its citizens. It also seeks to act as an international benchmark for generating new knowledge regarding regional competitiveness.

The Institute's activities are carried out within the context of its strategic value, which is acting as a link between research excellence and how this research is used by government bodies, companies and civil society to improve competitiveness. It therefore seeks to foster productive transformation by generating shared knowledge and forging connections between the capabilities of the various players in the Basque Country – its ultimate aim being the creation of employment and wellbeing.

The Institute's objectives are the following:

- Analyse the competitiveness of the Basque economy and Basque society within the changing framework of global economic relations.
- Reflect on the appropriate paths to improving the competitiveness of the system of production and citizen wellbeing.
- Assess the impact of the policies, instruments (public and private) and tools used to improve competitiveness.
- Propose and create appropriate competitive strategies with socio-economic actors.



1.2

A Success Case for Public-Private Cooperation

Since it was created, the Institute has enjoyed the support of public bodies and leading private companies, providing stability for the project.

The Basque Government is aware of the key role the Institute plays in supporting competitiveness strategies for both public and private stakeholders and channels its involvement with the project through the Basque Business Development Agency (SPRI), Provincial Council of Bizkaia (DFB) and Provincial Council of Gipuzkoa (DFG).

This public sponsorship is augmented by the involvement of major private companies and organisations in the Institute. This combination of integrated public and private support provides a solid foundation which reinforces the strength of this initiative. These companies are: Euskaltel, Kutxa and Repsol-Petronor.



For its part, Orkestra's Department of Energy receives additional support from the Basque Energy Agency (EVE), Iberdrola and The Boston Consulting Group (BCG).



1.3

Governing Bodies

Orkestra is structured around an organisational model that seeks to represent and, to the extent possible, harmonise the interests of the various stakeholders involved in advancing competitiveness. This organisational model enables Orkestra to achieve its objectives.

BOARD OF DIRECTORS

The Institute's highest body is the Board of Directors, which has representative, governing and administrative powers. In 2013, the board added a new member: Estibaliz Hernaez Laviña, Vice-Minister for Technology, Innovation and Competitiveness of the Basque Government's Department of Industry, Innovation and Tourism.

Imanol Pradales, Provincial Councillor for Economic Development at the DFB, also joined the board. As of 31 December 2013, Xabier Iturbe is no longer a member of the Board of Directors. Orkestra wishes to thank him for his efforts and work during his time as a member of the Institute's board.

The Board of Directors is made up of the following members as of 31 December 2013:

Honorary Chairmen

- › MICHAEL E. PORTER
Institute for Strategy and Competitiveness,
Harvard University
- › JOSÉ LUIS LARREA

Chairman of the Board of Directors

- › IGNACIO M^a ECHEBERRIA
President of Indumetal Recycling, S.A.

Members of the Board of Directors

- › JESÚS ALBERDI
- › ANDRÉS ARIZKORRETA
Chief Executive Officer of CAF
- › GUILLERMO DORRONSORO
Dean of Deusto Business School,
University of Deusto
- › ALBERTO GARCÍA ERAUZKIN
(Euskaltel representative)
Chairman of Euskaltel
- › JOSÉ IGNACIO GOIRIGOLZARRI
Vicepresident of Deusto Business School
President of Bankia
- › ESTIBALIZ HERNAEZ LAVIÑA
(Basque Government representative)
Vice-Minister for Technology, Innovation and
Competitiveness at the Basque Government
- › XABIER ITURBE
(Obra Social Kutxa representative)
First Vice President of Kutxabank
Chairman of Kutxa
- › JON LARRINAGA
Institutional Relations
Director at Aernnova
- › EMILIANO LÓPEZ ATXURRA
(Petronor representative)
Board Member of Petronor
- › IMANOL PRADALES
(Provincial Council of Bizkaia representative)
Provincial Councillor for Economic
Development at the Provincial Council
of Bizkaia
- › GUILLERMO ULACIA
- › JON PELI URIGUEN ANSOLA
(Provincial Council of Gipuzkoa representative)
Provincial Councillor for Innovation, Rural
Development and Tourism at the Provincial
Council of Gipuzkoa

Secretary of the Board of Directors

- › VÍCTOR URCELAY
Professor at the University of Deusto

ADVISORY BOARD

The Institute's Advisory Board, made up of international experts in the field of competitiveness, advises the Board of Directors and its chairman on evaluating and monitoring the Institute's activities.

The Advisory Board is made up of the following members as of 31 December 2013:

Chairman of the Advisory Board

- › **CHRISTIAN KETELS**
Institute for Strategy and Competitiveness,
Harvard University

Members of the Advisory Board

- › **JOSÉ LUIS CURBELO**
Chief Economist and Vice-President for Development Strategy and Public Policy at the Development Bank of Latin America (CAF)
- › **MIKEL LANDABASO**
European Commission

In 2013, Advisory Board members took part in the process of defining a new structure for the Institute. They provided expert advice on designing an internationalisation strategy, comparing and contrasting publications and academic findings, among other important activities. Christian Ketels and Mikel Landabaso took part in the presentation ceremony for *The Basque Country Competitiveness Report 2013*, which took place at the University of Deusto on 27 June.

MONITORING COMMITTEE

The Monitoring Committee is made up of representatives from sponsor organisations. It oversees the implementation of the Institute's Strategic Plan and the Activities Plan approved by the Board of Directors each year.

The Monitoring Committee included the following members as of 31 December 2013:

Members of the Monitoring Committee

- › **JOSÉ RAMÓN BELOKI**
(Basque Government representative)
- › **JOSÉ MANUEL DE LA SEN**
(Petronor representative)
- › **ZIGOR INZA**
(Kutxa representative)
Head of Integration and Projects at Kutxabank
- › **ELOY LÓPEZ-PARA**
(Euskaltel representative)
Presidency and Corporate Development Staff at Euskaltel
- › **OSCAR USETXI**
(Provincial Council of Gipuzkoa representative)
Director of Innovation and Knowledge Promotion in the Department of Innovation, Rural Development and Tourism at the Provincial Council of Gipuzkoa

In 2013, the Monitoring Committee also included Manuel Salaverria (Customer Management) and Manuel Arco Barreras (Organisation, HR and Quality), representing Euskaltel. Orkestra wishes to thank both members for their support and contributions to the project.

As of 31 December 2013, Zigor Inza is no longer a member of the Monitoring Committee. Orkestra thanks him for his efforts and work during his time as committee member.

DEPARTMENT OF ENERGY'S SPONSOR COMMITTEE

The Sponsor Committee guides, advises and monitors the activities of the Department of Energy.

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

Chairman of the Department of Energy's Sponsor Committee

- › **EMILIANO LÓPEZ ATXURRA**
(Petronor representative)
Board Member of Petronor

Members of the Department of Energy's Sponsor Committee

- › **PILAR URRUTICOECHEA**
(Basque Energy Agency - EVE representative)
General Manager of EVE
- › **DANIEL LÓPEZ**
(The Boston Consulting Group representative)
Partner and Managing Director of BCG
- › **PEDRO MARTÍNEZ CID**
(Iberdrola representative)
Vice Director for Innovation, the Environment and Quality at Iberdrola

In 2013, the Department of Energy's Sponsor Committee also included Juan José Alonso, Energy Cluster representative, and José Ignacio Hormaeche, representing the Basque Energy Agency. Orkestra wishes to thank both members for their support and contributions to the project.

1.4

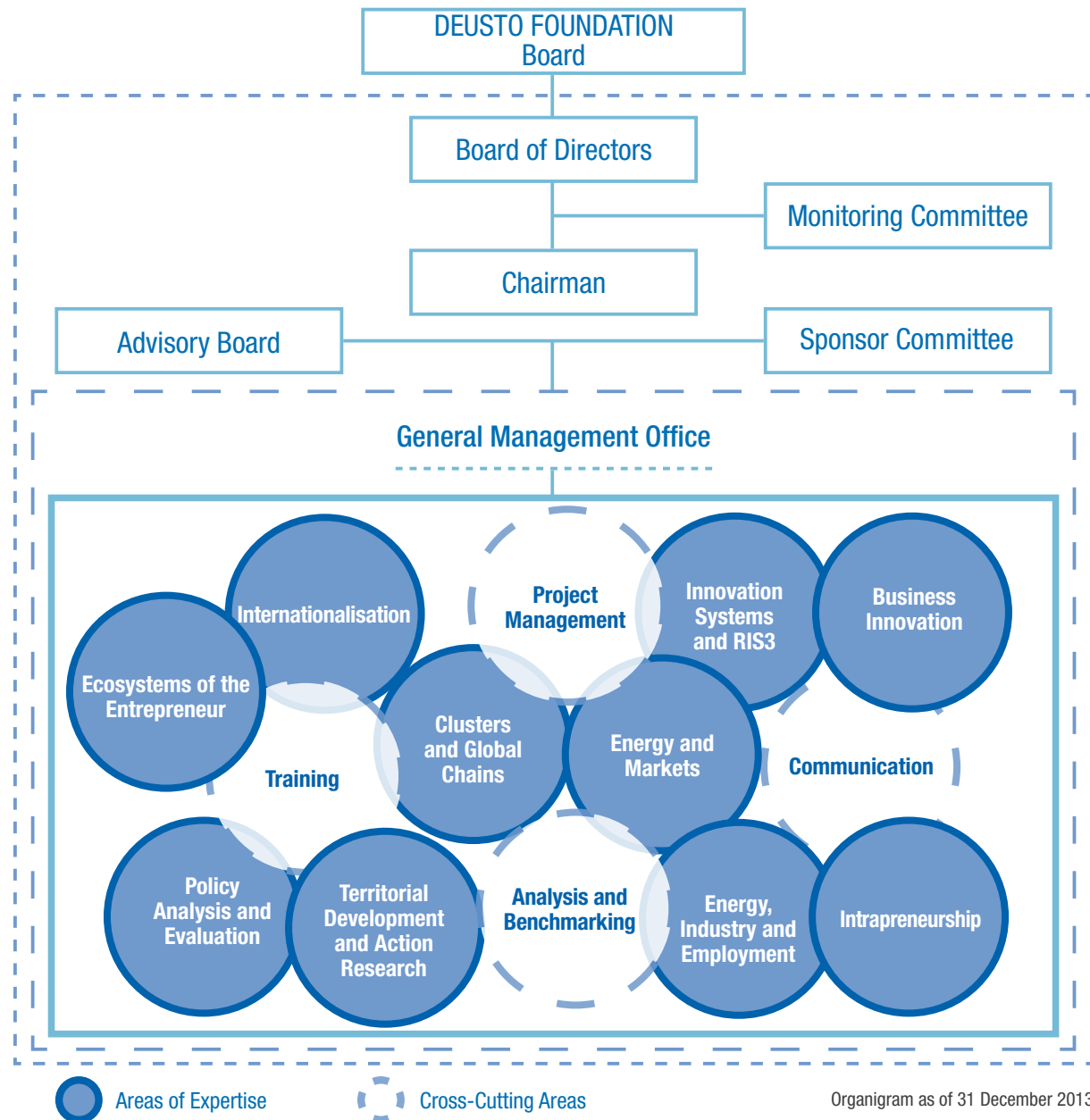
Organisational Structure

On 7 June 2013, the Institute's Board of Directors approved a new internal organisational model designed to strengthen the activity of the Institute in upcoming years. The aim of this new organisational structure is to reinforce the area-specific and cross-cutting capabilities of the Institute's professionals, adopting an international approach and providing a response to the challenges facing the Basque Country in the area of competitiveness.

This network-based structure operates under the management of Mari Jose Aranguren (Academic Director) and Ibon Gil de San Vicente (Deputy General Manager), who head up the Institute's General Management Office. It is made up of a number of nodes comprised of professionals or groups of professionals who carry out and take responsibility for core activities and/or projects aligned with annual or multi-year objectives.

The areas of expertise represent area-specific capabilities which the Institute explores in depth in order to further knowledge of territorial competitiveness and policies to develop it.

The Department of Energy incorporates any projects of interest or relevant to the energy sector or its companies and to competitiveness and the challenges facing the Basque Country. This department is headed by Eloy Álvarez-Pelegry.



Organigram as of 31 December 2013

The Orkestra team is becoming increasingly more **international**. It is made up of **dynamic, multidisciplinary professionals** from Australia, Italy, Mexico, the Netherlands, Norway, Russia, Spain, Ukraine, the United Kingdom, Uruguay and Venezuela.

This highly qualified team includes **18 PhDs**

**HenarAlcalde EloyÁlvarez NereaÁlvarez MariJoseAranguren
AinhoaArrona AmaiaAzpiazu AitziberBarrio MeganBriggs PatriciaCanto
UnaiCastro AnaCarmenDíaz IdoiaEgaña AitziberElola MirenEstensoro
SusanaFranco IbonGilDeSanVicente JoséLuisGonzález MaribelGuerrero
BartKamp LoreaLarrabeiti MacarenaLarrea MirenLarrea UsueLorenz
EdurneMagro CeliaMosácula AsierMurciego MikelNavarro LauraOreja
MarioDavideParrilli IñakiPeña EtorneUgalde CarmeVallverdu
RaquelVazquez JamesWilson**

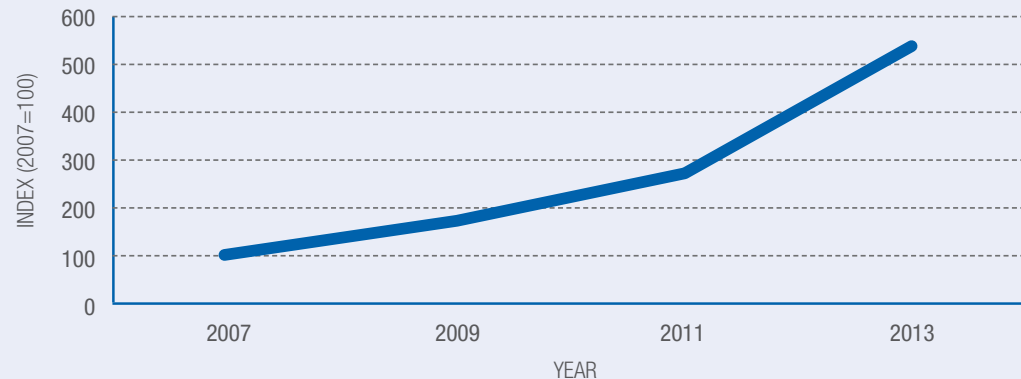
In 2013, the following people also worked activity with Orkestra:

Alexandra Karpova, Anastassia Konstantynova, Asier Minondo, Bárbara García, Cristina Molina, Daniel Covarrubias, Diana Hecheverría, Eissa Alrumaithi, Ekaterina Mikhailova, Emanuela de Menna, Francisco Olarte, Iñigo Ruiz de Apodaca, Iñigo Varela, James Karlsen, Javier Miner, Jon Mikel Zabala, Ken Dovey, Khalid Ali Hamed Al Suleimani, Leire Bernabé, Lorea Yarzabal, Lourdes Moreno, Oier Peñagaricano and Sebastián Rincón.



Media visibility

Orkestra in the newspapers: evolution (2007=100)



Orkestra 2.0

f **Competitiveness Report, BAC+, RIS3 and gas hubs: the most views on Facebook**

✉ **Newsletter**

🐦 **#Competitividad2013 @Orkestra**

📝 **Orkestra Blog: Beyond Competitiveness**

- / Leadership: Well-Known Word... Slippery Concept... Complex Phenomenon
- / El valor de Fagor Electrodomésticos visto desde una perspectiva del clúster gastronómico vasco
- / Christine Lagarde y Olli Rehn se van de compras en Eroski
- / Estrategias de colaboración exploratoria: Graphenea-Orkestra o cómo alcanzar una situación "win-to-win"
- / La internacionalización de la empresa vasca: ¿Cómo sacar una cola larga de una puerta giratoria?
- / Bridging the Gap: Socially Integrating Cross-border Regions
- / Supporting cross-border inter-clustering, why matter?
- / "El sector energético tiene que estar siempre alerta"
- / ¿Cuáles son las percepciones empresariales sobre los factores que inciden en la competitividad?
- / Cluster Observatory, clusters, Competitividad, empresa, estrategia, I+D, informe de competitividad, País Vasco, políticas clúster, Portugal, producción, Rumanía, territorio
- / Gobernanza local: una oportunidad que no siempre resulta en lo esperado
- / ¿Cómo revitalizar las actividades manufactureras?
- / Spain's last economic stronghold struggles to maintain resilience
- / El clúster vasco de la industria aeronáutica y espacial: un caso de éxito en la creación de un clúster
- / Medidas simples para aspectos complejos
- / The competitive advantages of emerging economies: from cheap labour over sophistication of demand to innovation incubation
- / Una breve reflexión sobre la estrategia competitiva del País Vasco
- / Reducido tamaño empresarial
- / Hacia una sociedad emprendedora

2

Activities

The Institute's activities are carried out within the context of its strategic value, acting as a link between research excellence and how this research is used by government bodies, companies and civil society to improve competitiveness. It therefore seeks to foster productive transformation by generating shared knowledge and forging connections between the abilities of the various agents in the Basque Country – its ultimate aim being the creation of employment and wellbeing.

2.1

The 3 i's

Orkestra's activities take place within a framework of three basic functions – the 3 i's. Through synergistic development, the Institute seeks to utilise these functions to achieve its objectives.

INVESTIGATION

Investigation whose hallmarks are academic rigour, objectivity and independence, integrated in an assessable scientific research program.

In 2013, Orkestra researchers published 22 articles in scientific journals, 11 of them in ISI journals – the recognised standard for international excellence in scientific publications, 16 books and reports and 5 book chapters. They also presented 32 scholarly communications at national and international conferences.

22
articles in
scientific journals

32
scholarly
communications

16
books and
reports

5
book
chapters

INTERACTION

Interaction, understood as the work of practical 'facilitation', both in defining the subjects to be studied and in applying the results of this research to competitive strategies. This frequently entails expert support for special projects and in setting public and private agendas and policies. During this interaction, the element of 'action' emerges. And it is this ingredient which distinguishes the Institute's research work.

In 2013, Orkestra organised 27 events (lectures, seminars, workshops, conferences, sessions, etc.), in which almost 700 professionals took part: business representatives, public decision-makers and socioeconomic agents in general.

