



SCIENTIFIC REPORT

2024



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Orkestra in figures **2024**

ACADEMIC IMPACT



59 scientific articles and publications



17 PhD theses supervised

22

participations in scientific conferences



19 of them in high impact journals



PRACTICAL IMPACT



46 research projects with **88** institutions

408 media impacts



255.523 documents downloaded from website



3 open access observatories to help decision-making

+3.600

subscribers to our newsletter



+10.000

visits to our blog

#BeyondCompetitiveness

INTERNATIONALISATION

6 international projects with entities such as the European Commission



40 partnerships with international universities and research institutes

49

international presentations



→ **18** in scientific conferences

ORKESTRA – BASQUE INSTITUTE OF COMPETITIVENESS

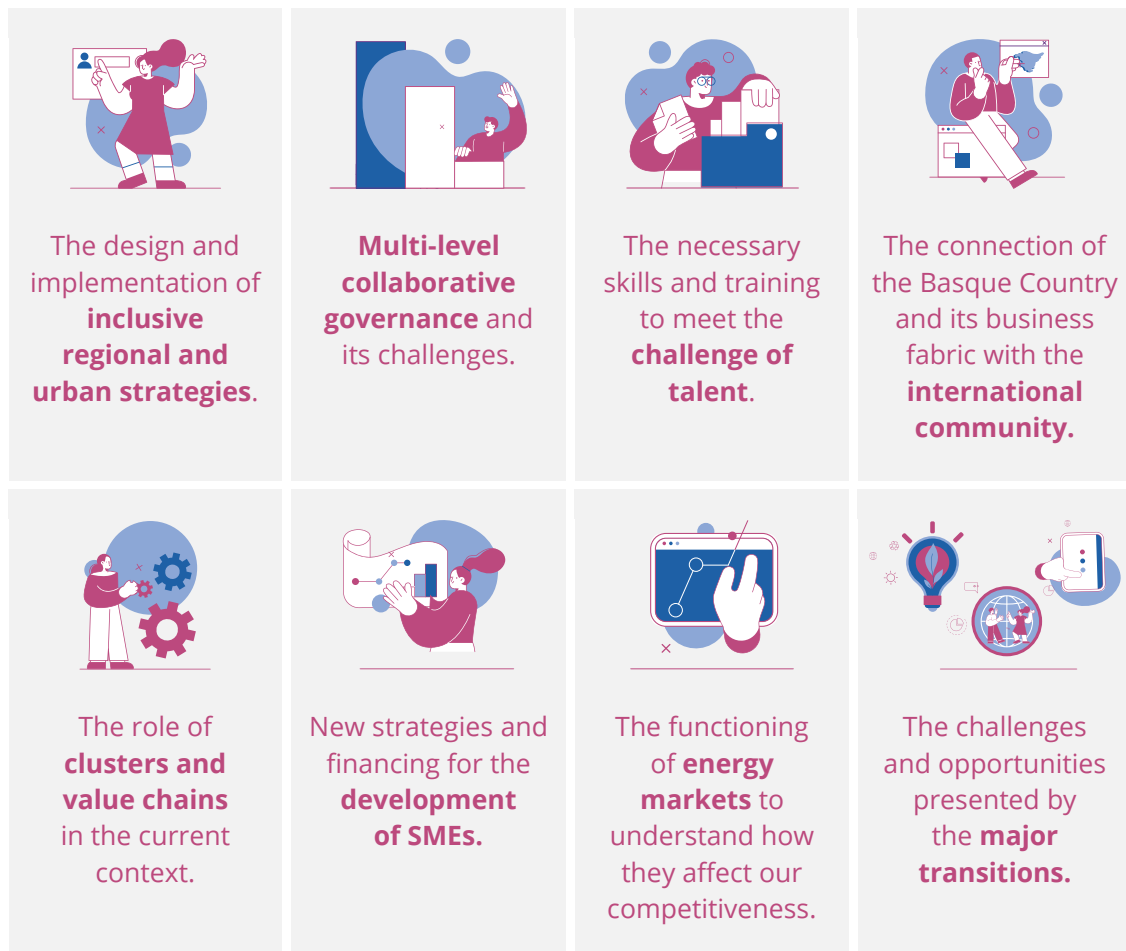
Orkestra-Basque Institute of Competitiveness of the Deusto Foundation promotes competitiveness for inclusive and sustainable wellbeing in the Basque Country through **transformative research**.

1. Addressing **real challenges** to achieve impact.
2. Working with **local and international agents**.
3. Providing **rigorous analysis** for **decision-making**.

The Institute was created by the **University of Deusto** in 2006, as a University Development Unit of Deusto Foundation, with the support of the Basque Government. With almost 20 years of experience and knowledge, Orkestra is a leading research centre in Europe in regional competitiveness.

Through its internationally recognised [competitiveness framework for wellbeing](#), Orkestra carries out a **dynamic diagnosis of the Basque Country and identifies its challenges**. These are complex challenges, which is why tackling them requires collaboration and commitment by every stakeholder in the territory, including the public administration, businesses, academia, and citizens.

For this reason, the Institute **works closely with the agents who have a direct impact on the challenges of competitiveness and wellbeing in the Basque Country**, by designing research agendas and projects jointly with its collaborating entities. Currently, the research carried out at Orkestra focuses on:



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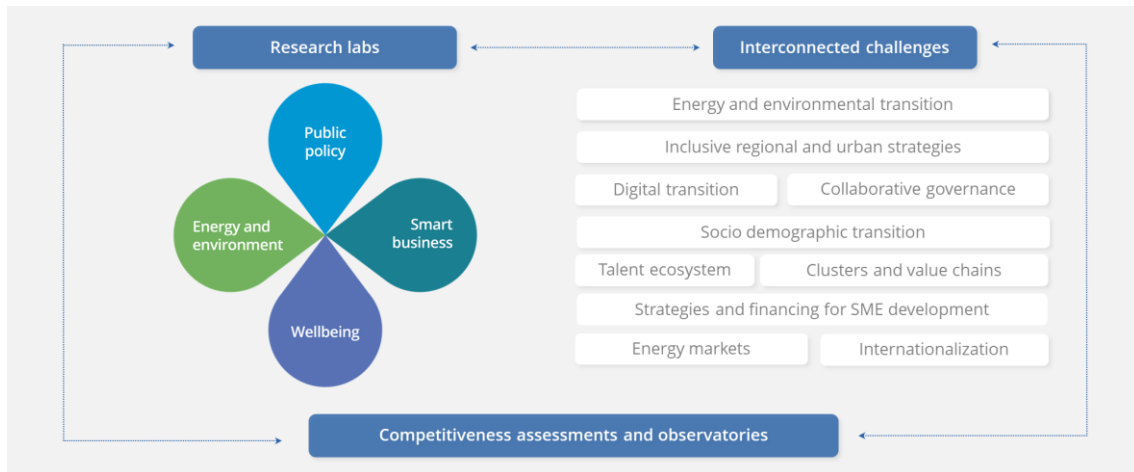
PROJECTS



1 PROJECTS

Orkestra seeks to have a real impact on dimensions that are critical for the Basque Country's competitive development and to this end, in collaboration with competitiveness agents, it generates specialised knowledge and capacities for the development and wellbeing of the territory. These dimensions are what guide the research projects carried out in the four **Research Labs** (see Figure 1). They are **fluid spaces focused on critical areas of Basque competitiveness** that facilitate connections, collaborative work, and foster transformative research processes for society.

Figure 1. Research Labs and interconnected challenges



> Wellbeing

The Wellbeing Lab studies the relationship between competitiveness and **key aspects of people's wellbeing**, such as health, employment, education and life satisfaction.

In addition, it accompanies firms, public administrations and other agents in the territory in the development of **transformative projects** that contribute to the improvement of people's wellbeing through competitiveness.



> Smart Business

The bases for competing successfully in the market are constantly evolving and companies must have a strong **capacity to adapt** to the demands of the markets, the new ways of relating to customers and other actors that make up the value chains or the different types of regulations that affect them.

Given this reality, the Smart Business Lab studies the **strategies and the financing needs of different types of companies** to analyse their capacity for learning and adaptation.

> Energy and Environment



The Energy and Environment Lab studies the **transition towards an environmentally sustainable economy** in a holistic manner, with a specific focus on the energy sector. In its research projects, it seeks to identify the key elements that should guide the decision-making of public institutions and companies to achieve a sustainable economy.

In particular, the Lab's objective is to develop a comprehensive vision on how to **achieve the energy transition** and the transformation towards a zero-emission and environmentally sustainable economy compatible **with the increase of citizens' wellbeing** as well as territorial and business competitiveness.

> Public Policy



The Public Policy Lab researches and works together with the **ecosystem of actors in the Basque Country** that have the capacity to influence the territorial strategy.

Through the strengthening of collective capacities, we analyse and **promote the synergies of public policies** to develop a sustainable **territorial competitiveness** that improves the people's wellbeing.

Orkestra has **diverse observatories** that allow the competitive situation of the Basque Country to be monitored in different areas. The main one is the **Regional Competitiveness Observatory**, which compares the situation and evolution of European regions through 40 key indicators and offers a view of the position of the Basque Country.

The Regional Competitiveness Observatory is complemented by other observatories at different territorial levels and in specific areas (such as VET, financing, hidden champion companies, and cooperatives).

1.1 Structural projects

The Institute develops **structural lines of research** in collaboration with strategic stakeholders. They are considered structural because they serve as a basis for orienting and consolidating the Institute's research. Within them, research projects are identified to contribute to their development and continuity. These projects form part of the relationship with stakeholders and respond directly to the lines of research conducted with them. The structural research projects carried out during 2024, and the Research Labs that each one encompasses have been¹:

¹ In cases where a project is linked to the joint Activity Plan of the Energy and Environment Lab, developed in collaboration with the Ente Vasco de la Energía, Iberdrola and Petronor, the names of the agents with which the Institute collaborates shall not be detailed. They will only be specified when the project is not part of this joint plan.

