



ORKESTRA FIGURES AT A GLANCE 2017

A RESEARCH MODEL THAT...

Contributes to the real improvement of competitiveness serving the Basque Country's social and economic progress.

Generates transforming knowledge to move forward with competitiveness.

Envisages working jointly with territorial agents and constant interaction.

[See the scientific report](#)

NETWORKING PROJECTS

44 projects in collaboration with **86** institutions

40% International
60% Basque Country + Spain

16% new collaborations

PEOPLE

33



19 PhDs
6 Nationalities

SCIENTIFIC PRODUCTION

91

54 publications



37 academic presentations

CONGRESSES AND CONFERENCES

65 Participations

COURSES

57% IN THE BASQUE COUNTRY



43% OUTSIDE THE BASQUE COUNTRY

500 course hours taught

16 organised or co-organised by
1,300 participants in these Orkestra events

150 students trained

GLOBAL PARTNERS



PARTNERS



SCIENTIFIC REPORT 2017





PUBLICATIONS

2017

- › Alvaro-Hermana, R., Fraile-Ardanuy, J., Merino, J. (2017) [Algorithm development for night charging electric vehicles optimization in big data applications](#), *Procedia Computer Science*, Vol. 109, pp. 793-800, ISSN 1877-0509. <https://doi.org/10.1016/j.procs.2017.05.329> (SCOPUS)
- › Apanasovich, N., Alcalde-Heras, H., Parrilli, M.D. (2017). [A new approach to business innovation modes: the 'Research, Technology and Human Resource Management \(RTH\) model' in the ICT sector in Belarus](#). *European Planning Studies*. Volume 25- Issue 11: Special Issue on Culture and Innovation in SMEs and Micro firms. <https://doi.org/10.1080/09654313.2017.1322040> (ISI/SCOPUS)
- › Aranguren, M.J., Magro, E. and Wilson, J.R. (2017). [Regional competitiveness policy evaluation as a transformative process: From theory to practice](#). *Environment and Planning C: Politics and Space* 35 (4), pp.703-720. (ISI/SCOPUS)
- › Covarrubias, D. (2017). [Analyzing how a Social Base Impacts Economic Development and Competitiveness Strategies in a Cross-border Context: the Case of Region Laredo](#). *Journal of Borderlands Studies*. <https://doi.org/10.1080/08865655.2016.1270168> (SCOPUS)
- › Elola, A., Valdaliso, J.M., Franco, S., López, S.M. (2017). [Public policies and cluster life cycles: insights from the Basque Country experience](#), *European Planning Studies*, 25:3, 539-556. <https://doi.org/10.1080/09654313.2016.1248375> (ISI/SCOPUS)
- › Fraile-Ardanuy, J., Castano-Solis, S., Álvaro-Hermana, R, Merino, J., Castillo, Á. (2018). [Using mobility information to perform a feasibility study and the evaluation of spatio-temporal energy demanded by an electric taxi fleet](#). *Energy Conversion and Management*, Vol. 157 (Feb) pp. 59-70, ISSN 0196-8904, <https://doi.org/10.1016/j.enconman.2017.11.070> (ISI/SCOPUS)
- › Kamp, B. Parry, G. (2017). [Servitization and advanced business services as levers for competitiveness](#), *Industrial Marketing Management*, Vol. 60 (January) <https://doi.org/10.1016/j.indmarman.2016.12.008> (ISI/SCOPUS)
- › Kamp, B., Ruiz de Apodaca, I. (2017). [Are KIBS beneficial to international business performance: Evidence from the Basque Country?](#) *Competitiveness Review: An International Business Journal*, 27(1), 80–95. <https://doi.org/10.1108/CR-07-2015-0066> (SCOPUS)
- › Karlsen, J. y Larrea, M. (2017) ["Moving context from the background to the forefront of policy learning: Reflections on a case in Gipuzkoa, Basque Country"](#). *Environment and Planning C: Government and Policy*, 35 (4), 721-736. <https://doi.org/10.1177/0263774X16642442> (ISI/SCOPUS)
- › Konstantynova, A., Wilson, J. R. (2017). [Cluster policies and cluster institutions: an opportunity to bind economic and social dimensions?](#) *Economia E Politica Industriale* (81). <https://doi.org/10.1007/s40812-017-0081-x> (SCOPUS)
- › Kowalkowski, Chr., Gebauer, H., Kamp, B. and G. Parry (2017). [Servitization and Deservitization: Overview, Concepts, and Definitions](#), *Industrial Marketing Management*, Vol. 60 (January) 2017. <https://doi.org/10.1016/j.indmarman.2016.12.007> (ISI/SCOPUS)
- › Larrea, J.L., Aranguren, M.J., Valdaliso, J.M. (2017). [Exploring the role of leadership in territorial strategies for competitiveness](#). *Competitiveness Review*, 2017, Vol. 27 Issue: 4, pp.390-409. <https://doi.org/10.1108/CR-10-2016-0065> (SCOPUS)
- › Uyarra, E., Flanagan, K. Magro, E. Zabala-Iturriagagoitia, J.M (2017). [Anchoring the innovation impacts of public procurement to place: the role of conversations](#). *Environment and Planning C: Politics and Space*. <https://doi.org/10.1177/2399654417694620> (ISI/SCOPUS)
- › Uyarra, E., Flanagan, K., Magro, E., Wilson, J.R. and Sotarauta, M. (2017). [Understanding regional innovation policy dynamics: Actors, agency and learning](#). *Environment and Planning C: Politics and Space* 35 (4). <https://doi.org/pp.559-568> (ISI/SCOPUS)
- › Vendrell-Herrero, F. Wilson, James R. (2017). [Servitization for territorial competitiveness: taxonomy and research agenda](#). *Competitiveness Review: An International Business Journal*, 27(1), 2-11. <https://doi.org/10.1016/j.indmarman.2016.12.007> (SCOPUS)