27
events

700
professionals

INSTRUCTION

Specialised instruction; setting content; accrediting programs, materials, and instructors to train competitiveness leaders; and designing and presenting the Institute's own programmes. 2013 marked the end of the second edition and the beginning of the third for the Energy and Competitiveness: Gas, Networks and Renewable Energies course run by the Department of Energy.

Orkestra researchers also play a major role in undergraduate, postgraduate and executive education training courses presented by Deusto Business School (DBS).

Energy Course
MOC
DBS Training

3 i's



With Aquitaine-Euskadi Euroregion project participants in Hendaye (France)



At the 16th TCI Annual Global Conference, Kolding (Denmark)



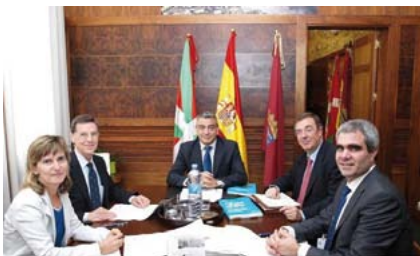
At the VII Americas Competitiveness Forum, Panama City (Panama)



At the University of the Pacific, Lima (Peru)



With Spanish representatives at the OAS, Washington D.C. (USA)



At the Provincial Council of Araba (DFA)



At the World Bank, Washington D.C. (USA)



At Innobasque Tuesdays



Visit to the Universidad del Valle (Colombia)



Visit from the Chile delegation

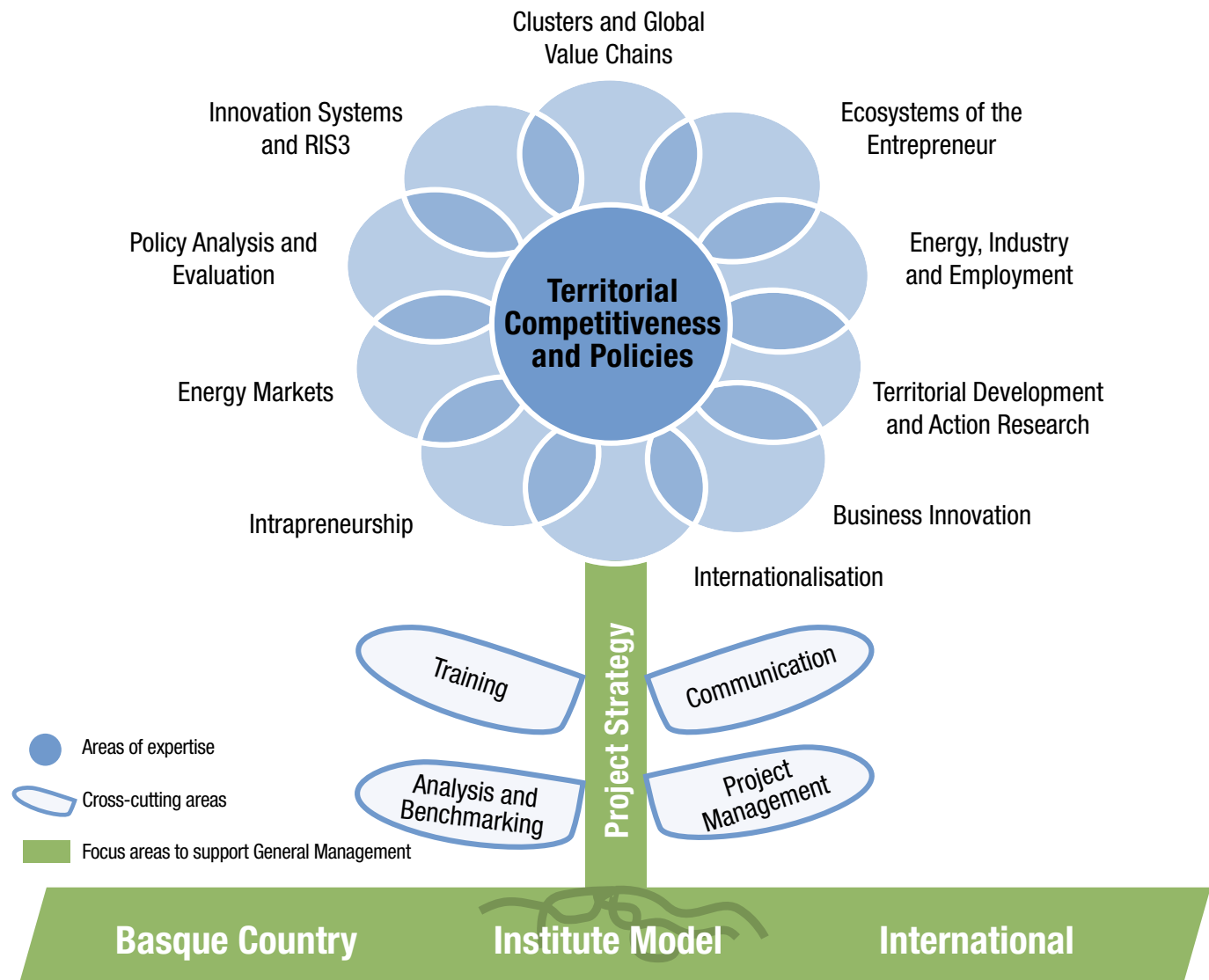
2.2

Areas of Expertise

The Institute analyses territorial competitiveness by focusing on nine key areas of expertise.

In order to more adequately develop these areas, they are supported by four cross-cutting areas.

Territorial competitiveness is analysed from an international perspective, providing a response to local challenges.





2.3

Projects

Projects are the domain around which all of the Institute's activities revolve.



Expertise Integrating Projects

These projects represent the Institute's strategic value: they require the use of all of its existing expertise and abilities. In addition to being fed by these abilities, these projects also nourish them and because of their very dynamics, generate new abilities.

Competitiveness Observatory

The emergence of new complexity in global parameters and economic relations makes it necessary to understand and weigh up the keys to this phenomenon. The actions of governments, companies and economic actors as a group will be determined by how this new complexity develops. The Orkestra Competitiveness Observatory carries out its work within the context of this new complexity and studies its effect on competitiveness in territories.

The elements which characterise this new complexity include the following:

- Globalisation of consumption, production and knowledge and the growing importance, on many levels, of actors and dynamics from some of what have until now been called emerging countries.
- Radical and rapid ('disruptive') change in technological and innovation paradigms, with 'digital' aspects being a determining factor.
- Open, multi-level relationships between businesses and all of the agents which are important to their performance (government bodies, the science and technology system, other companies in global value chains, etc.).
- Increasing energy and environmental tensions. These are frequently related to concern about climate change and have most recently been accentuated by the Fukushima incident and uncertainty regarding hydrocarbon supply.
- Demographic stagnation and aging, along with other social elements influencing the situation in the Basque Country and the population of various Western countries. This raises questions and contradictions – as well as opportunities – regarding inter-generational solidarity, pension systems and the capacity of economies to maintain high standards of living when dependency ratios are high.

The Orkestra Competitiveness Observatory is the knowledge platform which gathers information about critical factors affecting a territory's competitiveness, making it possible to assess its position in relation to benchmark territories.

The Observatory also highlights the Basque Country's advanced economic system and its competitiveness model in order to promote it internationally at conferences and forums for ideas. The aim of this is also to increase the visibility and recognition of the economic system being developed in the Basque Country and promote its international position as a hub for investment.

The strategic value of the Orkestra Competitiveness Observatory lies in its established position within global networks of excellence and its roots in the territory of which it is part. This enables it to transfer research carried out at the border of knowledge to socioeconomic agents. In this way, it also facilitates the policy definition process, with decision-making being based on this cutting-edge knowledge.



Analysis of Competitiveness

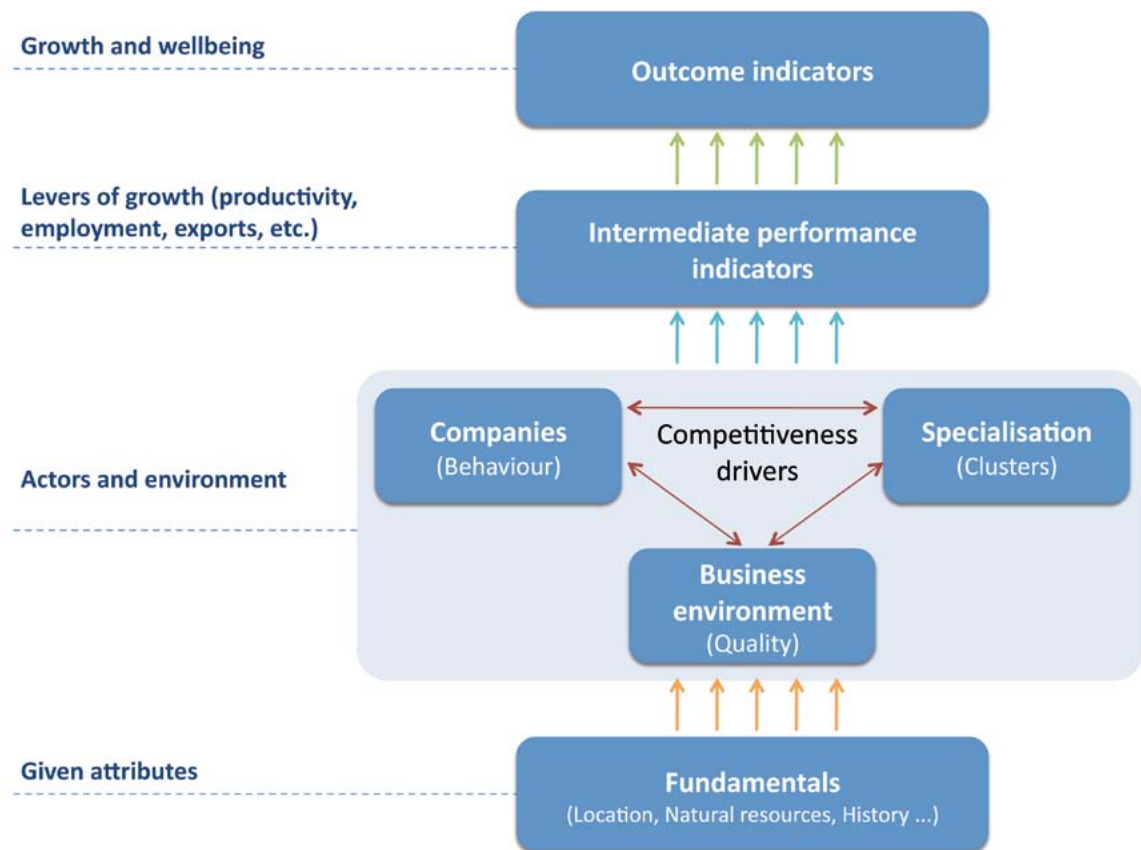
OBJECTIVES

The Basque competitiveness model and its transformation are the object of constant consideration at Orkestra. A large part of the Institute's activities are focused on generating knowledge, which is then compared and transferred to the appropriate agents so that they may include it in their public and private policies.

Orkestra seeks to position this initiative, which is relevant to the entire Basque Country, as a hub of knowledge about the Basque economy. By generating shared knowledge and forging connections between the capabilities of the various players in the Basque Country, it seeks to foster productive transformation, with the ultimate aim of generating employment and wellbeing. The goal is to develop capabilities in order to transform technological and non-technological innovation into goods and services which can be bought and sold in global markets and/or which improve productivity.

MILESTONES

- Publications:
 - Orkestra (2013). *Informe de Competitividad del País Vasco 2013. Transformación productiva para el mañana*. Bilbao: Publicaciones Deusto; Basque Institute of Competitiveness-Deusto Foundation. ISBN: 978-84-15759-10-2.
 - » *Euskal Autonomia Erkidegoko Lehiakortasunari buruzko 2013ko Txostena*. Bilbao: Publicaciones Deusto; Basque Institute of Competitiveness-Deusto Foundation. ISBN: 978-84-15759-12-6.
 - » *Informe de Competitividad del País Vasco 2013. Transformación productiva para el mañana. Resumen ejecutivo*. Bilbao: Publicaciones Deusto; Basque Institute of Competitiveness-Deusto Foundation. ISBN: 978-84-15759-11-9.
 - » *The Basque Country Competitiveness Report 2013. Productive Transformation for Tomorrow. Executive Summary*. Bilbao: Publicaciones Deusto; Basque Institute of Competitiveness-Deusto Foundation. ISBN: 978-84-15759-13-3.
- Seminars, conferences and workshops:
 - '2013 Competitiveness Conference'. University of Deusto, Bilbao, 27 June 2013.



2.3

Projects

Projects with Stakeholders

These projects further our knowledge of how to tackle specific competitive challenges. They are carried out with the support of the Institute's stakeholders.

Analysis of the Use of Patents and Their Implications for Territorial Competitiveness

Funded through the Basque Government's Saiotek Programme

OBJECTIVES

Deepen our knowledge of what information the patents database can provide on the Basque regional innovation system. This is explored from a comparative perspective, presenting the Basque Government's potential for making progress and improving in this area.

MILESTONES

- Seminars, conferences and workshops:
 - «Análisis del uso de patentes y sus implicaciones para la competitividad territorial». ('Analysis of the use of patents and their implications for territorial competitiveness'). Workshop held on the University of Deusto's San Sebastián campus on 19 December 2013.

Bilbao NextLab

Funded by the Bilbao City Council

OBJECTIVES

Work on developing an action research process to define the model for Bilbao's economic transformation and the policy tools to implement this model.

MILESTONES

- Launch meeting between Orkestra-Deusto and representatives of the Bilbao City Council to begin the process of defining the working proposal. Bilbao, 13 September 2013.
- Conference to present the initiative to representatives of the university community, Bilbao City Council and other stakeholders. CRAI Building, University of Deusto, Bilbao, 17 October 2013.
- Working meetings on 27 September, 18 November and 20 December 2013. Based on various theoretical frameworks and concepts, participants discussed issues involving the territorial unit for the project and began a process of change with regard to the way policy is made, which is required to facilitate the city's economic transformation process.
- Preliminary results of benchmarking analyses and selection of a group of cities for a more in-depth analysis.

COLLABORATORS

University of Deusto and Bilbao City Council.

Economic Development in Goierri County

Funded by Goieki, Goierri's Regional Development Agency.

OBJECTIVES

Contribute to the economic development process in Goierri County by setting up and implementing the County Industrial Forum, using an action research process. The forum's aim will be to create a shared vision for the economic development of the county, as well as defining its specialisation strategy.

MILESTONES

- Scholarly communications:
 - Estensoro, M. (2013). How does social innovation occur? Experiences from an action research process in a local network. *Regional Innovation Policies 8th International Seminar*, 10–11 October, University of Deusto, Donostia-San Sebastián.
 - Estensoro, M., Karlsen, J., Larrea, M. (2013). How does social innovation occur? Experiences from an action research process in a local network. *4th EMES International Research Conference on Social Enterprise*. 1–4 July, Liège (Belgium).
- Other Milestones:
 - Creation of the County Industrial Forum and establishment of the mode of governance for the county's economic development (January–April).
 - Expansion of the process to new actors and creation of the 'Agenda 22' space with the aim of producing a new governance model for the county's development, moving beyond industrial development to encompass other perspectives (April–June).
 - Progress on defining lines of action to include other political agents in the process (July–September).



Business Angels Crecer+ (BAC+)

OBJECTIVES

Promote a community of business angel investors in the Basque Country who provide smart money to entrepreneurs with businesses in their early stages which are expected to grow quickly.

MILESTONES

- Closing three deals in 2013, totalling 1.4 million euros.
- Holding three investment forums, each with the participation of some 30 investors, presenting a total of 17 entrepreneurial projects with high growth potential (31 January, 25 April and 7 November).
- Business Angels Crecer+ School. Educational event organised in collaboration with the DBS. Participants included 45 business owners, investors, family office representatives, institutions that support entrepreneurship, executives and people who are interested in learning about investing in new projects with high growth potential. University of Deusto, Bilbao campus, 23 October 2013.
- Holding two 'Management Emprendedor' ('Entrepreneurial Management') conferences to identify and supply managerial talent to technology projects with potential (7 May and 28 November). Three deals were closed, bringing managerial talent to entrepreneurial projects.
- Creation of DeustoInvest, a club for new young investors, by Deusto Business Alumni. A deal was closed with Pharmamodelling S.L.

COLLABORATORS

Business angels from the Crecer+ network, members of AEBAN and EBAN, ADEGI, Ampyme and Deusto Business Alumni, Tecnalia, and the Ministry of Industry, Energy and Tourism.

Bizkaia SME Cooperation

Funded by the DFB as part of the Bizkailab Programme

OBJECTIVES

Make Bizkaia companies more predisposed towards inter-organisational cooperation, innovation and internationalisation, increasing the yield they obtain from these activities.

MILESTONES

- Preparation of the following reports on Bizkaia businesses:
 - Analysis of sector and geographic models for cooperation on innovation and modes of innovation.
 - Analysis of modes of innovation.
 - Analysis of business behaviour and characteristics in relation to cooperation on innovation.
 - Analysis of business behaviour and characteristics in relation to internationalisation.
 - Evaluation of DFB support programmes and the companies that apply for them.

COLLABORATORS

University of Deusto.



Strategic Decisions in Corporate Internationalisation

Funded by the Basque Government's Saiotek Programme

OBJECTIVES

Understand and show how Basque companies tackle and structure the process of internationalisation. Identify the principal barriers faced by companies undertaking this process. Draw lessons in order to improve practices and possibilities of success for both companies and the players that support them.

MILESTONES

- Publications:
 - Egaña, M., Kamp, B., Errasti, A. (2013). Current trends in international operations. In A. Errasti, *Global Production Networks*, (pp. 1-34) (2nd ed.) Taylor and Francis Group. ISBN: 978-1-4665-6292-9
- Scholarly communications:
 - Kamp, B. (2013). The rise of China and India as a standout for innovation activities. *XV World Economy Meeting*, University of Cantabria, 5-7 June, Santander.