	Wellbeing Lab	Smart Business Lab	Energy and Environment Lab	Public Policy Lab
Diagnóstico y Mejora de la Competitividad de Euskadi				
International Territorial Competitiveness Knowledge Hub				
Euskadi 2040. Implementación y monitorización de los retos de futuro, con especial foco en el talento				
ETE Digitala				
La FP y sus centros como aliados de la innovación en la PYME				
Análisis de líderes de nicho confirmados y potenciales y sus trayectorias hacia el liderazgo de mercado				
Gipuzkoako Ekonomia Sustapena				
Observatorio de la empresa cooperativa				
Observatorio Financiero de la PYME				
El puerto de Bilbao como centro logístico de hidrógeno				
Esquemas de fomento de la capacidad de respaldo en el sistema eléctrico				
Impacto de la RED III y el CBAM sobre la competitividad industrial				
Impacto de las redes eléctricas en la competitividad territorial y empresarial				
Metodologías de presupuestación verde				
Potencial tecno industrial de la transición energética en el País Vasco				
Análisis pormenorizado de sectores de las ICC priorizados				
Bilbao Next Lab				

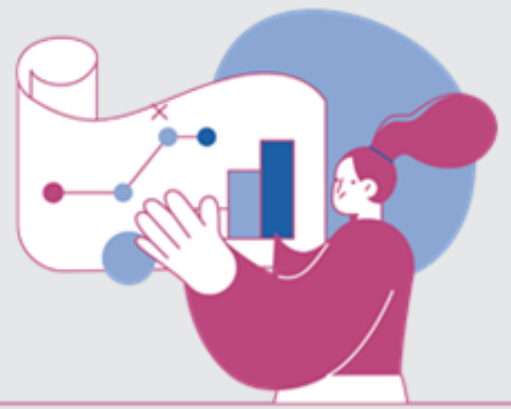
	Wellbeing Lab	Smart Business Lab	Energy and Environment Lab	Public Policy Lab
Bizkaia Orekan Sakonduz				
Bizkaia with the Talent (antiguo “Compromiso por el talento”)				
Lankidetzazko gobernantzari aplikatutako unibertsitate-ikerketa				
Lurralde Garapenerako Ekintza Ikerketa				
Nueva generación de S3				
Observatorio de Competitividad de Álava				
Observatorio FP - FP DUAL en España				
Programa de sensibilización y fomento de una alianza intergeneracional para la gestión de la edad y el relevo generacional				

1.2 Other projects

In addition, Orkestra has developed other research projects that have strengthened the development of the Institute. These research projects carried out during 2024, and the Research Labs that each one encompasses, have been:

	Wellbeing Lab	Smart Business Lab	Energy and Environment Lab	Public Policy Lab
GIBERCOM: Observatorio plataforma on-line de las competencias verdes en Gipuzkoa				
Developing Citizen science in and with communities. YOUCOUNT 2				
Proyecto de cooperación estratégica del Arco Atlántico				

	Lab de Bienestar	Lab de Empresa Inteligente	Lab de Energía y Medioambiente	Lab de Políticas Públicas
Arraigo Empresarial en Gipuzkoa: ERROGI				
GipuzkoaABS: Caracterización del absentismo en Gipuzkoa y exploración de los factores asociados				
Las relaciones entre la efectividad de la empresa, el bienestar de las personas y cambios en la jornada laboral				
Transformación digital de las administraciones públicas 2024				
Lanzamiento del Energy Intelligence Center				
JIEEC 2024. XVIII Jornadas Internacionales de Redes Eléctricas				
Propuesta de proyecto de exploración sobre movilidad sostenible rural en Gipuzkoa				
WHY				
Apoyo a la construcción de una visión compartida entre políticas y pacientes en el ámbito de la salud				
Arantzazulab ekintza ikerketa 2024				
Busturialdea-Urdaibai 2024				
Caracterización de la oferta formativa STEM en Bizkaia				
Diseño de un modelo de competitividad para el bienestar con la Agencia de Competitividad de Córdoba (Argentina)				
Estudio piloto de evaluación del programa de apoyo a la I+D empresarial del Gobierno Vasco				
FP e IA: análisis ocupacional/competencial				
KIBS Donostia				



2

SCIENTIFIC REPORT

2 SCIENTIFIC REPORT

Orkestra, through its projects, generates scientific knowledge on the critical factors of territorial competitiveness, contrasts it in academia and seeks to provide support for the training of new researchers.

Orkestra's main results in the scientific field during 2024 have been:

2.1 Publications

Orkestra generates scientific knowledge that seeks to promote the frontier of knowledge on territorial competitiveness.

There has been a total of 59 publications during 2024, which include 17 scientific articles published in high impact journals, 2 books published by high impact publishers, 3 scientific articles published in other scientific journals, 25 books or reports, 6 book chapters, 2 working papers and 4 conference proceedings.

2.1.1 Scientific articles published in high impact journals

- › Albizu, M., Estensoro, M. (2024). **The role of vocational training in ICT firms: the revelation.** Journal of Education and Work, 37 (1-4), p. 234-252. (DOI: <https://doi.org/10.1080/13639080.2024.2304298>) (JCR - Q2 / SJR - Q2)
- › Alcalde-Heras, H., Carrillo-Carrillo, F. (2024). **The effects of business innovation modes on eco-innovation: where do environmental benefits materialize?** European Planning Studies, 32 (12), p. 2516-2534. (DOI: [10.1080/09654313.2024.2377220](https://doi.org/10.1080/09654313.2024.2377220)). (JCR - Q1 / SJR - Q1)
- › Aragón, C., Iturrioz, C., Alcalde, H. (2024). **How to evolve towards Organizational Ambidexterity: Lessons from Basque Small and Medium Enterprises in Customer-based Innovation Contexts.** Ekonomiaz, 105 (1). (SJR - Q3)
- › Arrona, A. (2024). **Transforming territorial governance to make it transformative: reflections from and for action research for territorial development.** IJAR – International Journal of Action Research, 20 (2), p. 121-134. (DOI: <https://doi.org/10.3224/ijar.v20i2.03>) (SJR - Q3)
- › Canto-Farachala, P. (2024). **Book Review: How to do action research for transformations at a time of eco-social crisis,** by Hilary Bradbury (2023). Edward Elgar Publishing (paperback edition), IJAR – International Journal of Action Research, 20 (2), p. 207-209. (DOI: <https://doi.org/10.3224/ijar.v20i2.10>) (SJR - Q3)
- › Canto-Farachala, P., Smith, M., Wise, E., Johnson, M. P. (2024). **Engaging for Sustainable Development and Transformation – Exploring the Concept of Transformative Academic Institutions.** Triple Helix, 11 (1), p. 75-106. (DOI: <https://doi.org/10.1163/21971927-bja10049>) (JCR - Q2 / SJR - Q2)
- › Gamboa, J., García, I., Larrea, Macarena, Fernández, J., Albizu, M. (2024). **Aproximaciones al empleo verde en el País Vasco: De las actividades medioambientales al potencial verde de las ocupaciones laborales.** Ekonomiaz, 105 (1), p. 226-247. (SJR - Q3)

- › Grimbert, S.F., Wilson, J.R., Amores Bravo, X., Pezzi, A. (2024). **Collective shared value creation as emergent strategy for cluster management organizations**. *Competitiveness Review*, 34 (3). (DOI: <https://doi.org/10.1108/CR-07-2022-0103>) (JCR - Q3 / SJR - Q2)
- › Izulain, A., Aranguren, M.J., Wilson, J.R. (2024). **Place-leadership and power in the futures domain: the case of Euskadi 2040**. *European Planning Studies*, 1-18. (DOI: <https://doi.org/10.1080/09654313.2024.2339927>) (JCR - Q2 / SJR - Q1)
- › Larrea, Miren, Arrona, A., Barandiaran, X. (2023). **A place-based approach in collaborative governance**. *Oñati Socio-Legal Series*, 14 (4), p. 983-1006. (DOI: <https://doi.org/10.35295/osls.iisl.1892>) (JCR - Q2 / SJR - Q3)
- › Larrea, Miren, Costamagna, P. (2024). **Guest Editorial: Rethinking action research to face climate change: contributions from different traditions**. *IJAR - International Journal of Action Research*, 20 (2), p. 105-107. (DOI: <https://doi.org/10.3224/ijar.v20i2.01>) (SJR - Q3)
- › Larrea, Miren, Costamagna, P. (2024). **Reformulating action research to facilitate territorial responses to climate change**. *IJAR - International Journal of Action Research*, 20 (2), p. 108-120. (DOI: <https://doi.org/10.3224/ijar.v20i2.02>) (SJR - Q3)
- › Larrea, Miren, Finnestrand, H., Aranguren, M.J., Arrona, A., Canto Farachala, P., Costamagna, P., Estensoro, M. (2024). **Action Research Environments: Challenges for their Initiation and Sustainability**. *Systemic Practice and Action Research*. (DOI: <https://doi.org/10.1007/s11213-024-09703-0>) (JCR - Q4 / SJR - Q3)
- › Menéndez-Sánchez, J., Fernández-Gómez, J., Araujo-de-la-Mata, A. (2024). **Understanding the role of oil and gas companies in the current sustainability trends: an application of the sustainable business model archetypes**. *Cambridge Journal of Regions, Economy and Society*, p. 1-21. (DOI: <https://doi.org/10.1093/cjres/rsae042>) (JCR - Q1 / SJR - Q1)
- › Mosquera-López, S., Uribe, J.M., Joaquín-Barandica, O. (2024). **Weather conditions, climate change, and the price of electricity**. *Energy Economics*, 137. (DOI: <https://doi.org/10.1016/j.eneco.2024.107789>) (JCR - Q1 / SJR - Q1)
- › Rodríguez García, A.M., Alcalde-Heras, H., Iñigo, E.A. (2024). **Exploring coopetition and value-based networks in business models for sustainability. A case study of the specialty coffee industry in Colombia**. *Business Strategy and the Environment*, 33 (7), p. 7305-7320. (DOI: <https://doi.org/10.1002/bse.3878>) (JCR - Q1 / SJR - Q1)
- › Sáenz, J., Aramburu, N., Alcalde-Heras, H., Buenechea-Elberdin, M. (2024). **Technical knowledge acquisition modes and environmental sustainability in Spanish organic farms**. *Journal of Rural Studies*, 109. (DOI: <https://doi.org/10.1016/j.jrurstud.2024.103338>) (JCR - Q1 / SJR - Q1)

2.1.2 Books by high impact publishers

- › Fernández, J. (2024). [Derechos humanos y cambio climático. Implicaciones de la litigación climática sobre las estrategias de lucha contra el cambio climático.](#) Cuadernos Deusto de Derechos Humanos Núm. 108. Bilbao: Publicaciones de la Universidad de Deusto. (DOI: <https://doi.org/10.18543/STRE9854>) (CEA-APQ CEA-APQ Seal of Quality with a special internationality mention)
- › Mosquera López, S., Larrea Basterra, M. (2024). [Pobreza energética Norte y Sur Global. ¿Dos perspectivas diferentes de un mismo problema?](#) Cuadernos Deusto de Derechos Humanos Núm. 109. Bilbao: Publicaciones de la Universidad de Deusto. (DOI: <https://doi.org/10.18543/POKY1828>) (CEA-APQ CEA-APQ Seal of Quality with a special internationality mention)

2.1.3 Scientific articles published in other journals

- › Álvarez Pelegry, E., Blanco Álvarez, F., Larrea Basterra, M. (2024). [Las materias primas minerales para la transición energética. La Ley europea de materias primas fundamentales.](#) Cuadernos de Energía, December, 75.
- › Larrea Basterra, M. (2024). [El papel de los puertos en la transición energética.](#) Revista Ingeniería Naval, 1032, March 2024.
- › Larrea Basterra, M. (2024). [Reflexiones sobre el indicador de productividad material a nivel regional. Análisis de conjunto vs. análisis sectorial.](#) Boletín Económico de ICE, Información Comercial Española, 3167.