SCIENTIFIC ARTICLES PUBLISHED IN OTHER JOURNALS

- Alcalde, H., Aranguren, M.J., Wilson J. (2017). *Culture and organisational change in academic organisations: A reflective case. El papel de la universidad en el desarrollo regional*. *Ekonomiaz*, No 92. ISSN: 0213-3865
- Álvarez Pelegrý, E. (2017). *Los mercados de gas natural en Europa. Elementos relevantes en su desarrollo*. *ICE*. No. 895 March-April 2017. ISSN: 2340-8790
- Alvaro-Hermana, R., Fraile-Ardanuy, J., Merino, J., Knappen, L. (2017) *Optimization of Night Electric Vehicle Fleet Charging at Regional Level*, *Int. J. of Thermal & Environmental Engineering*, Vol. 15, No. 1, pp. 43-49. <https://doi.org/10.5383/ijtee.15.01.005>
- Kamp, B. (2016) *Modus operandi of SMEs towards cooperative innovation: evidence from Bizkaia*, *International Journal of Collaborative Enterprise*, Vol. 5, Nos. 3/4, 2016, pp. 143-180. <https://doi.org/10.1504/IJCENT.2016.10003184>.
- Kamp, B. (2017), *Competitive strategies on behalf of international niche market leaders: evidence from the Basque Country*. *Boletín de Estudios Económicos*, Vol. 72 – No.221 – August, pp. 333-359. ISSN: 0006-6249
- Konstantynova, A. (2017). *Basque Country cluster policy: the road of 25 years*. *Regional Studies, Regional Science*, 4:1, 109-116. <https://doi.org/10.1080/21681376.2017.1322528>
- Konstantynova, A., Lehmann, T. (2017). *Cluster Activities in Different Institutional Environments. Case Studies of ICT-Clusters from Austria, Germany, Ukraine and Serbia*. *Administrative Sciences*, 7(2), 11. <https://doi.org/10.3390/admsci7020011>
- Navarro, M. (2017). *Lehiakortasun, hazkunde eta garapeneko lurralde-estrategiak*. *Uztaro* 100: 83-98. ISSN: 1130-5738

