



ACTIVITY REPORT

Message from the Chairman

It is my pleasure to present the 2014 Activities Report for Orkestra-Basque Institute of Competitiveness. The Institute is an initiative born and being developed within the University of Deusto, with the support, from the start, of firms and public entities that share the idea that generating and transferring knowledge on competitiveness is essential for the future of the region.

The mission of the Institute is to contribute to the improvement of competitiveness in the Basque Country - and thus to the well-being of its citizens- and at the same time to generate new knowledge on regional competitiveness. This concept of regional competitiveness can be understood as referring to a territory, or to a relatively small economy.

The Institute has innovated in methods of research, developing a transformation-based research connected to the territory in which researchers continuously interact with those involved in the process of improving competitiveness.

Applied to the Basque Country as a living laboratory, this process of academic analysis and continuous practice has generated knowledge and capabilities in Orkestra for studying and improving the critical factors of competitiveness, which change according to the evolution of global trends. Such is the case of the growing debate in economic literature and international fora on the need to integrate traditional growth and its measurement with environmental and social sustainability.

Taking these ideas into account, the Institute has delved into the study of the relationship between economic performance

and wellbeing, integrating social performance indicators to the analysis of competitiveness and also analysing the role of firms in generating social value in the territories in which they operate.

In the first case, it is working on adapting the Social Progress Index to the European regional context and to the Basque Country in particular. In the second case, it is analysing the shared value business strategies with which companies seek to increase their profitability while at the same time generating positive social and/or environmental impacts in the community in which they carry out their activity.

This new line of research materialises in various projects, one from the Social Progress Imperative international consortium and from the European Commission, and the other with the support of Euskaltel, a leading company in the Basque Country. The development of both projects strengthens the tasks of conceptualising and measuring competitiveness, tasks that Orkestra has been developing since its foundation.

We would like to thank the public entities and firms that support the work carried out by the Institute within The University of Deusto. Their support is invaluable.

And of course we must also thank the organisations and persons that collaborate with the Institute, and the professionals of Orkestra for their effort and compromise. The achievements described in this report are the sum 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



The team in front of Orkestra's offices in San Sebastian

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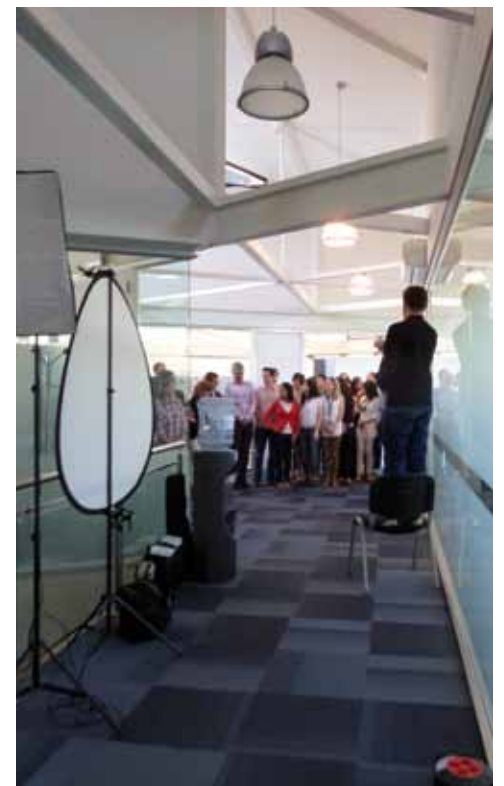
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Orkestra

Basque Institute of Competitiveness

Orkestra is a research institute of the University of Deusto that develops reflection and change processes within the context of the competitiveness challenges facing the Basque Country in an increasingly complex global environment.

1.1

An Agent of Change through Research

An initiative of the University of Deusto

Orkestra was constituted on 10 March 2006 as a University Development Unit of the Deusto Foundation with the mission of becoming a reference in the study of competitiveness and territorial development.

Deusto Foundation is the organisation responsible for fostering 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 six million Euros for research projects in 2014. It is staffed by a total of 110 people, of which 104 are researchers.

The University of Deusto was founded in 1886 by the Society of Jesus. It has a student population of over 10.000, of which over 20% are international students. It has six faculties: Social and Human Sciences, Law, Deusto Business School, Engineering, Psychology and Education, and Theology.

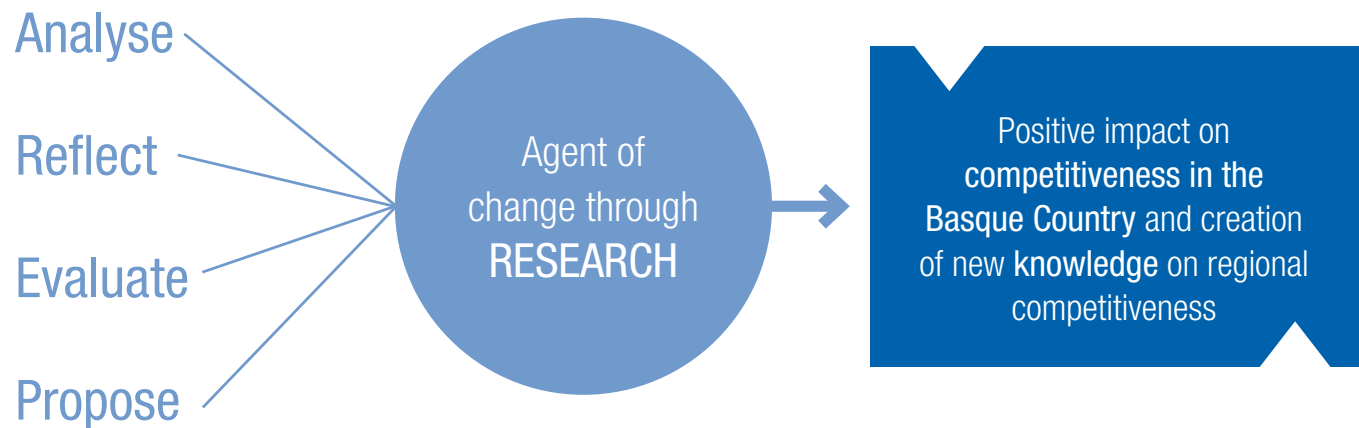


Orkestra-Basque Institute of Competitiveness is the result of a strategic commitment by the university, public administrations and Basque companies which are convinced that the generation and transfer of knowledge on competitiveness is essential for the future of a territory.

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 capabilities of the various players in the Basque Country – its ultimate aim being the creation of employment and wellbeing.

Orkestra has taken important steps to consolidate its value as an institute that carries out innovative research connected to the territory: a transforming style of research that responds to local challenges with global knowledge. This singular combination positions the Institute to achieve its mission of contributing to a genuine improvement in the Basque Country's competitiveness. At the same time, it creates critical knowledge in an international context through which it has already gained recognition in different international networks of excellence.

Objectives



1.2

A Success Case for Public-Private Cooperation

Since its creation, the Institute has been a success case for public-private cooperation. It enjoys the support of public bodies and leading private companies, providing stability for the project. The following public administrations and companies actively participate and collaborate in Orkestra's development:

Three public entities sponsor Orkestra: the Provincial Council of Bizkaia (DFB); the Basque Government, through the Basque Business Development Agency (SPRI); and the Provincial Council of Gipuzkoa (DFG), aware of the key role the Institute plays in supporting competitiveness strategies for both public and private stakeholders.

This public sponsorship is complemented by that of major private companies and organisations providing a solid foundation which reinforces the strength of this initiative. Its sponsoring companies are: Euskaltel, Kutxa and Repsol-Petronor.



Orkestra's Energy Department 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, where possible, harmonise the interests of the various stakeholders involved in advancing competitiveness. The Institute's highest body is the Board of Directors, which has representative, governing and administrative powers.

HONORARY CHAIRMEN

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

BOARD OF DIRECTORS

Chairman of the Board of Directors

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

Vice-Chairmen of the Board of Directors

- › ALBERTO GARCÍA ERAUZKIN
(Euskaltel representative)
Chairman of Euskaltel
- › EMILIANO LÓPEZ ATXURRA
(Petronor representative)
Board Member of Petronor

Members of the Board of Directors

- › JESÚS ALBERDI
Member of the Governing Board of the University of Deusto
- › ANDRÉS ARIZKORRETA
Chief Executive Officer of CAF
- › GUILLERMO DORRONSORO
Dean of Deusto Business School, University of Deusto
- › JOSÉ IGNACIO GOIRIGOLZARRI
Second Vice-President of Deusto Business School
Chairman of Bankia
- › ESTIBALIZ HERNAEZ LAVIÑA
(Basque Government representative)
Vice-Minister for Technology, Innovation and Competitiveness
- › JON LARRINAGA APRAIZ
Institutional Relations Director of Aernnova
- › IMANOL PRADALES
(Provincial Council of Bizkaia representative)
Provincial Councillor for Economic Development
- › GUILLERMO ULACIA
- › JON PELI URIGUEN ANSOLA
(Provincial Council of Gipuzkoa representative)
Provincial Councillor for Innovation, Rural Development and Tourism

Secretary of the Board of Directors

- › VÍCTOR URCELAY
Professor at the University of Deusto

Board of Directors at 31 December 2014.

ADVISORY BOARD

- › **CHRISTIAN KETELS** Ph.D. (Chairman)
Institute for Strategy and Competitiveness
Harvard University
- › **JOSÉ LUIS CURBELO** Ph.D.
Dean of the Faculty of Legal and Economic Sciences
University Camilo José Cela

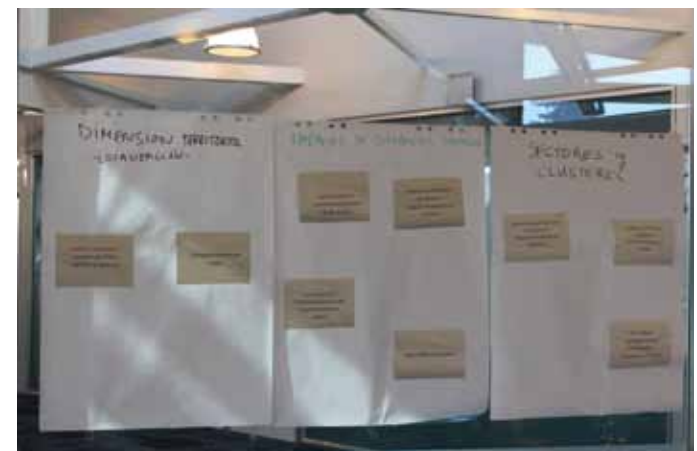
D. Mikel Landabaso, Ph.D. Head of Unit Directorate-General for Regional and Urban Policy of the European Commission, was a member of the Advisory Board until late 2014. Orkestra wishes to thank him for his dedication and participation in this project.

MONITORING COMMITTEE

- › **JOSÉ RAMÓN BELOKI**
(Basque Government representative)
Councillor to the Minister for Economic Development and Competitiveness
- › **JOSÉ MANUEL DE LA SEN LARREA**
(Petronor representative)
- › **ELOY LÓPEZ-PARA**
(Euskaltel representative)
Director of Corporate Development at Euskaltel
- › **OSCAR USETXI**
(Provincial Council of Gipuzkoa representative)
Director of Innovation and Knowledge Promotion in the
Department of Innovation, Rural Development and Tourism

DEPARTMENT OF ENERGY'S SPONSOR COMMITTEE

- › **EMILIANO LÓPEZ ATXURRA** (Chairman)
(Petronor representative)
Board Member of Petronor
- › **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
- › **PILAR URRUTICOECHEA**
(Basque Energy Agency - EVE representative)
General Manager of EVE



1.4

Open, Flexible and International

Orkestra is structured on a horizontal organisational model that seeks to reinforce the area-specific and cross-cutting capabilities of the Institute's professionals. Its mission of improving competitiveness in the Basque Country calls for an open organisation that encourages interaction with other players. It also needs to be flexible so that it is able to adapt to new competitive challenges and build the best teams to respond to such challenges.

On 9 June 2014, Mari Jose Aranguren was appointed General Director of Orkestra. Her appointment was reinforced with the appointment of Ibon Gil de San Vicente as Deputy General Director. They have both been part of Orkestra since its foundation.

The Orkestra team is dynamic and multi-disciplinary with a growing international character, made up of professionals from Argentina, Australia, Italy, Mexico, Norway, Spain, the Netherlands and the United Kingdom.