2.1.4 Books and Reports

- › Alkorta, M., Elola, A., Wilson, J.R. (2024). [La innovación en las pymes de Euskadi: análisis y reflexión a partir de la encuesta de innovación.](#) Cuadernos Orkestra 07/2024. (DOI: <https://doi.org/10.18543/ECII3722>)
- › Aranguren, M.J., Izulain, A., Wilson, J.R. (2024). [Shared visioning as an approach to regional strategic foresight: The experience of Euskadi 2040.](#) Orkestra Policy Briefs 01/2024.
- › Borgstrom, D., Canto-Farachala, P., Hagen, A.L., Norvoll, R., Radmark, L., Lorenzen, S.B. (2024). [Handbook of Youth Citizen Social Science. Working with Young People and the Local Community for Social Change.](#) Zenodo. (DOI: <https://doi.org/10.5281/zenodo.10566411>)
- › Costamagna, P., Larrea Aranguren, M. (Eds.). (2024). [El Desarrollo Territorial ante la Emergencia Climática. Desafíos conceptuales y metodológicos.](#) Donostia-San Sebastian: Basque Institute of Competitiveness-Deusto Foundation. (DOI: <https://doi.org/10.18543/UHFH1469>)
- › Estensoro, M., Albizu, M., Murciego, A. (2024). [Ventajas y retos de competitividad de los servicios empresariales intensivos en conocimiento en San Sebastián.](#) Donostia-San Sebastian: Fomento San Sebastián.
- › Fernández, J. (2024). [Financiación de proyectos y actividades sostenibles. Esquemas innovadores basados en colaboración público-privada.](#) Cuadernos Orkestra 06/2024.

- › Fernández, J. (2024). **Reforma del diseño del mercado eléctrico europeo**. Cuadernos Orkestra 02/2024. (DOI: <https://doi.org/10.18543/QMUZ5299>)
- › Franco, S., Lorenz, U., Norvoll, R. (2024). **D4.3 Report on the costs and benefits of Citizen Social Science: Analysis based on the YouCount project**. Zenodo. (DOI: <https://zenodo.org/records/10567022>)
- › Franco, S., Sánchez, A., Wilson, J. (2024). **Economía y sociedad digitales del País Vasco. DESI 2023**. Cuadernos Orkestra 01/2024. (DOI: <https://doi.org/10.18543/DVOC9093>)
- › Gamboa Navarro, J.P., Moso Díez, M., Albizu Echevarria, M., García Blázquez, I., Larrea Basterra, M., Mondaca Soto, A., Murciego Alonso, A., Sánchez Maudó, A. (2024). **Observatorio sobre la FP en España. Informe 2024**. Madrid: CaixaBank Dualiza.
- › Icaran, C., Lorenz, U., Estensoro, M. (2024). **Personas jóvenes y políticas urbanas: cómo facilitar la co-creación de políticas con el colectivo joven**. Cuaderno Orkestra 09/2024. (DOI: <https://doi.org/10.18543/ANTK6555>)
- › Izulain, A., Magro, E. (2024). **La contribución del Plan de Ciencia, Tecnología e Innovación Euskadi 2030 a los ODS**. Cuadernos Orkestra 03/2024. (DOI: <https://doi.org/10.18543/JTVQ3054>)
- › Kamp, B., Carrillo, F., Pescarin, F. (2024). **Análisis de la inversión extranjera directa en la economía vasca y sus empresas y valoración de su efecto sobre la competitividad**. Cuadernos Orkestra 04/2024. (DOI: <https://doi.org/10.18543/UNQI4092>)
- › Larrea Aranguren, M. (2024). **Herri-politiken eraldaketa errazteko artea**. Donostia-San Sebastian: Basque Institute of Competitiveness-Deusto Foundation. (DOI: <https://doi.org/10.18543/YNTR1387>)
- › Larrea Aranguren, M. (2024). **The Art of Facilitating Action Research. A first-person account in policymaking**. Basque Institute of Competitiveness-Deusto Foundation. (DOI: <https://doi.org/10.18543/SUFV4609>)
- › Larrea Basterra, M., Badajoz López, A. (2024). **Análisis del impacto socioeconómico de la crisis energética**. Cuaderno Orkestra 08/2024. (DOI: <https://doi.org/10.18543/CSGY7906>)
- › Larrea Basterra, M., Fernández Gómez, J., Cisneros, J., Elgorriaga, A. (2024). **Materias primas críticas y metales clave para la industria vasca**. Ihobe and Basque Institute of Competitiveness-Deusto Foundation.
- › Larrea Basterra, M., Mosquera López, S. (2024). **Incentivos a la inversión en tecnologías limpias**. Cuadernos Orkestra 05/2024.
- › Lorenz, U., Norvoll, R., Gatti, F., Hagen, A.L., Procentese, F., Ridley, J., Turda, M., Wilson, S. (2024). **D5.5 Policy Brief: Recommendations for Youth Citizen Social Science and Future Policymaking for Social Inclusion of Youth**. Zenodo. (DOI: [10.5281/zenodo.10566858](https://doi.org/10.5281/zenodo.10566858))
- › Magro, E., Uyarra, E., Wilson, J.R. (2024). **Las nuevas aproximaciones de políticas de innovación: Implicaciones para las regiones**. Ikerketak Ekonomiaz, 2024/I.
- › Magro, E., Vázquez, R. (2024). **Diagnóstico de Competitividad del Territorio Histórico de Bizkaia 2023. La competitividad al servicio del bienestar en Bizkaia**. Basque Institute of Competitiveness-Deusto Foundation and Bizkaia Provincial Council.
- › Orkestra-Basque Institute of Competitiveness (2024). **2024 Basque Country Competitiveness Report. Inclusion: Motor of competitiveness and wellbeing**. Bilbao: Publicaciones de la Universidad de Deusto. (DOI: <https://doi.org/10.18543/OIJE4604>)

- › Orkestra-Basque Institute of Competitiveness (2024). [Euskal Autonomia Erkidegoko Lehiakortasunari buruzko 2024ko Txostena. Inklusioa, lehiakortasunaren eta ongizatearen motorra](#). Bilbao: Publicaciones de la Universidad de Deusto. (DOI: <https://doi.org/10.18543/RDMU6951>)
- › Orkestra-Basque Institute of Competitiveness (2024). [Informe de Competitividad del País Vasco 2024. La inclusión, motor de competitividad y bienestar](#). Bilbao: Publicaciones de la Universidad de Deusto. (DOI: <https://doi.org/10.18543/SGPN9098>)
- › Zhukova, S., Gamboa, J.P., Magro, E. (2024). [Claves de la construcción del ecosistema "Bizkaia with the talent" para la promoción de talento STEM de Bizkaia](#). Cuadernos Orkestra 10/2024. (DOI: <https://doi.org/10.18543/NAOB2736>)

2.1.5 Book chapters

- › Arrona, A. (2024). [Transformar la gobernanza para hacerla transformadora: una mirada multinivel para \(re\)pensar\(nos\) y transformar\(nos\)](#). In *El Desarrollo Territorial ante la Emergencia Climática. Desafíos conceptuales y metodológicos*, edited by P. Costamagna and M. Larrea Aranguren. Donostia-San Sebastian: Basque Institute of Competitiveness-Deusto Foundation. (DOI: <https://doi.org/10.18543/UHFH1469>)
- › Estensoro, M., Zabaleta, I. (2024). [El reto de poner la crisis medioambiental en el centro del policy-making urbano: el caso de Vitoria-Gasteiz](#). In *El Desarrollo Territorial ante la Emergencia Climática. Desafíos conceptuales y metodológicos*, edited by P. Costamagna and M. Larrea Aranguren. Donostia-San Sebastian: Basque Institute of Competitiveness-Deusto Foundation. (DOI: <https://doi.org/10.18543/UHFH1469>)
- › Berge, S., Landsverk, A., Skovbo, C.M., Saumer, W.M., Franco, S., Zafra, A., Pucetaite, R., Vaiciuniene, J., Vaidelyte, E., Pauliukeviciute, A., Butkeviciene, E., Gatti, F., Procentese, F. (2024). [YouCount Toolkit](#). In *Handbook of Youth Citizen Social Science. Working with Young People and the Local Community for Social Change.*, edited by D. Borgstrom, P. Canto-Farachala, A.L. Hagen, R. Norvoll, L. Radmark and S.B. Lorenzen. Zenodo. (DOI: <https://doi.org/10.5281/zenodo.10566411>)
- › Estensoro, M., Icaran, C., Lorenz, U. (2024). [El papel de los gobiernos urbanos para la co-creación de políticas públicas con el colectivo joven](#). In *Ciudad para vivir. Ciudad para habitar y transitar*, edited by R. San Salvador. Madrid: Catarata.
- › Fernández, J., Menéndez, J. (2024). [Redes energéticas, geopolítica y transición sostenible](#). In *Energía y Geoestrategia 2024*, edited by Instituto Español de Estudios Estratégicos and IEEE, p. 157-218. Madrid: Ministry of Defense.
- › Lorenz, U., Norvoll, R. (2024). [Pathways to Impact in Youth Citizen Social Science](#). In *Handbook of Youth Citizen Social Science. Working with Young People and the Local Community for Social Change*, edited by D. Borgstrom, P. Canto-Farachala, A.L. Hagen, R. Norvoll, L. Radmark and S.B. Lorenzen. Zenodo. (DOI: <https://doi.org/10.5281/zenodo.10566411>)

2.1.6 Working papers

- › Navarro, M. (2024). [La relación entre el crecimiento económico y la sostenibilidad medioambiental. Una revisión.](#) Orkestra Working Paper Series in Territorial Competitiveness, 2024-R01 (CAS). (DOI: <https://doi.org/10.18543/IRPJ1841>)
- › Navarro, M. (2024). [Las interrelaciones entre las dimensiones determinantes del bienestar.](#) Orkestra Working Paper Series in Territorial Competitiveness, 2024-R02 (CAS). (DOI: <https://doi.org/10.18543/RQFZ5110>)

2.1.7 Actas de conferencias

- › Knapp, T.U., Ebel, M., Kamp, B., Poeppelbuss, J., Narvaiza Cantin, L., O'Higgins, C. (2024). [Fostering Territorial Servitization Through KIBS-Industry Relations: A comparison of Policy Support in Post-Industrial Regions.](#) In Proceedings of the Spring Servitization Conference 2024, (p. 1-12). Tilburg, Netherlands: Aston Business School.
- › Larrea Basterra, M., Mosquera López, S., Martínez Vozmediano, N. (2024). [El valor de las redes eléctricas para la competitividad territorial. El caso del País Vasco.](#) In Libro de comunicaciones III Edición Congreso de Redes Inteligentes FutuRed, (p. 9-15). Madrid: FutuRed. (https://futuraed.es/wp-content/uploads/2024/11/Libro-de-Comunicaciones-III-Congreso-Redes-Inteligentes-2024_Futuraed.pdf)
- › Kamp, B., Hennart, J.F. (2024). [Does the Degree of Dependence of Buyers on Sellers Affect Servitization Potential? Insights From Basque Machine Tool Builders' Sales to the Automotive Industry.](#) In Proceedings of the Spring Servitization Conference 2024, (p. 84-92). Tilburg, Netherlands: Aston Business School.
- › Menéndez, J. (2024). [Assessing Greenwashing Trough The Unsustainable Business Model Archetypes.](#) In Book of Abstracts of the 9th International Conference on New Business Models: Sustainable business models for the digital, green and inclusive transition, (p. 131). Mondragon: Mondragon Unibertsitatea Publishing Service. (<https://ebiltegia.mondragon.edu/handle/20.500.11984/6405>)

2.2 Academic communications

During 2024 the Institute's research team presented 22 papers at academic conferences:

- › **The complementary role of a new generation of smart specialisation strategies and industrial policies in regions**
GEOINNO2023, 7th Geography of Innovation Conference
Authors: James R. Wilson, Mari Jose Aranguren, Edurne Magro
Manchester, United Kingdom. 10-12/01/2024.
- › **Fostering territorial servitization through KIBS-industry relations: A comparison of policy support in post-industrial regions**
Spring Servitization Conference 2024
Authors: Urs Knapp, T., Ebel, M., Kamp, B., Poeppelbuss, J., Narvaiza Cantin, L., O'Higgins, C.
Tilburg, Netherlands. 13/05/2024.