LIBROS E INFORMES

- Alcalde, H., Castro, U., Konstantynova, A. (2017). *Reflexiones sobre capacidades en los ámbitos de smart mobility y almacenamiento de energía*. Cuadernos Orkestra, 2017/29, ISSN: 2340-7638.
- Álvarez Pelegrý, E. Menéndez Sánchez, J. (2017). *Energías alternativas para el transporte de pasajeros*. Cuadernos Orkestra 2017/25. ISSN: 2340-7638
- Álvarez Pelegrý, E. Menéndez Sánchez, J. Bravo, M. (2017). *Movilidad sostenible. El papel de la electricidad y del gas en varios países europeos*. Cuadernos Orkestra 2017/27. ISSN: 2340-7638
- Álvarez Pelegrý, E., Isbell, P. (2017). *Energy and Transportation in the Atlantic Basin*. The Johns Hopkins University Press: Washington, D.C. ISBN 13: 978-1-947661-01-1
- Álvarez Pelegrý, E., Larrea Basterra, M., Suárez Diez, C (2017). *Energías renovables en calefacción y refrigeración en los sectores residencial y terciario*. Cuadernos Orkestra 2016/24. ISSN: 2340-7638
- Álvarez Pelegrý, E.; Álvaro Hermana, R. (2017). *Implicaciones del Energiewende en el ámbito eléctrico*. Cuadernos Orkestra 2017/28. ISSN: 2340-7638
- Canto, P., Irurzun I., Larrea, M. (2017). *Guía para la innovación en las políticas públicas a través de procesos de investigación*. Deusto Social Impact Briefings No. 1. ISBN 978-84-16982-16-5
- Costamagna P. y Larrea, M. (2017). *Actores facilitadores del desarrollo territorial. Una aproximación desde la construcción social*. Serie Desarrollo Territorial. University of Deusto Publications, Bilbao. ISBN: 978-84-16982-32-5
- Kamp, B., Retegui, J. (2017). *Oportunidades de negocio que ofrece el ecodiseño a las empresas del País Vasco*. Ihobe.
- Kamp, B., Ruiz de Apodaca, I., Murciego, A., Zubizarreta, M., Sisti, E. (2017). *Mapeo y caracterización de líderes en nichos de mercado internacionales en la Comunidad Autónoma del País Vasco*. Cuadernos Orkestra 2017/22. ISSN: 2340-7638
- Kamp, B., Ruiz de Apodaca, I., Murciego, A., Zubizarreta, M., Sisti, E. (2017). *Mapeo y caracterización de líderes en nichos de mercado internacionales en la Comunidad Autónoma del País Vasco (II)*. Cuadernos Orkestra 2017/26. ISSN: 2340-7638
- Konstantynova, A., Wilson, J.R. (2017). *SWOT Analysis: Looking into the Context*. Policy Brief; Interreg Europe CLUSTERS3 Leveraging Cluster Policies for Successful Implementation of RIS3, Interreg Europe (https://www.interregeurope.eu/fileadmin/user_upload/tx_tevprojects/library/CLUSTERS3_Policy%20Learning%20Documents_Report%20FINAL%20May2017.pdf)

- › Larrea Basterra, M. Castro Legarza, U., Álvarez Pelegrý, E. (2017). *Instalaciones fotovoltaicas aisladas y conectadas a la red eléctrica*. Cuadernos Orkestra 2016/23. ISSN: 2340-7638
- › Navarro, M. (2017). *Aproximación al sistema de I+D de Gipuzkoa. Actividades de I+D, patentes PCT, infraestructuras de I+D y empresas de nanotecnología*. Cuadernos Orkestra 2017/32. ISSN: 2340-7638.
- › Navarro, M. (2017). *Cuadernos del Informe de Competitividad del País Vasco 2017. Número 1. La gobernanza de las políticas públicas* Bilbao: Publicaciones Deusto. ISBN: 978-84-15759-66-9.
- › Navarro, M. (2017). *La formación profesional de Gipuzkoa. Retos y posibles ámbitos de actuación*. Cuadernos Orkestra, 2017/30. ISSN: 2340-7638.
- › Navarro, M. (Dir) (2017). *Retos y oportunidades para la Formación Profesional en relación con la especialización productiva en Castilla y León*. Colección Estudios, Bankia Foundation for Dual Vocational Training. ISBN: 978-84-697-3651-7.
- › Navarro, M., Franco, S., Murciego, A. (2017). *Análisis del comercio exterior de Gipuzkoa. Por ramas productivas, agrupaciones de actividad y clústeres*. Cuadernos Orkestra, 2017/31. ISSN: 2340-7638.
- › Navarro, M., Oleaga, M. (2017). *Las biociencias-salud en Gipuzkoa. Situación, iniciativas y políticas*. Cuadernos Orkestra 2017/33. ISSN: 2340-7638.
- › Orkestra (2017). *Euskal Autonomia Erkidegoko Lehiakortasunari buruzko 2017eko txostena. Eta bihar?* Basque Institute of Competitiveness - Deusto Foundation. ISBN 978-84-16982-30-1
- › Orkestra (2017). *Informe de Competitividad del País Vasco 2017. ¿Y mañana?* Bilbao: Publicaciones Deusto. Basque Institute of Competitiveness - Deusto Foundation. ISBN: 978-84-16982-28-8
- › Orkestra (2017). *The Basque Country Competitiveness Report 2017. And Tomorrow?* Bilbao: Publicaciones Deusto. Basque Institute of Competitiveness - Deusto Foundation. ISBN: 978-84-16982-29-5