In 2014, the following people actively collaborated with Orkestra:

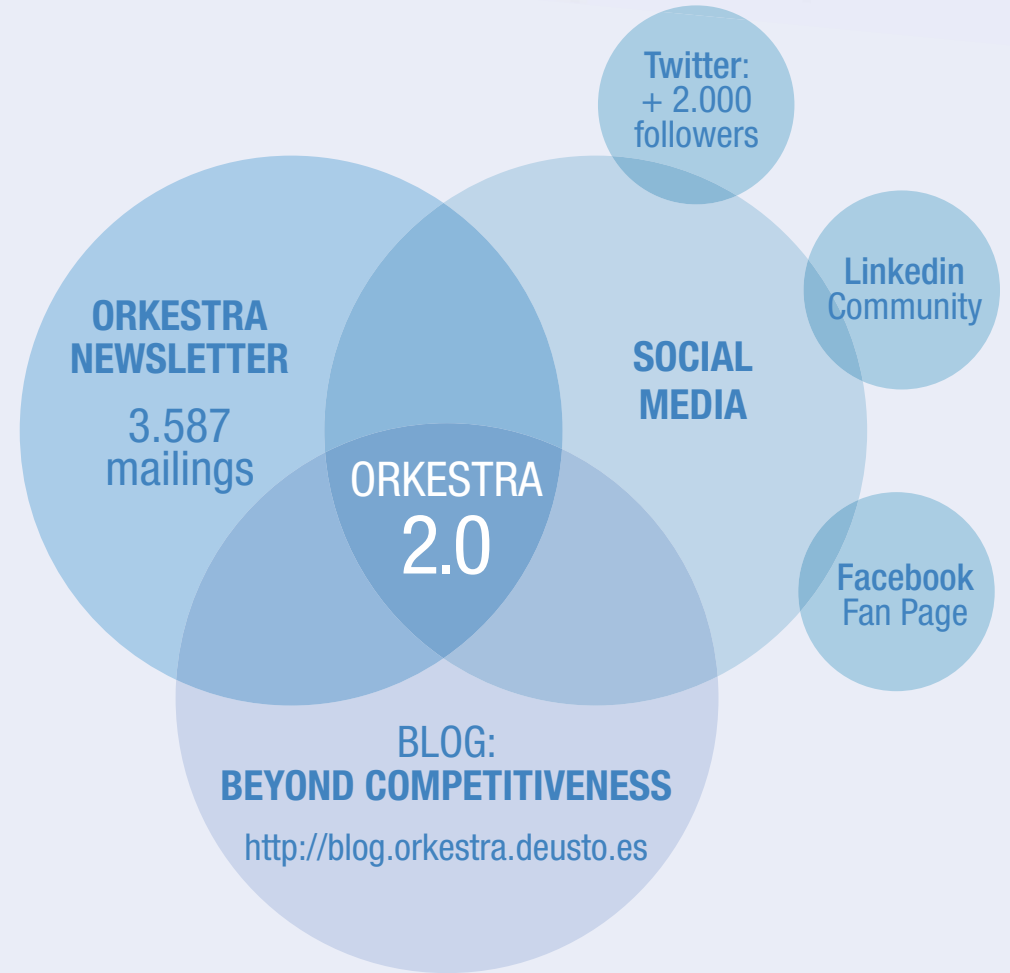
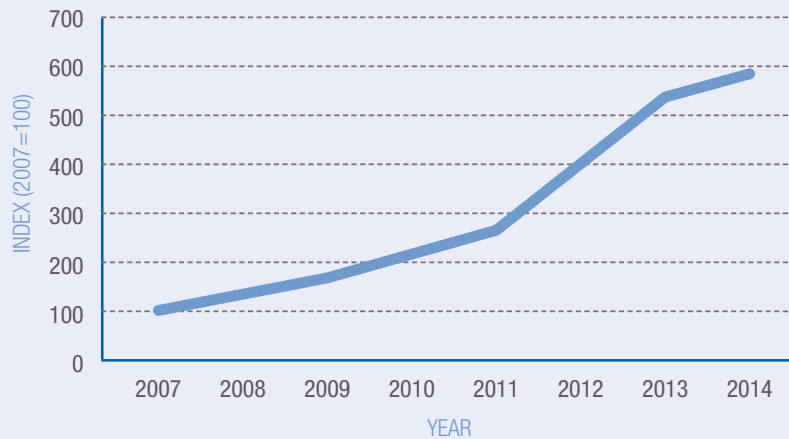
Anastasiia Konstantynova, Aratz Soto, Asunción Angulo, Carolina Nieves, Celia Mosácula, Daniel Covarrubias, Francisco Alburquerque, Francisco Olarte, Iñaki Peña, James Karlsen, Jabier Retegi, Javier Miner, Jon Mikel Zabala, José Luis González, Josune Errazquin, Laura Oreja, Lourdes Moreno, Maribel Guerrero, Nagore Ardanza, Pablo Costamagna, Sara Satrustegui, Silvina Romano.

The Institute especially wishes to thank Iñaki Peña, José Luis González and Maribel Guerrero for their contribution to the project throughout the years in which they participated.

Communication and Dialogue



EACH YEAR THE PRESENCE OF ORKESTRA IN THE NEWSPAPERS, RADIO AND TELEVISION GROWS



www.orkestra.deusto.es

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 capabilities of the various players 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*. Their synergies help the Institute to achieve its objectives.

* From the Spanish words Investigación (Research), Interacción (Interaction) and Instrucción (Training).

RESEARCH

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

In 2014, Orkestra's researchers published 18 articles in high impact scientific journals; 5 books and reports, 8 book chapters and 12 working papers. They also presented 25 scholarly communications at national and international conferences.

18 articles in scientific journals

5 books and reports

12 working papers

8 book chapters

25 scholarly communications

INTERACTION

Interaction is understood as 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 2014, Orkestra organised 13 events (lectures, seminars, workshops, conferences, sessions, etc.), in which almost 679 professionals took part: business representatives, public decision-makers and socio-economic agents in general.

13 events

679 professionals

TRAINING

Specialised training: setting content; accrediting programs, materials, and professionals able to train competitiveness leaders. In 2014, new editions of the courses Microeconomics of Competitiveness (MOC) and Energy and Competitiveness: Gas, Networks and Renewable Energies were given, as well as seminars in Argentina, Chile and Uruguay. Orkestra's researchers also played 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



Session with authorities of the Deusto Foundation and the University of Deusto



Seminar «Crisis e Industria» organised by Jakiunde



Training, with researchers from the Universidad Loyola Andalucía



Seminar at the Catholic University of Uruguay



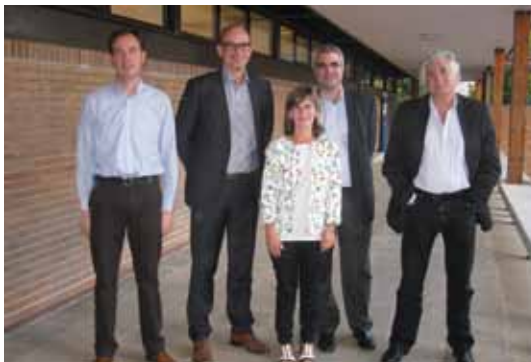
Inauguration of the Caribbean Competitiveness Centre, Barranquilla, Colombia



Social Progress Index Workshop



25 years of Seed Capital Bizkaia



Orkestra's Advisory Board Meeting



Work session with representatives of Saiolan



Seminar on Energy, Engineering and Industry



In the Provincial Council of Gipuzkoa



Meeting with representatives of the region of Araucanía, Chile



3rd International Business Servitization Conference

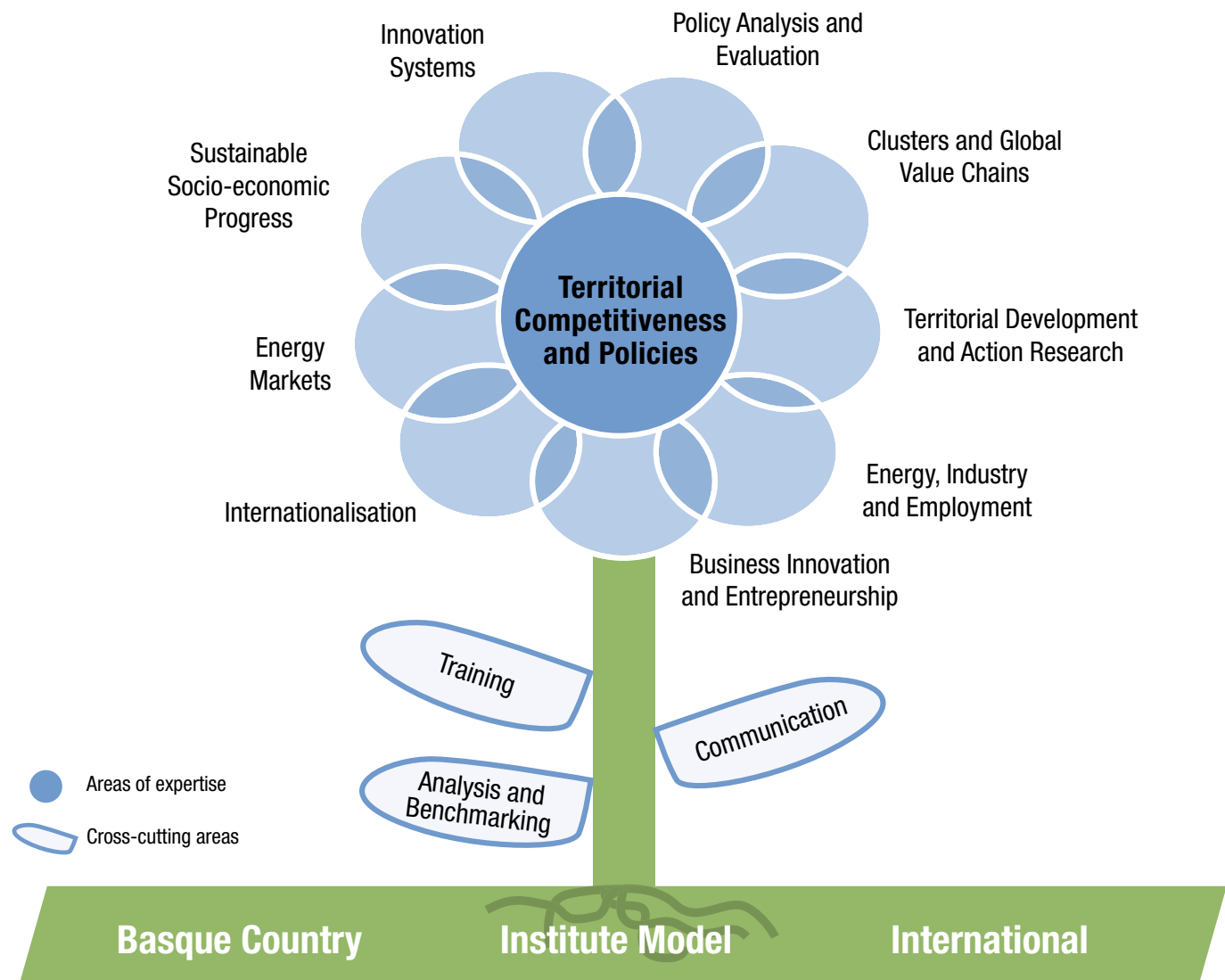
2.2

Areas of Expertise

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

Such areas of expertise represent the capabilities developed by the Institute in the factors of competitiveness on which it works. These critical factors are dynamic and change according to the identification of new competitive factors.

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 capabilities. They draw upon them but also nurture them and due to the project's dynamics they generate new abilities.

Competitiveness Observatory

AREAS OF EXPERTISE

Analysis and Benchmarking; Policy Analysis and Evaluation; Clusters and Global Value Chains; Communication; Territorial Development and Action Research; Energy, Industry and Employment; Training; Business Innovation and Entrepreneurship; Internationalisation; Energy Markets; Sustainable Socio-economic Progress; Innovation Systems.

DESCRIPTION

The Competitiveness Observatory develops a conceptual framework that facilitates understanding and improves the Basque Model of Competitiveness. It encompasses the knowledge on critical elements of competitiveness that affect this model – in areas such as clusters, internationalisation, innovation, local development and energy, amongst others – and it allows for the assessment of its position in relation to other reference territories.

CONTRIBUTION TOWARDS IMPROVING COMPETITIVENESS

It enables progress to be made in the understanding of the elements that influence the competitiveness of a region or territory in order to apply it to the Basque Country's case in three areas: (i) developing analysis techniques and benchmarking on competitiveness; paying special attention to those that can be applied in sub-national territories or nations; (ii) international contrast and promoting the Basque Model of Competitiveness; (iii) disclosing and transferring the knowledge acquired to contrast and extend it.

COLLABORATORS/CONSORTIUM

SPRI-Basque Government

CONTACT

Ibon Gil de San Vicente

Analysis of Competitiveness

AREAS OF EXPERTISE

Analysis and Benchmarking; Policy Analysis and Evaluation; Clusters and Global Value Chains; Communication; Territorial Development and Action Research; Energy, Industry and Employment; Training; Business Innovation and Entrepreneurship; Internationalisation; Energy Markets; Sustainable Socio-economic Progress; Innovation Systems.

DESCRIPTION

The Competitiveness Diagnosis monitors the competitiveness of the Basque Country and creates diagnosis reports on its competitive situation. It also boosts actions oriented to the improvement of the competitive situation by actively collaborating with the relevant agents. Most of the reports and knowledge acquired on competitiveness in this project are transferred to the Competitiveness Report of Basque Country.

CONTRIBUTION TOWARDS IMPROVING COMPETITIVENESS

It promotes the productive transformation of the Basque Country by generating and transferring information about competitiveness with the ultimate objective of creating employment and wellbeing. This objective is fostered together with the main private and public socio-economic agents of Basque Country.

COLLABORATORS/CONSORTIUM

SPRI-Basque Government

CONTACT

James Wilson

PROJECTS WITH STAKEHOLDERS

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



Bilbao NextLab

AREAS OF EXPERTISE

Policy Analysis and Evaluation; Territorial Development and Action Research; Analysis and Benchmarking; Clusters and Global Value Chains; Innovation Systems; Business Innovation and Entrepreneurship.