- › **Does the Degree of Dependence of Buyers on Sellers Affect Servitization Potential? Insights From Basque Machine Tool Builders' Sales to the Automotive Industry**
Spring Servitization Conference 2024
Authors: Bart Kamp, Jean-François Hennart
Tilburg, Netherlands. 14/05/2024.

- › **VET Indicators from a Social Inclusion Approach: A Macro Quantitative Analysis of Groups Potentially Vulnerable to Social Exclusion in the Spanish VET System**
Stockholm International Conference of Research in Vocational Education and Training
Authors: Moso, M., Mondaca, A., Gamboa, J.P., García, I.
Stockholm, Sweden. 14-16/05/2024.

- › **Sharpen existing tools or get a new toolbox? Contemporary clusters and regional transformation**
2024 UIIN Conference: Shaping the future of talent and innovation
Authors: Emily Wise, James Wilson, Madeline Smith
Madrid. 27-29/05/2024.

- › **Crafting Tomorrow: Innovations in Regional Visioning for Inclusive and Sustainable Wellbeing**
2024 RSA Annual Conference. Global Challenges, Regional Collaboration and the Role of Places
Authors: Ane Izulain, Mari Jose Aranguren, James Wilson
Florence, Italy. 14/06/2024.

- › **Personality, Career identity and Intrinsic job quality over (uncertain) time: a discontinuous growth model**
Job Quality: Recent trends, advancements, and challenges, Université du Luxembourg
Authors: Gamboa, J.P., Hernández, A., Davcheva, M., Tomás, I., Yeves, J., González-Romá, V.
Luxembourg City, Luxembourg. 20-21/06/2024.

- › **Facilitators and Barriers to digital transformation in Cultural and Creative Small and Medium enterprises**
International Conference on Arts and Cultural Management - AIMAC
Authors: Ibone Eguia, James Wilson, Macarena Cuenca
Lisbon, Portugal. 24/06/2024.

- › **Assessing Greenwashing Through the Unsustainable Business Model Archetypes**
9th International Conference on New Business Models (NBM2024)
Author: Jaime Menéndez
Donostia-San Sebastian. 04-05/07/2024.

- › **A multi-level governance model for green missions within regions: The case of the Basque Country**
The Cambridge Journal of Regions, Economy and Society 2024 Conference
Authors: Ainhoa Arrona, Edurne Magro
Cambridge, United Kingdom. 11-12/07/2024.

- › **Resilience, Path Dependence and Path Breaking in Old Industrial Regions**
The Cambridge Journal of Regions, Economy and Society 2024 Conference
Authors: J.M. Valdaliso, E. Magro, P. Suarez, M. Mayor
Cambridge, United Kingdom. 11-12/07/2024.

- › **Institutional Socialization and Collaborative Governance: The Impact of Naturalized Routines of Public Administrators on the Collaborative Governance for Advanced Services of Bilbao, Spain**
RSA Student and Early Career University
Author: Claudia Icaran
Cambridge, United Kingdom. 02-03/09/2024.

- › **Co-creative citizen social science as a pathway to social innovation: lessons learned from the EU YouCount project**
ISIRC 2024 - 16th International Social Innovation Research Conference (ISIRC)
Authors: Norvoll, R., Pataki, G., Butkevicienė, E., Czeglédi, A., Franco, S., Lorenz, U.
Bern, Switzerland. 03/09/2024.

- › **Measuring systemic risk in energy markets**
The International Conference on Modelling and Managing Energy Risks (MaMER2024)
Authors: Stephania Mosquera López, Jorge M. Uribe, Santiago Bohórquez Correa
Modena, Italy. 19-20/09/2024.

- › **Integrating advanced digital technologies with human-centric approaches: Exploring the path to triple sustainability in SMEs through Industry 5.0**
EUWIN CONFERENCE: The Future of Workplace Innovation
Authors: Aitziber Elola, Maddalen Alkorta
Donostia-San Sebastian. 02/10/2024.

- › **Dialogue for transformation: assessing the impact of soft resistance on outcomes and development of a collaborative policy making process**
The DAN Conference 2024: Reaching out - participatory and engaged research for change
Author: Naia Begiristain
Aalborg, Denmark. 04-08/11/2024.

- › **Innovation Strategies for System Level Transformation: Exploring International Good Practice and Strategies for Regional Impact**
2024 Regional Studies Association Winter Conference
Authors: Smith, M., Johnson, M.P., Wilson, J.R., Wise, E., Fonseca, L., Downes, R., Mendes, C.
London, United Kingdom. 06/11/2024.

- › **Facilitating urban transition governance: lessons learnt from action research in Basque cities**
Urban Transitions Conference 2024
Author: Miren Estensoro
Sitges. 07/11/2024.

- › **The Regional Link between Green Jobs and the Training System: Adaptation or Growth?**

2024 Regional Studies Association Winter Conference
 Authors: Mikel Albizu, Juan Gamboa, Itziar García
 London, United Kingdom. 08/11/2024.
- › **Exploring the Role of Regional Policy in Territorial Servitization**

11th International Conference on Business Servitization (ICBS 2024). Focal theme: Unlocking Unique and Intelligent Digital Solutions: The Pivotal Role of Frontier Technologies (Blockchain and AI) in Servitization. Received an award for the best academic paper at the conference.
 Authors: Urs Knapp, T., Ebel, M., Kamp, B., Pöppelbuß, J., Narvaiza, L., O'Higgins, C.
 Lisbon, Portugal. 08/11/2024.
- › **Civil society in place-based sustainable development: The role of foundations**

2024 Joint ANZRSAl/RSA Conference: Inclusive Regional Development
 Authors: Maddalen Alkorta, Patricia Canto-Farachala, Mercedes Oleaga
 Canberra (online), Australia. 03/12/2024.
- › **"Barriers to the digital transformation of Cultural and Creative Industry MSMEs: The case of the Basque Country"**

MOC Workshop 2024 - Research Session, organised by Harvard Business School
 Authors: Ibone Eguia Aguirre, James R. Wilson, Macarena Cuenca Amigo, Stephania Mosquera-López, Santiago Bohorquez Correa
 Boston, USA. 19/12/2024.

2.3 PhD thesis supervision

During 2024, the Institute's research team supervised 17 doctoral students:

- › Agudelo Cano, Yazari. Predoctoral researcher at Orkestra. Thesis supervised by Mari Jose Aranguren. Title: **Green Budgets : Drivers of Territorial Sustainability and Climate Transition.**
- › Albizu, Mikel. Predoctoral researcher at Orkestra. Thesis co-supervised by Susana Franco and Miren Estensoro. Title: **Revisión de los factores que impulsan el empleo desde el ámbito local en función de las megatendencias emergentes: automatización, cambio demográfico y dualización.**
- › Alkorta, Maddalen. Predoctoral researcher at Orkestra. Thesis supervised by Susana Franco. Title: **Rethinking collaboration for fostering regional innovation: broadening the scope of agents.**
- › Begiristain, Naia. Predoctoral researcher at Orkestra. Thesis co-supervised by Miren Larrea and Leyre Arrieta (University of Deusto). Title: **Democratization of dialogue patterns for public policies co-generation.**
- › del Castillo Sancho, Margarita. Thesis co-supervised by Edurne Magro and Jorge Díaz Lanchas (Universidad de Comillas). Title: **Propuestas para la reindustrialización de España. Hoja de ruta para potenciar el tejido industrial estratégico como capacitador de la soberanía y autonomía española.**
- › Eguia, Ibone. Predoctoral researcher at Orkestra. Thesis co-supervised by James Wilson and Macarena Cuenca (University of Deusto). Title: **Las Industrias Culturales y Creativas como tractoras de la competitividad regional: el caso de Euskadi.**

- › Gaztañaga, Mikel. Predoctoral researcher at Orkestra. Thesis co-supervised by Miren Larrea and Patxi Lanceros (University of Deusto). Title: [La transformación de las políticas regionales a través de la colaboración entre academia y gobierno: el caso de Etorkezuna Eraikiz Think Tank.](#)
- › Grimbert, Stephania. Thesis supervised by James Wilson. Title: [Transformative Innovation Policy Instruments.](#) Thesis defended on 5th September 2024.
- › Icaran, Claudia. Predoctoral researcher at Orkestra. Thesis co-supervised by Miren Estensoro García and Jone Martínez Palacios (Universidad del País Vasco). Title: [Las rutinas naturalizadas por el personal técnico de las administraciones públicas: ¿aliadas o detractoras en los procesos de gobernanza colaborativa?](#)
- › Izulain, Ane. Predoctoral researcher at Orkestra. Thesis co-supervised by Mari Jose Aranguren and Iratxe Aristegui (University of Deusto). Title: [The role of Social Values in shaping Shared Vision on Competitiveness for Wellbeing. The case of the Basque Country.](#)
- › Oleaga, Mercedes. Senior technician at Orkestra. Thesis co-supervised by Susana Franco and Iratxe Aristegui (University of Deusto). Title: [Sociedad: clave invisible de la competitividad al servicio del bienestar.](#)
- › Rodríguez, Pablo. Thesis co-supervised by James Wilson and Susana Franco. Title: [Relationship and effect of welfare regimes on regional competitiveness models.](#)
- › Roldan, Maria. Predoctoral researcher at Orkestra. Thesis supervised by James Wilson. Title: [La interacción entre la cultura organizacional y la semana laboral reducida: Efectos en la competitividad y el bienestar de las personas.](#)
- › Sánchez, Eva. Predoctoral researcher at Orkestra. Thesis co-supervised by Miren Larrea and Concha Maiztegui (University of Deusto). Title: [Crear capacidades de facilitación desarrollando el tacto pedagógico. Una experiencia de aprendizaje en las políticas.](#)
- › Sibilla, Fernando Jorge. Thesis supervised by Aitiber Elola. Title: [External agents as a source of knowledge for the adoption of management innovation: an analysis of manufacturing companies in the province of Córdoba \(Argentina\).](#)
- › Suso, Rafael. Thesis supervised by Susana Franco. Title: [Public-private innovation partnerships: Building trust and value to address "grand challenges".](#)
- › Zurbitu Aldama, Izaskun. Thesis co-supervised by Aitziber Elola and Jordi de San Eugenio (Universidad de Vic - Universidad Central de Catalunya). Title: [The role of a catalyst agent within a gastronomic ecosystem in place branding: the case of the Basque Culinary Center.](#)

3



KNOWLEDGE TRANSFER TO SOCIETY

3 KNOWLEDGE TRANSFER TO SOCIETY

Orkestra takes a systemic and holistic view of critical elements affecting competitiveness through a transformative research approach and **makes the knowledge generated available to society's actors, both to improve decision-making and to raise awareness.**

3.1 In-house and collaborative events

In 2024, Orkestra organised **2 events**, in collaboration with other agents, which included approximately **500 participants**.