CHAPTERS OF BOOKS

- › Álvarez Pelegrý, E. (2017). *Regulations, Barriers, and Opportunities to the Growth of DERs in the Spanish Power Sector* (123-146). In Sioshansi, F.P. *Innovation and Disruption at the Grid's Edge*, Elsevier.
- › Álvarez Pelegrý, E., Isbell, P. (2017). *Conclusions and Recommendations*. In Álvarez Pelegrý, E., Isbell, P. *Energy and Transportation in the Atlantic Basin*. The Johns Hopkins University Press: Washington, D.C. ISBN 13: 978-1-947661-01-1
- › Álvarez Pelegrý, E., Isbell, P. (2017). *Introduction*. In Álvarez Pelegrý, E., Isbell, P. *Energy and Transportation in the Atlantic Basin*. The Johns Hopkins University Press: Washington, D.C. ISBN 13: 978-1-947661-01-1
- › Álvarez Pelegrý, E., Menéndez Sánchez, J., Larrea Basterra, M. (2017). *Sustainable Mobility in the European Union: Alternative Fuels for Passenger Transport*. In Álvarez Pelegrý, E., Isbell, P. *Energy and Transportation in the Atlantic Basin*. The Johns Hopkins University Press: Washington, D.C. ISBN 13: 978-1-947661-01-1
- › Aranguren, M.J., Magro, E., Wilson, J.R. (2017). *Regional Competitiveness Policy in an Era of Smart Specialization Strategies* (pp. 546–564). In Huggins, R., Thompson, P. (eds) *Handbook of Regions and Competitiveness Contemporary Theories and Perspectives on Economic Development*, Cheltenham: Edward Elgar.
- › Aranguren, M.J., Navarro, M., Wilson, J.R. (2017). *From Plan to Process: Exploring the Human Element in Smart Specialisation Governance* (pp. 165-192). In McCann, P. et al. *The Empirical and Institutional Dimensions of Smart Specialisation*. New York: Routledge.
- › Elola, A., Valdaliso, J.M., Franco, S., López, S.M. (2017). *Cluster Life Cycles And Path Dependency: An Exploratory Assessment Of Cluster Evolution In The Basque Country* (pp. 141-158). In Belussi, F. and Hervás, J.L. (Eds.) *Unfolding Cluster Evolution*, London (United Kingdom): Routledge. ISBN 9781138123687
- › Karlsen, J. and Larrea, M. (2017). *Collective Knowing*. In Johnsen, H.C.G.: Hauge E.S.; Magnussen, M.L and Ennals, R. (Eds.) *Applied Social Science Research in a Regional Knowledge System*, New York: Routledge.
- › Wilson, J.R., Konstantynova, A., Aranguren, M.J. (2017). *Clusters and Cluster Policy in the Next 10 Years. 20 Years of TCI Network. The Past, Present and Future of Clusters*. Bogotá: TCI Network.

WORKING PAPERS

- › Arrona, A. (2017). *Can interpretive policy analysis contribute to a critical scholarship on regional innovation policy studies?* Orkestra Working Paper Series on Territorial Competitiveness 2017-R01. ISSN 1989-1288