2.3

Projects

Corporate Venturing Activity in Spain: Determinants and Performance

Funded by the Global Entrepreneurship Research Association (GERA)

OBJECTIVES

Identify the determining factors – at the individual, organisational and environmental level – for the creation of new businesses ‘from’ and ‘for’ existing organisations in Spain. Analyse whether the performance of such companies is different from or similar to Spanish companies that were created independently (without the support of an existing organisation).

MILESTONES

- Scholarly communications:
 - Alrumaithi, E., Guerrero, M., Moreno, L., Jung, A. (2013). Intrapreneurial experience and firm creation: Evidence from Spain. *GEM Research Conference 2013*, 19–21 June, Barcelona.
 - Alrumaithi, E., Guerrero, M., Peña-Legazkue, I. (2013). The role of employees’ human capital and work environment on the creation of organizational spin-off: Evidence from Spain. *XXVII RENT Conference*. University of Management and Economics, 20–22 November, Vilnius (Lithuania).



Study on the Legacy of Cluster Associations

OBJECTIVES

Analyse the competitive advantages of clusters and their evolution over time, as well as their current challenges. Including the publication of a study on each cluster analysed.

MILESTONES

- Publications:
 - Elola, A., Valdaliso, J.M., López, S.M. (2013). The competitive position of the Basque aerospace cluster in global value chains: A historical analysis. *European Planning Studies*, 21(7), 1029-10452.
- Scholarly communications:
 - Valdaliso, J.M., Elola, A., Franco, S., López, S. (2013). Do clusters follow the industry life cycle? An exploratory meta-study of Basque clusters from the 1970s to 2008. *ERSA 2013*, 26–29 August, Palermo (Italy).
 - Valdaliso, J.M., Elola, A., Franco, S., López, S. (2013). Cluster life cycles and regional economic evolution. An exploratory meta-study of Basque clusters between 1970 and 2008. RiP 2013. *Regional Innovation Policies 8th International Seminar*, 10–11 October, University of Deusto, Donostia-San Sebastián.
- Seminars, conferences and workshops:
 - Public presentation of the book *El clúster de la industria aeronáutica y espacial del País Vasco: orígenes, evolución y trayectoria competitiva*, en la sede de. Automotive Intelligence Center, Amorebieta, 14 February 2013.

COLLABORATORS

Eusko Ikaskuntza, University of Salamanca and UPV/EHU.

Study and Use of Intrapreneurial Practices in the Basque Country

Funded by the Basque Government's Saiotek Programme

OBJECTIVES

Engage in theoretical/practical reflection on the tools and strategies available to assist in defining a comparative proposal for intrapreneurship models that are applicable to companies and the regional environment.

MILESTONES

- Publications:
 - Bosma, N., Wennekers, S., Guerrero, M., Amorós, J.E., Martiarena, A., Singer, S. and Global Entrepreneurship Research Association (2013). *Special Report on Entrepreneurial Employee Activity 2011*. GEM. The Global Entrepreneurship Monitor. ISBN: 978-1-939242-02-0
 - Guerrero, M., Peña-Legazkue, I. (2013). The effect of intrapreneurial experience on corporate venturing: Evidence from developed economies. *International Entrepreneurship and Management Journal*, 9(3), 397-416.
 - Hornsby, J., Peña-Legazkue, I., Guerrero, M. (2013). Guest editorial: the role of corporate entrepreneurship in the current organizational and economic landscape. *International Entrepreneurship and Management Journal*, 9(3), 295-305.
- Scholarly communications:
 - Guerrero, M., Moreno, L., Peña-Legazkue, I. (2013). The role of intrapreneurial experience on independent and corporate new ventures: Evidence from Spain. *University of Málaga School of Business*. 15–17 September, Málaga.
 - Guerrero, M., Peña-Legazkue, I. (2013). Determinants of corporate and independent venturing during expansionary and recessionary economic periods. *Corporate Entrepreneurship in the New Global Economic Reality Workshop*. Entrepreneurship Research Centre, Warwick Business School, 13–14 June, Warwick (United Kingdom).

Business Ownership and Shareholding Formulas as a Factor of Competitiveness

OBJECTIVES

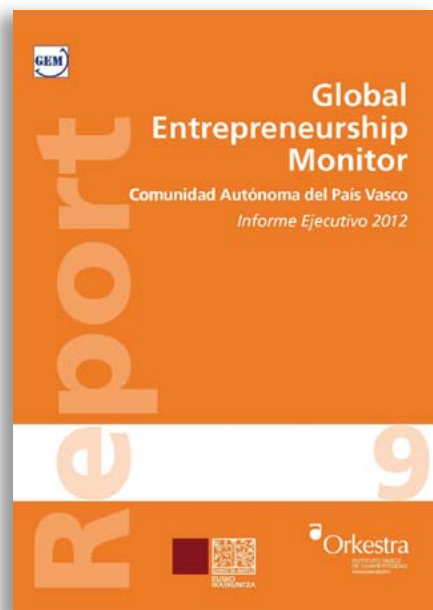
Examine the relationship between business ownership and shareholding formulas and competitiveness.

MILESTONES

- Preparation of an analysis of ownership formulas and business competitiveness.

COLLABORATORS

Kutxabank, Adegı, University of Deusto Chair of Family Business, DFG.



GEM Report

Funded by GEM national/international teams, Santander International Entrepreneurship Center, DFB, DFG and FESIDE.

OBJECTIVES

Coordinate the Spanish regional teams (17 autonomous communities) as part of the international GEM project. Compare entrepreneurial activity in the Basque Country with other countries and regions and compare the situation within each one of the three Basque territories (Alava, Bizkaia and Gipuzkoa).

MILESTONES

- Appointment of an entrepreneurship team from the Institute to take charge of technical coordination for the *GEM Spain Report*.
- Publications:
 - Peña Legazkue, I. (dir.) (2013): *GEM-CAPV 2012 (9)* Eusko Ikaskuntza; Basque Country-Deusto Foundation. ISSN: 1889-5468.
 - Guerrero, M., Peña- Legazkue, I., (2013). Actividad Emprendedora y Desarrollo Regional: Una Introducción al Número Monográfico. *Revista Investigaciones Regionales*, 26, 5-15
- Scholarly communications:
 - Gonzalez-Pernia, J.L.; Alsuleimani, K. Peña-Legazkue, I. (2013). The moderating effect of the entrepreneurial framework conditions on the relationship between economic development and entrepreneurship. *GEM Research Conference 2013*, 19–21 June, Barcelona.

COLLABORATORS

GEM Spain Team and Eusko Ikaskuntza.

Improving the Competitive Position of SMEs through Collaborative Practices

Funded by the Basque Government's Etortek Programme

OBJECTIVES

Conduct research which produces explicit knowledge that is directly transferable to Basque Country SMEs through various channels and specific initiatives. To this end, methods and tools will be developed and transferred through collaborative practices, creating suitable channels to enable SMEs to become actively involved in developments that will improve their competitive position.

MILESTONES

- By collecting and analysing the literature and relevant cases, progress has been made on understanding how agents in the knowledge generation subsystem interact in strengthening the competitiveness of SMEs. It has also been possible to gain a deeper understanding of how the competitiveness policy system responds to the needs of SMEs.

COLLABORATORS

MIK (leader), IKERLAN, ISEA.

Modes of Innovation and Cooperation for Territorial Competitiveness

Funded by the Basque Government's Saiotek Programme

OBJECTIVES

Analyse how companies manage and align innovation resources and processes internally and with external stakeholders that complement their internal resources and capabilities, as a way to develop sustainable competitive advantage.

MILESTONES

- Publications (submitted to academic journals):
 - Alcalde, H., Guerrero, M. Business model innovation in early entrepreneurial stages: Evidence from new Spanish firms during expansionary and recessionary periods.
 - Alcalde, H., Parrilli, D. Divergent impacts of global and local cooperation patterns on innovation outcomes: Key insights from the Spanish experience.

2.3

Projects

Cluster Policy: Associations, Strategic Networks and Evaluation

OBJECTIVES

Analyse the state of cluster policy in the Basque Country and cluster associations in this territory. What are the strategic challenges facing associations? How do the policy's new approaches operate in relation to pre-clusters and inter-cluster processes? What other changes must be undertaken to maintain an effective, innovative, standard-setting cluster policy in the Basque Country?

MILESTONES

- Publications:
 - Aragón, C., Aranguren, M.J., Diez, M.A., Iturrioz, C., Wilson, J.R. (2013). Participatory evaluation: a useful tool for contextualising cluster policy? *Policy Studies*.
 - Aragón, C., Aranguren, M.J., Iturrioz, C., Wilson, J. R. (2013). A social capital approach for network policy learning: the case of an established cluster initiative. *European Urban and Regional Studies*.
 - Aranguren, M.J., De La Maza, X., Parrilli, M.D., Vendrell-Herrero, F., Wilson, J.R. (2013). Nested methodological approaches for cluster policy evaluation: An application to the Basque Country. *Regional Studies*.
- Seminars, conferences and workshops:
 - «Sharing new approaches in cluster evaluation». Jornada organizada por The Competitiveness Institute (TCI), Institute of Design Innovation, Glasgow, Scotland (United Kingdom), 10–11 June 2013.

COLLABORATORS

Deusto Business School.

Emprendedores Crecer +

OBJECTIVES

Identify entrepreneurs of innovative technology businesses and motivate their business expansion mainly in the areas of internationalisation; preparation for pursuing capital and canalisation towards “smart capital” nodes with the aim of invigorating and intensifying entrepreneurial activity with a high growth potential in the Basque Country.

MILESTONES

- «Spanish Investment Forum: Target Basque start-ups», investment forum organised together with the London Business School, during the Global Entrepreneurship Week, including the participation of 5 Basque firms. London (United Kingdom), 19 November, 2013.
 - Proposal for business and investment cooperation for one of them and invitation for the other three to participate in other investment forums in the United Kingdom.
- Launching and celebration of two editions of the Internationalisation Programme Crecer+ finishing with individual coaching by two international experts on the 14 February and the 14th May.

COLLABORATORS

Ampyme, London Business School, Sophia Business Angels, EBAN, Tecnalia, and Ministry of Industry, Energy and Tourism.

Panel Study of Entrepreneurial Dynamics (PSED)

Funded by the DFG

OBJECTIVES

Gather data on new entrepreneurs and their business projects over time. By analysing a homogeneous sample of entrepreneurs monitored on a yearly basis over a four-year period, this study can offer a dynamic perspective on the entrepreneurial process, encompassing identification, evaluation and exploitation of business opportunities, as well as how the business evolves once it has been created.

MILESTONES

- Project identification and data collection on 130 projects through the Garapen network of local development agencies. These will be monitored once a year until 2017.
- Seminars, conferences and workshops:
 - 'PSED Meeting. European Consortium'. Meeting to analyse PSED implementation in Europe and call for applications for EU aid. Aston University, Birmingham (United Kingdom), 13 November 2013.

COLLABORATORS

Eusko Ikaskuntza.

Reinventing Cluster Competitiveness

Funded by the Basque Government's Saiotek Programme

OBJECTIVES

Further our knowledge of clusters and the policies that support them, with the ultimate aim of providing significant, useful knowledge to improve their competitiveness.

MILESTONES

- Publications:
 - Parrilli, M.D., Zabala, J.M. “Interrelated diversification and Internationalization: critical drives of global industries”, *Revue de Economie Industrielle* (accepted for publication in 2014).
- Scholarly communications:
 - Konstantynova, A. (2013). Learning by comparing: Defining the triggers of a successful regional cluster policy, *Regional Innovation Policies 8th International Seminar*, 10–11 October, University of Deusto, Donostia-San Sebastián.
 - Magro, E., Wilson, J.R. (2013). Territorial strategy evaluation: Beyond evaluation mix. *Evaluation of STI Policies, Instruments and Organisations Conference*, 14–15 November, Techgate Vienna, (Austria)



Productive Transformation of the Basque Country

OBJECTIVES

Develop conceptualisation capabilities in order to create the Research and Innovation Smart Specialisation Strategies (RIS3) promoted by the European Commission.

MILESTONES

- Preparation and submission of the report for the Basque Government: *Towards a 'Living' Ris3 Strategy for the Basque Country*.
- Preparation of *The Basque Country Competitiveness Report 2013. Productive Transformation for Tomorrow* and comparison and contrast with socioeconomic agents.
- Scholarly communications:
 - Aranguren, M.J., Magro, E., Navarro, M., Wilson, J. (2013). Policy path dependency and RIS3: the case of the Basque Country. *Regional Innovation Policies 8th International Seminar*, 10–11 October, University of Deusto, Donostia-San Sebastián.
 - Aranguren, M.J., Navarro, M., Wilson, J.R. (2013). From plan to process: The implications of RIS3 for policy-makers. *Regional Innovation Policies 8th International Seminar*, 10–11 October, University of Deusto, Donostia-San Sebastián.
 - Magro, E., Wilson, J.R. (2013). Territorial strategy evaluation: Beyond evaluation mix. *RSA Research Network Workshop*, University of Manchester, 23 September, Manchester (United Kingdom).

COLLABORATORS

Basque Government.



Zubigintza

Funded by the DFG

OBJECTIVES

Develop a new territorial development model for Gipuzkoa by facilitating spaces for dialogue designed to promote reflection within the government, as well as developing a new relationship model for the territory, essentially focusing on the relationship between the provincial council and regional stakeholders.

MILESTONES

- Publications:
 - Aranguren, M.J., Karlsen, J., Larrea, M., Wilson, J. R. (2013). The development of action research processes and their impacts on socio-economic development in the Basque Country. In *Leadership and Cooperation in Academia* (pp.123-233). Oxford University Press. Cheltenham: Edward Elgar. ISBN: 978-1-78100-181-3
- Scholarly communications:
 - Karlsen, J., Larrea, M. (2013). The challenge of scope in policy learning. *Regional Innovation Policies 8th International Seminar*, 10–11 October, University of Deusto, Donostia-San Sebastián.
 - Larrea, M. (2013). ¿Hacia dónde evoluciona la participación para el desarrollo territorial? Reflexiones desde Gipuzkoa. *IV Jornades Desenvolupament Local de la Comunitat Valenciana*, 12 December 2013, Tarongers Campus - Social Sciences Faculty, Valencia.
- Spaces for reflection, sessions and workshops:
 - “Constructing spaces for learning. Reflections from Norway”, with James Karlsen, 8 February; “Facilitación de procesos”, with Miren Larrea, 22 February; “Facilitación, liderazgo y conflicto”, with Miren Larrea, 16 April; “Desarrollo comarcal, nuevos modelos de gobernanza y comarcas de Gipuzkoa”, with Miren Larrea and Miren Estensoro, 26 April and 5 May; “La relación entre formación y política”, with Pablo Costamagna, 5 May; “Reflexiones sobre el desarrollo territorial y el ordenamiento del territorio”, with Francisco Alburquerque, 19 July 2013; “Aprendiendo del caso Rafaela”, with Pablo Costamagna, San Sebastián, 13 November; “Reflexiones sobre el cambio de paradigma”, with Francisco Alburquerque, 11 December.
- Training for regional facilitators in territorial development, processes of change, social innovation and new governance models, culminating in a joint analysis with political leaders.
- Participation in other Gipuzkoa Sarean activities:
 - “El caso Rafaela”, Pablo Costamagna shared his experience at the inter-county group discussion that brought together development agency presidents and directors; ‘El modelo de desarrollo territorial de Gipuzkoa Sarean’, Miren Larrea presented and facilitated a debate on the Gipuzkoa Sarean development model with members of the group of experts, made up of people from universities and technology centres.

COLLABORATORS

Agder Research, ConectaDEL.

2.3

Projects

International Projects

These projects push back the border of knowledge in analysis of territorial competitiveness. They are carried out with the support of international stakeholders.

Identifying Clusters in Latin America. Cluster Map

Funded by the Development Bank of Latin America (CAF)

OBJECTIVES

Analyse clusters in the 18 CAF member countries as potential driving forces for urban competitiveness.

MILESTONES

- Map of clusters prepared using export competitiveness data for the 18 CAF member countries.

Improving the Entrepreneurial Ecosystem in Panama

Funded by the University of Panama

OBJECTIVES

Support entrepreneurship and improve the entrepreneurial ecosystem in Panama.

MILESTONES

- Actividad Emprendedora en Economías Emergentes (Entrepreneurial Activity in Emerging Economies). Course presented by Iñaki Peña. University of Panama, Panama City, 29 July–7 August 2013.
- Emprendimiento, Innovación y Financiación (Entrepreneurship, Innovation and Financing). Course presented by Iñaki Peña. University of Panama. Panama City (Panama), 9–13 December 2013.

Implementation and Dissemination of Local Economic Development Policies in Latin America and the Caribbean

Funded by the Inter-American Development Bank (IDB)

OBJECTIVES

Generate knowledge of how public-private partnership models for local economic development emerge and how these models contribute to producing changes in the territory.

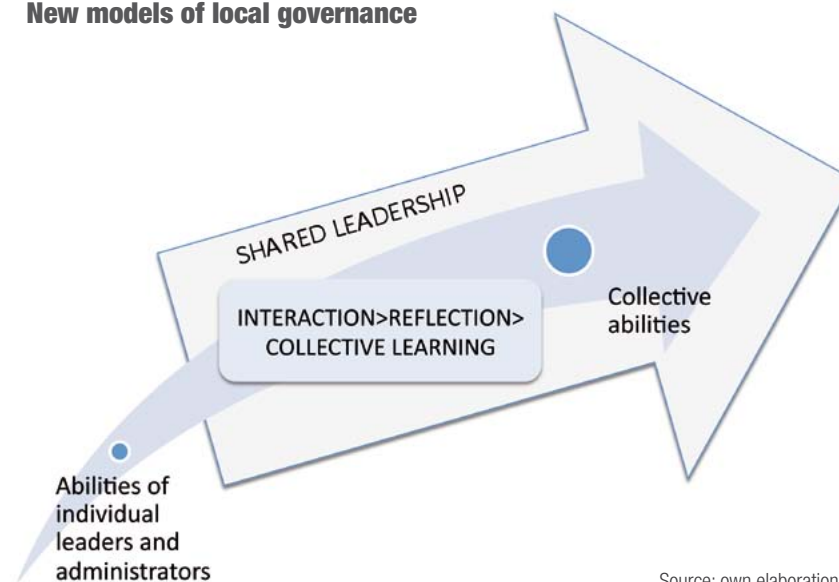
MILESTONES

- Scholarly communications:
 - Estensoro, M. (2013). El equilibrio entre la innovación tecnológica y social para el desarrollo local. Aprendiendo de las diferencias entre el País Vasco y Chile. *Jornadas Cátedra UNESCO*, 6 June, University of Deusto, Bilbao.
 - Estensoro, M., Franco, S. (2013). The 'germination' and the challenge of sustainability in new governance processes: the case of Arauco Province in Chile. *2013 Congress of the Latin American Studies Association*, 29 May–1 June, Washington, D.C. (USA).
- Seminars, conferences and workshops:
 - «La construcción de alianzas público-privadas para la gestión del desarrollo económico. Reflexiones y lecciones claves a partir del caso de Arauco, Chile». Online seminar (webinar) organised by the Multilateral Investment Fund (MIF). Susana Franco and Miren Estensoro, 12 March 2013.
 - «Gobernanza Local» ('Local Governance'). Presentation of conclusions derived from a comparative analysis of Arauco Province, Chile and Ezagutza Gunea in Urola Medio County, Basque Country. Susana Franco and Miren Estensoro. Inter-American Development Bank, Washington D.C. (USA), 30 May–1 June 2013.