- › **XVIII Jornadas Internacionales de Redes Eléctricas (JIEEC)**

Event held in collaboration with Tecnalia and the Basque Energy Agency (EVE) in Bilbao.
09-10/10/2024

- › **2024 Competitiveness Conference**

Event held in collaboration with SPRI, Basque Government in Vitoria-Gasteiz.
20/11/2024

3.2 Invitations as experts

In addition to the 22 communications in academic conferences previously mentioned, members from the Orkestra team also participated in **73 interactions** as experts in different forums and spaces organised by local, national and international agents, where they disseminated the knowledge generated, as well as the experience and results of the projects promoted by the Institute. These interactions include **31 events as expert voices, 22 dissemination actions to international agents and another 20 local dissemination actions.**

- › **Languages Lanean Kongresua**

Participation in round table "Personas. Liderazgo. Talento. Migración. Competencia lingüística", in the conference organised by the Basque Government with the aim of sharing and debating experiences and knowledge on the challenges of language management in the context of economic activity.
Mari Jose Aranguren. Bilbao. 18/01/2024.

- › **Governing Resilience and Transformation (GReaTr) Peer Learning Event**

Event organised by the University of Lund. Presentation "Reflections on working with knowledge for policy in Orkestra".
James Wilson. Lund, Sweden. 18-19/01/2024.

- › **Four Nations Alliance Congress: The college of the future**

Presentation of the Basque VET innovation system: programme Tkgune. Invitation received from Lewis Cooper, The College Alliance.
Mikel Albizu. Manchester, United Kingdom. 23/01/2024.

- › **Ciclo Economía y Nueva Empresa 2024**

Institutional presentation during event organised by the Real Sociedad Bascongada de los Amigos del País - Delegación en Corte, Euskal Etxea Madrid and the Navarre Cultural Association of Madrid.
Iván Martín. Madrid. 24/01/2024.

› **GreenSME Advisory Board meeting**

Invitation received from Tekniker to become a member of the Advisory Board of the project GreenSME, Horizon Europe of the European Commission.
Aitziber Elola. Online activity. 07/02/2024.

› **Visit from the Institutional Cooperation and Coordination Department of ICEX, Importación e Inversiones**

Visit to get to know Orkestra and the results of projects in the field of the internationalisation of Basque firms.
Juan Gamboa and Bart Kamp. Bilbao. 13/02/2024.

› **LSW Roundtable: Small Nation Innovation Deep Dive and Future Directions**

Event organised by the Learned Society of Wales. Presentation "Basque Innovation Ecosystem: Priorities and Developments".
James Wilson. Online activity. Wales. 22/02/2024.

› **Tejiendo redes desde el territorio: Euskadi, transformación y liderazgo industrial**

Presentation on strategic orientation to boost economic development and sustainability in the Basque Country. Invitation received from Marina Serrano, DG AELEC (Asociación Española de Empresas Eléctricas).
Jorge Fernández. Donostia-San Sebastian. 14/03/2024.

› **First in-person meeting of the Iñigo de Loyola Initiative (IIL)**

Invitation to attend this first in-person meeting dedicated to transformative research on competitiveness for inclusive and sustainable wellbeing. The following activities took place during the meeting: (i) presentation of a book chapter 'Competitividad para el bienestar: Navegando de la polarización a la reconciliación'; (ii) participation in a panel on competitiveness for inclusive and sustainable wellbeing with the university community; (iii) participation in a dialogue with the faculty of the Doctorate in Engineering Sciences; and (iv) facilitation of a reflection on the past, present and future of the Iñigo de Loyola Initiative.
Patricia Canto and Mari Jose Aranguren. Mexico City, Mexico. 20-22/03/2024.

› **De lo global a lo local: retos de la Agenda 2030 - Zarauz Ttanta eguna**

Invitation received to participate in the round table "Reto compartido" together with representatives of the UPV-EHU, Arantzazu Lab and Ihobe.
Usue Lorenz. Zarautz. 21/03/2024.

› **Innovation strategies for system level transformation: Workshop 1 on Policy Design and Mobilising Stakeholders**

Opening presentation "Innovation Strategies for System Level Transformation".
James Wilson. Online activity. Scotland. 22/03/2024.

› **Celebrating Michael Porter at HBS**

Invitation to attend this meeting together with 15 different universities in Latin America with which Orkestra is working on the topic of Competitiveness for wellbeing and how to boost competitiveness for the wellbeing of territories through transformative research, to celebrate the work of Michael Porter at Harvard Business School.
Mari Jose Aranguren. Boston, USA. 27/03/2024.

- › **Conference: La contribución de la I+D a los ODS: metodología para su medición**

Conference that took place during the postgraduate course Strategic integration, monitoring and communication of the 2030 Agenda and the SDGs, organised by the UPV/EHU.
Edurne Magro. Online activity. 11/04/2024.
- › **Innovation strategies for system level transformation: Workshop 2 on Policy Implementation and Evidencing Change.**

Participation in the 2nd workshop of this participative process with the objective of maximising the impact of Scotland's National Innovation Strategy.
James Wilson. Online activity. Scotland. 15/04/2024.
- › **Laboratorio por la Paz con Justicia y Reconciliación del Sistema Universitario Jesuita**

Meeting with the staff of this laboratory organised by the Jesuit University System of Mexico, to present "Aprendizajes sobre la investigación transformadora como palanca de reconciliación".
Patricia Canto and Mari Jose Aranguren. Online activity. Mexico. 29/04/2024.
- › **GOGREEN (Governing Green Transitions) Partner Conference**

Conference organised by the University of Roskilde. Presentation "Profesionales mixtos del sector primario" de Gipuzkoa.
Ainhoa Arrona. Soro, Denmark. 01-03/05/2024.
- › **Innovation strategies for system level transformation: Workshop 3 on Learnings and Recommendations**

Participation in the 3rd workshop of this participative process with the objective of maximising the impact of Scotland's National Innovation Strategy.
James Wilson. Glasgow, Scotland. 16/05/2024.
- › **Project workshop Transcience**

Workshop organised by Tecnalia. Invitation to participate in a workshop on circularity measures for decarbonisation.
Jorge Fernández. Zamudio. 28/05/2024.
- › **Strategic Foresight for Regions**

Presentation of the case Euskadi 2040 in the parallel session "Mapping strategic foresight ecosystems". Event organised by the Chancellery and Foreign Office, Flanders Government.
Ane Izulain. Vilvoorde, Belgium. 29/05/2024.
- › **64th ESReDA seminar within The Digital Twin Week**

Presentation on servitization in industrial markets, titled "Service: the red pill. How to make industrial service a reality".
Bart Kamp. Bilbao. 31/05/2024.
- › **Awarding of prize by the Cátedra Atlantic Copper**

Awarding of the prize given to the publication "Las materias primas minerales en la transición energética y en la digitalización. El papel de la minería y la metalurgia". Macarena participated as one of the co-authors of the book.
Macarena Larrea. Madrid. 04/06/2024.

› **Event organised by the Escuela del Trabajo, CCOO**

Invitation to participated in this event with the presentation "Contexto económico y estructura productiva en Euskadi".
Susana Franco. Orduña. 11/06/2024.

› **Geopolitización de la transición energética: ganadores y perdedores**

Presentation in this event organised by the Instituto de Cuestiones Internacionales y Política Exterior (INCIPE).
Iván Martín. Online activity. Madrid. 11/06/2024.

› **Energía y Geoestrategia 2024. Round table**

Participation in the round table "Redes energéticas, geopolítica y transición sostenible", in this event organised by the Spanish Committee of the World Energy Council, the Spanish Institute for Strategic Studies of the Ministry of Defence and the Spanish Energy Club.
Jorge Fernández and Jaime Menéndez. Madrid. 14/06/2024.

› **BERDINTEK: Data Working Group**

Invitation to participate in this working group within the framework of the project Berdintek (Ministry of Economic Development and Infrastructures of the Basque Government), with the aim of obtaining data that reflects the situation of equality between women and men in the industrial and technological sector in the Basque Country.
Susana Franco. Bilbao. 21/06/2024.

› **Workshop: "Programas e iniciativas de apoyo" BBK ESG Hub – Bilbao Chamber of Commerce**

Participant in a round table on strategies and tools designed to support and promote sustainable development in different areas at a meeting organised by BBK and the Bilbao Chamber of Commerce.
Jorge Fernández. Bilbao. 26/06/2024.

› **Workshop: La innovación en la economía vasca. Situación, alcance y perspectivas**

Workshop organised by the UPV-EHU and Eustat. Presentation "Innovación para la mejora de la competitividad".
Mari Jose Aranguren. Donostia-San Sebastian. 08/07/2024.

› **Workshop: La sostenibilidad: una ventaja competitiva para la PYME**

Workshop organised by the UPV/EHU and Elkargi. Presentation "La transición hacia una competitividad sostenible".
Jorge Fernández. Donostia-San Sebastian. 11/07/2024.

› **Summer course Basque Parliament: Parlamento abierto y nuevos modelos de gobernanza**

Presentation based on the publication *Herri-Politikak Errazteko Artea*, during this summer course.
Miren Larrea. Donostia-San Sebastian. 16/07/2024.

› **Congreso de la Semana Europea de la Gestión Avanzada**

Participation in this event as a member of the Good Practice Evaluation Committee.
Usue Lorenz. Zamudio. 16/07/2024.

› **Summer course UPV-EHU: Etorkizuneko hiri eta herri desiragarriak: mapa bat utopiarako**

Summer course organised by the UPV-EHU, together with the Renteria City Council and the Basque Government. Mesa redonda "2040: biharko hiriak, gaurko gazteen begiradatik".
Naia Begiristain. Renteria. 06/09/2024.