ACADEMIC PRESENTATIONS

2017

- Alcalde, H., Aranguren, M.J., Wilson, J. (2017). [Innovating Academic Institutions to be Change Agents for Territorial Development: The Role of Organizational Culture](#). *Towards regionally-engaged universities addressing the organisational and relational barriers to becoming key players in regional innovation ecosystems*. Orkestra-Basque Institute of Competitiveness, Bilbao, June 26-27.
- Alcalde, H., Estensoro, M., Larrea, M. (2017). [Fostering policy networks' ambidexterity for SME competitiveness](#). *Research Symposium Networks in Changing Business Ecosystem*, Flensburg, (Germany), June 12-13.
- Alcalde, H., Wilson J. (2017). [Clústeres: Una oportunidad para generar 'valor compartido' en el territorio](#). *Basque Cluster Day*. Bilbao, 26 October.
- Álvarez Pelegrí, E. (2017). [El papel de la energía nuclear en la transición energética. Reflexiones en el caso del España](#). *Energía nuclear para la sostenibilidad*. Málaga (Spain), 4-6 October.
- Álvarez Pelegrí, E. (2017). [Precios de la energía e infraestructuras de energía/interconexiones](#). Second Union Energy Tour with Commission Vice-president Maroš Šefčovič, European Commission. Representation in Spain, Madrid, 19 March.
- Álvarez Pelegrí, E., Basterra, Larrea, M. (2017). [Las políticas en el campo de las tecnologías energéticas y sus implicaciones para la industria](#). *General Assembly of the Spanish Association for the Promotion of Cogeneration*. Madrid: 6 June.
- Aranguren, M.J., Sitenko, D., Wilson, J. (2017). [Exploring the Influence of Institutional & Disciplinary Context on Research Engagement in the Basque Country](#). *Towards Regionally Engaged Universities. Addressing the Organisational and Relational Barriers to Becoming Key Players in Regional Innovation Ecosystems*. Orkestra, University of Deusto. Bilbao: 26-27 June.
- Arrona, A. Larrea, M. (2017). [Soft resistance: Balancing relationality and criticality to institutionalise action research for territorial development](#). *Interpretive Policy Analysis Conference*. DeMontfort University. Leicester, (United Kingdom); 5-7 July.
- Arrona, A., Franco, S., Wilson, J. (2017). [Public innovation and governance: innovating in, for and through governance in the context of place based competitiveness policymaking](#). *12th Conference on Regional Innovation Policies*. University of Santiago de Compostela. Santiago de Compostela (Spain), 26-27 October.
- Canto, P., Eizagirre, A. (2017). [Compartir conocimiento: una aproximación al diálogo en entornos virtuales](#). *Hacia una investigación responsable al servicio de la sociedad*. CIMIE, 2017, University of Deusto, Bilbao: 6-7 July.
- Estensoro M., Larrea, M. (2017). [Researchers as facilitators of micro development processes: Lessons from practice on how university can become more regionally engaged](#). *Towards regionally engaged universities. addressing the organisational and relational barriers to becoming key players in regional innovation ecosystems*. Orkestra, University of Deusto, Bilbao (Spain), 26-27 June.
- Estensoro M., Sarasola, N. (2017). ['Specialization Strategy of Bilbao'](#). Participación en el *Territorial Impact Assessment (TIA) workshop on 'Smart Specialisation'* in Brussels organised by the European Committee of the Regions. 6 March.
- Estensoro, M. (2017). [Estrategias de Especialización Territorial. Retos y desafíos del Desarrollo Local](#). Rey Juan Carlos University, Madrid (Spain), 16-17 November.
- Estensoro, M. (2017). [Interrogating sustainability in RIS3. Lessons learnt from the Basque cases](#). *2nd Thematic Event of Relos3. Sustainability of Quadruple Helix Collaboration beyond RIS3 strategy* Thematic Event of Relos3. Bertinoro-Bologna (Italy), 28-29 September.
- Estensoro, M., Zurbano M. (2017). [Euskal lurraldeen antolaketa: euskal RIS3 baten bila](#). *Construyendo cohesión y solidaridad: territorios vascos y territorialidad en el siglo XXI*. Summer School, University of the Basque Country, organised by Eusko Ikaskuntza. 15 September 2017.
- Fosse, J., Franco, S., Mjörner, J. Normann, R; Aarstad, J. (2017). [Developing regional innovation systems by means of innovation management: Analysis of regional cluster project facilitation practices in Norway, Scania and the Basque Country](#). *12th Conference on Regional Innovation Policies*. University of Santiago de Compostela. Santiago de Compostela (Spain), 26-27 October.
- Franco, S., Romano S. (2017). [International Connections for Local Impact: Links between Universities in Territorial Development Processes](#). *Towards regionally engaged universities. addressing the organisational and relational barriers to becoming key players in regional innovation ecosystems*. Orkestra, University of Deusto. Bilbao: 26-27 June.
- Franco, S., Romano, S. (2017). [International connections for local impact: links between universities in territorial development processes](#). *12th Conference on Regional Innovation Policies*. University of Santiago de Compostela. Santiago de Compostela (Spain) 26-27 October.
- Gil de San Vicente, I., (2017). [¿Medir para qué? La experiencia del País Vasco](#). *X Americas Competitiveness Forum*. Red Interamericana de Competitividad. Inter-American Competitiveness Network. Mexico City (Mexico), 13-15 September.
- Kamp, B. (2017). [Can advanced services spur the international \(service\) business of machine tool builders?](#) *27th RESER Conference*. Bilbao, 7-9 September.
- Kamp, B. Sisti, E. (2017). [Assessing the meso-economic relationship between ITC services and manufacturing resilience: insights from the Basque Country](#). *27th RESER Conference*. Bilbao, 7-9 September.