COLLABORATORS

University of California, Berkeley.

New models of local governance



Source: own elaboration.

Regional Innovation Monitor Plus (RIM)

Funded by the European Commission

OBJECTIVES

Help regions improve their innovation policies through a system of enhanced and harmonised intelligence.

MILESTONES

- Analysis of the innovation policies of four Spanish regions for publication on the RIM website.
 - Andalusia
 - Aragón
 - Cantabria
 - Basque Country

COLLABORATORS

Members of the European consortium led by Technopolis, including Fraunhofer, UNU MERIT and ERRIN.

Smart Specialisation for Regional Innovation (Smartspec)

Funded by the European Commission through the 7th Framework Programme

OBJECTIVES

Advance the state of play around the concept of smart specialisation and turn it into a driving concept in order to serve the different stakeholders in different regional contexts.

MILESTONES

- Publications:
 - Aranguren, M.J., Magro, E., Valdaliso, J.M. (2013). Estrategias de especialización inteligente: el caso del País Vasco. *Información Comercial Española. Revista Economía*, 869, 65-80.
 - Aranguren, M.J., Wilson, J. R. (2013). What can experience with clusters teach us about fostering smart specialisation? *Ekonomiaz*, 83, 127-146.
 - Navarro, M., Magro, E. (2013). Complejidad y coordinación en las estrategias territoriales. Reflexiones desde el caso vasco. *Ekonomiaz*, 83, 235-272.
 - Navarro, M., Valdaliso, J.M., Aranguren, M.J., Magro, E. (2013). A holistic approach to regional strategies: The case of the Basque Country. *Science and Public Policy*.
- Scholarly communications:
 - Magro, E., Navarro, M. (2013). Hybrid Research Centres and RIS3. The Basque case. *Regional Innovation Policies 8th International Seminar*, 10–11 October, University of Deusto, Donostia-San Sebastián.
 - Navarro, M., Gibaja, J.J., Franco, S., Murciego, A. (2013). Don't compare apples with oranges. Methodology for the identification of reference regions in RIS3. *JRC-IPTS*, 29 November, Seville.
- Other Milestones:
 - Participation of Mikel Navarro in the Smartspec Mirror Group meeting, Brussels, Belgium, 2 July 2013.
 - «Smart Specialisation for Regional Innovation. From Policy to Practice». Participation of Mikel Navarro and Mari Jose Aranguren. Brussels, Belgium, 7–8 November 2013.

COLLABORATORS

Members of the European consortium made up of Cardiff University, Charles University, Claire Nauwelaers, Newcastle University, University of Groningen, Utrecht University, University of Padua, ERRIN and EURADA.



2.3

Projects

Department of Energy Projects

These projects relate to or affect the energy sector or its companies, thus making them important for competitiveness of the Basque Country.

Characteristics of European Gas Hubs: Implications for the Spanish Gas System

OBJECTIVES

Analyse the characteristics of the main markets around which gas supply is organised (hubs) and the risks and opportunities the development of a gas market would present for the Spanish gas system.

MILESTONES

- Preparation and public presentation of the report *El desarrollo de los hubs gasistas europeos: Factores clave de éxito e implicaciones para el sistema gasista español* (*The Development of European Gas Hubs: Key factors of success and implications for the Spanish gas system*). Bilbao, 23 May 2013.

COLLABORATORS

The Boston Consulting Group.

Domestic Energy Policies in European Countries: Implementation and Prospects within the Framework of EU Policies

OBJECTIVES

Collaboration with the European think tank Notre Europe-Jacques Delors Institute. The organisation of a seminar and publication of a study on the Spanish energy policy.

MILESTONES

- Seminar: «The Challenge of Energy Regional Cooperation within Europe: Spain, Portugal and France». Organised by the Department of Energy and Notre Europe-Jacques Delors Institute, Euskalduna Conference Centre, 4 July 2013.
- Publication: *Spanish Energy Policy* (document elaborated by the Department of Energy, pending publication by Notre Europe)

COLLABORATORS

Notre Europe-Jacques Delors Institute.

The Future of Energy in the Atlantic Basin

OBJECTIVES

Analyse and study the geopolitics of the Atlantic Basin, where changes are taking place in the energy industry.

MILESTONES

- Seminars/lectures:
 - «El futuro de la energía en la Cuenca Atlántica». ('The future of energy in the Atlantic Basin'). Seminar held on the University of Deusto's Bilbao campus, 21 October 2013.
 - «La energía, la Cuenca Atlántica y el horizonte estratégico» ('Energy, the Atlantic Basin and the strategic horizon'). Public conference organised by the Department of Energy on the University of Deusto's Bilbao campus, 21 October 2013.

COLLABORATORS

Johns Hopkins University. Center for Transatlantic Relations.



The Costs of Energy for Industrial Companies

OBJECTIVES

Research/study on energy costs for industry. Presentation of the section on the decline of the energy industry's economic power.

MILESTONES

- Scholarly communications:
 - Díaz-Mendoza, A.C., Arocena, P. (2013). Análisis de la descomposición de la intensidad económica de la energía en la industria española. *VIII Congreso de la Asociación Española de Economía Energética*, 18 January, University of Valencia.

COLLABORATORS

University of Navarra.

Energy and Construction

OBJECTIVES

Investigation and analysis of the implications of new building regulations for potential energy savings in residential refurbishments.

MILESTONES

- Publications:
 - Álvarez, E., Mosácula, C. (2013). Energía y edificación: implicaciones de la normativa energética y potencial de ahorro en rehabilitación. *Cuadernos Orkestra*, 2013 (2).

Energy, Industry and Employment

OBJECTIVES

Deepen our knowledge of the relationships between energy, industry and the jobs they generate by using input-output tables.

MILESTONES

- Publications:
 - Álvarez-Pelegry, E., Díaz-Mendoza, A.C (2103). *Energía-Industria-Empleo: Metodología Input/Output*. Bilbao: Publicaciones Deusto; Basque Institute of Competitiveness-Deusto Foundation. ISBN: 978-84-9830-419-0.
- Scholarly communications:
 - Díaz-Mendoza, A.C., Castro, U., Álvarez, E., Ramos, C. (2013). El sector eléctrico y sus efectos de arrastre sobre otros sectores productivos. Análisis desde una perspectiva Input-Output. *V Jornadas de Análisis Input Output: Nuevos Retos ante una Economía Cambiante y Global*, 19 September, University of Seville.

COLLABORATORS

University of Oviedo.



2.3

Projects

Energy and Environmental Taxation

OBJECTIVES

Deepen our knowledge of the relationship between the energy industry's activity and environmental taxation by reviewing international, national and local experiences.

MILESTONES

- Publications:
 - Álvarez-Pelegry, E., Larrea, M. (coords.) (2013). *Energía y Tributación Ambiental*. Madrid: Marcial Pons; Instituto Vasco de Competitividad-Fundación Deusto. ISBN: 978-84-15664-28-4.
 - Álvarez-Pelegry, E. (2013). Energía, impuestos y medio ambiente. In Álvarez-Pelegry, E., Larrea, M. (coords.) 2013. *Energía y Tributación Ambiental*, Madrid: Marcial Pons; Instituto Vasco de Competitividad-Fundación Deusto. ISBN: 9788415664284.
 - Larrea, M. (2013). Resumen. In Álvarez-Pelegry, E., Larrea, M. (coords.) 2013. *Energía y Tributación Ambiental*. Madrid: Marcial Pons; Instituto Vasco de Competitividad-Fundación Deusto ISBN: 9788415664284.

COLLABORATORS

DFB

Electricity Reform

OBJECTIVES

Analyse the electricity reform presented by the government in July 2013.

MILESTONES

- «La reforma eléctrica. Evaluación e implicaciones». Seminar organised by the Real Academia de Ingeniería, Madrid, 17 September 2013.

COLLABORATORS

Real Academia de Ingeniería.

The Transformation of the Basque Country's Energy Sector

OBJECTIVES

Investigation of the energy situation in the Basque Country in response to the main questions posed about the evolution of primary and final energy, energy infrastructures, energy costs for industry and productivity issues in the energy sector.

MILESTONES

- Publications:
 - Álvarez, E., Larrea, M., Díaz, A.C., Mosácula, C. (2013). La transformación del sector energético del País Vasco. Aspectos relativos a la competitividad. *Cuadernos Orkestra*, 2013 (1).
 - Department of Energy (2013). La energía como palanca de transformación, en *Informe de Competitividad del País Vasco 2013. Transformación productiva para el mañana*. Bilbao: Publicaciones Deusto.
- Seminars, conferences and workshops:
 - «Diversificación: energía, industria y mercados». ('Diversification: energy, industry and markets'). Seminar organised as part of the «2013 Competitiveness Conference», University of Deusto, Bilbao campus, 27 July 2013.
 - Presentation of *The Basque Country Competitiveness Report 2013*, University of Deusto, Bilbao campus, 27 June 2013.



Mexico, Energy as a Factor of Industrial Competitiveness

OBJECTIVES

Deepen our knowledge of the possibilities for technological and industrial cooperation on energy which may emerge in upcoming years in Mexico.

MILESTONES

- Publications:
 - Preparation of the report *La reforma energética en el sector hidrocarburos de México (Energy Reform in the Mexican Hydrocarbon Industry)*. Document containing the main ideas developed during the seminar presentations.
- Seminars, conferences and workshops:
 - «La energía como factor de competitividad industrial». ('Energy as a factor of industrial competitiveness'). Conference held on the University of Deusto's Bilbao campus, 18 July 2013.

COLLABORATORS

Petróleos Mexicanos (PEMEX).

Electricity Distribution Networks of the Future: An Analysis for Development

OBJECTIVES

Investigate and analyse the regulatory aspects of networks and industrial and technological policy, with an appropriate degree of detail.

MILESTONES

- Publications:
 - Castro, U., Álvarez-Pelegry E. (2013). Redes de distribución eléctrica del futuro. Un análisis para su desarrollo. *Cuadernos Orkestra*, 2013 (4).
- Seminars, conferences and workshops:
 - «Redes de distribución eléctrica del futuro. Desarrollo tecnológico, implantación e internacionalización». ('Electricity Distribution Networks of the Future: Technological Development, Implementation and Internationalisation'). Conference held at the Euskalduna Conference Centre, Bilbao, 7–8 November 2013.
 - Public presentation of the report *Redes de Distribución Eléctrica del Futuro. Un Análisis para su Desarrollo (Electricity Distribution Networks of the Future: An Analysis for Development)*. Enerclub, Madrid, 19 November 2013.

COLLABORATORS

Basque Energy Agency, Ingeteam, Ormazabal, Siemens and ZIV.

Electricity Reform: an Examination of the Implications for the Basque Country

Funded by the Basque Government's Saiotek Programme

OBJECTIVES

Analyse the July 2013 electricity reform and evaluate its impact on the electrical sector and Basque industry.

MILESTONES

- Preparation of the report *La reforma eléctrica: un examen de las implicaciones para la CAPV (Electricity Reform: an Examination of the Implications for the Basque Country)*.



2.3

Projects

Training Projects

These projects transfer and compare knowledge generated by the Institute. They promote initiating collaborative processes and establish strategic partnerships with other agents.

DBS University Master's Degrees

OBJECTIVES

Transfer knowledge through the university Master's degrees offered by the DBS: Master in International Business (MIB) and Master in Competitiveness and Innovation (MUCI). The aim of the MIB is to provide future professionals with the competencies to identify international business opportunities and design and implement international strategy for businesses, taking into account the key aspects of international management in each country. The MUCI is an advanced course which provides a response to growing demand among professionals and researchers who lead organisations and territories, making them innovative and competitive.

MILESTONES

- Master in International Business: presentation of the Advanced Topics in International Finance and Tax Systems and Advanced Topics in International Strategy courses.
- Master in Competitiveness and Innovation: presentation of the Business Competitiveness and Innovation Management, Competitiveness and Innovation Theories, Local Economic Development and Social Innovation and Territorial Competitiveness and Innovation Systems courses.

Energy and Competitiveness: Gas, Networks and Renewable Energies Course

OBJECTIVES

This course was designed with a format and content that are unique in the Basque Country. It is intended to provide comprehensive knowledge on the gas, electricity, and renewables sectors, based on a general description of the energy sector. It offers an in-depth exploration of aspects of the energy sector that are particularly important for the Basque Country, within an international context.

MILESTONES

- Closing session for the second edition of the course in April. Presentation of an award for the best project as part of the power grids and smart grids module, Bilbao, 1 March 2013.
- Opening session for the third edition, with a total of 25 students. Bilbao, 22 October 2013.
 - Visits to Petronor, Bahía de Bizkaia Gas (BBG) and Bahía de Bizkaia Electricidad (BBE).
 - Two workshops: 'Mix Eléctrico' ('Power Mix') and 'El desarrollo de los hubs de gas en Europa y el Iberian Gas Hub' ('The development of gas hubs in Europe and the Iberian Gas Hub').



Master in Business Innovation (DBS)

OBJECTIVES

Transfer knowledge by designing and presenting the Open Innovation and Innovation Systems: Promoting Effective Innovation module. The aim is to transfer expert knowledge and promote reflection among participants around the concept of innovation systems and their main components, as well as the public policies which impact innovation systems and businesses. The module also covers knowledge transfer processes within innovation systems and their performance.

MILESTONES

- Presentation of the Open Innovation and Innovation Systems: Promoting Effective Innovation module, 10–21 September 2013.

Doctoral Programme in Business and Territorial Competitiveness, Innovation and Sustainability

OBJECTIVES

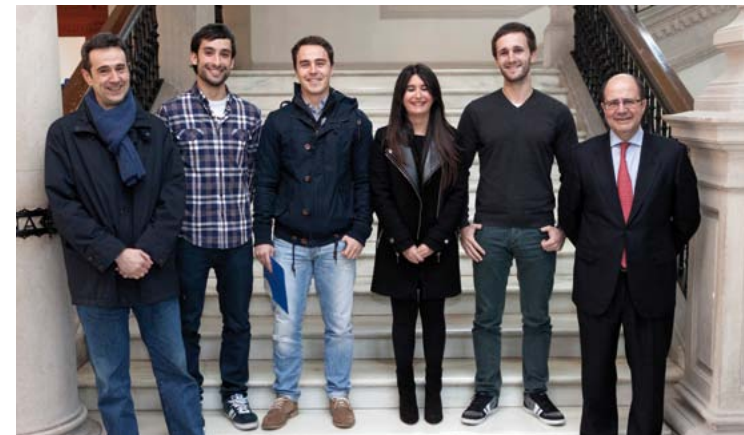
Transfer knowledge by educating future researchers. The programme makes it possible to explore in depth the different factors which impact the competitiveness of businesses and territories, in order to contribute to economic and social development. Special emphasis is placed on innovation as a critical factor of competitiveness and sustainability as a key element to ensure the wellbeing of future generations.

MILESTONES

- Opening session for the 2013-14 academic year on 23 October, with the participation of 10 students from Cuba, Spain, Oman, Palestine and Russia. They joined the group of doctoral students who began the programme in earlier years.
- The Jorg Meyer-Stamer Foundation (Germany) presented an award to student Xabier Alberdi for his doctoral research project, directed by doctoral programme director and Orkestra researcher Davide Parrilli.
- An award was presented to student Natalja Apanasovich, who took second place in the Best Student Paper Award, given to the best research paper presented during the 11th GLOBELICS International Conference, held 11–13 September at the Middle East Technical University (METU) in Ankara, Turkey.
- *Aprendizaje colectivo e innovación: el caso de las empresas manufactureras industriales uruguayas en el periodo 2001-2009*. Title of the doctoral thesis defended by doctoral student Luis Silveira. Directed by Mari Jose Aranguren, academic director and James Wilson, Orkestra senior researcher.

COLLABORATORS

University of Deusto and Comillas Pontifical University.



2.4

Key Events

2013 Competitiveness Conference

The 2013 Competitiveness Conference was held on 27 June in the Centenario Auditorium at the University of Deusto. More than 400 representatives of the public, private and academic spheres and broader society took part in the event.

The conference was preceded by four seminars focusing on areas of debate regarding the most important challenges identified in *The Basque Country Competitiveness Report 2013. Productive Transformation for Tomorrow*. Seminar participants included stakeholders expressly invited by Orkestra to offer their viewpoint on the challenges identified. These are: (1) diversification, energy, industry and markets; (2) internationalising advanced services; (3) mobility; and (4) transforming ideas into value.

Orkestra Chairman Ignacio M^a Echeberria welcomed attendees to the event. He reminded them that the Competitiveness Report presented by the Institute every two years is its most important contribution to society. He also profoundly thanked the organisations which support the Institute's work for their efforts.

After the welcome speech, the conference then moved on to a presentation of the main insights gained from the seminars, presented by the Orkestra researchers responsible for designing and organising each one.