- › **EU Clusters Talk. Impact Insights: Measuring and Optimising Cluster Performance**

Participation in a session where different approaches to measure the impact of clusters on the European economy was discussed.
James Wilson. Online activity. 18/09/2024.
- › **IJAR Pre-symposium Workshops**

Participation in three IJAR Pre-symposium Workshops: (i) "Action research recognition, education, and praxis in higher education: How to transform our institutions for the public good?"; (ii) "Connecting and Communicating beyond our projects and showcasing the unique contribution of action research to societal transformation"; and (iii) "Decentralizing Action Research and moving boundaries: recognizing knowledge producers outside academia and engaging researchers in transformative action", organised by the Centre de Recherche sur les Innovations Sociales, Université du Quebec. Patricia Canto also forms part of the Organising Committee.
Patricia Canto. Online activity. 24-27/09/2024.
- › **Bilbao Kultura Social Forum**

Dialogue with Abhijit Vinayak Banerjee, 2019 Nobel Prize in Economics, on sustainable development at a global level, in the session titled "Reflexiones sobre desarrollo sostenible a nivel global".
Iván Martén. Bilbao. 24/09/2024.
- › **Meeting with The Japan Research Institute**

Meeting to present the last Basque Country Competitiveness Report and the main research lines of the Energy and Environment Lab at Orkestra.
Jorge Fernández. Tokyo, Japan. 30/09/2024.
- › **Session on Renewable Energy and Energy Policy. Federation for the Promotion of Zero Nuclear Power and Renewable Energy in Japan**

Invitation to participate in this brainstorming session with various representatives from the financial and public sector, including Junichiro Koizumi, ex-Prime Minister of Japan.
Jorge Fernández. Tokyo, Japan. 30/09/2024.
- › **Session on Renewable Energy and Energy Policy. Institute for Sustainable Energy Policies of Japan**

Invitation to present the work on social acceptance and to participate in the debate during this meeting organised by ISEP (Institute for Sustainable Energy Policies).
Jorge Fernández. Tokyo, Japan. 01/10/2024.
- › **Social acceptance of renewable energies. Kanto Bar Association of Japan**

Presentation given to lawyers, organised by the Kanto Bar Association, on social acceptance of renewable energies.
Jorge Fernández. Tokyo, Japan. 01/10/2024.
- › **EUWIN Conference: The Future of Workplace Innovation**

Participation in the plenary session "A repertoire of approaches to Workplace Innovation; political, sociological, sociotechnical & philosophical".
Miren Larrea. Donostia-San Sebastian. 01/10/2024.
- › **OCDE Workshop: the role of social capital on place transformation**

Invitation received to participated in this interactive workshop, based on a debate, including the active participation of all attendees
Mari Jose Aranguren. Online activity. Paris, France. 02/10/2024.

- › **Debate organised by the Kiko Network, Japanese environmental NGO**

Discussion focused on key issues related to the energy transition, the strategy for renewable energy development and sustainability, and green growth policies in the European Union.
Jorge Fernández. Kyoto, Japan. 02/10/2024.
- › **XIX Congreso Eusko Ikaskuntza. Nuevo modelo socio económico y sociedad del bienestar. Bases y propuesta de desarrollo**

Edurne Magro participated in the round table "Pretransición: costes, financiación, externalidades y transición deseada"; and Mercedes Oleaga moderated the round table "Sostenibilidad y solidaridad intergeneracional".
Edurne Magro and Mercedes Oleaga. Vitoria-Gasteiz. 02/10/2024.
- › **Encuentro Empresarial FVEM**

Presentation "Sostenibilidad y competitividad, pilares de la industria" in this anual fórum organised by the Federación Vizcaína de Empresas del Metal.
Iván Martín. Bilbao. 02/10/2024.
- › **Annual Conference on Human Rights of the Japan Federation of Bar Associations**

Presentation of the report "Social acceptance of local renewable energy projects", published with the researcher Stephanía Mosquera.
Jorge Fernández. Nagoya, Japan. 03/10/2024.
- › **II Congreso Internacional de Empleabilidad y Mercado Laboral: experiencias y proyecciones**

Conference organised by the Universidad de Antioquia and the Universidad Distrital Francisco José de Caldas. Invitation to give a pre-congress workshop and to give the Inaugural Conference.
Juan Gamboa. Bogota and Medellin, Colombia. 15-18/10/2024.
- › **EuroBasque workshop: Prioridades y debates de la nueva legislatura de la UE (2024-29)**

Participation in this event on the priorities and debates of the new EU legislation to discuss the importance of the regions in strengthening competitiveness and wellbeing in Europe.
James Wilson. Bilbao. 15/10/2024.
- › **Euskalit Congreso Semana Europea de la Gestión Avanzada**

Presentation "La sostenibilidad como factor de competitividad" durante la sesión "Competitividad sostenible y gestión: Buenas prácticas y mesa redonda".
Macarena Larrea. Bilbao. 16/10/2024.
- › **Los viernes de Sasoiko**

Presentation on critical raw materials and key metals. Invitation received from BBK-Deusto.
Macarena Larrea. Bilbao. 18/10/2024.
- › **Enhancing the Reach of Action Research. IJAR Symposium 2024**

Patricia Canto moderated the plenary session "Transforming Higher Education and Descenetrating Action Research" and the round table "Connecting and communicating beyond our projects and showcasing the unique contribution of action research to societal transformation"; Claudia Icaran participated in one of the panels; and Miren Larrea participated in the opening session.
Patricia Canto, Claudia Icaran and Miren Larrea. Online activity. Montreal, Canada. 24-25/10/2024.

- › **Workshop organised by the Cátedra de Especialización Inteligente of the Comunitat Valenciana**

Presentation "La gobernanza de las misiones en las regiones".
Edurne Magro. Valencia. 24/10/2024.
- › **VII Congreso de empleo: Impulsar el empleo y mejorar su calidad**

Congress organised by the Department of Economy, Labour and Employment of the Basque Government and Lanbide. Moderation of the round table "Las dimensiones que componen un empleo de calidad".
Mercedes Oleaga. Vitoria-Gasteiz. 24/10/2024.
- › **2nd FSR Alumni Day Florence School of Regulation**

Participation in the conference and workshop organised by the Florence School of Regulation (FSR).
Stephania Mosquera. Florence, Italy. 25/10/2024.
- › **Atlantic Energy Forum**

Invitation to present a paper on the status of LNG trade in the Atlantic Basin.
Macarena Larrea. Online activity. 31/10/2024.
- › **Event: Una revisión y análisis del absentismo por incapacidad laboral en Euskadi**

Presentation in this event organised by Confebask to provide a brief analysis of absenteeism in the Basque Country and its impact on business and regional competitiveness.
Mari Jose Aranguren and Susana Franco. Bilbao. 07/11/2024.
- › **The DAN Conference 2024: Reaching Out - participatory and engaged research for change**

Keynote presentation "Transforming policy making through action research: a response to the challenges of our time".
Miren Larrea. Aalborg, Denmark. 07/11/2024.
- › **Leading industrial transformation: University-Industry collaboration. Interreg Europe**

Presentation "Research and innovation in the Basque Country".
Edurne Magro. Bilbao. 07/11/2024.
- › **BBK Trends 2024**

Participation in the session "Bizkaia Oparoa", on economic growth, competitiveness and energy transition.
Iván Martín. Bilbao. 07/11/2024.
- › **Euskadi una Región Competitiva. Basque Trade and Investment**

Presentation on the competitiveness of the Basque Country to Basque Trade and Investment staff, both local and from their units abroad. The competitiveness framework, the main results of the diagnosis of the 2024 report and the Competitiveness Observatory were presented.
Mari Jose Aranguren, Iván Martín and Susana Franco. Bilbao. 08/11/2024.
- › **La competencia del mercado eléctrico en España**

Participation in a round table in this event organised by Energía y Sociedad.
Jorge Fernández. Bilbao. 08/11/2024.

› **Global Mobility Call 2024**

Participation in the session "Futuro geo-estratégico de la energía", together with Joseph McMonigle, General Secretary of the International Energy Forum. Iván Martén. Madrid. 19/11/2024.

› **9ª sesión - Ciclo Economía y Nueva Empresa**

Event organised by the Real Sociedad Bascongada de los Amigos del País and Euskal Etxea of Madrid. "Presentation of the 2024 Basque Country Competitiveness Report. Reflexión proyectiva: Un año por delante: Cambios en el horizonte". Mari Jose Aranguren and Iván Martén. Madrid. 27/11/2024.

› **Global Food Security Summit**

Participation in round table. James Wilson. Abu Dhabi, Dubai. 27/11/2024.

› **14ª Feria Internacional Energía y Agua (CANGUA)**

Presentation on the geopolitics of energy. Jorge Fernández. Gran Canaria. 28/11/2024.

› **Relevo generacional y diversidad cultural: un camino hacia el futuro laboral**

Event organised by Accem. Presentation and moderation of debate. Susana Franco. Vitoria-Gasteiz. 28/11/2024.

› **La cuestión palpitante: Empleo juvenil y formación profesional**

Event organised by the Fundación Juan March. Invitation for a live interview. Juan Gamboa. Madrid. 02/12/2024.

› **The College Alliance: an international conference. Squaring the circle shaping the future of colleges in an era of challenge. Learning from across the UK, Ireland and beyond**

Presentation of the STEM skills ecosystem in Bizkaia through the presentation of the paper "Skills ecosystem as a strategy to tackle STEM talent shortages in a region: the case of Biscay (Basque Country)". Juan Gamboa. Belfast, United Kingdom. 04/12/2024.

› **Simposio de Investigaciones sobre Economía Energética**

Symposium organised by the Escuela de Ingeniería of the Universidad del Valle. Two presentations by Jorge Fernández "Desarrollo del sistema de hidrógeno en el País Vasco en el mediano plazo"; and "Financiación de proyectos y actividades sostenibles. Esquemas colaboración público-privada". Another three presentations by Stephania Mosquera "Measuring systemic risk in energy markets"; "Incentivos a la inversión en tecnologías limpias"; and "Aceptación Social de Proyectos de Energía Renovable locales". Jorge Fernández and Stephania Mosquera. Cali, Colombia. 09-14/12/2024.

3.3 Visits by international delegations

Throughout the year, Orkestra receives requests to meet with different international delegations. During 2024, the Institute met with **12 international delegations** to explain the Basque Country's economic model as well as Orkestra's model as an Institute of Competitiveness in the territory.