- › Kamp, B. Sisti, E. (2017). [Evolutions among Basque manufacturing sectors in terms of service-based turnover](#). 27th RESER Conference. Bilbao, 7-9 September.
- › Karlsen, J. Larrea, M. (2017). [The Regionally-Engaged University: An Action Research Approach](#). *Towards regionally engaged universities. addressing the organisational and relational barriers to becoming key players in regional innovation ecosystems*. Orkestra, University of Deusto. Bilbao: 26-27 June.
- › Karlsen, J. Larrea, M. (2017). [The regionally engaged university – Addressing the knowledge barrier](#). 12th Conference on Regional Innovation Policies. University of Santiago de Compostela. Santiago de Compostela (Spain), 26-27 October.
- › Konstantynova, A. (2017). [Basque Country cluster policy: the road of 25 years](#). EAEPE Summer School. Rome (Italy). 19-23 June.
- › Konstantynova, A. (2017). [Estrategias de especialización inteligente en destinos turísticos. Estrategias innovadoras para el desarrollo integral de los mercados turísticos de la región](#). Faculty of Tourism and Marketing, Autonomous University of Baja California. Baja California (Mexico), 3-4 August.
- › Konstantynova, A. (2017). [La Cooperación en la Industria: El Papel de los Clusters](#). *Competitividad de la industria y la empresa española*, Funcas, Madrid, 13-14 December.
- › Larrea, M. (2017). [La Competitividad Industrial a la Luz de los Costes Energéticos](#). *Competitividad de la industria y la empresa española*, Funcas, Madrid, 13-14 December. Madrid.
- › Magro, E. (2017). [Entrepreneurial discovery process in the Basque RIS3: A 'living' strategy](#). ALEX-REGIO Multi-Country Workshop on Implementing Smart Specialisation Strategies. Gdansk (Polonia): 16-17 February.
- › Magro, E. (2017). [Governing the Evaluation of Policy Mixes in the Context of Smart Specialisation Strategies: Emerging Challenges](#). *Workshop New perspectives on analyzing policy mixes for sustainability transitions*. SPRU, Brighton (UK) 2-3 February.
- › Magro, E. Wilson, J. (2017). [Governing the evaluation of policy mixes in the context of Smart Specialisation Strategies: Emerging challenges](#). Paper delivered at the EU-SPRI Annual Conference, Vienna, 7-9 June.
- › Magro, E. and Zabala-Iturriagoitia, J.M. (2017). [What makes the evaluation of public procurement for innovation be different from other policy instruments? A preliminary framework](#). Paper delivered at the EU-SPRI Annual Conference, Vienna, 7-9 June.
- › Magro, E., Uyarra, E. Vazquez, R. (2017). [How to use collaborations as a driver for developing ambidexterity in universities: The case of the Basque region in European collaborative projects](#). *Towards regionally engaged universities. addressing the organisational and relational barriers to becoming key players in regional innovation ecosystems*. Orkestra, University of Deusto. Bilbao: 26-27 June.
- › Menéndez Sánchez, Jaime (2017). *Vehículo Eléctrico. Una alternativa de movilidad sostenible para el Área Central de Asturias*. Asturias (Spain)
- › Ruiz de Apodaca, I. (2017). *World Circular Economy Forum 2017*. Helsinki (Finland), 4-7 June.
- › Wilson J. (2017). [Improving Cluster Efforts through Evaluation](#). *20 Years of TCI Network. The Past, Present and Future of Clusters*. TCI Network, Colombia (Bogotá), 8 November.
- › Wilson, J. (2017). [Clusters as bridges between economic and social challenges](#). *Clusters in Europe IV Conference 2017*, Budapest (Hungary) 30 November, 1 December.
- › Wilson, J., Konstantynova, A. (2017). [Leveraging cluster policies for successful implementation of RIS3 Research Symposium Networks in Changing Business Ecosystem](#), Flensburg, (Germany), June 12-13.
- › Wise, E. Wilson, J. (2017). [Challenges of Evaluating Clusters and Cluster Policies](#). *Cluster3, Interreg , Europea*. 4th Open Conference in Inverness, 20th, June.