Mari Jose Aranguren, academic director for Orkestra, and researchers Mikel Navarro and Bart Kamp, who coordinated the current edition, were responsible for presenting the *Competitiveness Report*. Christian Ketels, professor at Harvard University's Institute for Strategy and Competitiveness and chairman of the Advisory Board for the Institute, offered an analysis of the report's contents from an international perspective.

Following the presentation, there was a round table discussion of its principal themes and the challenges facing the Basque Country in seeking to improve the competitiveness of its economy through productive transformation. Participants included Xabier Iturbe, first vice-chairman of Kutxabank; Mikel Landabaso, from the European Commission's Directorate-General for Regional Policy and member of the Orkestra Advisory Board; José Luis Larrea, then chairman

of Ibermática and honorary chairman of Orkestra; Arantza Tapia, Basque Minister for Economic Development and Competitiveness; and James Wilson, then head of Orkestra's Territory, Innovation and Clusters Area.

During the event, Jon Azua, chairman of EnovatingLab, was recognised for his long career in the field of competitiveness and powerful impetus he gave to establishing the Institute.



The Basque Country Competitiveness Report 2013. Productive Transformation for Tomorrow

The Basque Country Competitiveness Report 2013. Productive Transformation for Tomorrow is the fourth in a series of reports on the competitiveness of the Basque economy, which Orkestra-Basque Institute of Competitiveness publishes every two years. The 2013 edition offered an in-depth analysis of six key levers of competitiveness on which the Basque Country should focus its efforts in order to move forward with the productive transformation of its economy. The report also includes a discussion of what features the Basque Country's productive transformation strategy should include in order to overcome problems in the current environment, as well as to ensure sustainable long-term economic development.

The analysis of the Basque Country's competitive position is divided into two parts. The first brings the reader up to date on how a key group of indicators have developed, comparing these variations with three other groups: the other autonomous communities, a group of benchmark European regions and European regions as a whole. The analysis concludes with a comparison between the Basque Country's situation and development and that of

other countries. The second part focuses on analysing the cost of labour and exports, taking into account that given the drop in domestic demand, exports have become the main mechanism for achieving an economic recovery and creating jobs.

The report points out that all territorial strategy is systemic in nature and requires setting priorities. Therefore, the combined effect of the six levers analysed on the system must be taken into account when considering them. In this context, the report identifies vertical priorities and horizontal priorities, as well as examining the processes which must be implemented in order to ensure that the Basque Country's productive transformation strategy remains living and dynamic, as well as flexible.

With regard to vertical priorities, the report recommends focusing more on each one of the four KETs which have been developed in the region, as well as adopting a strategy which adapts these to the economic cycle. In terms of horizontal priorities, among other things, the report highlights the importance of bridging the gap between knowledge and the market. It argues that one way to do this is by reinforcing strategies for exploiting the system of innovation and exploration among companies.

Lastly, as regards to the design and implementation of a strategy for the productive transformation of the Basque Country, the report advises doing this as part of an 'entrepreneurial discovery' process. In order for this to occur, priorities cannot be set as a result of a top-down process; the process must involve the government, knowledge-based community, financial sector, businesses and civil society.



Orkestra-Basque Institute of Competitiveness
Publicaciones Deusto
246 pages



Behind the report's 246 pages is the work carried out over a 12-month period by a group of 27 Orkestra researchers. In preparing the report, they consulted more than 250 references and close to 40 regional, national and international databases. The report's content also benefitted from contributions and checking by approximately 50 professionals from government bodies, technology centres, cooperative research centres, universities, businesses and other institutions and stakeholders.

The report examines six levers on which the Basque Country should focus its efforts in order to move forward with the productive transformation of its economy:

1. Key enabling technologies as a tool for moving forward on what the European Commission has called 'smart specialisation strategies'
2. Knowledge and R&D infrastructure
3. Company innovation and internationalisation strategies
4. Intensive knowledge services
5. Entrepreneurship
6. Energy



2.4

Key Events

BASQUE AERONAUTICS AND SPACE CLUSTER: ORIGINS, EVOLUTION AND COMPETITIVE HISTORY

Orkestra, Eusko Ikaskuntza and the Basque Aeronautics and Space Cluster Association (HEGAN) presented the book *El clúster de la industria aeronáutica y espacial del País Vasco: orígenes, evolución y trayectoria competitiva* on 14 February at the AIC-Automotive Intelligence Center in Amorebieta. This work was part of a joint Eusko Ikaskuntza and Orkestra project known as 'The Historical Origins of Clusters in the Basque Country and Their Legacy for the Present', which was created to promote studies that would provide better knowledge of the Basque productive sector.

The work analyses the history of the aeronautics cluster from its beginnings in the 1980s to today. The report points to the history of this cluster as an example of success. Over its more than 20 years, despite temporary circumstances at certain times, it has succeeded in becoming one of the main driving forces behind the Basque economy, with 1.4 billion euros in turnover, creating more than 12,000 jobs at all of its production centres around the world.



CULTURE-BASED RURAL DEVELOPMENT STRATEGIES

Some twenty professionals from various European countries took part in the 'Culture-based Rural Development Strategies' workshop organised by Orkestra, together with Agder Research and the University of Agder (Norway).

The workshop was held 11–12 April at Orkestra's facilities in San Sebastián. The aim was to provide theoretical and applied knowledge regarding the results obtained in this field, and compare the case of the Agder region with other regions and contexts where rural development strategies have been used.

The workshop presentations were given by academics and professionals from the University of Agder, University of the Basque Country (UPV/EHU), Basque Rural and Maritime Development Agency and University of Leeds.

Orkestra researchers Miren Larrea, Miren Estensoro, Daniel Covarrubias and Alexandra Karpova also took part. As part of the workshop, the participants visited the Goierri Rural Development Agency, Goimen, and the village of Zerain (Gipuzkoa). The last is an example of culture-based rural development strategy.



THE DEVELOPMENT OF EUROPEAN GAS HUBS: KEY FACTORS OF SUCCESS AND IMPLICATIONS FOR THE SPANISH GAS SYSTEM

This report was presented in Bilbao on 23 May, before some one hundred attendees. Arantza Tapia, minister at the Basque Department of Economic Development and Competitiveness; Emiliano López Atxurra, chairman of the Department of Energy's Sponsor Committee; Daniel López, partner and director of The Boston Consulting Group; Sergio Figuerola, principal at The Boston Consulting Group; and Eloy Álvarez-Pelegry, director of Orkestra's Department of Energy, all took part in the presentation ceremony.

The report analyses the characteristics of the major organised gas markets in Continental Europe. From this analysis, it derives lessons which may contribute to the development of a gas hub in Spain. These include promoting flexibility, improving interconnections and adapting the gas system's technical regulations.



ENERGY AS A FACTOR OF INDUSTRIAL COMPETITIVENESS

Organised by the Department of Energy, this conference was held on 18 July at the University of Deusto's Bilbao campus, focusing on Mexico. Participants included Rogelio Gasca Neri, former director-general of Mexico's Federal Electricity Commission (CFE), and Mario Gabriel Budebo, former under-secretary of hydrocarbons at Mexico's Secretariat of Energy.

Emiliano López Atxurra, vice-chairman of Orkestra, and Eloy Álvarez- Pelegrý, head of the Department of Energy, represented Orkestra. The debate centred on the following issues: challenges for energy and electricity reform in Mexico; the role of the public and private sectors; reform of the hydrocarbons sector; and the country's position with regard to shale oil and shale gas within the framework of the North American Free Trade Agreement (NAFTA).



REGIONAL INNOVATION POLICIES 8th INTERNATIONAL SEMINAR (RiP 2013)

This annual international event was held on 10–11 October at the University of Deusto's San Sebastián campus, organised by Orkestra and Deusto Business School. Kevin Morgan, member of the European Commission group of smart specialisation experts, and Claire Nauwelaers, specialist in regional research and innovation systems, took part as guest speakers.

The event was divided into three plenary sessions, along with five parallel sessions. Almost one hundred experts in innovation policy from Denmark, Germany, Norway, Poland, Portugal, Russia, Spain, Sweden and the United Kingdom presented 77 papers on issues such as governance and evaluation, knowledge infrastructures, smart specialisation strategies and social capital.

Smart specialisation strategies, learning and collaboration were recurring themes throughout the seminar. Many of the papers presented attempted to shed light on the complexity which policy systems and coordinating policies entail. The participants agreed that there are no easy solutions and that collaboration, openness, evaluation and learning are key tools for tackling this complexity.

One of the main conclusions drawn from the event was that collaboration is key to bridging the gap between policy design and implementation. The experts also highlighted the need to increase participation in order to promote creativity and innovation.



2.4

Key Events

ELECTRICITY DISTRIBUTION NETWORKS OF THE FUTURE: TECHNOLOGICAL DEVELOPMENT, IMPLEMENTATION AND INTERNATIONALISATION

Organised by the Department of Energy in collaboration with the Basque Energy Agency, Ingeteam, Ormazabal, Siemens and ZIV, this international conference was held 7–8 November at the Euskalduna Conference Centre in Bilbao. Participants included more than 100 professionals from government agencies, companies and universities with links to the energy sector, as well as some 20 leading panellists and moderators.

The opening session featured Emiliano López Atxurra, chairman of the Department of Energy's Sponsor Committee; Javier Villalba Sánchez, managing director of the Networks Business for Grupo Iberdrola; and Juan Ignacio García de Motiloa, Basque Vice-Minister for Industry and Energy.

On the first day, the panellists tackled the keys to successful development of future networks: first by looking at representative international experiences and then from the viewpoint of leading electrical capital goods manufacturers in the Basque Country. The day's programme included a visit to the Bidelek Sareak project showroom in Zamudio Technology Park.

On the second day, there was discussion of aspects of regulation and incentives for setting up networks and technological/industrial development in Spain, the United States and Europe. The conference concluded with the views of leading industry manufacturers on integrating the electrical capital goods industry into the global value chain.

This international event presented the viewpoint of regulators, industry and operators on a key issue for achieving the aims of decreasing operating costs for distribution networks, integrating renewables and other distributed generation, and permanently improving the quality of supply, among others. The event also provided a venue for local and international stakeholders to come together and made it possible to disseminate information about the capacities of Basque industry, its cluster policy, strategy and position in the global value chain.

The conference dealt with the following issues: the importance of context for entrepreneurial activity and its relationship with regional development; determining factors behind entrepreneurial activity and economic development; and the role of institutions in regional development.



SPANISH INVESTMENT FORUM: TARGET BASQUE START-UPS

As part of 'Global Entrepreneurship Week' and 'European Business Angels Week', the Crecer+ Platform and London Business School organised an investment forum at the school's facilities in London on 19 November. The initiative also received support from Tecnalia and Panama'a Micro and Authority (Ampyme).

Glassy Pro, NativeAD, Likuid, Enigmedia and Domoalert, Basque companies with high growth potential, presented their products/services and explained their business model to a panel of judges made up of Keith Willey, London Business School professor; Marc Sabas, vice-chairman of the London Business School's Entrepreneurship Club; Ivan Shyr, director of investments at Sussex Place Ventures; and Peli Araluce, partner at ARGI Industrial Partners. Head judge Keith Willey highlighted 'the excellent quality of the five projects, the professionalism of the people involved and the extensive knowledge of the markets'.

Forum participants also included speakers Paulo Andrez, chairman of the European Business Angels Association (EBAN); Javier Echarri, former secretary general of the European Venture Capital Association (EVCA); and Murlí Bhamidipati, entrepreneur and international investor. The speakers highlighted the importance of business angels and discussed issues such as the advantages of investing in Spanish entrepreneurial projects and reasons which lead international investors to opt for Spanish start-ups.



3

Internationalisation and Partnerships

Being a member of global and local networks of excellence enables Orkestra to fuel its research processes, comparing, applying and enhancing them with first-rate expertise. The network includes the top business schools, universities and research institutes that tackle the issue of competitiveness and its different aspects. Moreover, Orkestra has actively promoted partnerships with other institutions as well as visits from local and international agents interested in exploring mechanisms for cooperation.

3.1

Networks and Collaboration Agreements

2013 was particularly active in terms of seeking partnerships, collaborations and synergies with international bodies and organisations that can support the Institute's activities in Latin America (MIF, National Technological University of Argentina, ConectaDEL). The Institute carries out specific projects in the region, which is considered a strategic part of its internationalisation process.

Highlights include the participation of Ibon Gil de San Vicente in the 'VII Americas Competitiveness Forum', in which members of the Inter-American Competitiveness Network (RIAC) also took part. Also worthy of mention is the presentation on the Basque Country's economic development strategy given at the World Bank in December by Mari Jose Aranguren and Ibon Gil de San Vicente and the meetings they held with representatives of the Organization of American States (OAS) and the Inter-American Development Bank (IDB).

No less important was the participation of José María Guibert, rector of the University of Deusto, and Mari Jose Aranguren, academic director for Orkestra, in the annual meeting of the MOC Network ('2013 MOC Affiliate Faculty Workshop') held at Harvard University (Boston, USA), 10–11 December 2013.

During their stay at Harvard, they met with Michael Porter, giving him the paper on Orkestra prepared by UPV/EHU professor Jesus Mari Valdaliso. The paper will form part of the case studies used in MOC courses around the world.

During the meeting, Michael Porter suggested that Orkestra should conduct a pilot analysis of the Social Progress Index for the Basque Country. This project will be carried out in 2014.



Institute for Strategy and Competitiveness (ISC) – Harvard University

From the beginning, the Institute has maintained close ties with the ISC at Harvard University, directed by Professor Michael Porter. This is an important strategic partnership which has provided significant support for the Institute's start-up and operation. As a result of this partnership, Orkestra is an official member of the ISC's global network of competitiveness institutes, giving it access to expertise and allowing it to share knowledge and activities at the international level.



Networks

In addition to the ISC network, the Institute plays an active role in various research networks, enabling it to compare and enhance its research on competitiveness.

Spanish Business Angels Association (AEBAN)

AEBAN is the Spanish Business Angels Association network, a non-profit organisation which brings together the main business angel networks in Spain. The association supports and takes part in BAC+ events.

European Business Angels Association (EBAN)

The EBAN network is made up of more than 46 networks, representing 21 countries. This network includes 250 networks of informal investors in Europe and over 20,000 business angels. The association supports and takes part in BAC+ events.

Global Entrepreneurship Monitor (GEM)

The Global Entrepreneurship Monitor, GEM, project is an international academic consortium whose aim is to study entrepreneurial activity in different countries and regions. The project took shape in 1997 as a result of a partnership between two educational institutions, Babson College (USA) and London Business School (United Kingdom). Every year, the project publishes a number of reports which make it possible to compare entrepreneurial activity among the different countries taking part in the study. In 2013, the team of researchers led by Iñaki Peña was appointed to form the Technical Secretariat for GEM Spain.

MOC Network

The MOC Network is a unique experience in educational programming which functions as a network. Participants share methodologies, processes and materials with more than one hundred prestigious educational institutions from all over the world. In addition, they present the course simultaneously around the world throughout the year. Mari Jose Aranguren, academic director for Orkestra, took part in the '2013 MOC Affiliate Faculty Workshop', held at Harvard University, accompanied by José María Guibert, rector of the University of Deusto.

Inter-American Competitiveness Network (RIAC)

This is a forum for debate and analysis concerning the challenges and opportunities facing the region in the area of competitiveness, with the participation of 34 countries. Ibon Gil de San Vicente, deputy general manager, took part in the annual meeting for this forum, held in Panama City, Panama, 2–4 October. The report prepared by the network, Señales de Competitividad de las Américas 2013: un aporte de la RIAC para la región (Signs of Competitiveness in the Americas 2013: RIAC's contribution to the region), includes an article by researchers Mikel Navarro and Edurne Magro.

International Business Servitization

This is a network of academics and professionals interested in the servitization process and its effect on organisations. The network holds annual meetings. The first was held in Barcelona (Polytechnic University of Catalonia) in 2012 and the second in Granada (University of Granada) in 2013. Researchers Bart Kamp and Henar Alcalde took part in the second event.

Regional Innovation Policy

This network of researchers meets each year to analyse and discuss the role of regional innovation policy in creating sustainable competitive advantages. The network's first meeting took place in Porto (University of Porto, Portugal) in 2006. It was followed by six more meetings at different European universities. Orkestra and the University of Deusto hosted the 2013 meeting, which was held at the University of Deusto's San Sebastián campus on 10–11 October.

The Competitiveness Institute (TCI)

TCI is an international network of excellence in advanced knowledge of clusters, with more than 800 members in 70 countries. Researchers Mari Jose Aranguren and James Wilson took part in the '16th TCI Annual Global Conference', held in Kölding (Denmark).

Collaboration Agreements

In addition to its collaboration agreement with Harvard University, the Institute engages in different types of collaborations with various institutions, giving it access to cutting-edge global expertise.

Agder Research

Agder Research (Norway) is a leading research centre in the study of regional development, specialising in action research. The aim of the collaboration agreement with Orkestra is to promote action research in the Basque Country and strengthen the Institute's current activities in this field. Among other activities, highlights this year include a workshop on implementing joint research projects and cooperation activities.

Economics for Energy

Economics for Energy is a private research centre specialising in economic analysis of energy-related issues. The aim of the collaboration agreement is to define a framework for scientific cooperation in order to conduct joint research and dissemination activities. This year featured the seminar 'Energy and Environmental Taxation'.

World Energy Council Spanish Committee and Spanish Energy Club

The Spanish Committee of the World Energy Council (WEC), the Spanish Energy Club (Enerclub) and Orkestra signed a collaboration agreement with the aim of carrying out joint activities in the field of energy.

Eusko Ikaskuntza

The aim of the collaboration agreement with Eusko Ikaskuntza is to carry out research on the historical origins of clusters in the Basque Country. 2013 saw the public presentation of the fourth paper produced as part of this agreement: 'Los orígenes históricos del clúster aeronáutico en el País Vasco y su legado para el presente', which took place at the AIC-Automotive Intelligence Center in Amorebieta.

Garapen

Collaboration between Orkestra and Garapen takes place within the framework of an agreement governing knowledge and methodology transfer from Orkestra to county-level development agencies in the Basque Country.