DESCRIPTION

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

CONTRIBUTION TOWARDS IMPROVING COMPETITIVENESS

It redefines the way of policy making in the city's government, working together with the city council on aspects related to priorities and specific instruments for transformation and specialisation, such as areas related to governance. The project also enables us to understand the role of cities in territorial competitiveness and in intelligent specialisation strategies that in most cases are defined at a regional level.

COLLABORATORS/CONSORTIUM

Bilbao City Council, University of Deusto

CONTACT

Miren Estensoro / Edurne Magro

Bizkaia Competitiva

AREAS OF EXPERTISE

Innovation Systems; Territorial Development and Action Research; Clusters and Global Value Chains; Energy, Industry and Employment; Policy Analysis and Evaluation; Analysis and Benchmarking; Business Innovation and Entrepreneurship.

DESCRIPTION

Creating a diagnosis on the current state of competitiveness in Bizkaia with a detailed analysis of several key axes: innovation systems; business; domains and clusters; territorial cohesion; and policies.

CONTRIBUTION TOWARDS IMPROVING COMPETITIVENESS

Identifying a series of actions that the Provincial Council can carry out to improve competitiveness in Bizkaia in the long term.

COLLABORATORS/CONSORTIUM

Provincial Council of Bizkaia-Bizkailab Programme, Deusto Business School

CONTACT

James Wilson

Cooperation in Bizkaia

AREAS OF EXPERTISE

Internationalisation; Business Innovation and Entrepreneurship; Policy Analysis and Evaluation.

DESCRIPTION

Focused on increasing the tendency of companies in Bizkaia towards inter-organisational cooperation, innovation and internationalisation, increasing the yield obtained from these activities.

CONTRIBUTION TOWARDS IMPROVING COMPETITIVENESS

This project enables the support programmes to be adapted to the companies in order for them to better adjust to the needs of the Bizkaian SMEs concerning innovation, internationalisation and collaboration methods.

COLLABORATORS/CONSORTIUM

Provincial Council of Bizkaia-Bizkailab Programme

CONTACT

Bart Kamp

2.3

Projects

Creceer+

AREAS OF EXPERTISE

Business Innovation and Entrepreneurship.

DESCRIPTION

Project oriented towards creating a platform of financial support for entrepreneurs, investors, managers, public authorities and other players in the entrepreneurial ecosystem.

CONTRIBUTION TOWARDS IMPROVING COMPETITIVENESS

This platform channels investment to new economic activities, giving value to the business network, improving new businesses' competitiveness and strengthening future leaders.

COLLABORATORS/CONSORTIUM

Deusto Business School, Ministry of Industry, Energy and Tourism

CONTACT

Ibon Gil de San Vicente

Technical Secretariat of GEM Spain

AREAS OF EXPERTISE

Business Innovation and Entrepreneurship.

DESCRIPTION

The project coordinates regional teams from GEM Spain within the GEM International framework, which draws up an annual report with indicators of entrepreneurial activity.

CONTRIBUTION TOWARDS IMPROVING COMPETITIVENESS

The report sheds light on entrepreneurial activity as a driving force of economic development and gives relevant information about the necessary conditions to undertake by comparing this information with that of other countries. This project has been carried out by the Deusto Business School since July 2014.

COLLABORATORS/CONSORTIUM

GEM International Consortium, GEM National, Santander International Centre of Entrepreneurship (CISE)

CONTACT

Iñaki Peña

Smart Specialisation of the Productive System of Gipuzkoa

AREAS OF EXPERTISE

Territorial Development and Action Research; Innovation Systems; Internationalisation; Policy Analysis and Evaluation; Analysis and Benchmarking.

DESCRIPTION

The project is oriented to enable smart specialisation processes in Gipuzkoa working in two activity areas: effective public management of the Department of Innovation, Rural Development and Tourism of the Provincial Council of Gipuzkoa and of other agents of the territory, and improving the collaboration and transfer of SMEs on a county level.

CONTRIBUTION TOWARDS IMPROVING COMPETITIVENESS

Improves the Gipuzkoan SMEs positioning in emerging sectors and markets by facilitating smart specialisation processes of the industry towards new activities of high added value.

COLLABORATORS/CONSORTIUM

Provincial Council of Gipuzkoa

CONTACT

Mari Jose Aranguren



Competitive Strategies on Internationalisation for Medium Sized Firms in Bizkaia that lead International Market Niches

AREAS OF EXPERTISE

Internationalisation.

DESCRIPTION

The project analyses the strategic factors and behavioural patterns, internationalisation and competitive strategies that affect the positioning of enterprises in the global market and their international market share.

CONTRIBUTION TOWARDS IMPROVING COMPETITIVENESS

Identifying the elements that the internationalisation support policies of medium-sized companies in Bizkaia must take into account.

COLLABORATORS/CONSORTIUM

Provincial Council of Bizkaia-Bizkailab Programme

CONTACT

Bart Kamp

Study of the Impact of the Programme for Management Improvement for Small and Medium Sized Firms (PREMIE)

AREAS OF EXPERTISE

Policy Analysis and Evaluation.

DESCRIPTION

Project oriented to assess the effectiveness and efficiency of the Provincial Council of Bizkaia's PREMIE programme in the beneficiary firms and to facilitate reflection on the results obtained.

CONTRIBUTION TO THE IMPROVEMENT OF COMPETITIVENESS

Providing information relative to the efficiency and effectiveness of the programme, favouring its improvement through learning processes.

COLLABORATORS/CONSORTIUM

Provincial Council of Bizkaia, Deusto Business School

CONTACT

Eduarne Magro

Pilot Action Evaluation Gipuzkoa Sarean

AREAS OF EXPERTISE

Policy Analysis and Evaluation; Territorial Development and Action Research.

DESCRIPTION

The project develops a process of evaluation of the Sustapen Mahia the pilot scheme set up by the Provincial Council of Gipuzkoa within the Gipuzkoa Sarean framework.

CONTRIBUTION TOWARDS IMPROVING COMPETITIVENESS

The evaluation of public policies is a critical factor in their improvement. Evaluation processes which are well integrated with the policies themselves have the potential to improve their efficiency and effectiveness in strengthening competitiveness.

COLLABORATORS/CONSORTIUM

Provincial Council of Gipuzkoa

CONTACT

Eduarne Magro

Economic Development in the Goierri County

AREAS OF EXPERTISE

Territorial Development and Action Research; Innovation Systems.

DESCRIPTION

The aim is to facilitate a strategic reflection process in the Industrial Forum of Goierri to promote sustainable industrial development in the county through action research.

CONTRIBUTION TOWARDS IMPROVING COMPETITIVENESS

The project allows us to identify and address the challenges for sustainability and competitiveness in the industrial sector of the Goierri county by creating a shared vision amongst the stakeholders (businesses, training centres, development agencies, political parties, etc.) and a new governance model at a county level.

COLLABORATORS/CONSORTIUM

Goieki

CONTACT

Miren Estensoro

2.3

Projects

Ikasgoiraurki

AREAS OF EXPERTISE

Territorial Development and Action Research.

DESCRIPTION

The project is oriented towards identifying and understanding different possible approaches that may exist when promoting, at a local level, diversification and specialisation processes of the productive system and the conditioning factors (collaboration and governance models amongst the stakeholders, the role of the development agencies or the political agents, collaboration models amongst businesses, etc.). In the same way, the project enables us to acquire know-how on lessons that can be learnt from other territories, respecting the different case studies and particularities of each case.

CONTRIBUTION TOWARDS IMPROVING COMPETITIVENESS

The project promotes diversification, specialisation and economic development processes by exchanging knowledge amongst agents (politicians, businesses, training centres, agencies) from the counties of Goierri and Urola Erdia.

COLLABORATORS/CONSORTIUM

Goieki, Iraurgi Berritzen

CONTACT

Miren Estensoro

Basque Country GEM Report

AREAS OF EXPERTISE

Business Innovation and Entrepreneurship.

DESCRIPTION

Providing relevant information on local and international entrepreneurship: contrasting the entrepreneurial activity of the Basque Country with other countries (56 countries) and state regions (17 autonomous communities); and comparing the internal reality of each of the three Basque territories (Alava, Bizkaia and Gipuzkoa).

CONTRIBUTION TOWARDS IMPROVING COMPETITIVENESS

The Basque Country GEM Report gives specific and relevant data on the entrepreneurial activity developed in the three Basque provinces and compiles the informed opinion of local experts. The information brings understanding regarding the role of entrepreneurial activity as a driving force of Basque economic development.

Orkestra and Eusko Ikaskuntza have supported this project in recent years. This project is driven by Innobasque since July 2014.

COLLABORATORS/CONSORTIUM

Provincial Council of Bizkaia, Provincial Council of Gipuzkoa, Eusko Ikaskuntza, Emilio Soldevilla Foundation for Research and Development in Business Economics (FESIDE)

CONTACT

Iñaki Peña

Organisational Innovation in Gipuzkoa

AREAS OF EXPERTISE

Business Innovation and Entrepreneurship.

DESCRIPTION

Gipuzkoa's productive scheme presents a reality in which small businesses (businesses with less than 50 employees) make up 99% of all the businesses. These businesses generally do not have their own product. They depend on large driving-force companies and find it difficult to diversify into new sectors with added value and other geographical markets that would improve their survival possibilities in the long term. It is a question of identifying how they can improve their competitiveness.

CONTRIBUTION TOWARDS IMPROVING COMPETITIVENESS

Examining a way to improve small businesses' competitiveness in Gipuzkoa by means of greater employee participation in the management of the company and in terms of co-ownership.

COLLABORATORS/CONSORTIUM

Provincial Council of Gipuzkoa, Hobest

CONTACT

Henar Alcalde



SME 2025

AREAS OF EXPERTISE

Innovation Systems; Policy Analysis and Evaluation.

DESCRIPTION

The development of the project will result in transferring explicit knowledge to Basque SMEs. 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.

CONTRIBUTION TOWARDS IMPROVING COMPETITIVENESS

The business network of the Basque Country is composed mainly of SMEs which is why it is so important to understand how they innovate, internationalise and foster cooperation and participation processes, since this is the basis of their competitiveness. The project envisages experimenting in Basque SMEs, thereby not only contrasting the model developed theoretically, but also initiating the real process towards competitive improvement.

COLLABORATORS/CONSORTIUM

Basque Government-Etortek Programe, Mondragon Innovation & Knowledge (MIK), Isea, Ikerlan

CONTACT

Mikel Navarro

Shared Value and its implementation

AREAS OF EXPERTISE

Business Innovation and Entrepreneurship; Sustainable Socio-economic Progress.

DESCRIPTION

The project studies business strategies for creating shared value creating economic value and social value. In order to understand as clearly as possible the obstacles and good practices when implementing these processes, the project develops in collaboration with reference companies in the Basque Country (e.g. Euskaltel).

CONTRIBUTION TOWARDS IMPROVING COMPETITIVENESS

Identifying the way in which businesses can gain competitive advantages and an increase in their profitability, while at the same time creating positive social and/or environmental impacts in the community in which they carry out their activity. A continual improvement in the company's productivity will also result in a sustainable social and economic development.

COLLABORATORS/CONSORTIUM

Euskaltel

CONTACT

Ibon Gil de San Vicente / Iñigo Ruiz de Apodaca

Zubigintza

AREAS OF EXPERTISE

Territorial Development and Action Research.

DESCRIPTION

Research project developed within Zubigintza, a laboratory for action research that accompanies the Gipuzkoa Sarean programme. The project is centred in the development of 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.

CONTRIBUTION TOWARDS IMPROVING COMPETITIVENESS

The project improves competitiveness in terms of developing a new relationship model (governance). This new model has enabled the design of specific projects and programmes of the Provincial Council of Gipuzkoa in a dialogue with the regional agencies, who receive these programmes, by using public budgets in a more efficient way. The foundations have been laid in order to address future strategic projects in collaboration.

COLLABORATORS/CONSORTIUM

Provincial Council of Gipuzkoa, University of Agder, Technological University Argentina

CONTACT

Miren Larrea

2.3

Projects

INTERNATIONAL PROJECTS

These projects advance the frontier of knowledge in the analysis of territorial competitiveness. They are carried out in collaboration with international stakeholders.

European Cluster Observatory II

AREAS OF EXPERTISE

Analysis and Benchmarking; Clusters and Global Value Chains.

DESCRIPTION

Developing the European Cluster Observatory through different statistical analyses, mapping tools and policy suggestions that contribute to design cluster policies in Europe. Specifically, Orkestra's contribution is focussed on analysing the relationship between clusters and other indicators of competitiveness, collaborating with the development of a "Regional eco-system scoreboard" and carrying out a sensitivity analysis to identify systematic interaction by comparing the results between the regions with similar eco-systems.

CONTRIBUTION TOWARDS IMPROVING COMPETITIVENESS

This project contributes to understand the relationship between the presence of powerful clusters in the territory and the competitive results that occur in the same territory. However, it has also revealed the difficulty of defining and measuring the clusters' strengths.

COLLABORATORS/CONSORTIUM

European Commission, Technopolis Group, VDI/VDE-IT, CSC, Inno, TIPIK, COÖ

CONTACT

Susana Franco

Regional Innovation Monitor (RIM)

AREAS OF EXPERTISE

Policy Analysis and Evaluation.