PROJECTS

2017

- › *Análisis contextual: tendencias, retos, y palancas competitivas en BBK Fundazioa. (Contextual analysis: tendencies, challenges and competitive levers in the BBK Foundation)*. Collaborators/Consortium: BBVA Foundation. Project leader: Henar Alcalde.
- › *Análisis y evaluación de la dinámica empresarial y las políticas de apoyo en Álava. (Analysis and evaluation of business dynamics and support policies in Alava)*. Collaborators/Consortium: Provincial Council of Alava. Project leader: Eduardo Sisti.
- › *AS FABRIK – Bilbao Alliance for Smart Specialisation in Advanced Services towards the Digital Transformation of the Industry*. Collaborators/Consortium: European Commission, Bilbao City Council, Bilbao Ekintza, GAIA, IDOM, MIK. Project leader: Bart Kamp.
- › *Bilbao Next Lab*. Collaborators/Consortium: Bilbao City Council; University of Deusto. Project leader: Miren Estensoro.
- › *Bizkaia Orekan*. Collaborators/Consortium: Provincial Council of Biscay. Project leader: James Wilson.
- › *Caracterizar la estrategia de innovación de la comarca del Bidasoa. (Classifying innovation strategy in the Bidasoa district)*. Collaborators/Consortium: Bidasoa, Irun City Council. Project leader: Henar Alcalde.
- › *Clusters3*. Collaborators/Consortium: SPRI (Basque Business Development Agency)-Basque Government, European Commission. Project leaders: James Wilson / Anastasia Konstantynova.
- › *Co-generación metodológica en Etorbizuna Eraikiz. (Methodological co-generation in Etorbizuna Eraikiz)*. Collaborators/Consortium: University of Deusto, Provincial Council of Gipuzkoa. Project leader: Miren Larrea.
- › *Competitiv'EKO-Cooperación Transfronteriza Empresarial. (Transfrontier business cooperation)*. Collaborators/Consortium: European Commission (Pofteca-INTERREG), CCI Bayonne, Gipuzkoa Chamber of Commerce, Sodena. Project leader: Henar Alcalde.
- › *Competitiveness Observatory*. Collaborators/Consortium: SPRI (Basque Business Development Agency) - Basque Government. Project leader: Ibon Gil de San Vicente.
- › *Creación de oportunidades en economía plateada en Bizkaia. (Creation of opportunities in Biskay's silver economy)*. Collaborators/Consortium: SPRI (Basque Business Development Agency) – Basque Government. Project leader: Ibon Gil de San Vicente.
- › *Creación de oportunidades en Industrias Culturales y Creativas en Vitoria-Gasteiz. (Creation of opportunities in cultural and creative industries in Vitoria)*. Collaborators/Consortium: City Council of Vitoria Project leader: Mercedes Oleaga.
- › *Creación de valor compartido. (Creation of shared value)*. Collaborators/Consortium: Bilbao Ekintza. Project leader: Henar Alcalde.
- › *Creando las bases para el compromiso empresarial en Gipuzkoa. (Creating the bases for business engagement in Gipuzkoa)*. Collaborators/Consortium: Provincial Council of Gipuzkoa, Circular Hub Donostia. Project leader: Henar Alcalde.
- › *Crecer+*. Collaborators/Consortium: Business Angels members of the Crecer+; Seed Capital network. Project leader: Nagore Ardanza.
- › *Competitiveness Diagnostics*. Collaborators/Consortium: SPRI (Basque Business Development Agency)-Basque Government. Project leader: James Wilson.
- › *Diagnóstico y propuestas de acción en Busturialdea y Enkarterri. (Diagnostics and proposals for action in Busturialdea and Enkarterri)*. Collaborators/Consortium: Regional Council of Biscay. Project leader: Susana Franco.
- › *El cambio demográfico y la continuidad y transmisión empresarial: nuevos modelos organizacionales colaborativos para fortalecer la competitividad empresarial guipuzcoana (BELAUNALDI) (Demographic change and continuity and business transfer; new collaborative organisational models to strengthen business competitiveness in Gipuzkoa)*. Collaborators/Consortium: Provincial Council of Gipuzkoa, Scuola Amministrazione Aziendale (SAA)– Turin, AFM Cluster. Project leader: Usue Lorenz.
- › *Enraizando Álava. (Strengthening roots in Alava)*. Collaborators/Consortium: Provincial Council of Alava. Project leader: Henar Alcalde.
- › *Etorbizuna Eraikiz*. Collaborators/Consortium: Provincial Council of Gipuzkoa, Praxis UTN (Rafaela, Argentina) and the University of Agder (Norway). Project leader: Miren Larrea
- › *European Cluster Observatory II*. Collaborators/Consortium: European Commission, VDI/VDE-IT, Technopolis Group, CSC, Inno, TIPIK, COÖ. Project leader: Susana Franco.
- › *FP como impulsor de la estrategia RIS3 de Navarra. (Vocational training as a driver of RIS3 strategy)*. Collaborators/Consortium: IMH, Bankia Foundation. Project leader: Mikel Navarro.
- › *Gipuzkoa Erakargarria*. Collaborators/Consortium: Regional Council of Gipuzkoa. Project leader: Mikel Navarro.
- › *Indicadores de Competitividad Departamental – Uruguay. (Departmental competitiveness indicators-Uruguay)*. Collaborators/Consortium: Inter-American Development Bank (IDB), Institute of Competitiveness, Catholic University of Uruguay (IC-UCU) Project leader: Susana Franco.
- › *INTERREG Conference: S34Growth*. Collaborators/Consortium: Basque Government Project leader: Henar Alcalde.
- › *La competitividad territorial y el desarrollo medioambiental: reflexión desde la oportunidad de las mega-tendencias medioambientales para las empresas del País Vasco. (Territorial competitiveness and environmental development: reflection based on environmental mega tendency opportunities for Basque firms)*. Collaborators/Consortium: Ihobe (Basque environmental agency). Project leaders: Bart Kamp, Jabier Reteigi.