› **Visit from the University of Victoria, Canada**

Visit from two researchers, Dr. Budd Hall and Dr. Darnele Clover, to learn about Orkestra's action research. The visit comes thanks to the Sociolinguistics Cluster of the Basque Country.
15/02/2024

› **Meeting previous to the visit from the Japan Research Institute, Japan**

Attendees included Kenji Hiramatsu, Chairman Institute of International Strategy, Meguru Shinoda, Senior General Manager and Tomohisa Ishikawa, General Manager.
13/03/2024

› **Visit from the Japan Research Institute, Japan**

Kenji Hiramatsu (Chairman Institute of International Strategy of the Japan Research Institute visited Orkestra to learn about Orkestra's work and looks for synergies. The visit was organised by through Foreign Action of the Basque Government.
21/03/2024

› **Visit from the University of Łódź, Polonia**

Visit from various representatives of the University of Łódź, member of UNIC, which is in the process of creating a centre to support the development of the labour market and promote innovation and competitiveness of Poland and Polish regions.
22/04/2024

› **Visit from the Universidad de Sancti Spiritus, Cuba**

Visit by two researchers who intend to implement a university degree in renewable energies and energy efficiency in Cuba and were also interested in learning about the Basque VET system. The visit is part of an international cooperation programme co-financed by the Fundación Internacional e Iberoamericana de Administración y Políticas Públicas.
25/04/2024

› **Visit from the Japan Federation of Bar Associations Delegation, Japan**

The visit included meetings with the Basque Energy Agency (EVE), Iberdrola, Repsol-Edinor and Orkestra.
15-16/05/2024

› **Visit from the Pontificia Universidad Javeriana de Bogotá, Colombia**

Participation in the session "Ecosistemas financieros territoriales: El caso de Euskadi", on cluster policy in the Basque Country and the process of launching the BasqueFIK.
28/05/2024

› **Visit from the Government of the Province of Cordoba, Argentina**

Andrés Michel Rivero, Secretary for Economic Policy visited Orkestra with the aim of contributing to the design of the province's own competitiveness framework for wellbeing.
28/05/2024

› **Visit from the State University of Novi Pazar, Serbia**

The researcher Ljubivoje Radonjic, interested in data from the Regional Competitiveness Observatory, visited Orkestra.
19/06/2024

› **Visit from the Yonsei University, South Korea**

Joohyun Go visited Orkestra, to learn about Orkestra's projects, research interests and discuss possible synergies.
03/07/2024

› **Visit from the University of Strathclyde of Glasgow, Scotland**

Meeting with Pauline Anderson, researcher from the university, to learn about Orkestra, and the projects in the fields of skills ecosystems and green jobs, and discuss possible collaborations.
10/07/2024

› **Visit from the Institute for Global Local Culture Studies (IGLCS) of the University of Daejeon, South Korea**

Orkestra signs a collaboration agreement with the Institute for Global Local Culture Studies (IGLCS) of the University of Daejeon, South Korea, which will allow both institutions to deepen research and knowledge exchange, focusing on global challenges such as demographic decline, socio-economic development and talent attraction.
10/09/2024

3.4 Training for knowledge transfer

The training projects seek to promote **collaboration with the University of Deusto and to provide value to the Institute's collaborating entities, by sharing and socialising the knowledge generated.**

During 2024, training activities focused especially on University of Deusto programmes, mainly linked to the Deusto Business School, but also to other faculties such as the Faculty of Law and the Faculty of Engineering.

In addition to collaborating with Deusto International Research School (DIRS), the University of Deusto's doctoral school, Orkestra's research staff also taught in the following university programmes:

Degree in Business Administration and Management (ADE)	Master's Degree in Lifelong Learning in Innovation and Technology
Master's Degree in Management of Maritime-Port Companies and Maritime Law	Dual Master's Degree in Entrepreneurship in Action (MEDEA)
Master's Degree in International Business (MIB)	

In addition, during 2024, Orkestra's research staff also taught in other programmes at the following universities:

Mondragon Unibertsitatea	Universidad del País Vasco (UPV-EHU)	Pontificia Universidad Javeriana (Bogotá, Argentina)
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3.5 Articles, posts and collaborations in the media

Orkestra collaborates with dissemination and communication media to transfer the knowledge it generates to society. In 2024, this intense collaboration has resulted in **23 radio and television programme collaborations**, and **385 impacts in news and press articles**, including **11 opinion articles**.

Beyond these collaborations, Orkestra's team is proactive in writing informative articles that are published in various media. In 2024, **25 posts** were published in Orkestra's blog **#BeyondCompetitiveness**, which registered more than 10 thousand visits throughout the year. Additionally, Orkestra's team of professionals has collaborated in other blogs, with a total of 4 posts.

Orkestra's team has also published several informative articles and a total of **6 publications** in magazines and specific political and professional platforms.

3.6 Orkestra online

The main channels for the dissemination and positioning of Orkestra's work in the digital sphere have been the website www.orkestra.deusto.es and newsletters.

CORPORATE WEB, BLOG AND DIAGNOSTIC TOOLS

› Corporate Web

It is the main access point to the institute's activity and is available in three languages. It provides information about Orkestra and facilitates access to its research work. In 2024, the website received **43.183 visits** from more than 50 countries. A total of **255,000 documents** (scientific articles, reports and books) have also been downloaded from Google and other sources. The countries from which most downloads were made were Spain, Mexico, Colombia, Peru, Ecuador and Argentina.

› Blog

The blog **#BeyondCompetitiveness**, integrated into the corporate web, is a space where Orkestra's experts share their reflections on their research and other current issues. In 2024, **25 new posts** were published, and this section of the website received over **10,000 visits**.

› Newsletters

Orkestra has 2 newsletters aimed at different audiences:

The first is the ***Boletín del Observatorio de Competitividad Regional***, a fortnightly bulletin, available in Basque and Spanish, which offers analysis and reflections on key issues for the competitiveness of the Basque Country, including reports and blog posts on research projects in collaboration with local agents, and highlighting how these contribute to the wellbeing and development of the region.

The second is a monthly newsletter in English, called **Competitiveness Insights**, which is aimed at an international audience in which the knowledge generated in the field of territorial competitiveness is shared and the lessons learned from the Basque Country that may be useful for other regions are passed on.

More than 3,600 people are subscribed to these newsletters. In 2024, 20 regional and 11 international editions were sent.

At the same time, the Institute's positioning on social networks has been strengthened through the following channels:

ORKESTRA IN SOCIAL NETWORKS



> [LinkedIn](#)

This is the social network which shows the most positive results. The number of followers of Orkestra's institutional page on this platform **has increased by 18% in 2024, surpassing the barrier of 3,200 users**. The page updates have obtained more than **78,000 hits** and the interaction rate has risen to 9%.

> [Youtube](#)

This network is mainly used to publish videos of the events organised by Orkestra and as a tool for dissemination. In 2024 the videos on the corporate channel accumulated **more than 3,000 views**. The video on Orkestra's new competitiveness framework received the most views of the year, followed by the 2024 Competitiveness Conference.

> [X \(twitter.com\)](#)

El alcance de X se está reduciendo, ya que un buen número de personas usuarias han abandonado la plataforma. Por primera vez desde su creación, en 2024 **el número de seguidores de Orkestra ha descendido un 2%**. La plataforma ya no ofrece información de analítica de manera gratuita, por lo que este año no disponemos de información sobre el alcance de las publicaciones.

The scope of X is decreasing, as many followers have abandoned the platform. For the first time since its creation, in 2024 **the number of followers has decreased by 2%**. The platform no longer offers analytics information for free, so this year we do not have information on the reach of the Institute's publications.

> [Bluesky](#)

In response to the decline of X, Orkestra launched its Bluesky profile in November, exploring this platform as a potential alternative for the dissemination of current affairs information. **For the time being, activity is limited**, and it is too early to assess its effectiveness

> [Slideshare](#)

This is a platform that Orkestra uses as a "support network" to upload the presentations and press clippings it considers to be of interest in order to disseminate them on the rest of the social networks. In 2024 Orkestra's documents in Slideshare received more than **1,300 views**.

4



A SHARED PROJECT

4 A SHARED PROJECT

4.1 A project made up of people

Orkestra is made up of a **team of people** with specialised and advanced technical knowledge related to Orkestra's areas of transversal knowledge. They are professionals with **values such as commitment to the transformation of the territory, institutional loyalty, critical vision and flexibility to focus on the challenges of competitiveness.**

On December 31st, 2024, the Orkestra team is made up of 41 professionals (30 women and 11 men), of whom 15 have their PhD and 13 are doctoral students:

- › Yazari Agudelo Cano (PhD student)
- › Imanol Aizpuru Arruti
- › Mikel Albizu Echevarria (PhD student)
- › Maddalen Alkorta Elzo (PhD student)
- › Mari Jose Aranguren Querejeta (PhD)
- › Ainhoa Arrona Etxaniz (PhD)
- › Aitziber Barrio Barañano
- › Naia Begiristain Etxezarreta (PhD student)
- › Megan Leanne Briggs
- › Martha Patricia Canto Farachala (PhD)
- › Ibone Eguia Aguirre (PhD student)
- › Aitziber Elola Ceberio (PhD)
- › Miren Estensoro García (PhD)
- › Jorge Fernández Gómez (PhD)
- › Andrea Fuentetaja Leza
- › Susana Franco Rodríguez (PhD)
- › Juan Pablo Gamboa Navarro (PhD)
- › Itziar García Blázquez (PhD)
- › Mikel Gaztañaga Cinto (PhD student)
- › Ibon Gil de San Vicente Izaga (PhD student)
- › Claudia Icaran Diaz de Corcuera (PhD student)
- › Ane Izulain Alejos (PhD student)
- › Bartholomeus Petrus Kamp (PhD)
- › Miren Larrea Aranguren (PhD)
- › Macarena Larrea Basterra (PhD)
- › Usue Lorenz Erice
- › Edurne Magro Montero (PhD)
- › Jaime Menéndez Sánchez (PhD student)
- › Stephanía Mosquera López (PhD)
- › Asier Murciego Alonso
- › Mercedes Oleaga Páramo (PhD student)
- › Elsa Patús Echezarreta
- › Carla Peletier Espiga
- › María Roldán Sabariego (PhD student)
- › Eva Sánchez Cambra (PhD student)
- › Ander Sánchez Maudo
- › Etorne Ugalde Zabala
- › Nagore Valle González
- › Carme Vallverdu Vergé
- › Raquel Vázquez Salazar
- › James Ralph Wilson (PhD)
- › Sofia Zhukova Zhukova

The collaborating personnel and associated researchers who support the Institute's different lines of research are as follows:

- › María del Henar Alcalde Heras (PhD)
- › Francisco Carrillo Carrillo (PhD)
- › Pablo Costamagna (PhD)
- › James Karlsen (PhD)
- › Kevin Morgan (PhD)
- › Mikel Navarro Arancegui (PhD)
- › Jabier Retegui Albisua (PhD)

In 2024, the following people have actively collaborated in Orkestra:

- › Cristina Aragón Amonarriz (PhD)
- › Iñaki Berrueta Molinuevo
- › Samuel Aroldo Delbon
- › Hanne Finnestrand (PhD)
- › Aitor Garmendia Lazcano (PhD)
- › Eduardo Humberto Sisti (PhD)
- › Cristina Iturrioz Landart (PhD)
- › Enrique López-Valverde Gómez
- › Nahia Martínez Vozmediano
- › Malida Mookken (PhD)
- › Ciara O'Higgins (PhD)
- › Iulen Odriozola Racero
- › Álvaro Riaño Santamaría
- › Jokin Txapartegi Trigueros
- › Gesa Weidemann

4.2 Partners

Since its creation, the Institute has been a **success story of public and private cooperation**. It has the support of leading public and private entities, which lend stability to the project. Thus, the following public administrations, companies and institutions actively participate in Orkestra and are key contributors to its development:



These entities, in addition to participating in Orkestra's governing bodies in 2024, promote areas of research and specific projects together with the Institute.