DESCRIPTION

The objective is to help regions improve their innovation policies through a system of enhanced and harmonised intelligence.

CONTRIBUTION TOWARDS IMPROVING COMPETITIVENESS

The project enables a benchmarking of European regions with respect to their innovation policies. It teaches about good practices and emerging practices on the design and implementation of innovation policies and their contribution to territorial competitiveness.

COLLABORATORS/CONSORTIUM

European Commission, Fraunhofer, Technopolis Group, UNU MERIT y ERRIN

CONTACT

Eduarne Magro

Smart Specialisation for Regional Innovation (Smartspec)

AREAS OF EXPERTISE

Innovation Systems; Territorial Development and Action Research; Policy Analysis and Evaluation.

DESCRIPTION

Advancing 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.

CONTRIBUTION TOWARDS IMPROVING COMPETITIVENESS

Teaching about critical elements to create regional strategies for competitiveness. These elements include governance, leadership, historic inertia and policy coordination.

COLLABORATORS/CONSORTIUM

European Commission, Cardiff University, Charles University, Claire Nauwelaers, Newcastle University, University of Groningen, Utrecht University, University of Padua, ERRIN and EURADA

CONTACT

James Wilson

Social Progress Index

AREAS OF EXPERTISE

Analysis and Benchmarking; Sustainable Socio-economic Progress.

DESCRIPTION

Measuring social progress on a European regional level by creating the European Social Progress Index. Possibility of a parallel process of defining social progress in the Basque Country in a participative way.

CONTRIBUTION TOWARDS IMPROVING COMPETITIVENESS

This project enables progress in the conceptualisation of competitiveness from a broader point of view than simply the economic one. By measuring social progress, the resulting comparison will reveal the position of the Basque Country with respect to other European regions and will enable follow up on these indicators for political decision making.

COLLABORATORS/CONSORTIUM

Basque Government, Social Progress Imperative, European Commission, JRC, Deloitte

CONTACT

Susana Franco

VRI - Economic Transformation in Different Regions

AREAS OF EXPERTISE

Territorial Development and Action Research.

DESCRIPTION

Comparing regions from Norway, Sweden and the case of the Basque Country, that have diverse industrial and institutional characteristics, the project seeks to generate fresh knowledge on how new industrial regeneration and economic transformation paths are created.

CONTRIBUTION TOWARDS IMPROVING COMPETITIVENESS

The project contributes to understanding the role played by innovation policies in the economic regeneration processes and how the political tools have been adapted in different places to face the challenges of each territory.

COLLABORATORS/CONSORTIUM

University of Agder, Norwegian Government

CONTACT

Susana Franco



2.3

Projects

DEPARTMENT OF ENERGY

These projects relate to or affect the energy sector or its companies, thus making them relevant for Basque Country's competitiveness. They are affiliated to the Energy Department which was founded to become a reference in the study, evaluation and research of energy and constitutes a research space that studies the role of energy in competitiveness and industrial development; the energy market and energy policy.

The objective of the Department is to contribute new ideas to energy debates based on analyses conducted with academic and analytic rigour. In order to do this, it publishes reports of interest to policymakers. It also organises seminars and conferences aimed at promoting and stimulating analyses and debates on energy.

An Overview of Energy and Environmental Taxes

AREAS OF EXPERTISE

Energy Markets.

DESCRIPTION

Analysing environmental energy taxes in Spain (taxes on petroleum products, taxes on petrol, taxes on the electricity market, amongst others). The report presents different tax collection figures as well as some brief conclusions.

CONTRIBUTION TO THE IMPROVEMENT OF COMPETITIVENESS

Offering an image with figures of what the different energy taxes represent, including autonomic data. This study would serve as a base for an analysis of the impact of the various energy taxes on competitiveness of the energy sources, on the energy consuming industry or on household consumers.

COLLABORATORS/CONSORTIUM

Green Budget Europe

CONTACT

Macarena Larrea

Support for the Sustainable Development of Basque Industrial Businesses

AREAS OF EXPERTISE

Energy Markets; Energy, Industry and Employment.

DESCRIPTION

Analysing the impact of an increase in the energy prices in industry, preparing a report on the current energy situation and trends in the global-local framework.

CONTRIBUTION TO THE IMPROVEMENT OF COMPETITIVENESS

Supporting Basque industrial businesses concerned by the evolution of the sector by promoting strategic operative conclusions in the area of economic and industrial policies.

COLLABORATORS/CONSORTIUM

EVE

CONTACT

Eloy Álvarez-Pelegry



Diagnosis of the Electrical Sector

AREAS OF EXPERTISE

Energy, Industry and Employment.

DESCRIPTION

Analysis of the evolution of the Spanish electricity sector since the liberalisation of the sector (Ley 54/1997) until the electricity reform (Ley 24/2013).

CONTRIBUTION TO THE IMPROVEMENT OF COMPETITIVENESS

It gives a clear picture of how the Spanish electricity sector has evolved in different parameters (productivity, employment, organisation of the sector, agents, regulations, mix, etc.). It reviews the regulation in different aspects of the electricity sector (renewable energy, energy distribution, payment by capacity); and it also shows the key economical-financial variables of the industry and their evolution when faced with different events during the period covered by the study.

COLLABORATORS/CONSORTIUM

Iberdrola

CONTACT

Eloy Álvarez-Pelegry

The Future of Energy in the Atlantic Basin

AREAS OF EXPERTISE

Energy Markets.

DESCRIPTION

Development of a publication in collaboration with Johns Hopkins University, Center for Transatlantic Relations; as well as collaborating in a chapter of a book that presents the Basque Country's situation in the economic, energy and, to a lesser degree, social Atlantic context.

CONTRIBUTION TO THE IMPROVEMENT OF COMPETITIVENESS

Analysing energy geopolitics in the Atlantic basin, which, due to different events such as energy developments in unconventional and renewable fuel, could regain the geostrategic importance that had been lost as a consequence of the development of the Pacific basin.

The analysis of the Basque Country, as a sub-national territory, and its focus on the Atlantic basin, represent an example of the importance that this environment has for the regions geographically located there.

COLLABORATORS/CONSORTIUM

Johns Hopkins University, Center for Transatlantic Relations

CONTACT

Eloy Álvarez-Pelegry

Impact of the Increase in the Electricity Prices on Industrial Competitiveness

AREAS OF EXPERTISE

Energy, Industry and Employment; Energy Markets.

DESCRIPTION

Study on the impact of an increase in electricity prices on the competitiveness of Basque industry. The report describes energy consumption in different areas of industrial activity, as well as an analysis of its competitiveness variables. The aim is to understand to what degree energy consumption is a factor that influences industries with a high consumption of energy (steel, chemical, paper, wood, pharmaceutical, rubber and plastic industries).

CONTRIBUTION TO THE IMPROVEMENT OF COMPETITIVENESS

The project enables a closer look at sectors which are large consumers of energy and tries to analyse in detail the relationship between energy prices and the evolution of the business and the main variables of competitiveness chosen for it.

CONTACT

Eloy Álvarez-Pelegry

2.3

Projects

Energy Markets

AREAS OF EXPERTISE

Energy Markets.

DESCRIPTION

Analysing and understanding the main energy variables, in terms of costs, as well as the evolution of prices from the main energy sources in the spot market and those by-products that are considered particularly relevant.

CONTRIBUTION TOWARDS IMPROVING COMPETITIVENESS

The project enables data to be shown to Basque industry, that will serve as a basis for decision-making related to the purchase of energy and assessing the best protection possible when faced with possible price increases.

COLLABORATORS/CONSORTIUM

EVE

CONTACT

Eloy Álvarez-Pelegry

Energy Observatory and Energy Markets

AREAS OF EXPERTISE

Energy Markets; Energy, Industry and Employment.

DESCRIPTION

Creating databases and analysing market variables related to energy and energy markets.

CONTRIBUTION TOWARDS IMPROVING COMPETITIVENESS

Aiding agents in decision-making by publishing regular reports on energy prices and analysing and reflecting on energy markets and the geopolitics of energy resources.

COLLABORATORS/CONSORTIUM

EVE

CONTACT

Eloy Álvarez-Pelegry

Regulation and Renewable Energy Observatory

AREAS OF EXPERTISE

Energy Markets; Energy, Industry and Employment.

DESCRIPTION

Selective monitoring of European and Spanish regulation with the appropriate impact and consequence analysis for each player (energy businesses, consumers, industrial businesses, etc.).

CONTRIBUTION TOWARDS IMPROVING COMPETITIVENESS

Helping Basque industrial companies by distributing analyses on the regulation of the Spanish electrical industry and, particularly, on the electricity reform and its implications.

COLLABORATORS/CONSORTIUM

EVE

CONTACT

Eloy Álvarez-Pelegry



Regulation and Experience in Auto-consumption-Analysis of Regulation and Auto-consumption Experiences. European References. The Spanish Case.

AREAS OF EXPERTISE

Energy Markets.

DESCRIPTION

Evaluating regulations and the economical viability of the generation of electricity by household consumers.

CONTRIBUTION TO THE IMPROVEMENT OF COMPETITIVENESS

Analysing the evolution of the distribution of power generated in Spain, the Royal Decree proposal on auto-consumption of July 2013, the design of the current electrical tariff and the impact auto-consumption could have on the tariff deficit, which is a crucial problem not only for the electrical sector, but for the competitiveness of the Spanish economy as a whole.

COLLABORATORS/CONSORTIUM

Iberdrola

CONTACT

Eloy Álvarez-Pelegry

Regulation and Basic Parameters in Distributed Generation: International References.

AREAS OF EXPERTISE

Energy, Industry and Employment; Energy Markets.

DESCRIPTION

Analysing the current situation of auto-consumption in international regions of interest. Evaluating the regulations and the degree of potential development of energy generation for consumers in low and medium voltage.

CONTRIBUTION TOWARDS IMPROVING COMPETITIVENESS

An economy's competitiveness also depends on regulation, which must adapt to the specific conditions of each sector. In this sense, the project analyses the regulation on distributed generation, especially that related to photovoltaic in the US and the UK with the aim of identifying aspects that could be implemented in Spain.

COLLABORATORS/CONSORTIUM

Iberdrola

CONTACT

Eloy Álvarez-Pelegry

Shale Gas Study, Challenges and Opportunities of Shale Gas, Incentives for Exploring and Exploiting Hydrocarbons

AREAS OF EXPERTISE

Energy, Industry and Employment.

DESCRIPTION

Carrying out a study on Shale Gas and specifically on the technology used for extraction and environmental impacts.

CONTRIBUTION TOWARDS IMPROVING COMPETITIVENESS

Offering an objective image of what Shale Gas is, the technology used for extraction, as well as analysing the key environmental impacts it entails. Review of the Spanish regulation on authorisation processes for exploring, investigating and exploiting in Spain specifically, but also of the European and North-American regulations on this matter.

COLLABORATORS/CONSORTIUM

EVE

CONTACT

Eloy Álvarez Pelegry / Claudia Suárez

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 stakeholders.

Microeconomics of Competitiveness Course (MOC)

The MOC course teaches how to analyse the competitive aspects and opportunities that a territory, business or cluster has from different perspectives, with the objective of supporting the creation of more appropriate development strategies.

The course was designed by Michael E. Porter, professor of the Institute for Strategy and Competitiveness at Harvard University. It is given on-line through universities and investigation centres worldwide, including Orkestra, to analysis of the aspects that impact on the competitiveness of a territory, industry, cluster or business, from a global perspective, considering both economic and social aspects. Through practical case studies and group projects, students learn how to give a diagnosis that will subsequently allow them to develop competitive strategies that respond in the most accurate way to the real needs of the environment.

The course is aimed at business professionals, institutions for collaboration (chambers of commerce, cluster associations, technology parks, development and innovation agencies, NGOs, etc.), administrations and public institutions of different geographic scope (local, regional and state level) and knowledge creation and diffusion centres (universities, training, research and technological centres, consultancies...).

Orkestra teaches this course in the Basque country, enriching the content given by Harvard University and adapting it to the Basque context.

CONTACT

Amaia Azpiazu

<http://moc.orkestra.deusto.es>

Energy and Competitiveness Course: Gas, Networks and Renewable Energies

Course aimed at gaining knowledge about the energy industry and the competitiveness of gas, power networks and renewable energy competitiveness that allows participants to make the best decisions in the ever-changing world of energy.

Its objectives are to broaden and update the knowledge of professionals from the energy sector or from industries and/or institutions related to it; to go deeper into energy areas considered to have a special interest for the Basque Country in an international context; and to obtain a conceptual and practical knowledge of the aspects related to energy competitiveness, its costs and structure, as well as price formation mechanisms. Aspects related to energy efficiency as elements of competitiveness are also included.

The course is aimed at professionals who have general experience in the energy sector or who are developing their professional activity in one of the energy sectors, or related businesses and institutions and who wish to gain deeper knowledge of other energy sectors in which they are not involved. Representatives from public administrations, technological centres, universities, industrial, financial and legal sector participate in the course.

CONTACT

Macarena Larrea

Doctoral Programme in Business and Territorial Competitiveness, Innovation and Sustainability

The programme makes it possible to explore in depth the different factors which impact on 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. Hence, the programme offers a solid and rigorous training in research methodology.