Sophia Antipolis Business Association

The Sophia Antipolis Business Association is a group of over 50 investors from 18 countries who are interested in investing in start-ups with high growth potential. The agreement signed with Orkestra supported the development of the Crecer+ Platform.

National Technological University of Argentina

An agreement signed with the National Technological University in Rafaela, Argentina lays the foundations for the two universities to undertake projects of mutual interest in the field of territorial competitiveness.

3.2

Other Collaborations

The Institute has also established various levels of collaboration with other institutions, giving it access to first-rate expertise:

- › Competitiveness Center of Maule, Chile
- › Deusto Business School
- › I3B-Ibermática Innovation Institute
- › Innobasque
- › Iraurgi Lantzen
- › University of British Columbia
- › University of Deusto
- › University of Navarra
- › University of Nice-Sophia Antipolis
- › University of Salamanca
- › UPV/EHU

Lastly, as indicated in the first section of this report, a number of professionals from many different regional, national and international organisations and institutions have taken part in the Institute's activities.

- › Adegj
- › Agder Research
- › Ampyme
- › Aragón Exterior
- › AVIC
- › Ayuntamiento de Bilbao
- › Azaro Fundazioa
- › Azti-Tecnia
- › Berkeley University at California
- › Cardiff University
- › Cátedra de la Empresa Familiar de la UD
- › Center for Transatlantic Relations (CTR)
- › Centro de Investigación en Alimentación y Desarrollo, A.C.
- › Charles University
- › CIC Biogune
- › CIC Biomagune
- › CIC Margune
- › CIC Tourgune
- › CIE Automotive
- › Clúster de Automoción de Aragón
- › ConectaDel
- › Consejo Nacional de Competitividad de Perú
- › Deusto Business Alumni
- › Development Bank of Latin America (CAF)
- › Engimedia
- › Enovatinglab
- › European Commission
- › European Regions Research and Innovation Network (ERRIN)
- › Escuela de Ingeniería Dual IMH
- › European Association of Development Agencies (EURADA)
- › Euskaltel
- › Eustat
- › Fondo Multilateral de Inversiones del BID (FOMIN)
- › Fraunhofer
- › Fundación Tecnia
- › Garrigues
- › Glassy
- › Goieki
- › Goimen
- › Idoki
- › Ihobe
- › Ik4
- › Ikerbasque
- › Innovae Vision
- › Instituto Tecnológico Autónomo de México (ITAM)
- › John Hopkins University
- › Kingston Business School
- › Kutxabank
- › Lanbide
- › Lea Artibai
- › LetmeClap
- › London Business School
- › LusoStudios
- › MetheOne
- › Mondragon Unibertsitatea
- › Mugibox
- › Nanobasque
- › Newcastle University
- › Notre Europe-Jacques Delors Institute
- › Oficina de Promoción Económica del Departamento de Manlleu (Barcelona)
- › Organisation for Economic Co-operation and Development (OECD)
- › Paul H. School for Advanced International Studies (SAIS)
- › Pharmamodelling
- › Provincial Council of Araba (DFA)
- › Salto Systems
- › SealPath
- › Sendabio
- › Sophia Antipolis
- › Sophia Bas
- › Talde
- › Technopolis
- › Tecnia
- › Ubiquads
- › Utrecht University
- › Unesa
- › Universidad de Panamá
- › Universidad del Pacífico (Perú)
- › Universidad Pontificia de Comillas
- › University of Groningen
- › University of Padua
- › United Nations University – Maastricht Economic and Social Research Institute on Innovation and Technology (UNU-MERIT)
- › Utrecht University
- › Virtualware
- › Wolverhampton University

4

Appendix

4.1

The 3 i's in Detail

The Institute's activities take place within a framework of three basic functions: Investigation, Interaction and Instruction. Their synergistic development is essential to achieving the Institute's objectives.

INVESTIGATION

...academic rigor, objectivity and independence...

PUBLICATIONS

Articles in scientific journals

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 - Aranguren, M.J., Wilson, J. R. (2013). What can experience with clusters teach us about fostering smart specialisation? *Ekonomiaz*, 83, 127-146.
 - Arias, A., Jung, A., Peña, I. (2012). Young ventures, internationalization and barriers to growth. *Journal of Business and Entrepreneurship*, 24(1), 63-86.
 - Audretsch, D., Link, A., Peña Legazkue, I. (2013). Academic entrepreneurship and regional competitiveness: Introduction to the special issue. *Economic Development Quarterly*, 27(1), 3-5.
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SCHOLARLY COMMUNICATIONS

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- ▶ Alrumaithi, E., Guerrero, M., Peña-Legazkue, I. (2013). The role of employees' human capital and work environment on the creation of organizational spin-off: Evidence from Spain. *XXVII RENT Conference*. University of Management and Economics, 20-22 November, Vilnius (Lithuania).
- ▶ Aranguren, M.J., Wilson, J.R. (2013). What can experience with clusters teach us about fostering smart specialization. *16th TCI Annual Global Conference*, 5 September, Kolding (Denmark).
- ▶ Aranguren, M.J., Magro, E., Navarro, M., Wilson, J. (2013). Policy path dependency and RIS3: the case of the Basque Country. *RIP 2013. Regional Innovation Policies 8th International Seminar*, 10-11 October, University of Deusto, Donostia-San Sebastián.
- ▶ Aranguren, M.J., Navarro, M., Wilson, J.R. (2013). From Plan to Process: The Implications of RIS3 for Policy-makers. *RIP 2013. Regional Innovation Policies 8th International Seminar*, 10-11 October, University of Deusto, Donostia-San Sebastián.
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- ▶ Estensoro, M. (2013). Articulación entre instituciones de investigación, empresariado y estado: El caso de Orkestra-Instituto Vasco de Competitividad-Fundación Deusto. *Seminario internacional sobre innovación para el desarrollo territorial en el marco de la cooperación Perú-Unión Europea*, 11-13 December, Lima (Peru).
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- ▶ Kamp, B., Alcalde, H. (2013). Servitization and territorial competitiveness: A call for appropriate policy agenda setting. *II International Conference on Business Servitization*, 7-8 November, University of Granada.
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- ▶ Magro, E., Navarro, M., Zabala-Iturriagoitia, J.M. (2013). Policy coordination in regional STI policy: the Basque case, *RIP 2013. Regional Innovation Policies 8th International Seminar*, 10-11 October, University of Deusto, Donostia-San Sebastián.
- ▶ Magro, E., Wilson, J.R. (2013). Territorial Strategy Evaluation: Beyond Evaluation Mix. *RSA Research Network Workshop*, University of Manchester, 23 September, Manchester (United Kingdom).
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- ▶ Navarro, M., Gibaja, J.J., Franco, S., Murciego, A. (2013). Don't compare apples with oranges. Methodology for the identification of reference regions in RIS3. *JRC-IPTS*, 29 November, Seville.
- ▶ Navarro, M., Magro, E. (2013). Los centros de investigación cooperativa y

su papel en los sistemas regionales de innovación: el caso vasco. *XI Congreso de la Asociación Española de Ciencia Política y de la Administración*. 20 September, Seville.

- › Parrilli, M.D. (2013). Interrelated Diversification and Internationalization: Critical Drives of Global Industries. *The Renaissance of the Manufacturing Sector in Europe Conference*, 17-18 May, University of Ferrara (Italy).
- › Parrilli, M.D. (2013). Local and regional development in global value chains, production networks and innovation networks. *Annual Conference on the Political Economy of the World System*, American Sociological Association (ASA), 12-13 April, California (USA).
- › Parrilli, M.D. (2013). The role of social capital in resilient territories: mechanisms for growth. *XIX Conferencia de la Asociación Portuguesa para el Desarrollo Regional (APDR): Resilient territories: innovation and creativity for new modes of regional development'*, 29 November, Faro (Portugal).
- › Valdaliso, J.M., Elola, A., Franco, S., López, S. (2013). Cluster life cycles and regional economic evolution. An exploratory meta-study of Basque clusters between 1970 and 2008. *RIP 2013. Regional Innovation Policies 8th International Seminar*, 10-11 October, University of Deusto, Donostia-San Sebastián.
- › Valdaliso, J.M., Elola, A., Franco, S., López, S. (2013). Do clusters follow the industry life cycle? An exploratory meta-study of Basque clusters from the 1970s to 2008. *ERSA 2013*, 26-29 August, Palermo (Italy).

INTERACTION

...the work of practical “facilitation” in the application of competitive strategies...

- › Work meeting with representatives of the universities of Wolverhampton and Lund to design a collaboration project to support knowledge transfer in Kazakhstan, Armenia and Georgia within the framework of the TEMPUS call of the European Commission, Telford (United Kingdom), 15 January 2013.
- › «VI Foro de Inversión». Participating companies included: Innovae Vision, Glassy, Enigmedia, Ubiquads, MetheOne, with 32 participants. Glassy and Innovae started conversations for possible investment. Oier Peñagaricano, Lourdes Moreno and Iñaki Peña, San Sebastián, 31 January 2013.
- › “Constructing spaces for learning. Reflections from Norway”. Presentation given to members of the Provincial Council of Gipuzkoa. James Karlsen, San Sebastián, 8 February 2013.
- › «Nuevas oportunidades para impulsar el emprendimiento: medidas alternativas para la creación de empresas». Seminar organised by the Asociación para el Progreso de la Dirección (APD). Participation of Lourdes Moreno, Bilbao, 12 February 2013.
- › «Lanzamiento Fase I Programa de Internacionalización Crecer+». Awareness and information workshop on what internationalisation implies from the market and financing point of view. With the presence of Marc Handels (Salto Systems), successful entrepreneur and Murli Bhamidipati, international investor. José Luis González, Lourdes Moreno, Iñaki Peña, Oier Peñagaricano, Orkestra-Basque Institute of Competitiveness, San Sebastián, 13 February 2013.
- › «Sesión de Coaching» Sessions for the canalisation of local entrepreneurial projects towards international markets. Participation of Murli Bhamidipati and Mark Handels from Salto Systems. José L. González Pernía, Orkestra-Basque Institute of Competitiveness. San Sebastián, 14 February 2013.

- › Public presentation of the book *El Clúster de la Industria Aeronáutica y Espacial del País Vasco: Orígenes, Evolución y Trayectoria Competitiva*. Automotive Intelligence Center, Amorebieta, 14 February 2013.
- › “Retos de la colaboración inter-clúster en el País Vasco”. Communication by James Wilson and Mari Jose Aranguren during the seminar «Inter-clustering transfronterizo, un paso adelante en la cooperación transfronteriza». Mari Jose Aranguren and James Wilson, Bayonne, 20 February 2013.
- › Session on process facilitation. Given by Miren Larrea to members of the Provincial Council of Gipuzkoa. San Sebastián, 22 February 2013.
- › Club de Inversión DeustoInvest. Official presentation to the press and Alumni. University of Deusto, Bilbao and San Sebastián, 6 and 12 March 2013.
- › «La construcción de alianzas público-privada para la gestión del desarrollo económico. Reflexiones y lecciones claves a partir del caso de Arauco, Chile». Online seminar (webinar) organised by the Multilateral Investment Fund (FOMIN). Susana Franco and Miren Estensoro, 12 March 2013.
- › Work meeting with representatives of the University of British Colombia to explore lines of collaboration in the analysis of regional development. Mari Jose Aranguren, James Wilson, Edurne Magro and Ibon Gil de San Vicente, San Sebastián, 13 March 2013.
- › «Fase II Programa de Internacionalización Crecer+». One on one sessions, of 2.5 hours each, with 5 companies and the investor Murli Bhamidipati, working on strategy, business model and funding. Lourdes Moreno, Orkestra-Basque Institute of Competitiveness, 25-26 March 2013.
- › Regional Industrial Forum. Extension of the process for new actors and creation of “Agenda 22” with the aim of generating a new governance model for regional development considering different perspectives beyond industrial development. Miren Estensoro, Miren Larrea and Mikel Navarro. Goierri region, April-June 2013.
- › «Fase III Programa de Internacionalización de Crecer+» Lourdes Moreno, April-June 2013.
- › Workshop with members of DeustoInvest to analyse investment operations. Bilbao, 11 April 2013.
- › «Culture-based rural development strategies». Workshop organised by Orkestra as well as Agder Research and the University of Agder Norway. Speakers: James Karlsen, Miren Larrea, Miren Estensoro, Daniel Covarrubias and Alexandra Karpova. Including visits to Goimen, Agencia Rural de Desarrollo de Goierri, and the village of Zerain in Gipuzkoa. San Sebastián, 11 and 12 April 2013.
- › Investigación-Análisis de instrumentos para la transformación y la cohesión social. Meetings for the conceptualisation of the role of the university when motivating the social and supportive economy with a team from the UPV/EHU. Miren Estensoro, 18 April, 15 and 20 May and 21 June 2013.
- › Meetings with representatives of the Departamento para el Desarrollo Económico y la Competitividad of the Basque Government, to review the RIS3 of the Basque Country. Mikel Navarro, 19 April, 3 and 15 May, 5 and 19 June.
- › «VII Foro de Inversión». Participating companies: LetmeClap, LusoStudios, Pharmamodelling, Idoki, Sendabio and Mugibox. Lourdes Moreno and Oier Peñagaricano. University of Deusto, Bilbao, 25 April 2013.
- › Presentation of the RIS3 strategies to the management of the Machine-Tool Institute. Mikel Navarro, Elgoibar, 6 May 2013.

- › «Foro Management-Emprendedor». Presentation of 3 projects with technical human capital needs. Event organised jointly with Adegi. Lourdes Moreno and Oier Peñagaricano. San Sebastián, 7 May 2013.
- › Visit by a delegation of Itaipú (Brasil). Session “Desarrollo territorial y nuevos modos de gobernanza. Aprendiendo de las diferencias entre el País Vasco y América Latina” The session was given by Miren Larrea, Miren Estensoro and Pablo Costamagna (ConectaDEL), San Sebastián, 8 May 2013.
- › “Las infraestructuras de ciencia y tecnología y la transformación productiva”. Conference by Mikel Navarro during the seminar «Ciencia y tecnología, los sistemas regionales de innovación, las estrategias de especialización inteligente y la industria turística», celebrated within the framework of the 5th anniversary of the creation of the CIC Tourgune, San Sebastián, 9 May 2013.
- › «¿Ha muerto la Estrategia?». Round table organised by OPE Consultores and Deusto Business Alumni ESTE. Participation of Bart Kamp. San Sebastián, 9 May 2013.
- › «Sesiones de Coaching». Sessions for the canalisation of local entrepreneurial projects towards international markets. Lourdes Moreno, José Luis González-Pernía, Maribel Guerrero and Unai Extremo of Virtualware. Orkestra-Basque Institute of Competitiveness, San Sebastián, 14 May 2013.
- › «Sesiones de Coaching». Sessions for the canalisation of local entrepreneurial projects towards international markets. Bilateral sessions with SealPath and Innovae Vision. Lourdes Moreno, Oier Peñagaricano. Orkestra-Basque Institute of Competitiveness, 14 May 2013.
- › «Foro First Tuesday». Investment forum specialised in TICs. Participation of investors from other regions. Lourdes Moreno, Bilbao, 17 May 2013.
- › «Presentación pública del Informe *El desarrollo de los hubs gasistas europeos: factores clave de éxito e implicaciones para el sistema gasista español*». Eloy Álvarez-Pelegry, Bilbao, 23 May 2013.
- › Local Governance. Within the framework of a project being carried out together with the IDB. Presentation of conclusions derived from the comparative analysis between two of the cases analysed by Orkestra (Province of Arauco in Chile and Ezagutza Gunea in the regions of the Urola Medio in the Basque Country). Susana Franco and Miren Estensoro. Inter-American Development Bank, Washington D.C. (USA), 30 May-1 June 2013.
- › “What type of innovation do we need to generate socioeconomic competitiveness... and how can we support it?” Guest presentation in the «UNESCO panel on Social Innovation», James Wilson. University of Deusto, Bilbao, 6 June 2013.
- › «Sharing new approaches in cluster evaluation». Participation of James Wilson in this event organised by The Competitiveness Institute (TCI) celebrated in the Institute of Design Innovation, Glasgow, Scotland (United Kingdom), 10-11 June 2013.
- › Visit by the Director of the Offices of Economic Promotion of the Manlleu City Council (Barcelona). Reflections on the role of the social researchers in the facilitation of processes for the local economic development with the aim of detecting the challenges being faced by Manlleu when it comes to promoting a development process in its context. Miren Estensoro, San Sebastián, 18 June 2013.
- › «Transformando ideas en valor». Seminar organised within the framework of the Competitiveness Conference 2013. Iñaki Peña, José Luis González, Maribel Guerrero, Lourdes Moreno, Oier Peñagaricano and Cristina Molina. Bilbao, 27 June 2013.