4.3 Otras colaboraciones

Orkestra is a project that aims to work with relevant agents for the economic development of the Basque Country and to generate international networks. In this way, Orkestra promotes projects with various entities, beyond the Partners, which facilitate the deployment of activities and projects.

During 2024 the following institutions have collaborated with Orkestra in the impulse of projects:

Arantzazulab	Ayuntamiento de Vitoria-Gasteiz	Caixabank – Fundación Dualiza
Consejo Superior de Cooperativas – Kooperatiben Kontseilua	EJIE (Sociedad Informática del Gobierno Vasco)	European Commission
Fundación Fabrika	Fomento San Sebastián	Fundación Cotec

Acción exterior, Gobierno Vasco	Departamento de Cultura y Política Lingüística, Gobierno Vasco	Dpto. Desarrollo Económico, Sostenibilidad y Medio Ambiente, Gobierno Vasco
Departamento de Economía y Hacienda, Gobierno Vasco	Departamento de Trabajo y Empleo, Gobierno Vasco	Ihobe, Sociedad Pública de Gobierno Vasco
Instituto Vasco de Finanzas (IVF), Gobierno Vasco	Lehendakaritza, Gobierno Vasco	

During 2024 Orkestra has maintained strategic knowledge relationships with other organisations. These include various international institutions and universities related to our lines of research:

4WARD Energy Research GMBH, Austria	Aalborg Universitet, Dinamarca	Agencia de Competitividad Córdoba, Argentina
Climate Alliance - Klima- Buendnis, Alemania	Delegación de Euskadi para la Unión Europea, Bélgica	E3-MODELLING AE, Grecia
ESSRG KFT, Hungría	Gobierno regional de Santiago de Chile, Chile	Institute for Global Local Culture Studies, Universidad de Daejeon, Corea del Sur
Instituto Especializado de Estudios Superiores Loyola, República Dominicana	ITESO-Universidad Jesuita de Guadalajara, México	Japan Federation of Bar Associations, Japón
Kauno Technologijos Universitetas, Lituania	Lund University, Suecia	Nederlandse Organisatie Voor TNO, Países Bajos
OCDE, Francia	Oslo Metropolitan University, Noruega	Pontificia Universidad Católica del Ecuador (PUCE), Ecuador
Pontificia Universidad Javeriana, Colombia	Renewables Grid Initiative EV, Alemania	Sodertorns Hogskola, Suecia

Spotteron GMBH, Austria	Tokyo Joint Law Office, Japón	Universidad Antonio Ruiz de Montoya, Perú
Universidad Católica de Córdoba, Argentina	Universidad Católica de Uruguay, Uruguay	Universidad Centroamericana José Simeón Cañas, El Salvador
Universidad de Agder, Noruega	Universidad de Vale do Rio dos Sinos, Brasil	Universidad del Pacífico, Perú
Universidad del Valle. Escuela de Ingeniería Industrial, Colombia	Universidad Iberoamericana Puebla, México	Universidad Rafael Landívar, Guatemala
Universidad Tecnológica Nacional, Facultad Regional Rafaela, Argentina	Universita degli Studi di Napoli Federico II, Italia	Universitat Wien, Austria
University of Central Lancashire, Reino Unido	University of Macau, China	Vetenskap & Allmanhet, VA, Suecia

Orkestra also has an extensive network of collaborators with local knowledge entities:

ANIMSA (Asociación Navarra de Informática Municipal)	BASQUEFIK	BEAZ, S.A.U.
BilbaoTIK	CCASA - Centro de Cálculo de Álava	CIFP Somorrostro
DonistiaTIK	Errenteriako Udala	Euskalit
Fundación Cultural 1º de mayo	Fundación ETEA - Universidad Loyola	Fundación Juan March
Globernance	Gobierno de Navarra	Goienar S.Coop

IDOM	IES Rivera del Tajo	Innobasque
IZFE Sociedad Foral de Servicios Informáticos	Joint Research Centre (EC)	Mondragon Unibertsitatea
NASERTIC (Navarra de Servicios y Tecnologías)	Tecnalia	Tracasa
UPV-EHU		

5



GOVERNING BODIES

5 GOVERNING BODIES

Orkestra is based on an organisational model that seeks to represent and, as far as possible, harmonise the interests of the different agents involved in improving competitiveness, thus making it possible to achieve the Institute's own objectives.

5.1 Board of Directors

The representation, governance and administration of the Institute are attributed to its Board of Directors, as established in the statutes of the Basque Competitiveness Institute approved by the Foundation's Board of Trustees.

Orkestra's Board of Directors, a collegiate and corporate body responsible for the administration of the Institute, has held three ordinary meetings during 2024 (15th February, 13th June and 28th November).

During 2024, the following members left the Board of Directors: Iñigo Ansola Kareaga (EVE Representative), Álvaro de la Rica Aspiunza, Jon Goikoetxea Goiri (BBK Foundation Substitute Representative), Estibaliz Hernández Laviña (Basque Government Representative), Jon Larrinaga Apraiz, Xabier Ochandiano Martínez (Bilbao City Council Representative, and Pilar Urruticoechea Uriarte (Petronor Substitute Representative). The Institute is grateful for their commitment, dedication and contributions to the project.

The composition of the Board of Directors at the date this report was issued is as follows:

Chairman of the Board of Directors

- › Iván Martén Uliarte. Representative of Deusto Foundation.

Members of the Board of Directors

- › Ane Agirre Romarate. Representative of Deusto Foundation.
- › Jordi Albareda Ureta. Representative of Deusto Foundation.
- › Mikel Amundarain Leibar (EVE Representative). General Director at EVE.
- › Francisco Javier Arellano Yanguas. Representative of Deusto Foundation.
- › Andrés Arizkorreta García. Representative of Deusto Foundation.
- › Ainara Basurko Urkidi (Provincial Council of Bizkaia Representative). Provincial Councillor for Economic Promotion at the Provincial Council of Bizkaia.
- › Patxi Calleja Mediano (Iberdrola Representative). Regulation Manager at Iberdrola Spain.
- › Kontxi Claver Zurro (Bilbao City Council Representative). Councillor for Economic Development, Trade and Employment at the Bilbao City Council.
- › Jaione Ganzarain Epelde (Basque Government Representative). Deputy Minister for Technology and Innovation at the Basque Government.
- › Ane Insausti Altuna (Provincial Council of Gipuzkoa Representative). Deputy of Economic Development and Strategic Projects at the Provincial Council of Gipuzkoa.
- › Emiliano López Atxurra (Petronor Representative). Vice-Chairman of the Board of Directors. Chairman of Petronor.
- › Xabier Sagredo Ormazza (BBK Foundation Representative). Chairman at BBK Foundation.
- › Víctor Urcelay Yarza. Secretary of the Board of Directors. Representative of Deusto Foundation.
- › Saray Zárata Fernández de Landa (Provincial Council of Alava Representative). Provincial Councillor for Economic Development and Innovation at the Provincial Council of Alava.

Substitute Members of the Board of Directors

- › Unai Alaña Díaz de Guereñu (Iberdrola Substitute Representative). Regulatory Analysis Manager at Iberdrola.
- › Unai Andueza Iraeta (Provincial Council of Gipuzkoa Substitute Representative). Economic Development Manager at the Provincial Council of Gipuzkoa.
- › Juan Luis Arriaga Ortega (BBK Foundation Substitute Representative). Director of Studies at BBK Foundation.
- › Alberto José Fernández González (Basque Government Substitute Representative). Technology and Strategy Director at the Basque Government.
- › Javier Garcinuño Zabala (Bilbao City Council Substitute Representative). General Director at Bilbao Ekintza.
- › Ander Larrinaga Saiz (Provincial Council of Alava Substitute Representative). Economic Development and Innovation Manager at the Provincial Council of Alava.
- › Cristina Múgica Vargas (Provincial Council of Bizkaia Substitute Representative). General Director of Territorial Competitiveness and Tourism at the Provincial Council of Bizkaia.
- › Elías Unzueta Etxeita (Petronor Substitute Representative). Senior Engineering Manager at Petronor.

5.2 Advisory Board

The Institute's Advisory Board, which provides advice on the different research Labs, is made up of international experts in the area of competitiveness, and supports the development of these Labs, ensuring their excellence and continuous updating.

The Advisory Board has maintained informal contacts during the year and has held one face-to-face meeting on 14th June in Donostia-San Sebastian, during which it monitored Orkestra's knowledge creation processes, scientific production and the adequacy of the organisational model.

The composition of the Advisory Board at the date of issue of the report is as follows:

- › Christian Ketels, Ph.D. Chairman of the Advisory Board. Lead Economist, The World Bank.
- › Xabier Goenaga Beldarrain. Expert in Innovation Policies, SMEs, 3rd mission of Universities, China R&I and Economic Impact of Policies.
- › Ana Teresa T. Lehmann. Associated Professor of Economics, University of Porto.
- › Karen Maguire. Acting Head of Division: Local Employment, Skills and Social Innovation, Organización para la Cooperación y el Desarrollo Económicos (OECD).
- › Andrés Rodríguez-Pose. Princesa de Asturias Chair, London School of Economics.

5.3 Community of Ambassadors

Orkestra boasts a community of experts, the Community of Ambassadors, who work in the field of economics and research in institutions around the world. We seek to take advantage of the strength of the Basque community and of people who are in different parts of the world with connections to this territory, whether they were born in our territory or not, to gain knowledge and experience in order to carry out our mission.

During th2024, Ander Caballero Barturen left the Community of Ambassadors, as he was appointed Secretary General for External Action and Euskadi Global, President's Office at the Basque

Government. The Institute is grateful for his contributions and support during the years he has been part of this community

The members of the Community of Ambassadors at the date of issue of this report are as follows:

- › Pedro Arizti Ortuzar. Senior Public Sector Specialist, The World Bank.
- › Beñat Bilbao Osorio. Deputy Head of Unit. Directorate-General for Research and Innovation, European Commission.
- › Mikel Landabaso Álvarez. Director for Fair and Sustainable Economy at the Joint Research Centre, European Commission.
- › Elvira Uyarra Delgado. Professor of Innovation Studies, Alliance Manchester Business School (University of Manchester) and Executive Director of the Manchester Institute of Innovation Research.

5.4 Honorary Positions

Honorary Chairmen

Orkestra has recognised the work carried out in the development of the Institute by naming the following people as Honorary Chairmen of the Institute:

- › Michael E. Porter. Institute for Strategy and Competitiveness, Universidad de Harvard.
- › José Luis Larrea Jiménez de Vicuña. Chairman of Orkestra from 2006 to 2011.
- › Ignacio M^a Echeberria Monteberría. Chairman of Orkestra from 2011 to 2019.

Honorary Members

Orkestra has recognised the following people who stand out for their contribution to regional competitiveness and who have played a key role in promoting and supporting Orkestra:

- › Jon Azua Mendiá.
- › José Luis Curbelo Ranero.
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