Looking for better solutions to apply competitiveness in businesses and territories does not only require financial resources, but also, and especially, research and innovation abilities, as well as managing this research and innovation, to allow financial resources to be applied to innovations that support sustainable competitiveness.

In this context, in order to achieve these objectives it is essential to develop research competencies in line with the needs of the R&D departments of companies and, from a more systematic perspective, with the needs of the research centres or departments of the universities, technological centres, consulting agencies and institutes.

The programme is developed in collaboration with the Comillas Pontifical University, within the framework of the "Aristos Campus Mundus 2015, committed to socially responsible and sustainable innovation". This initiative is the result of the strategic incorporation of three universities with social initiative (University of Deusto, Comillas Pontifical University and University Ramon Llull). Additionally, from its conception, it benefits from an advanced strategic cooperation agreement with Georgetown University, Boston College and Fordham University.

CONTACT

Davide Parrilli

www.dbs.deusto.es

Master in Competitiveness and Innovation (MUCI)

MUCI provides advanced training to respond to the increasing demand of professionals and researchers who will lead organisations and territories with a systematic and strategic vision to make them innovative and competitive. The participants acquire the following skills: analysing the keys to competitiveness of organisations and territories, discovering the relationships between both levels and evaluating the competitiveness of a region or business, suggesting improvements; working in difficult environments with versatility by developing sustainable strategic projects in a team; identifying the keys to innovation in organisations and territories and their interdependence, analysing the possible types of innovation in both areas, designing innovation processes adapted to specific and complex situations; designing and developing research projects in competitiveness and innovation that allow for progress in the scientific knowledge of these concepts; amongst others.

www.dbs.deusto.es

Master in Business Innovation (MBI)

The current business environment is complex and uncertain. One of its characteristics is the constant emergence of new value chains due to innovation, both from the businesses themselves and from outside them. Innovation, therefore, is key for all businesses wishing to be competitive and successful in the 21st century.

In this environment, the MBI is specifically designed to help businesses look for new business operations; to develop the implementation and marketing of strategic ideas; creating a culture that promotes innovation and entrepreneurship within the organisations; integrating R&D activities with those of production and final services and leadership for innovation.

Participating in this programme are experienced executives who are in charge of developing or implementing strategic decisions; entrepreneurs and business owners; advisers and consultants who are looking to develop their abilities as innovation promoters and other public and private sector professionals who work with business innovation elements.

www.dbs.deusto.es

Master in International Business (MIB)

The aim of the MIB is to provide future professionals with the skills 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 (marketing, finance, human resources, etc.). The course focuses on the singularities of different geographic areas worldwide and boosts the development of job skills in multicultural teams.

www.dbs.deusto.es



2.4

Key Events

ENERGY SCENARIOS AND COMPETITIVENESS: FROM LOCAL TO GLOBAL

Orkestra, through the Energy Department and the Spanish Committee of the World Energy Council organised a meeting that gathered together more than 50 energy professionals on the Bilbao campus of the University of Deusto, on 12 March.

The aim of the meeting was to address the main conclusions of the 22nd World Energy Congress, held in November 2013 in Daegu, South Korea. The study *World Energy Scenarios: Composing energy futures to 2050* (Escenarios energéticos mundiales: construyendo el futuro energético para 2050) drawn up by the World Energy Council, was also presented.

Ignacio M^a Echeberria, Chairman of Orkestra; Arturo Gonzalo Aizpiri, President of the Spanish Committee of the World Energy Council (CECME); Karl Rose, Senior Director of Policies and Scenarios at the World Energy Council and member of the work study group; Gonzalo Sáenz de Miera, Director of Energy Policy at Iberdrola; Jorge Corrales, Mining Engineer; Txaber Lezamiz, Responsible for Technological Development at EVE and Eloy Álvarez Pelegry, Director of the Energy Department at Orkestra participated as guest speakers.



ENERGY AND REGULATION: LESSONS FROM THE PAST AND SUGGESTIONS FOR THE FUTURE



A total of 16 experts from different institutions, companies, universities and research centres with a long history in the energy industry, met on 3 and 4 April to analyse the evolution of the Spanish energy sector. Among other topics covered, the following stand out: the evolution of energy policy to the present day, the regulation of the electricity sector, the gas sector, coal, the European energy transition and its impact on the Spanish energy sector, the functions of the regulator on the new energy stage and the gas sector in light of the gas conceptual model.

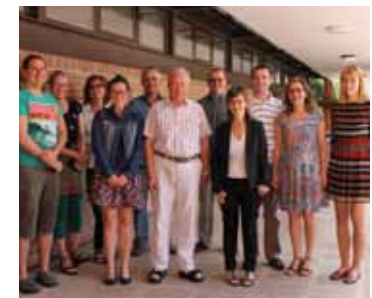
PRESENTATION OF THE BOOK TERRITORIAL DEVELOPMENT AND ACTION RESEARCH



The President of the Provincial Council of Gipuzkoa, Martín Garitano and the Dean of the University of Deusto, José M^a Guibert, participated in the presentation of the book *Territorial Development and Action Research*, published by the international publishing house Gower and written by Miren Larrea and James Karlsen (Orkestra researchers). The event was held at the University of Deusto on 21 May.

The work is a result of the commitment by the University of Deusto since 2009 supported by the Provincial Council of Gipuzkoa, to work together with the territorial stakeholders to achieve their objectives, thus defining their own investigation model. In this sense, the book presents some cases in which the University of Deusto participates in an active way together with public institutions with the aim of moving forward in territorial development.

SHAPING THE SOCIO-ECONOMIC COMPETITIVENESS OF TERRITORIES



On 19 and 20 June 2014, a group of professionals from different international academic centres (University of British Columbia, Canada; Kedge Business School University of Bordeaux, France; Abo Academy University, Finland; The Open University, United Kingdom; and the University of Barcelona) met with researchers from Deusto Business School and Orkestra in San Sebastián to share their experiences on the socio-economic competitiveness of the territories.

Over the two days, the participants talked about the role performed by the universities in territorial socio-economic development; organisation and implementation of territorial strategy, entrepreneurship and business developments, and innovation from the perspective of the systems and policies developed in this area.

INSTITUTIONAL AND ORGANIZATIONAL DESIGNS OF NATURAL GAS HUBS IN EUROPE: AN INTRODUCTION TO THE IBERIAN GAS HUB

The latest events between Russia and the Ukraine regarding gas supply show the need to create a system that will guarantee gas supply and will set better gas price-setting mechanisms. In order to analyse the implications of this situation, Orkestra and Iberian Gas Hub organised a seminar in Bilbao on 24 June in which more than 150 energy and regulation professionals participated.

The inauguration of the seminar was undertaken by the General Director of Orkestra, Mari Jose Aranguren, who participated with Idoia Zenarruzabeitia, member of the National Commission of Markets and Competition (CNMC); Alicia Vivanco, President of Iberian Gas Hub; and Eduardo Teixeira, Markets and Consumers Director at the Energy Services Regulatory Authority (ERSE).

One of the main conclusions from the seminar is the need to move forward in the start up of an Iberian gas hub that guarantees price transparency in the current gas trading market. In addition, the privileged geographic position of the Iberian Peninsula allows it to be a gateway for natural gas and liquefied natural gas towards Europe and a bridge for the Latin American and Asian markets. The significant system of infrastructure that already exists provides elements and facilitates the implementation of gas hubs in Spain.



CROSS-BORDER MEETINGS WITH AQUITAINE AND BASQUE CLUSTERS

Orkestra and Bihartean Chamber of Commerce and Cross-border Industry held a meeting between Aquitaine and Basque clusters as part of a research project set up by both entities in December 2013. The aim of the project is to encourage cross-border inter-cluster collaboration, starting with the existing synergies in the Euro-region of Aquitaine-Euskadi. A cooperation and cross-border collaboration tool for the achievement of the 2014-2020 global European policy objectives.

The meeting was held in Hendaye (France) on 8 July and more than 50 clusters participated. Mikel Anton, Director of European Matters of the Basque Country and Matthieu Berger, Regional Advisor of Aquitaine, opened the meeting. Juan Domingo Olabari, Head of Research and Cluster of the Basque Business Development Agency (SPRI) presented the Basque Country experience in politics and clusters and Amélie Demanet, Head of ADI, Agency for Innovation Development of Aquitaine, presented Aquitaine's inter-clustering strategy. Bart Kamp and Usue Lorenz represented Orkestra and presented the progress in their projects.

Some cross-border cooperation projects that are under way in the Euro region were also presented at the meeting, such as Mobydic, a project integrated by the Basque cluster of Mobility and Logistics and the French Aerospace Valley focused on intelligent means of transport; or the Woodtech project, developed by Habic, the Equipment, Wood and Design of the Basque Country cluster and Xylofutur, amongst others.

On 25 November, a second meeting was held in which local development agencies, businesses and technological-scientific agencies also participated. In this meeting, cross-border projects with possibilities of starting up in the near future were identified in the areas of multi-sector geo-localisation applications; innovation in the industrial/new materials processes; and food processing.



2.4

Key Events

ENERGY, ENGINEERING AND INDUSTRY

On 8 October, more than 100 professionals of the energy industry got together in the CRAI library of the University of Deusto to participate in a meeting organised by the Energy Department of Orkestra, the Royal Academy of Engineering and Sener. The aim of the event was to highlight the importance of the virtuous circle between energy, engineering and industry in benefit of the business networks and to share impressions regarding the energy challenges and their effect on energy, industrial and technological policies.

Begoña Arrieta, Vice-Rector of Academic Organisation at University of Deusto, Arantza Tapia, Minister for Economic and Competitiveness for the Basque Government, Elías Fereres, President of the Royal Academy of Engineering (RAI) and Emiliano López Atxurra, Chairman of the Department of Energy's Sponsor Committee, opened the event.

Speakers included people from the academic, institutional and business fields such as María Luisa Castaño, Managing Director of Innovation and Competitiveness of the Ministry of Economy and Competitiveness; Franciscos Fonseca, Head of the European Parliament and Commission's Representation in Spain; Pilar Urruticoechea, Managing Director of the Basque Energy Agency (EVE); Claudio Aranzadi, Ex-Minister of Industry and Energy; Miguel F. Calleja Mediano, Regulation Director of Iberdrola; Pedro Antonio Merino, Head of the Technical Secretariat of Repsol; Txetxu Sáenz de Ormijana, Director of Studies and International at EVE; Jesús Cadenas, Deputy General Manager of Sener; Luis Rodríguez Llopis, General Manager at Idom; Juan Sancho, Vice-President of the Board of Técnicas Reunidas; José Antonia Garrido, President of Bilbao Metropoli-30 and member of RAI, and Eloy Álvarez, Director of the Energy Department of Orkestra.



3RD INTERNATIONAL BUSINESS SERVICITIZATION CONFERENCE

Orkestra organised the 3rd International Business Servitization Conference, which was held on the Bilbao campus of the University of Deusto on 13 and 14 November. The meeting brought together more than 60 international experts who addressed different trends on an international level in the servitization field. Cases applied in the Basque Country and their results were also addressed.

The Basque Country has a significant number of crucial companies for servitization, for example, companies specialised in certain advanced services (engineering, consulting, TICs...). They have the potential to develop and support the territory's manufacturing industry by differentiating their product to be able to compete on an international and national level.

Over the two days, experts such as Tim Baines, Director of the Aston Centre for Servitization Research and Practice in Birmingham (UK), were present and participated in the meetings. He shared his experience of this territory which is currently at the top of the application of these types of strategies in the Industry together with the Scandinavian countries.

Julen Barrutia, Director of the International Business Area at CAF, and researchers such as Bat Kamp and James Wilson who, amongst other things, work in researching this area within Orkestra, also shared their experiences.



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

In 2014, the Institute established three new international partnerships. In June it signed an agreement with the University of British Columbia (UBC) that has its campus in Canada. The agreement envisages that Orkestra will advise the University on the creation of a similar centre. In the words of Professor Deborah Buszard, Deputy Vice-Chancellor and Principal of the University of British Columbia's Okanagan campus, "this university is interested in the "holistic" approximation of Orkestra to regional and competitive development, as well as the way in which it combines regional development and international connections. The agreement also envisions that both institutions collaborate in research and teaching activities, as well as in staff and student exchanges.

In October, Orkestra became a full member of the Inter-American Competitive Network (RIAC), a network promoted by the Organisation of American States (OAS) with the purpose of finding joint solutions to common challenges between the member countries and helping them promote regional economic competitiveness. This network includes collaborating institutions and partners such as Inter-American Development Bank (IDB), Economic Commission for Latin America and the Caribbean (CEPAL), Development Bank of Latin America (CAF), and higher training centres and institutions such as the Technological Institute of Monterrey, the Pontifical Catholic University of Peru and the Catholic University of Uruguay.



Orkestra collaborated in the network before formally becoming the only non-American institution member. With its participation, the Institute aspires to facilitate the exchange of good practices of regional competitiveness between America and Europe.

In November, Orkestra signed a collaboration agreement with the Glasgow School of Arts (GSA), a higher schooling institution located in Scotland (UK) known for encouraging collaboration between disciplines with the objective of exploring problems from new perspectives and finding ground-breaking solutions. By signing this agreement, Orkestra opens up a space for learning in the design of processes that have an impact on territorial development.