- › «Diversificación: Energía, Industria y Mercados». Seminar organised within the framework of the Competitiveness Conference 2013. Eloy Álvarez-Pelegry, Macarena Larrea, Ana Carmen Díaz, Unai Castro. Bilbao, 27 June 2013.
- › Appearance in the Comisión para Desarrollo Económico y Competitividad of the Basque Parliament, to deal with the Smart Specialisation Strategies of the Basque Country. Mikel Navarro, Vitoria, 28 June 2013.
- › Regional Industrial Forum. Progress made in defining the lines of action for the incorporation of other agents in the process. Miren Estensoro. Region of Goieki, July-September 2013.
- › Participation in the Mirror group of Research and Innovation Strategies for Smart Specialisation of the European Commission. Brussels, Belgium, Mikel Navarro, 2 July 2013.
- › «Miniforo». Presentation of 3 projects from Catalonia, Madrid and the Basque Country in half-hour sessions to members of Crecer+ and Deustolnvest. Lourdes Moreno, 4 July 2013.
- › Coordination of the project GEDI (Global Entrepreneurship Development Index) in Spain, 4 July 2013.
- › «El Anteproyecto de la nueva Ley de Emprendimiento». Seminar organised in collaboration with Garrigues. San Sebastián, 4 July 2013.
- › «The Challenge of Energy Regional Cooperation within Europe: Spain, Portugal and France». Organised by the Energy Department and Notre Europe- Jacques Delors Institute, Palacio Euskalduna, 4 July 2013.
- › Presentation of the book *Leadership and Cooperation in Academia*, during Martes de Innobasque. James Wilson, DBS Bilbao, 9 July 2013.
- › Meeting of the Advisory Board of the project OCDE Inclusive Entrepreneurship. Iñaki Peña, Brussels, Belgium, 8-9 July 2013.
- › Awarding of the Technical Management of GEM Spain to Iñaki Peña, 12 July 2013.
- › Bizkailab. Meeting Phase 2 “Modos de innovación”. Bart Kamp, Edurne Magro, Aitziber Elola, Henar Alcalde and Davide Parrilli. Bilbao, 16 July 2013.
- › «La energía como factor de competitividad industrial». Seminar organised by the Energy Department, centred in the case of Mexico. Campus of Bilbao of the University of Deusto, 18 July 2013.
- › Design of a public policy for business restructuring in the Basque Country. Participation of Bart Kamp as member of this working group of Confebask, September-December, 2013.
- › “Competitividad del País Vasco: Transformación productiva para el mañana”. Presentation by Susana Franco during the «Conferencia Internacional sobre Aspectos Conceptuales y Evaluación de la Competitividad» organised by CENTRUM Universidad Católica, 27-29 August, Lima (Peru).
- › “Medir la Competitividad Regional en Europa: Modelo, indicadores e identificación de regiones comparables con una aplicación al País Vasco”. Presentation by Susana Franco during the meeting of the Working Group of experts on Subnational Competitiveness (GTECS) of the Inter-American Competitiveness Network (RIAC), 27-29 August, Lima (Peru).
- › «Interclustering». Participation of Usue Lorenz in this event organised by Aquitaine Développement Innovation, 2 September, Bordeaux (France).
- › “From #tci2012 to #tci2013 and beyond”. Presentation during the opening session of the 16th TCI Annual Global Conference. James Wilson. 4 September, Kolding (Denmark).
- › «SmartSpec». Participation in the kick-off meeting of the project 7PM of the EU. Participation of Mikel Navarro and Edurne Magro, 4-5 September, Brussels (Belgium).
- › «Workshop validación del European Service Innovation Scoreboard», European Commission. Expert participation of James Wilson, 12 September, Brussels (Belgium).
- › «La reforma eléctrica. Evaluación e implicaciones», Seminar organised by the Energy Department celebrated at the Real Academia de Ingeniería, Madrid, 17 September 2013.
- › Regional Industrial Forum. Beginning of the process of reflexion for defining a regional strategy for the specialisation of the productive sector and ways to implement this strategy. Miren Estensoro. Region of Goieki, October-December 2013.
- › “Las claves de la innovación, una perspectiva desde el País Vasco”. Presentation by Mari Jose Aranguren and José Luis Larrea, Honorary Chairman of Orkestra in the international seminar «Conocimiento e innovación», organised by the Associació Catalana d’Universitats Públiques. Barcelona, 1 October 2013.
- › Ikuskaritza Taldea. Working group formed by researchers of Orkestra-Deusto, UPV/EHU, Mondragon Unibertsitatea and representatives of Tecnalia and IK4. With the aim of analysing and evaluating, from a participative perspective, the processes and local development projects that the regions propose to the Provincial Council of Gipuzkoa. Miren Estensoro and Mikel Navarro. Provincial Council of Gipuzkoa, 2 and 30 October, and 27 November 2013.
- › «VII Foro de Competitividad de las Américas». Participation of Ibon Gil de San Vicente presenting the role of Orkestra in regional competitiveness. Panama City (Panama), 2 - 4 October 2013.
- › Training sesión for facilitators of regions of Gipuzkoa. Participation of Miren Larrea, DFG, Donostia-San Sebastián, 3 October 2013.
- › Meeting of the R&D&i Public Policy Network for the monitoring and evaluation system of RIS3, organised by the MINECO. Expert participation of Mikel Navarro. Madrid, 3 October 2013.
- › Bilbao Next-Lab. Presentation of the initiative in a seminar held with representatives of the university, the Bilbao City Council and other agents. Miren Estensoro, Edurne Magro, Mari Jose Aranguren, Usue Lorenz, Patricia Canto and Susana Franco. University of Deusto, Bilbao, 17 October 2013.
- › Visit to Orkestra by Ignacio Martínez de Albornoz, General Manager of Aragón Exterior and David Romeral, Managing Director of the Automotive Cluster of Aragón with the aim of getting to know the functioning of the Institute with a view to implementing a similar Institute in Aragón. Mari Jose Aranguren and Susana Franco, Orkestra, 20 October 2013.
- › «El futuro de la energía en la Cuenca Atlántica». Seminar organised by the Energy Department. University of Deusto, Bilbao, 21 October 2013.
- › «La energía, la Cuenca Atlántica y el horizonte estratégico» Public conference organised by the Energy Department. University of Deusto, Bilbao, 21 October 2013.
- › «Escuela Business Angels Crecer+». Training event organised by the DBS. University of Deusto, Bilbao, 23 October 2013.
- › Presentation of conclusions of the Basque Country Competitiveness Report 2013 at the Provincial Council of Alava. Ignacio M^a Echeberria, Ibon Gil de San Vicente and Mari Jose Aranguren, 24 October 2013.
- › «Estrategia Marco de Internacionalización de Euskadi 2014-2016», meeting organised by the General Secretariat of Acción Exterior of the Basque Government to exchange opinions on the assets and action areas with potential, singularity and also with a brand differential value. Susana Franco, Lehendakaritza, Vitoria-Gasteiz, 24 October 2013.
- › General Assembly of the Project GEM-España. Participation of Iñaki Peña and Maribel Guerrero. Madrid, 29 October 2013.
- › Presentation of conclusions of the Basque Country Competitiveness Report 2013. Mari Jose Aranguren and Mikel Navarro, Bai Euskarari, 31 October 2013.
- › «Smart Specialisation for Regional Innovation. From Policy to Practice», seminar organised within the framework of the project SmartSpec, of the European Union. Participation of Mikel Navarro and Mari Jose Aranguren. Brussels (Belgium), 7 November 2013.
- › «VIII Foro de Inversión Crecer+» Presentation of Basque start-ups to the members of the Business Angels Crecer+. Donostia-San Sebastián, 7 November 2013.
- › «Redes de distribución eléctrica del futuro. Desarrollo Tecnológico, Implantación e Internacionalización». Seminar organised by the Energy Department. Palacio Euskalduna, Bilbao, 7-8 November 2013.
- › “Los retos de la competitividad en Euskadi”. Conference given by Mari Jose Aranguren and Mikel Navarro at a training event organised by the Basque Nationalist Party, San Sebastián, 9 November 2013.
- › Framework agreement for collaboration with Ezagutza Sarea to experiment new local development models. Realisation of three workshops during which a process was designed for the elaboration of agreements that improve long-term sustainability of diversification strategies, through agreements for project hand-over between legislatures. Miren Larrea and Mari Jose Aranguren. Ezagutza Sarea, Azkoitia, 10 November, 26 November and 20 December 2013.
- › Meeting with agents of the region of Osona (Catalonia) with the aim of getting to know the Institute, who had initiated a collaboration process to define a new strategy for the economic development of the region. Miren Estensoro and Ibon Gil de San Vicente. Orkestra, 8 November 2013.
- › «VII Conferencia sobre Horizonte 2020». Participation of Usue Lorenz to the presentation of this European research and innovation framework programme. Madrid, 11 and 12 November 2013.
- › «El tejido productivo de Euskal Herria», seminar organised by Gaindegia. Participation as speaker - Miren Estensoro. Sala Municipal, Donostia-San Sebastián, 13 November 2013.
- › «PSED Meeting. European Consortium». Meeting to analyse the development of PSED in Europe and aid scheme of the UE. Participation of José Luis Gonzalez and Iñaki Peña as well as researchers from 10 European countries. Aston University, Birmingham (United Kingdom), 13 November 2013.
- › «Seminario Internacional sobre Desarrollo Humano Local», organised by HEGOA. Participation of Miren Larrea and Miren Estensoro. Sarriko, Bilbao, 14-15 November 2013.
- › «Forum de la eurociudad vasca». Participation of Usue Lorenz to this forum organised by the San Sebastián City Council, through Fomento San Sebastián. Donostia-San Sebastián, 15 November 2013.
- › «Basque Investment Forum». Investment event organised together with London Business School. London (United Kingdom), 19 November 2013.

- › Public presentation of the report *Redes de Distribución Eléctrica del Futuro. Un Análisis para su Desarrollo*. Enerclub. Madrid, 19 November 2013.
- › «XXVII RENT Conference». Participation of Maribel Guerrero as Chair of the session on the role of the university in entrepreneurship. University of Management and Economics. Vilnius (Lithuania) 20-22 November 2013.
- › «3er Foro Management Emprendedor». Meeting between directors and entrepreneurs in collaboration with Adegí. Parque Tecnológico de Miramón, Donostia-San Sebastián, 28 November 2013.
- › Ikasgoirarurki. Start-up meeting for the action research project to facilitate a learning process that will lead to processes of public-private collaboration in the regions of Goierri and Urola Medio, in both the fields of technological innovation and social innovation. Funded by the Provincial Council of Gipuzkoa and in collaboration with Goieki and Iraurgi Berritzen. Participation of Miren Estensoro and Miren Larrea. Orkestra, 29 November 2013.
- › Keys to organisational innovation for the diversification of small businesses in Gipuzkoa: an action-research project. Start-up meeting for this project with the aim of understanding the keys of the organizational transformation in the diversification of small businesses in Gipuzkoa. Project funded by the Provincial Council of Gipuzkoa. Participants: Orkestra and Hobest.
- › Meeting with representatives of the Consejo Nacional de la Competitividad de Perú to present the objectives and activities of Orkestra. Participation of Miren Estensoro. Lima (Peru), 9 December 2013.
- › Working session at the Universidad del Pacífico. The aim of the session was to present the Institute to different departments, directors and researchers of the Universidad del Pacífico with the aim of identifying possible collaboration projects for the future. Participation of Miren Estensoro. Lima (Peru), 10 December 2013.
- › Working session with experts of the World Bank to present the Basque Country's experience in strategies of regional competitiveness. Mari Jose Aranguren and Ibon Gil de San Vicente, Washington (USA), 12 December 2013.
- › Meeting with representatives of the Organization of American States (OAS). Mari Jose Aranguren and Ibon Gil de San Vicente, Washington (USA), 13 December 2013.
- › Meeting with representatives of the Inter-American Development Bank (IDB). Mari Jose Aranguren and Ibon Gil de San Vicente, Washington (USA), 13 December 2013.
- › «Análisis del uso de patentes y sus implicaciones para la competitividad territorial». Workshop organised by Orkestra. Mikel Navarro, Susana Franco, Henar Alcalde, Usue Lorenz and Asier Murciego. University of Deusto, Donostia-San Sebastián, 19 December 2013.
- › «Taller de escritura (writing seminar)» for the coordination of the special edition of the International Journal of Action Research on the challenge of the scale in territorial development. It deals with a special experimental edition coordinated by James Karlsen and Miren Larrea which not only includes information on processes of action research, but also the elaboration of the edition is in itself a process of action research. James Karlsen and Miren Larrea, Kingston Business School, London (United Kingdom), 17 December 2013.

INSTRUCTION

...specialised, setting contents, accrediting programmes...

- › Innovation and Clusters. Doctoral Course on Business Competitiveness and Economic Development, Deusto Business School. Given by Davide Parrilli. San Sebastián, 14 January 2013.
- › Business Innovation Modes. Doctoral Course on Business Competitiveness and Economic Development, Deusto Business School. Given by Davide Parrilli. San Sebastián, 14 January 2013.
- › Innovation Systems, Growth and Territorial Competitiveness. Doctoral Course on Business Competitiveness and Economic Development, Deusto Business School. Given by Davide Parrilli and James Wilson. San Sebastián, 14-18 January 2013.
- › Emprendimiento. Seminar given by Iñaki Peña, Maribel Guerrero and José Luis González-Pernía. Doctorate in Business Competitiveness and Economic Development, Deusto Business School, San Sebastián, 22-25 January 2013.
- › Sustainable Development. Bachelor Degree. DBS. Davide Parrilli, February-March 2013.
- › Gestión de la colaboración. Technological Management Programme Abengoa of Deusto Business School, Abengoa University and Loyola Leadership School. Given by James Wilson and Henar Alcalde. Seville, 6 February 2013.
- › Creación de Empresas de Base Tecnológica. Seminar given by Iñaki Peña. Master Course of the University of Barcelona. Barcelona, 21-22 March 2013.
- › First seminar to present the thesis project: *Economía y Empresa*. Coordination of the Doctoral Course on Business Competitiveness and Economic Development. Davide Parrilli, San Sebastián and Bilbao, 16 and 17 April 2013.
- › Strategic Management of Start-Ups. Master, Universidad Católica de Lovaina. Given by Bart Kamp. Lovaina (Belgium) 15-20 April 2013.
- › Diversificación Productiva. Training sessions for local development agencies within the framework of the collaboration agreement between Orkestra and Garapen. Given by Miren Estensoro, Miren Larrea and Mikel Navarro with the participation of the local development agencies, Tecnalia and IK4. San Sebastián, 14 May, 11 June and 11 July 2013.
- › Second seminar to present the thesis project: *Economía y Empresa*. Coordination of the Doctoral Course on Business Competitiveness and Economic Development. Davide Parrilli, San Sebastián and Bilbao, 12 and 13 June 2013.
- › Coaching session. Training sessions for the canalisation of local entrepreneurial projects towards foreign markets. Participation of Lourdes Moreno and Oier Peñagarikano. Orkestra, Donostia-San Sebastián, July 2013.
- › Sistemas de Infraestructuras de Conocimiento. Given by Mikel Navarro in the third training session on Diversification organised jointly with Garapen. Donostia-San Sebastián, 11 July 2013.
- › Nascent Entrepreneur's Prospecting Profile and Start-up Capital Sources: An Investigation of Start-Up Outcomes Over Time. Participation of José Luis González-Pernía as an external examiner in the defence of the thesis of Diana Hechevarría, University of Cincinnati, Cincinnati (USA) 15 July 2013.
- › Actividad Emprendedora en Economías Emergentes. Given by Iñaki Peña.

Framework agreement between Orkestra and the University of Panama for the transfer of knowledge and experience in the promoting of entrepreneurship. Panama City, 29 July-7 August 2013.

- › Competitive Territories in the Globalized Economy. Given by Davide Parrilli and James Wilson in the Degree in Business Management and Administration of the Deusto Business School. Donostia-San Sebastián, September 2013.
- › Advanced Topics in International Strategy. Given by Henar Alcalde, Aitziber Elola, José Luis González-Pernía and Bart Kamp in the Master in International Business (MIB) of the Deusto Business School (DBS). Donostia-San Sebastián, September-December 2013.
- › Advanced Topics in International Finance. Given by Ana Carmen Díaz in the Master in International Business (MIB) of the Deusto Business School (DBS). Donostia-San Sebastián, September-December 2013.
- › Open Innovation and Innovation systems: Promoting Effective Innovation. Given by Henar Alcalde, Ken Dovey (visiting researcher), Bart Kamp, Edurne Magro, Mikel Navarro, Davide Parrilli and James Wilson in the Master in International Business (MIB) of the Deusto Business School (DBS). Donostia-San Sebastián, September-December 2013.
- › Competitiveness and Innovation Theories. Given by Henar Alcalde, Mari Jose Aranguren, Miren Estensoro, Susana Franco, Miren Larrea, Edurne Magro, Davide Parrilli and James Wilson in the Master in Competitiveness and Innovation (MUCI) of the Deusto Business School (DBS). Donostia-San Sebastián, September-December 2013.
- › Local Economic Development and Social Innovation. Given by Miren Estensoro and Miren Larrea in the Master in Competitiveness and Innovation (MUCI) of the Deusto Business School (DBS). Donostia-San Sebastián, September-December 2013.
- › Intrapreneurship. Given by Maribel Guerrero in the Master in Competitiveness and Innovation (MUCI) of the Deusto Business School (DBS). Donostia-San Sebastián, September-December 2013.
- › Finding the Positionality of the Researcher. Module given by Miren Larrea in the Master in Innovation of the University of Agder. Norway, 7 September 2013.
- › A Journey of Academic Inquiry. Exploring Capabilities and Play. Title of the thesis defended by Matilda Mooke at the Stirling Management School. Participation of James Wilson as an external examiner. Scotland (United Kingdom), 23 September 2013.
- › Economía Española y Mundial. Given by Mikel Navarro in the Degree in Business Management and Administration of the Deusto Business School (DBS). Donostia-San Sebastián, October-November 2013.
- › Emprendimiento, innovación y financiación. Course given by Iñaki Peña. University of Panama. Panama City (Panama), 9-13 December 2013.
- › MOC Affiliate Faculty Workshop. Participation of José María Guibert, Rector of the University of Deusto and Mari Jose Aranguren, Academic Director at Orkestra. Harvard Business School, Boston (USA), 10-11 December 2013.
- › Aprendizaje colectivo e innovación: el caso de las empresas manufactureras industriales uruguayas en el periodo 2001-2009. Title of the doctoral thesis defended by Luis Silveira and directed by Mari Jose Aranguren and James Wilson. University of Deusto, 17 December 2013.
- › El impacto económico de la inversión Business Angel en Europa. Master Project of Nagore González, student of the DBS, directed by Lourdes Moreno and Iñaki Peña.

4.2

Newspaper Library

With fulfilling the key purpose of generating and disseminating ideas that prove useful for the forming of public opinion, a notable presence in the media was achieved during 2013.