- > *La economía azul y el desarrollo territorial. (The blue economy and territorial development).* Collaborators/ Consortium: Azaro Foundation. Project leader: Iñigo Ruiz de Apodaca.
- > *MANUMIX: Innovation policymix learning for advanced manufacturing in European regions.* Collaborators/ Consortium: European Commission (INTERREG Europe), Innobasque (leader), Basque Government, Research and Higher Education Monitoring and Analysis centre, FINPIEMONTE, Government of Wales. Project leader Edurne Magro.
- > *Medición de impactos en la Eco-innovación. ((Impact measurement in eco-innovation).* Collaborators/ Consortium: Ihobe (Basque environmental agency). Project leader Usue Lorenz.
- > *Medioambiente como factor de competitividad. (Environment as a competitiveness factor).* Collaborators/ Consortium: (Basque environmental agency) Ihobe. Project leader: Iñigo Ruiz de Apodaca.
- > *Observatorio Económico Financiero de la Pyme. (Economic and Financial Observatory on SMEs).* Collaborators/Consortium: Basque Finance Institute. Project leader: Ibon Gil de San Vicente.
- > *Policy-mix de internacionalización en Euskadi: hacia una política integrada (Policy mix of internationalisation in the Basque Country: towards a comprehensive policy).* Collaborators/Consortium: Provincial Council of Biscay. Project leader: Edurne Magro.
- > *RIS Vivo.* Collaborators/Consortium: Basque Government. Project leader: Mari Jose Aranguren.
- > *TCI. Next 20 Years Reflection.* Collaborators/Consortium: Bogotá Chamber of Commerce. Project leader: James Wilson.
- > *Universidad y gobernanza colaborativa: el despliegue de las capacidades de facilitación. (University and collaborative governance and the deployment of facilitation capacities).* Collaborators/Consortium: Provincial Council of Gipuzkoa, HUHEZI COOP, E. Project leader: Patricia Canto.



DOCTORAL THESES

2017

DOCTORAL THESES

- › “The role of intermediate territorial agents in fostering a circular economy driven local development” Iñigo Ruiz de Apodaca. Thesis supervisor: James Wilson.
- › “Research and multi-actor collaboration in territorial development policymaking. Insights for an increasingly complex policy field in the increasingly complex policy world” Ainhoa Arrona. Thesis supervisor: James Wilson.
- › “Research Institutions as Change Agents for Territorial Development: A New Analytical Framework for Communication Strategies” Patricia Canto. Thesis supervisor: Miren Larrea
- › “The Role of Innovation Support Programs in FDI Spillover to Developing Countries, the Case of Iran” Abbas Haddadzadeh. Thesis supervisor: Bart Kamp.
- › “Assessment of modes of innovation: A Mexican regional experience” Francisco Carrillo. Thesis supervisor: Henar Alcalde.
- › “Assessment and solutions regarding financial constraints in the wake of advanced industrial servitization” Ibon Gil de San Vicente. Thesis supervisor: Henar Alcalde.
- › “Designing Smart Specialisation Strategies in developing regions: Two Latin American Cases” Ana Carolina Iga. Thesis supervisor: Eburne Magro.

THE FOLLOWING THESES, WHICH WERE SUPERVISED BY ORKESTRA RESEARCHERS, WERE DEFENDED DURING 2017:

- › On 5 May, Khalid Al Sulemaini defended the thesis entitled “University-Industry Collaboration and Social Capital in Small-scale National Innovation System”.
- › On 7 November, Juma Al-Musalami defended the thesis entitled “Evaluation of Economic Diversification Policy in Oil Rich Countries: The Case of Oman”, at the University of Deusto. The thesis supervisors were Eburne Magro and Susana Franco, who are Orkestra researchers.
- › On 1 December, Silvina Romano defended the thesis entitled “El rol de la universidad en los procesos de Desarrollo Territorial” Experiencias Comparadas y aportes para la UNTDF. Thesis supervisor: Miren Larrea.
- › On 1 June, José Luis Larrea defended the thesis entitled “Contribución de los procesos de generación de conocimiento transformador a la misión de las instituciones universitarias. Aprendizajes desde la experiencia vital” Thesis supervisor: Mari Jose Aranguren.

IN ADDITION TO SUPERVISING THESES, ORKESTRA RESEARCHERS HAVE ALSO SAT ON VARIOUS EXAMINATION BOARDS FOR DOCTORAL THESES:

- › On May 5, Mari Jose Aranguren was an examination board member for the thesis defended by Khalid Al Sulemaini. The thesis was entitled: “Social Capital in Small-scale National Innovation System”.
- › On 13 September, Henar Alcalde was an examination board member for the thesis defended by Florentino Malaver. The thesis was entitled: “Heterogeneidad en la innovación: Un fenómeno intra e interindustrial”.
- › On 7 November, Mari Jose Aranguren was an examination board member for the thesis defended by Juma Al-Musalami. The thesis was entitled “Evaluation of Economic Diversification Policy in Oil Rich Countries: The Case of Oman”.
- › On 1 December, Mari Jose Aranguren was an examination board member for the thesis defended by Silvina Romano. The thesis was entitled “El rol de la universidad en los procesos de Desarrollo Territorial” Experiencias Comparadas y aportes para la UNTDF.