Apart from formalising its collaboration with the three aforementioned institutions, Orkestra was integrated into the Ibero-American Network of Public Communicators, a network formed by Ibero-American communicators who work at a local level. The objective of the network is to share experiences on the role of communication in territorial development processes.

Orkestra also collaborates with the UNIJES network, a network of university centres linked to the Society of Jesus in Spain (Deusto, Comillas, ESADE or IQS, amongst others). Orkestra participated in two meetings of a group of economists from UNIJES. One of them was held in Orkestra, resulting in the I Economic Forum of Jesuit Universities (UNIJES) held at the University Loyola Andalucía.



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 development. 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 an international level. As in previous years and coinciding with her participation in the 2014 MOC Affiliate Faculty Workshop, Mari Jose Aranguren, General Director of the Institute, met with Michael Porter to discuss projects of common interest such as Orkestra being part of the case studies used in the MOC courses taught around the world and the work that Orkestra is doing with the Social Progress Imperative and the European Commission to adapt the Social Progress Index (SPI) to the European regions. They also shared their thoughts on the strategic positioning of Orkestra in the regional competitive field and its singularities regarding other research institutes.



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.

MOC Network

The MOC Network is a unique experience in educational programming which functions on-line. 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. The General Director of Orkestra, Mari Jose Aranguren, participated in the meeting "2014 MOC Affiliate Faculty Workshop" held in Harvard on 9 and 10 December. On this occasion more than 140 people from 91 universities and research centres participated.

Inter-American Competitiveness Network (RIAC)

Forum sponsored by the Organisation of American States (OAS) to debate and analyse the challenges and opportunities of the region regarding competitiveness. In 2014, the Institute became a full member of this network in which it was already collaborating. The Deputy General Director of the Institute, Ibon Gil de San Vicente, participated in the VIII Americas Competitiveness Forum held on 8-10 October in Trinidad and Tobago. The report prepared by the network *Signs of Competitiveness in the Americas 2014* includes an article by Mari Jose Aranguren, Susana Franco and James Wilson.

International Business Servitization

Network of academics and professionals interested in the servitization process and its effect on organisations. Servitization is the transformation of a business's strategy by adding services to the offer of traditional products to gain a competitive advantage. This process is an important factor for regional competitiveness. This network holds annual conferences. The Institute coordinated the third edition, which was held in Bilbao (University of Deusto) on 13 and 14 November. The previous editions were held in Granada (University of Granada) in 2013 and Barcelona (Polytechnic University of Catalonia) in 2012.

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 first meeting took place in Porto (University of Porto, Portugal) in 2006, followed by Salzburg (University of Salzburg, Austria), Santander (University of Cantabria, Spain), Edinburgh (Edinburgh Napier University, Scotland), Grimstad (University of Agder, Norway), Lund (University of Lund - CIRCLE, Sweden), Porto once again in 2012 (INESC Technology and Science - INESC TEC) and San Sebastián (University of Deusto) in 2013. Mario Davide Parrilli and Miren Estensoro participated in the 2014 meeting held at the University of Stavanger (Norway) on 16 and 17 October.

The Competitiveness Institute (TCI)

The Competitiveness Institute (TCI) is an international network of excellence in advanced knowledge of clusters, with more than 800 members in 70 countries. Daniel Covarrubias participated in the 17th TCI Annual Global Conference held in Monterrey (Mexico) on 10 - 13 November.

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 forefront world knowledge. In 2014 the following can be highlighted:

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.

University of British Columbia

The University of British Columbia is a higher education centre with campuses in Canada. The aim of the collaboration agreement is to advise this university in designing a centre with characteristics similar to Orkestra. The agreement also foresees the exchange of researchers and staff.

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.

The 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.

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.

Glasgow School of Arts

A higher schooling institution located in Scotland (UK) known for encouraging the collaboration between disciplines with the objective of exploring problems from new perspectives and finding ground-breaking solutions. By signing this agreement, Orkestra opens up a space for learning in the design of processes that have an impact on territorial development.

National Technological University of Argentina

In 2011, an agreement was signed with the National Technological University in Rafaela, Argentina. It laid the foundations for the two universities to undertake projects of mutual interest in the field of territorial competitiveness. Under this agreement, in 2014 a specific settlement was signed for the writing of the book *Territorial Development and Action Research* that will be published in 2015 and will be used as material in the Masters of Territorial Development taught in this university and in other training processes.

3.2

Other Collaborations

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 research, interaction and training activities of the Institute:

- › Abo Akademy University
- › Adegí
- › Aerospace Valley
- › Ampyme
- › Aquitaine Region Innovation and Economic Development Agency (ADI)
- › Aragón Exterior
- › Aston Centre for Servitization Research and Practice
- › AVIC
- › Ayuntamiento de Bilbao
- › Azaro Fundazioa
- › Azti-Tecnalia
- › Basque Government
- › Berkeley University at California
- › Bihartean
- › Bilbao City Council
- › Bilbao Ekintza
- › Bilbao Metròpoli-30
- › CAF
- › Cardiff University
- › Cátedra de la Empresa Familiar de la UD
- › CCI Bayonne Pays Basque
- › Center for Transatlantic Relations (CTR)
- › Centro de Investigación en Alimentación y Desarrollo, A.C.
- › Centro Internacional Santander de Emprendimiento (CISE)
- › Charles University
- › CIC Nanogune
- › CIC Biogune
- › CIC Biomagune
- › CIC Margune
- › CIC Tourgune
- › CIE Automotive
- › Clúster de Automoción de Aragón
- › Clúster de Equipamiento, Madera y Diseño del País Vasco
- › Clúster Vasco de Movilidad y Logística
- › Comisión Nacional de Mercados de la Competencia (CNMC)
- › Comité Español del Consejo Mundial de la Energía (CECME)
- › ConectaDel
- › Consejería Regional de Aquitania
- › COO
- › CSC
- › Deusto Business School
- › Development Bank of Latin America (CAF)
- › Engimedia
- › Enovatinglab
- › Entidad Reguladora de los Servicios Energéticos (ERSE)
- › Escuela de Ingeniería Dual IMH
- › European Association of Development Agencies (EURADA)
- › European Commission
- › European Parliament and Commission's Representation in Spain
- › European Regions Research and Innovation Network (ERRIN)
- › Eusko Ikaskuntza
- › Eustat
- › EVE
- › Fondo Multilateral de Inversiones del BID (FOMIN)
- › Fraunhofer
- › Fundación Tecnalia
- › Garrigues
- › Glasgow School of Arts
- › Glassy
- › Goikei
- › Goimen
- › Green Budget Europe
- › Habic
- › Hobest
- › Iberian Gas Hub
- › Idoki
- › Idom
- › Ihobe
- › Ik4
- › Ikerbasque
- › Ikerlan
- › Inno
- › Innovae Vision
- › Instituto Tecnológico Autónomo de México (ITAM)
- › Inter-American Competitiveness Network (RIAC)
- › Iraurgi Berritzen
- › Isea
- › Johns Hopkins University
- › Kedge Business School
- › Kingston Business School
- › Kutxabank
- › Lanbide
- › Lea Artibai
- › LetmeClap
- › London Business School
- › LusoStudios
- › MetheOne
- › MIK
- › Ministerio de Economía y Competitividad
- › Ministry of Industry, Energy and Tourism
- › Mondragon Unibertsitatea
- › Mugibox
- › Nanobasque
- › National Technological University of Argentina
- › 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)
- › Real Academia de Ingeniería.
- › Salto Systems
- › SealPath
- › Sendabio
- › Sener
- › Social Progress Index
- › Sophia Antipolis
- › Sophia Bas
- › Talde
- › Technopolis Group
- › Tecnalia
- › Técnicas Reunidas
- › The Open University
- › TIPIK
- › Ubiquads
- › Unesa
- › UNJES
- › Unión Iberoamericana de Municipalistas (UIM)
- › United Nations University – Maastricht Economic and Social Research Institute on Innovation and Technology (UNU-MERIT)
- › University of Agder
- › University of Barcelona
- › University of Panama
- › University of Salamanca
- › University of the Pacific (Peru)
- › University Loyola Andalucía
- › Universidad Pontificia Comillas
- › University of Bordeaux
- › University of British Columbia
- › University of Groningen
- › University of Padua
- › UPV/EHU
- › Utrecht University
- › VDI/WDE-IT
- › Virtualware
- › Wolverhampton University
- › World Energy Council
- › Xylofutur

4

Appendix

4.1

The 3 i's in Detail

Hereafter are mentioned the contribution to the 3 i's* resulting from the action and research lines previously described.

* From the Spanish words Investigación (Research), Interacción (Interaction) and Instrucción (Training).

RESEARCH

...academic rigour, objectivity and independence...

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- › Magro, E., Navarro, M., Zabala-Iturriagoitia, J.M. (2014). Policy coordination mechanisms in centralized and decentralized countries. Special session on policy co-ordination in regional STI policies. *Eu-SPRI 2014 Manchester Conference*, 18-20 June, Manchester (United Kingdom).
- › Moreno, L. (2014). The economic impact of angel investment unveiled. *EBAN 14th Annual Congress*, 19-20 May, Dublin (Ireland).
- › Parrilli M.D., Zabala J.M (2014). STI and DUI innovation modes: Scientific-technological and cultural divides. *RIP 2014 - 9th Regional Innovation Policies Conference*, 16-17 October, Stavanger (Norway).
- › Parrilli, M.D., Sisti, E., Zubiaurre, A. (2014). The role of social capital in resilient territories: mechanisms for growth. *ERSA 54th Congress: Regional Development and Globalisation: Best Practices*, 26-29 August, Saint Petersburg (Russia).

INTERACTION

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

- › Launch meeting of the new phase of the European Cluster Observatory (ECO-II). Susana Franco participated in the project with representatives of the European consortium. Brussels (Belgium), 20 January 2014.
- › Meetings with competitiveness and innovation policy makers, members from knowledge organisations, researchers and economic development and competitiveness analysts from the Maule Region in Chile. Mikel Navarro participated in the design and implementation framework of a Competitiveness Development Plan in that region. Chile, 20-24 January 2014.
- › “Global Innovation Day 2014”. Lourdes Moreno participated in the panel on investment and financing for innovation. Bilbao, 30 January 2014.

› Meeting at Orkestra with representatives of the Basque Popular Party (PP) to exchange opinions on competitiveness and industrial politics in the framework of the re-industrialisation of Europe and its regions. Donostia-San Sebastián, 19 February 2014.

› Collaboration processes between SMEs and agents of the innovation system in the Goierri County. The Orkestra team from the project PYME 2025 participated in this session with representatives of the Local Development Agency of Goierri. Donostia-San Sebastián, 11 March 2014.

› “Energy scenarios and competitiveness: from local to global” Conference organised by the Energy Department and the Spanish Committee of the World Energy Council. Bilbao, 12 March 2014.

› “Presentation of the initiative Gipuzkoa Sarean”. Miren Larrea participated alongside representatives of the Provincial Council of Gipuzkoa, the County Development Agency Lea: Artibai, ConectaDEL and Agder Research. Hendaya (France), 12 March 2014.

› “First workshop of the organisational innovation and diversification programme for SMEs” organised by Orkestra, Hobest and the Provincial Council of Gipuzkoa in collaboration with the European Social Fund. Donostia-San Sebastián, 13 March 2014.

› “Second workshop of the organisational innovation and diversification programme for SMEs” organised by Orkestra, Hobest and the Provincial Council of Gipuzkoa in collaboration with the European Social Fund. Donostia-San Sebastián, 27 March 2014.

› “IX Investment Forum of Business Angels Crecer+”, organised by Orkestra. Bilbao, 31 March 2014.

› “Seminario Energía y Regulación”, organised by the Energy Department of Orkestra. Bilbao, 3-4 April 2014.

› Working sessions with representatives of the University of British Columbia who were interested in knowing the Orkestra model. Donostia-San Sebastián, 4 April 2014.

› “Social Progress Index 2014” Mari Jose Aranguren and Susana Franco participated in the world presentation of the report that included a pilot case for the Basque Country. London (United Kingdom), 8 April 2014.

› “El papel de la investigación acción y el enfoque pedagógico como estrategias de cambio del desarrollo territorial”. Miren Larrea participated in this seminar together with ConectaDEL. Buenos Aires (Argentina), 14 April 2014.

› “Jornadas sobre eficiencia energética”. Eloy Álvarez-Pelegry participated in the round table “La eficiencia energética en España y el País Vasco”, which took place in the framework of these sessions organised by the Basque Energy Agency (EVE). Bilbao, 29 April 2014.