OPINION ARTICLES PUBLISHED IN THE PRESS

- Alcalde, H.; Kamp B. (2013, 15 January). "Reducido tamaño empresarial". Empresa XXI, p. 5.
- Aranguren, M.J.; Magro, E. (2013, 12 February). "Evaluar para innovar". Estrategia Empresarial, p. 110.
- Kamp, B. (2013, 11 March). "¿Cómo revitalizar las actividades manufactureras?". Expansión, p. 11.
- Aranguren, M.J.; Navarro, M. (2013, April). "Estrategias de especialización inteligente para el País Vasco". Estrategia Empresarial, Anuario 2013, p. 188.
- Kamp, B. (2013, 14 June). "Por qué Euskadi escape Alemania". El Correo, p. 48.
- Larrea, M. (2013, 23 June). "Etorkizuneko enpleguak eta Leonardo da Vinci". Berria, p. 22.
- Aranguren, M.J.; Navarro, M. (2013, 23 June). "Es la hora de la diversificación". El Diario Vasco, p. 27.
- Peña, I. (2013, 2 July). "Ba al dugu kemen nahikorik egoera honi agudo buelta emateko?". Gara.
- Wilson, J. (2013, 2 July). "Cooperación interterritorial para afrontar nuevos retos". elEconomista.
- Kamp, B. (2013, 4 September). "Adding service to the mix". Charted Global Management Accountant Magazine.
- Magro, E.; Navarro, M. (2013, 9 September). "¿Para qué la Red Vasca de Ciencia, Tecnología e Innovación?". El País, p. 21.
- Wilson, J.; Aranguren, M.J.; Navarro, M. (2013, 14 September). "Más allá de un plan: innovando en la estrategia regional". Deia, p. 6.
- Wilson, J.; Aranguren, M.J.; Navarro, M. (2013, 14 September). "Más allá de un plan: innovando en la estrategia regional". Noticias de Gipuzkoa, p. 4.
- Wilson, J.; Aranguren, M.J.; Navarro, M. (2013, 22 September). "Especialización inteligente". La Vanguardia, p. 36.
- Álvarez-Pelegry, E. (2013, 1 October). "Importancia de los hubs gasistas". Empresa XXI, p. 5.
- Alcalde, H. (2013, 5 y 6 October). "Buscando nuevas oportunidades de innovación". Cinco Días, p. 6.
- Kamp, B. (2013, 21 October). "El capital riesgo también huye del riesgo". elEconomista.
- Navarro, M.; Canto, P. (2013, December). "Sopa de letras: desentrañando las RIS3". Estrategia Empresarial, p. 14.
- Kamp, B. (2013, 16 December). "¿Un Marchionne o un Semler en MCC?". El País.
- Navarro, M. (2013, 17 December). "¿Bienvenido místico... inversor extranjero?". El Diario Vasco.



IMPACTS IN THE PRESS

- › *Estrategia Empresarial*, 1-15/01/2013. p. 34. "Orkestra analiza fortalezas y debilidades y avanza nuevos retos de competitividad".
- › *Le journal du pays basque – Euskal herriko kazeta*, 10/01/2013. p. 3. "Le cluster permet de faire des choix que l'on ne ferait pas étant seul. En temps de crise, ça aide".
- › *El Diario Vasco*, 13/01/2013. p. 46. "Los 600 millones para financiar a pymes estarán disponibles en muy pocas semanas", Arantza Tapia, Consejera de Desarrollo Económico y Competitividad del Gobierno Vasco.
- › *Finanzas.com*, 14/01/2013. "Euskadi debe transformar sus clústeres en metaclústeres que abarquen mayores economías de escala, según un estudio".
- › *Europa Press*, 30/01/2013. "Orkestra ofrece becas a desempleados para realizar el curso MOC de la Universidad de Harvard".
- › *El País*, 31/01/2013. p. 25. "Becas de Orkestra para desempleados".
- › *20minutos*, 31/01/2013. "Orkestra ofrece becas a desempleados para realizar el curso MOC de la Universidad de Harvard".
- › *Estrategia Empresarial*, 1-15/02/2013. p. 35. "El curso MOC de competitividad de Orkestra ofrece sus becas a parados".
- › *El Diario Vasco*, 06/02/2013. "Emprender es la única manera de salir de la crisis".
- › *Eleconomista*, 13/02/2013. "Antiguos alumnos de la Universidad de Deusto proyectan un club de inversión".
- › *ABC*, 13/02/2013. "Antiguos alumnos de la Universidad de Deusto proyectan un club de inversión".
- › *Finanzas.com*, 13/02/2013. "Antiguos alumnos de la Universidad de Deusto proyectan un club de inversión".
- › *Infocluster*, 13/02/2013. "Srpskim klasterima sirom otvorena vrata sveta".
- › *El Diario Vasco*, 14/02/2013. "Abierto el plazo de inscripción para el curso MOC".
- › *Gara*, 14/02/2013. "Antiguos alumnos de la Universidad de Deusto proyectan un club de inversión".
- › *El País*, 14/02/2013. "Club inversor de La Comercial".
- › *Que!*, 14/02/2013. "La Comercial creará un club de inversión para emprendedores".
- › *El Correo*, 14/02/2013. "Nace el "Club de Inversores" de Deusto".
- › *El Diario Vasco*, 14/02/2013. "Nace el "Club de Inversores" de Deusto".
- › *20minutos*, 14/02/2013. "La industria aeronáutica y espacial se presenta como motor de la industria del País Vasco en los próximos años".
- › *El Diario Vasco*, 14/02/2013. "La aeronáutica, motor de la industria vasca en los próximos años".
- › *Finanzas.com*, 14/02/2013. "La aeronáutica, motor de la industria vasca en los próximos años".
- › *Europa Press*, 15/02/2013. "La industria aeronáutica y espacial será el motor de la industria del País Vasco en los próximos años".
- › *Gara*, 15/02/2013. p. 30. "Sitúan a la aeronáutica como uno de los motores de la industria vasca".
- › *El País*, 15/02/2013. "El clúster vasco de aeronáutica, clave".
- › *El Correo*, 16/02/2013. "Pensando en los ciudadanos".
- › *Eleconomista*, 18/02/2013. p. 0 (portada). "El sector aeronáutico pide que se cuide al proveedor".
- › *Eleconomista*, 18/02/2013. p. 16. "Para construir un avión hay que cuidar a los proveedores".
- › *Cinco Días*, 23-24/02/2013. p. 4. "El sector aeronáutico crecerá a un 5% anual en dos décadas".
- › *Expansión*, 25/02/2013. p. 12. "Los contratos garantizan la carga de trabajo, pero hay que invertir".
- › *Empresa XXI*, 01/03/2013. p. 27. "Orkestra presenta un libro sobre Hegan".
- › *Estrategia Empresarial*, 1-15/03/2013. p. 6. "Hegan, un motor de la economía vasca para los próximos ejercicios".
- › *Estrategia Empresarial*, 1-15/03/2013. p. 34. "La política de clústeres es más adecuada hoy que hace 20 años", Jon Azua, presidente de Enovating Lab y profesor del MOC de Orkestra.
- › *Noticias de Gipuzkoa*, 02/03/2013. "Navarro sigue en la Plataforma de Especialización Inteligente".
- › *Berria*, 03/03/2013. p. 21. "Atzera so, aurrera egiteko".
- › *El Diario Vasco*, 03/03/2013. p. 20. "Nombramiento".
- › *El Correo*, 07/03/2013. p. 48. "Exalumnos de la Comercial crean un Club de Inversión para apoyar a los emprendedores".
- › *El Economista*, 18/03/2013. p. 8. "Eclósión de la financiación no bancaria".
- › *El Economista*, 18/04/2013. "Eloy Álvarez-Pelegry: 'El sector energético tiene que estar siempre alerta'".
- › *Berria*, 14/05/2013. p. 20-21. "Asmatu ezinik".
- › *ABC*, 20/05/2013. "Una delegación chilena visita Euskadi para conocer sus modelos de innovación".
- › *Eitb.com*, 24/05/2013. "El hub gasista de Bilbao podría estar en marcha antes de fin de año".
- › *Deia*, 24/05/2013. "Tapia ve condiciones para implantarlo en Bilbao".
- › *ABC*, 24/05/2013. "Bilbao espera contar en un año con el primer "hub" gasístico de España".
- › *Cinco Días*, 10/06/2013. "Los emprendedores ya tienen un plan".
- › *El Diario Vasco*, 20/06/2013. p. 42. "El gobierno vasco se reafirma en que las 'ineficiencias' de la I+D exigen un nuevo modelo".
- › *El Diario Norte*, 27/06/2013. "Euskadi es la región europea que más ha bajado la competitividad."
- › *Deia*, 28/06/2013. "Euskadi es el territorio de Europa donde más baja la competitividad".
- › *El País*, 28/06/2013. p. 22. "La empresa vasca necesita diversificar tras perder fortaleza".
- › *El Mundo*, 28/06/2013. "Las empresas vascas tendrán que diversificar para superar la crisis".
- › *Berria*, 28/06/2013. "Orkestrak dio ezin zaiola luzarozan eutsi lanpostuak gutxitzeko politikari".
- › *Deia*, 28/06/2013. "Euskadi es el territorio de Europa donde más baja la competitividad".
- › *Diario de Noticias de Álava*, 28/06/2013. "Euskadi es el territorio de Europa donde más baja la competitividad".
- › *El Correo*, 28/06/2013. "Orkestra pide que las empresas diversifiquen en lugar de solo resistir".
- › *Diario Vasco*, 28/06/2013. "Orkestra pide que las empresas diversifiquen en lugar de solo resistir".
- › *Gara*, 28/06/2013. "Atribuyen a los ajustes laborales el incremento de la competitividad vasca".



- ▶ *Noticias de Gipuzkoa*, 28/06/2013. "Euskadi es el territorio de Europa donde más baja la competitividad".
- ▶ *El Economista*, 28/06/2013. "La mayoría de las nuevas empresas no innovan y cierran pronto".
- ▶ *Noticias de Gipuzkoa*, 28/06/2013. "Tenemos el reto de explotar más toda la capacidad y el conocimiento científico que hemos desarrollado". María José Aranguren, directora académica de Orkestra, Instituto Vasco de Competitividad – Fundación Deusto.
- ▶ *Estrategia Empresarial*, 1-15/07/2013. "Es necesario iniciar cuanto antes una política de diversificación". Bart Kamp, investigadores de Orkestra, y Mikel Navarro, investigadores de Orkestra.
- ▶ *Estrategia Empresarial*, 02/07/2013. "No basta con resistir, hay que diversificar".
- ▶ *El Correo*, 09/07/2013. "Los Martes de Innobasque celebran una jornada en la que debaten sobre "El conocimiento, materia prima para innovar".
- ▶ *El País*, 09/07/2013. "Debate sobre el papel de la Universidad en el desarrollo económico de las regiones".
- ▶ *Cinco Días*, 20-21/07/2013. "La industria recupera el protagonismo en la economía".
- ▶ *El Diario Vasco*, 18/08/13. "Fuera no me preguntan por la corrupción, no somos tan relevantes", entrevista a Iván Martén, consultor de BCG.
- ▶ *El Diario Norte*, 27/08/2013. "Las empresas vascas exportadoras se duplican en los últimos cinco años".
- ▶ *Bai Euskarari*, 10/2013. "Herri baten lehiakortasuna bere biztanleen bizi-kalitatearen araberakoa da". Mari Jose Aranguren, Orkestrako zuzendari Akademikoa, eta Mikel Navarro, Orkestrako ikertzailea.
- ▶ *Europa Press*, 09/10/2013. "El Campus de San Sebastián de la Universidad de Deusto organiza un congreso internacional sobre políticas de innovación".
- ▶ *La Información*, 11/10/2013. "Expertos europeos en innovación abogan por una mayor participación de jóvenes y mujeres en políticas públicas".
- ▶ *El País*, 11/10/2013. "El País Vasco está muy bien posicionado para la especialización inteligente".
- ▶ *Noticias de Gipuzkoa*, 11/10/2013. "Deusto acoge el congreso internacional sobre políticas de innovación regional".
- ▶ *Estrategia Empresarial*, 16/10/2013. "Alberto García Erauzkin, refrendado como presidente de Innobasque".
- ▶ *Diario de Navarra*, 28/10/2013. "Moderna, en un seminario sobre políticas regionales de innovación".
- ▶ *Estrategia Empresarial*, 01/11/2013. "La diversidad, el mejor alimento para la creatividad".
- ▶ *El Diario Vasco*, 04/11/2013. "Mari Jose Aranguren, asesora de la Comisión Europea para el diseño del programa Horizonte 2020".
- ▶ *Noticias de Gipuzkoa*, 06/11/2013. "Mª Jose Aranguren, nombra asesora para el diseño del programa Horizonte 2020".

- ▶ *El Diario Vasco*, 07/11/2013. "“Empresaren 2013” reunió a más de 40 empresas en sus citas breves".
- ▶ *Noticias de Gipuzkoa*, 10/11/2013. "La izquierda abertzale confunde las necesidades de Gipuzkoa con sus urgencias".
- ▶ *Estrategia Empresarial*, 16/11/2013. "La distribución eléctrica soporta el reto de avanzar hacia el modelo de red inteligente".
- ▶ *Estrategia Empresarial*, 16/11/2013. "Nuevas vías de negocio a través del euskera".
- ▶ *El País*, 21/11/2013. "Empresas vascas buscan inversores en Londres para su acción exterior".
- ▶ *El Diario Vasco*, 21/11/2013. "Empresas vascas buscan inversores internacionales en Londres".
- ▶ *20Minutos*, 27/11/2013. "La rehabilitación energética de la vivienda puede conllevar ahorros energéticos de hasta el 60 por ciento".
- ▶ *La Información*, 27/11/2013. "La rehabilitación energética de la vivienda puede conllevar ahorros energéticos de hasta el 60 por ciento".
- ▶ *Estrategia Empresarial*, 01/12/2013. "Estudio sobre "Energía y Edificación".
- ▶ *El Diario Vasco*, 09/12/2013. "El impacto económico del descenso y envejecimiento de la población vasca es muy grave".
- ▶ *El Diario Vasco*, 12/12/2013. "Orkestra expone a expertos del Banco Mundial la estrategia competitiva vasca".



IMPACTS ON THE RADIO AND ON TELEVISION

Radio

- ▶ *Euskadi Irratia*, Albiste Faktoria, 02/01/2013-19/06/2013. Mikel Navarro appeared on the show once a fortnight to discuss issues related to competitiveness.
- ▶ *Euskadi Irratia*, 22/02/2013. Interview with Mari Jose Aranguren on the competitiveness of Basque companies.
- ▶ *Bizkaia Irratia*, 23/02/2013. Interview with Aitziber Elola on the publication El clúster de la industria aeronáutica y espacial del País Vasco: orígenes, evolución y trayectoria competitiva.
- ▶ *Radio Euskadi*, Más que Palabras, 16/03/2013. . Interview with Mikel Navarro on the occasion of his appointment as a member of the European Commission's Smart Specialisation Platform for the second consecutive year.
- ▶ *Cadena Ser*, 26/06/2013. . Interview with Mari Jose Aranguren and Mikel Navarro on *The Basque Country Competitiveness Report 2013*.
- ▶ *Radio Popular Bilbao*, 27/06/2013. Interview with Mari Jose Aranguren on *The Basque Country Competitiveness Report 2013*.
- ▶ *Onda Vasca*, 13/09/2013. Interview with Iñaki Peña on the 2012 Global Entrepreneurship Monitor report on the Basque Country.
- ▶ *Euskadi Irratia*, 18/09/2013, 02/10/2013, 23/10/2013, 30/10/2013, 13/11/2013, 04/12/2013, 11/12/2013. Mari Jose Aranguren, Miren Larrea and Mikel Navarro took part in several group discussions with Adrián Zelai, chairman of the Ekai Center, on issues related to competitiveness.
- ▶ *Bizkaia Irratia*, 05/10/2013. Interview with Iñaki Peña on the Global Entrepreneurship Monitor project.
- ▶ *La Ser*, 17/10/2013. Interview with Bart Kamp on the closure of Fagor.
- ▶ *La Ser*, 11/11/2013. Interview with Lourdes Moreno on financing entrepreneurial projects during times of crisis.

Television

- ▶ *Hamaika TV*, 2013/06. Interview with Mikel Navarro on the problem of unemployment.
- ▶ *Euskal Telebista (EITB)*, Debatea, 2013/11/14. Interview with Mikel Navarro on the competitiveness of the Basque economy.

4.3

Glossary

- › Basque Association of Development Agencies (GARAPEN)
- › Basque Country (CAPV)
- › Basque Country Aeronautics and Space Cluster Association (HEGAN)
- › Basque Energy Agency (EVE)
- › Basque Innovation Agency (Innobasque)
- › Center for Transatlantic Relations (CTR)
- › Cluster Associations (CA)
- › Development Bank of Latin America (CAF)
- › Deusto Business School (DBS)
- › European Association of Development Agencies (EURADA)
- › European Business Angels Association (EBAN)
- › European Network on Industrial Policy (EUNIP)
- › European Regions Research and Innovation Network (ERRIN)
- › Global Entrepreneurship Monitor (GEM)
- › IBERMÁTICA Innovation Institute (i3B)
- › Innovation in Advanced Business Services (ISEA)
- › Institute for Strategy and Competitiveness (ISC)
- › Instituto Tecnológico Autónomo de México (ITAM)
- › Inter-American Development Bank (IDB)
- › Inter-American Development Bank Multilateral Investment Fund (IDB-MIF)
- › Microeconomics of Competitiveness (MOC)
- › Mondragon Innovation & Knowledge (MIK)
- › Paul H. School for Advanced International Studies (SAIS)
- › Provincial Council of Bizkaia (DFB)
- › Provincial Council of Gipuzkoa (DFG)
- › Petróleos Mexicanos (PEMEX)
- › Regional Innovation Policies (RiP)
- › Research and Innovation Smart Specialisation Strategies (RIS3)
- › Spanish Business Angels Association (AEBAN)
- › Spanish Energy Club (Enerclub)
- › The Competitiveness Institute (TCI)
- › United Nations University – Maastricht Economic and Social Research Institute on Innovation and Technology (UNU-MERIT)
- › University of the Basque Country (UPV/EHU)
- › World Energy Council (WEC)



Orkestra

BASQUE INSTITUTE
OF COMPETITIVENESS
DEUSTO FOUNDATION



EVE Ente Vasco de la Energía



Gipuzkoako Foru Aldundia



kutxa obra social 



EUSKO JAURLARITZA

EKONOMIAREN GARAPEN
ETA LEHIAKORTASUN SAILA



GOBIERNO VASCO

DEPARTAMENTO DE DESARROLLO
ECONÓMICO Y COMPETITIVIDAD