› “Third workshop of the organisational innovation and diversification programme for SMEs” organised by Orkestra, Hobest and the

- Provincial Council of Gipuzkoa in collaboration with the European Social Fund. Donostia-San Sebastián, 8 May 2014.
- › Working sessions led by Fomento San Sebastián with a group of stakeholders to share the elaboration of an Action Plan in the energy field for the Vega del Urumea area as a part of the European project STEEP. Unai Castro. San Sebastián, 14 May and 9 June 2014.
 - › Presentation of the book Territorial Development and Action Research with the participation of the Dean of the University of Deusto and the Head of the Regional Council of Gipuzkoa of Gipuzkoa. University of Deusto, Donostia-San Sebastián, 21 May 2014.
 - › “Horizon 2020 Ad hoc Expert Advisory Group for Spreading Excellence and Widening Participation”. Mari Jose Aranguren participated as an expert appointed by the European Commission. Brussels, Belgium, 15-16 May 2014.
 - › “71 Congreso Internacional de la Fundición”. Eloy Álvarez-Pelegry participated as a speaker in the lecture “Energía y competitividad: de lo global a lo local” Bilbao, 19 May 2014.
 - › “Horizon 2020 Group for Societal Challenge 6 Europe in a Changing World. Inclusive, Innovative and Reflective societies”. Mari Jose Aranguren participated as an expert appointed by the European Commission. Brussels (Belgium), 23 May 2014.
 - › Working sessions at Orkestra with representatives of the Chilean region of La Araucanía who visited the Basque Country on 26-28 May 2014. Donostia-San Sebastián, 26 May 2014.
 - › Working session with the development agencies of Bizkaia and Gipuzkoa in the framework of the organisation innovation and diversification project launched by Orkestra, Hobest and the Provincial Council of Gipuzkoa in collaboration with the Economic Social Fund. Amorebieta, 3 June 2014.
 - › “Pacte Industrial de la Regió Metropolitana de Barcelona”. Mikel Navarro participated in the conference “Estrategia, industria y desarrollo económico local”. Barcelona, 11 June 2014.
 - › Day of reflection at Orkestra with the universities that belong to UNIJES, the network of universities linked to the Society of Jesus in Spain, about the key factors to move out of the recession through the implementation of re-industrialisation policies. Mari Jose Aranguren participated. Donostia-San Sebastián, 12 June 2014.
 - › “Mesa redonda sobre la Reforma Fiscal Ecológica”. During the morning, the report “Revisión de los impuestos energéticos en España” was presented in the session titled “Reforma fiscal ecológica, crecimiento y empleo, en el contexto del debate sobre la reforma fiscal”. Macarena Larrea participated in the roundtable. Madrid, 12 June 2014.
 - › “Horizon 2020 Ad hoc Expert Advisory Group for Spreading Excellence and Widening Participation”. Second Meeting. Mari Jose Aranguren participated as an expert appointed by the European Commission. Brussels (Belgium), 17 June 2014.
 - › “Shaping the Socio-economic Competitiveness of Territories”. Seminar organised by Orkestra with the participation of representatives of the University of British Columbia (Canada), Kedge Business School University of Bordeaux (France), Abo Akademy University (Finland), The Open University (United Kingdom) and Deusto Business School. Donostia-San Sebastián, 19 June 2014.
 - › Signing of the collaboration agreement between the University of British Columbia and Orkestra. Donostia-San Sebastián, 23 June 2014.
 - › “Institutional and Organisational Designs of Natural Gas Hubs in Europe: An Introduction to the Iberian Gas Hub”. Seminar organised by the Energy Department of Orkestra. Bilbao, 24 June 2014.
 - › “Jornadas sobre mercado eléctrico y compra de energía”. Eloy Álvarez-Pelegry participated with a presentation titled “Actividades de generación y reguladas en el sector eléctrico”, in the framework of these sessions organised by the Basque Energy Agency (EVE) in Bilbao, 26 June 2014.
 - › “X Foro de Inversión de la Plataforma Business Angels Crecer+”. Organised by Orkestra. Bilbao, 26 June 2014.
 - › Meetings with the Sustainability-Energy work group lead by the Environmental Department of the San Sebastián City Council with the participation of the Basque Government, the Provincial Council of Gipuzkoa, SPRI, companies, technological centres, etc, inside the STEEP project. Unai Castro. San Sebastián, 26 June and 4 November
 - › “SmartSpec Workshop Learning Journey”. Mikel Navarro and Ederne Magro participate as part of a group of experts that meet to share experiences on the problems with R&D strategy monitoring and evaluation. Murcia, 26-27 June 2014.
 - › “Primer Encuentro Transfronterizo entre Clústeres de Aquitania y Euskadi”. Session organised in collaboration with Bihartean, the Chamber of Commerce and Cross-border Industry. Bart Kamp and Usue Lorenz participated. Hendaya (France), 08 July 2014.
 - › Session to evaluate the dynamic and results of the promotion table of Gipuzkoa Sarean. Mari Jose Aranguren, Ederne Magro and James Wilson participated. Donostia-San Sebastián, 14 July 2014.
 - › “Reunión del grupo de expertos en competitividad subnacional de la RIAC”. Susana Franco participated with two presentations: “Índice de Progreso Social” and “Procesos Estratégicos Urbanos: Caso Bilbao”. Montevideo (Uruguay), 29-31 July 2014.
 - › “Sector energético: siguientes pasos tras las últimas reformas”. Eloy Álvarez-Pelegry participated with a presentation titled “Mercados energéticos. Déficits de actividades reguladas en electricidad y gas”, in the framework of the summer courses La Granda, Asturias, 13 August 2014.
 - › “El rol de gobiernos regionales y universidades en el desarrollo del ecosistema de innovación y emprendimiento”. Ibon Gil de San Vicente participated in this panel of subnational competitiveness experts held in the framework of the VIII Americas Competitiveness Forum. Trinidad and Tobago, 8-10 September 2014.
 - › “Jornada sobre crowdfunding y emprendimiento”. Extension of the annual congress of the Strategic Management Society, organised by Orkestra, Deusto Business School and the Kauffman Foundation. Donostia-San Sebastián, 19 September 2014.
 - › “Moving Forward the EU policy agenda on cluster excellence. Lessons learned and new challenges at policy and operational level”. James Wilson participated in this session organised by the European Commission. Brussels (Belgium), 23 September 2014.
 - › “VII Diálogos de Bilbao”. Eloy Álvarez-Pelegry participated with a presentation titled “Energía, competitividad y cambio climático” in the framework of the discussions organised by the Fundación Sabino Arana. Bilbao, 30 September 2014.
 - › “Jornada sobre Energía, Ingeniería e Industria”, organised by the Energy Department of Orkestra together with the Royal Academy of Engineering. Bilbao, 8 October 2014.
 - › Invelexport Salon of internationalisation of Spanish companies. Lourdes Morenos and Nagore Ardanza participated in identifying entrepreneurial ideas with high growing potential susceptible for funding in the platform Crecer+. Bilbao, 8-9 October 2014.
 - › “Operationalising smart specialisation: enabling the entrepreneurial discovery process in practice”. James Wilson participated in this session organised by DG Joint Research Centre (IPTS), the Smart Specialisation Platform, the University of Cardiff and the Regional Studies Association, to share experiences on RIS3 strategy implementation in the European Union. Brussels, Belgium, 8-10 October 2014.
 - › “VII Americas Competitiveness Forum”. Ibon Gil de San Vicente participated, coinciding with the formal naming of Orkestra as member of the Inter-American Competitiveness Network (RIAC) He also participated in the panel of experts on sub-national competitiveness analysing the role of regional governments and universities in developing innovation and entrepreneurship ecosystems. Trinidad and Tobago, 8-10 October 2014.
 - › “Workshop Social Progress Index”. Held at Orkestra with representatives of the European Commission and Social Progress Imperative to define the next steps to take in order to measure the social progress index applied to countries and European regions. Donostia-San Sebastián, 15 October 2014.
 - › Reflection session with the President of Deusto Foundation and the Vice-Rector of Innovation and Quality from the University of Deusto in the framework of the follow-up sessions of activities that the Institute holds every two months. Donostia-San Sebastián, 17 October 2014.

- › “II Meeting of Ibero-American Public Communicators”. Patricia Canto participated in this meeting focused on sharing communication and territorial development experiences. Malaga and Granda, 21-24 October 2014.
- › “La industria española: un impulso necesario”. Susana Franco participated in this session organised by FUNCAS, with the conference “Los clústers: palancas para la especialización inteligente”. Madrid, 24 October 2014.
- › “Crisis e Industria: lecciones del pasado para construir el futuro”. Seminar organised by Jakiunde. Bilbao, 29 October 2014.
 - Mikel Navarro presented “Análisis de la historia industrial del País Vasco. Una mirada al pasado para construir el futuro”.
 - Mari Jose Aranguren presented “Claves para la competitividad. De cómo el pasado nos da claves para el futuro”.
- › “XI Foro de Inversión BAC+” Organised by Orkestra. Bilbao, 30 October 2014.
- › Board of Directors of Bilbao Ekintza meeting. Miren Estensoro and Usue Lorenz participated in the framework of the project Bilbao NextLab, which is carried out in collaboration with the University of Deusto and the Bilbao City Council. Bilbao, 10 November 2014.
- › “3rd International Business Servitization Conference”. Organised by Orkestra. Bilbao, 13-14 November 2014.
- › “I Foro de Economía de Universidades Jesuitas”. Eloy Álvarez Pelegrí, Mikel Navarro and Susana Franco participated. Each presentation addressed the productive transformation and re-industrialisation for ending the recession, as well as the evolution of the competitiveness concept. Seville, 21 November 2014.
- › Work breakfast of the Cluster of the Steel Industry of the Basque Country-Siderex. Participation by Eloy Álvarez Pelegrí. Bilbao, 25 November 2014.
- › “La industrialización de Navarra”. Mikel Navarro participated in this event organised by the Moderna Foundation. Pamplona, 30 November 2014.
- › “METROS: A Southern European Learning Network. Workshop #1”. Miren Estensoro participated alongside representatives of Bilbao Ekintza in this workshop organised by The German Marshall Fund of the United States. Turin (Italy), 4-6 November 2014.
- › “Agorada 2014+” Annual meeting of the European development agencies. James Wilson participated in the round table “The Day After: How can Evaluation Support a Continuous Improvement of the RIS3?” Bilbao, 18-20 November 2014.
- › “Smart Specialisation and the relevance of clusters” James Wilson participated in this workshop held in the framework of

the Project of Smart Specialisation for Regional Innovation – SmartSpec. Brussels (Belgium), 21 November 2014.

- › “II Encuentro para la promoción de la cooperación transfronteriza entre clústeres, asociaciones profesionales, agencias comarcales de desarrollo y empresas de Aquitania y Euskadi”, organised in collaboration with Bihartean, Chamber of Commerce and Cross-border Industry. Hendaya (France), 25 November 2014.
- › Reflection session with line managers and technicians from Bilbao Ekintza. Miren Estensoro, James Wilson and Patricia Canto participated in the framework of the project Bilbao NextLab, which is developed in collaboration with the University of Deusto and the Bilbao City Council. Bilbao, 9 December 2014.
- › Work session with Michael E. Porter. Mari Jose Aranguren participated in the annual meeting of the MOC Network (2014 MOC Affiliate Faculty Workshop). Harvard, Boston (USA), 9 December 2014.

TRAINING

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

- › Energy Course. Given by researchers of the Energy Department and experts of the sector. Bilbao, October 2013 to June 2014.
- › Microeconomics of Competitiveness (MOC) Given by Orkestra researchers. Bilbao, 14 March to 20 June.
- › MOC Affiliate Faculty Workshop. Mari Jose Aranguren participated. Harvard Business School, Boston (USA), 9-10 December.
- › DBS University Master’s Degrees
 - Master in International Business
 - Subjects: Advanced topics on International Strategy and International Finances
 - Given by: Bart Kamp, Henar Alcalde and Ana Carmen Díaz
 - Master in Competitiveness and Innovation (MUCI)
 - Subjects: Business Competitiveness and Innovation Management; Competitiveness and Innovation: Theoretical Foundations; Territorial Competitiveness and Innovation Systems; Local Economic Development and Social Innovation; Research Methods and Skills and Academic Research Communication.
 - Given by: James Wilson, Susana Franco, Edurne Magro, Mari Jose Aranguren, Miren Larrea, Davide Parrilli, Miren Estensoro, Bart Kamp, Henar Alcalde.

- Master in Business Innovation
 - Subjects: Strategy, Clusters, Innovation Systems, Open Innovation.
 - Given by: Bart Kamp, James Wilson, Edurne Magro and Henar Alcalde.
- › Research trip for students from the Master in Regional Development of CIAD, Mexico, with the aim of receiving expert advice on developing the research projects they are working on about competitiveness and wellbeing and on integrating a cross-border cluster, respectively, in order to obtain their Masters degree . It ended in January.
- › Study trip to the Goierri County. Students from MUCI at DBS within the framework of the subject “Local Economic Development and Social Innovation” taught by Miren Larrea and Miren Estensoro. Goierri County, 10 January 2014.
- › “Estrategias de Desarrollo Competitivo: introducción al diseño e implementación”. Competitiveness Centre of Maule, University of Talca. Seminar given by Mikel Navarro. Taca (Chile), 20-24 January 2014.
- › “El papel de la universidad en la facilitación del desarrollo territorial: reflexiones sobre vivencias en América Latina y Europa”. Seminar given by Miren Larrea with Pablo Costamagna, Coordinator of the regional training programme for Socially Inclusive Local Economic Development for Latin America and the Caribbean (ConectaDEL). Catholic University of Uruguay. Montevideo, 7 April 2014.
- › Miren Larrea participated in the sessions of the Master in Territorial Development of the National Technological University in Rafaela (Argentina) on 10 and 11 April 2014.
- › Inauguration of the Doctoral Programme in Business and Territorial Competitiveness, Innovation and Sustainability (CETIS). September 2014.
- › “Medición del emprendimiento y su utilidad para la toma de decisiones públicas”. Session given by Iñaki Peña at the DBS offices in Madrid in the framework of the Public Leadership Programme in Entrepreneurship sponsored by DBS. Madrid, 6 October 2014.
- › A group of researchers from Orkestra participated on 28 November in a training session given by Manuel Alejandro Cardenete, Ricardo Molero and Mari Carmen Delgado from the University Loyola Andalucía. The training has a theoretical and a practical part in which the analysis of both the Input-Output Tables and the Social Accounting Matrices (SAM) were explained. Orkestra, 28 November 2014.
- › “Formación para el análisis de cadenas de valor del sector energético”. Workshops aimed at technicians from regional development agencies. Given by Atiziber Elola, Unai Castro and Davide Parrilli on 2, 10 and 18 December 2014.

4.2

Newspaper Library

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 2014.

OPINION ARTICLES PUBLISHED IN THE PRESS

- › LARREA, M. (2014, 1 January) “¿Por qué nos faltan respuestas en torno a la innovación?” *Estrategia Empresarial*
- › ÁLVAREZ-PELEGRY, E. (2014, 1 April). “La reforma energética en México”. *Energética XXI*
- › KAMP, B.; RUIZ DE APODACA, I. (2014, 19 May) “¿Tierra fértil para ‘campeones ocultos’?” *El País*
- › ALCALDE, H. (2014, 2 June) “Una oportunidad en tiempos de crisis” *El Diario Vasco*
- › NAVARRO, M. (2014, 1 July) “FP, innovación y competitividad en Euskadi” *Empresa XXI*
- › NAVARRO, M. (2014, 1 October) “Otra función no tradicional de los centros de FP: El desarrollo local
- › KAMP, B. (2014, 19 November) “La reindustrialización pasa por su ‘servitización’” *Expansión*
- › ARANGUREN, M. (2014, 16 December) “Competitividad territorial: construyendo sus dimensiones” *Estrategia Empresarial*



IMPACTS IN THE PRESS

- › *Estrategia Empresarial*, 01/01/2014 p. 33 “Orkestra lleva la estrategia vasca al Banco Mundial”
- › *Empresa XXI*, 15/01/2014 p. 26 “La CAPV podría elevar su déficit en la captación de fondos UE con H2020”
- › *Estrategia Empresarial*, 15/01/2014 p. 11 “Redes de distribución eléctrica del futuro”
- › *Estrategia Empresarial*, 15/01/2014 p. 22 “El inversor de start ups invierte por proximidad”
- › *20 minutos*, 26/01/2014. “Innobasque celebra el día 30 el ‘Global Innovation Day’ con un panel sobre ‘Inversión y financiación de la innovación’”
- › *elEconomista.com*, 26/01/2014. “Innobasque celebra el día 30 el ‘Global Innovation Day’ con un panel sobre ‘Inversión y financiación de la innovación’”
- › *Europa Press*, 26/01/2014. “Innobasque celebra el ‘Global Innovation Day’”
- › *Gentedigital.es*, 26/01/2014. “Innobasque celebra el día 30 el ‘Global Innovation Day’ con un panel sobre ‘Inversión y financiación de la innovación’”
- › *Lainformacion.com*, 26/01/2014. “Innobasque celebra el día 30 el ‘Global Innovation Day’ con un panel sobre ‘Inversión y financiación de la innovación’”
- › *Teinteresa.es*, 26/01/2014. “Innobasque celebra el día 30 el ‘Global Innovation Day’ con un panel sobre ‘Inversión y financiación de la innovación’”
- › *Euskadi+Innova*, 06/02/2014. “Estudiante de doctorado premiado por la Fundación Jorg Meyer-Stamer”
- › *Búsqueda* (Uruguay), 06/02/2014 p. 27 “Uruguay carece de ‘visión estratégica’, empresas y sindicatos deben cambiar de ‘chip’, dice experto vasco en competitividad”
- › *Bilbao24horas.com*, 14/02/2014 “Harvard y Orkestra juntos en la enseñanza de herramientas para la mejora de la Competitividad”
- › *Euskadi+Innova*, 14/02/2014 “Harvard y Orkestra juntos en la enseñanza de herramientas para la mejora de la Competitividad”
- › *Euskadi+Innova*, 14/02/2014 “Abierto el plazo de matrícula del curso Microeconomics of Competitiveness de Harvard y Orkestra”
- › *Euskadi+Innova*, 01/03/2014 “Escenarios energéticos y competitividad: De lo global a lo local”
- › *Capital Humano*, 01/03/2014 p. 78-80 “La exigencia de respetar a las personas con las que trabajas no es negociable”
- › *El Diario Vasco*, 01/03/2014 p. 25 “Entrega de diplomas a la primera promoción MIB de la Universidad de Deusto”
- › *Noticias de Gipuzkoa*, 02/03/2014 p. 24 “Ordizia acogerá una muestra sobre Ampo”
- › *Muyppymes.com*, 06/03/2014 “Business Angels españoles: todo lo que necesitas saber”
- › *La Vanguardia*, 09/03/2014 “Soria: la reforma eléctrica que irrita a todo el mundo”
- › *El Correo*, 11/03/2014 “Los retos de la economía de Euskadi”
- › *El Diariavasco.com*, 25/03/2014 “El Instituto Bidasoa se ofrece para ayudar a innovar”
- › *El Diario Vasco*, 28/03/2014 p. 19 “Ope Consultores cumple 30 años”
- › *Estrategia Empresarial*, 01/01/2014 p. 33 “Orkestra lleva la estrategia vasca al Banco Mundial”
- › *Empresa XXI*, 15/01/2014 p. 26 “La CAPV podría elevar su déficit en la captación de fondos UE con H2020”
- › *Estrategia Empresarial*, 15/01/2014 p. 11 “Redes de distribución eléctrica del futuro”
- › *Estrategia Empresarial*, 15/01/2014 p. 22 “El inversor de start ups invierte por proximidad”
- › *20 minutos*, 26/01/2014. “Innobasque celebra el día 30 el ‘Global Innovation Day’ con un panel sobre ‘Inversión y financiación de la innovación’”

- › *elEconomista.com*, 26/01/2014. "Innobasque celebra el día 30 el 'Global Innovation Day' con un panel sobre 'Inversión y financiación de la innovación'"
- › *Europa Press*, 26/01/2014. "Innobasque celebra el 'Global Innovation Day'"
- › *Gentedigital.es*, 26/01/2014. "Innobasque celebra el día 30 el 'Global Innovation Day' con un panel sobre 'Inversión y financiación de la innovación'"
- › *Lainformacion.com*, 26/01/2014. "Innobasque celebra el día 30 el 'Global Innovation Day' con un panel sobre 'Inversión y financiación de la innovación'"
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- › *Búsqueda* (Uruguay), 06/02/2014 p. 27 "Uruguay carece de 'visión estratégica', empresas y sindicatos deben cambiar de 'chip', dice experto vasco en competitividad"
- › *Bilbao24horas.com*, 14/02/2014 "Harvard y Orkestra juntos en la enseñanza de herramientas para la mejora de la Competitividad"
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- › *Euskadi+Innova*, 14/02/2014 "Abierto el plazo de matrícula del curso Microeconomics of Competitiveness de Harvard y Orkestra"
- › *Euskadi+Innova*, 01/03/2014 "Escenarios energéticos y competitividad: De lo global a lo local"
- › *Capital Humano*, 01/03/2014 p. 78-80 "La exigencia de respetar a las personas con las que trabajas no es negociable"
- › *El Diario Vasco*, 01/03/2014 p. 25 "Entrega de diplomas a la primera promoción MIB de la Universidad de Deusto"
- › *Noticias de Gipuzkoa*, 02/03/2014 p. 24 "Ordizia acogerá una muestra sobre Ampo"
- › *Muy pymes.com*, 06/03/2014 "Business Angels españoles: todo lo que necesitas saber"
- › *La Vanguardia*, 09/03/2014 "Soria: la reforma eléctrica que irrita a todo el mundo"
- › *El Correo*, 11/03/2014 "Los retos de la economía de Euskadi"
- › *El Diarivasco.com*, 25/03/2014 "El Instituto Bidasoa se ofrece para ayudar a innovar"
- › *El Diario Vasco*, 28/03/2014 p. 19 "Ope Consultores cumple 30 años"
- › *Thinkingcities.com*, 01/04/2014 pp. 96-99 "Mobility on the agenda"
- › *Deusto.com*, 03/04/2014 "La regulación del sector energético a examen en el primer foro de expertos de la Cátedra de Energía de Orkestra-Instituto Vasco de Competitividad-Fundación Deusto"
- › *Diarioresponsable.com*, 10/04/2014 "España cae del G-20 según el ranking del Índice de Progreso Social 2014"
- › *Europa Press*, 11/04/2014 "España en el puesto 21 en el Índice de Progreso Social 2014"
- › *Telemadrid.es*, 11/04/2014 "España, puesto 21 de los 132 países del Índice de Progreso Social"
- › *Lavanguardia.com*, 11/04/2014 "España, en el puesto 21 de los 132 países analizados en el Índice de Progreso Social 2014"
- › *Corresponsables.com*, 11/04/2014 "España, fuera del G-20 según el Índice de Progreso Social 2014"
- › *Cinco Días*, 14/04/2014 p. 14 "España 21ª en el índice de progreso social"
- › *Solidaridad Digital*, 14/04/2014 "España en el puesto 21 en el Índice de Progreso Social 2014"
- › *Bilbao24horas.com*, 15/04/2014 "Euskadi ejemplo para la medición del bienestar según el Social Progress Index"
- › *Diario de Noticias de Álava*, 16/04/2014 p. 19 "Euskadi, ejemplo para la medición del bienestar"
- › *Deia*, 16/04/2014 p. 15 "Euskadi, ejemplo para la medición del bienestar"
- › *Euskadi+Innova*, "Euskadi, el primer territorio sub-estatal analizado por Social Progress Index"
- › *Deia*, 20/04/2014 p. 4 "Un nuevo camino por recorrer: del 'per cápita' al 'pro cápita'"
- › *Noticias de Gipuzkoa*, 21/04/2014 p. 47 "Del per cápita al pro cápita"
- › *El Correo*, 25/04/2014 p. 41 "Jornada en el Palacio Euskalduna"
- › *Expansión*, 28/04/2014 p. 11 "Falta liderazgo en los agentes sociales para cambiar el modelo laboral". Mikel Navarro"
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4.3

Glossary

- › Bahía de Bizkaia Gas (BBG)
- › Bahia Bizkaia Electricity (BBE)
- › Basque Association of Development Agencies (GARAPEN)
- › Basque Business Development Agency (SPRI)
- › Basque Country (CAPV)
- › Basque Energy Agency (EVE)
- › Basque Innovation Agency (Innobasque)
- › Center for Transatlantic Relations (CTR)
- › Cluster Associations (CA)
- › Centro Internacional Santander de Emprendimiento (CISE)
- › Deusto Business School (DBS)
- › Development Bank of Latin America (CAF)
- › Economic Commission for Latin America and the Caribbean (CEPAL)
- › Emilio Soldevilla Foundation for Research and Development in Business Economics (FESIDE)
- › European Association of Development Agencies (EURADA)
- › European Business Angels Association (EBAN)
- › European Regions Research and Innovation Network (ERRIN)
- › Glasgow School of Arts (GSA)
- › Global Entrepreneurship Monitor (GEM)
- › Ibermática Innovation Institute (i3B)
- › Institute for Strategy and Competitiveness (ISC)
- › Instituto Tecnológico Autónomo de México (ITAM)
- › Inter-American Competitiveness Network (RIAC)
- › Inter-American Development Bank (IDB)
- › Master in Competitiveness and Innovation (MUCI)
- › Master in International Business (MIB)
- › Microeconomics of Competitiveness (MOC)
- › Mondragon Innovation & Knowledge (MIK)
- › Petróleos Mexicanos (PEMEX)
- › Provincial Council of Bizkaia (DFB)
- › Provincial Council of Gipuzkoa (DFG)
- › Regional Innovation Policies (RiP)
- › Smart Specialisation Strategies (RIS3)
- › Spanish Energy Club (Enerclub)
- › Study of the impact of the Programme for Management Improvement for Small and Medium Sized Companies (PREMIE)
- › Spanish Business Angels Association (AEBAN)
- › The Boston Consulting Group (BCG)
- › The Competitiveness Institute (TCI)
- › Unión Iberoamericana de Municipalistas (UIM)
- › United Nations University – Maastricht Economic and Social Research Institute on Innovation and Technology (UNU-MERIT)
- › Universidad del País Vasco/Euskal Herriko Unibertsitatea (UPV/EHU)
- › University of British Columbia (UBC)
- › World Energy Council (WEC)

Orkestra

BASQUE INSTITUTE
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Bizkaiko Foru Aldundia
Diputación Foral de Bizkaia



EKONOMIAREN GARAPEN
ETA LEHIAKORTASUN SAILA

DEPARTAMENTO DE DESARROLLO
ECONÓMICO Y COMPETITIVIDAD



EVE | Ente Vasco
de la Energía



Gipuzkoako
Foru Aldundia



kutxa obra social



BCG

THE BOSTON CONSULTING GROUP

