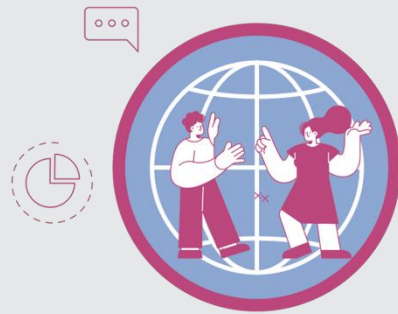




SCIENTIFIC REPORT

2025



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Orkestra in figures **2025**

ACADEMIC IMPACT



58 scientific articles and publications



16 PhD theses supervised

16 participations in scientific conferences

16 of them in high impact journals or editorials



2 PhD theses defended by members of Orkestra



PRACTICAL IMPACT



40 research projects with **48** institutions

488 media impacts



29.103 documents downloaded from website



4 open access observatories to help decision-making

+3.800

subscribers to our newsletter



+6.500

visits to our blog **#BeyondCompetitiveness**

INTERNATIONALISATION

3 international projects with entities such as the European Commission



16 partnerships with international universities and research institutes

46 international presentations



→ **13** in scientific conferences

ORKESTRA – BASQUE INSTITUTE OF COMPETITIVENESS

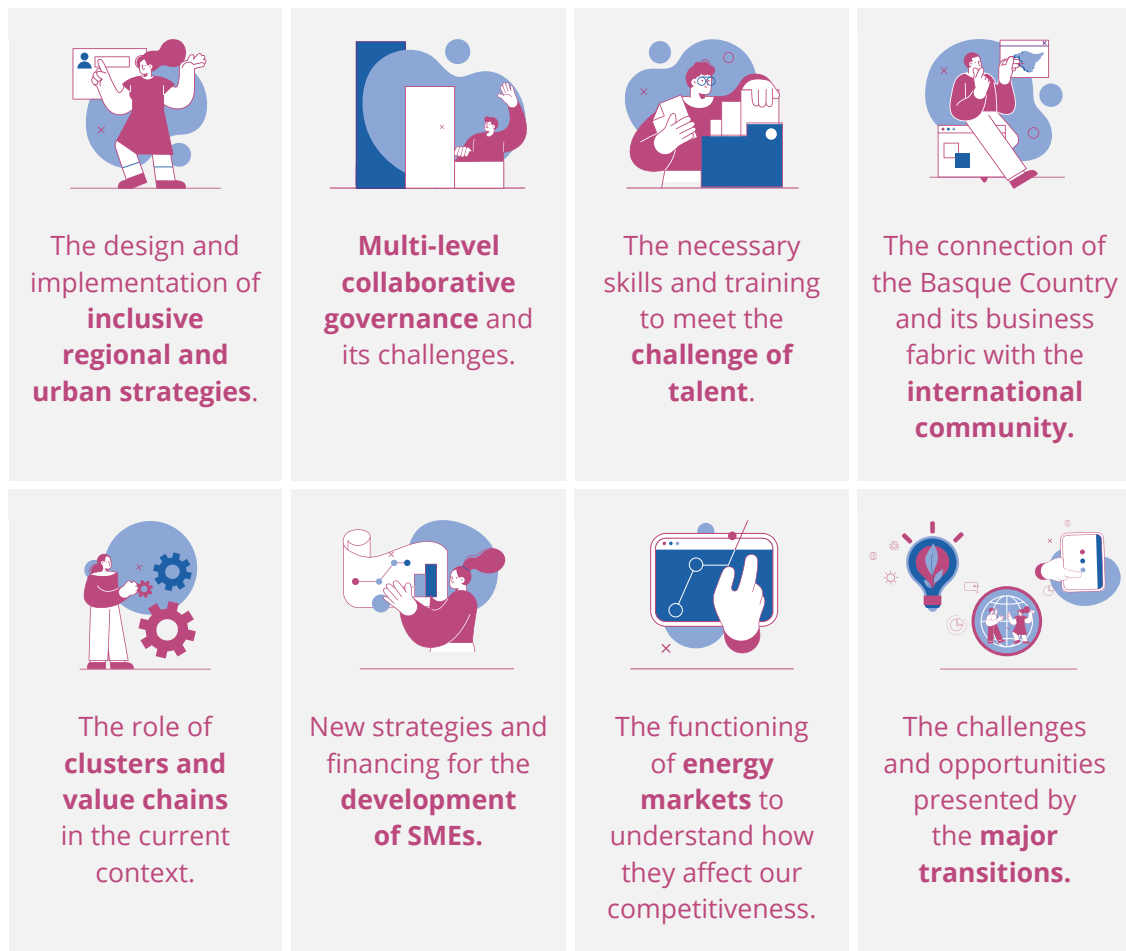
Orkestra-Basque Institute of Competitiveness (Deusto Foundation) promotes competitiveness for inclusive and sustainable wellbeing in the Basque Country through **transformative research**.

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:



1

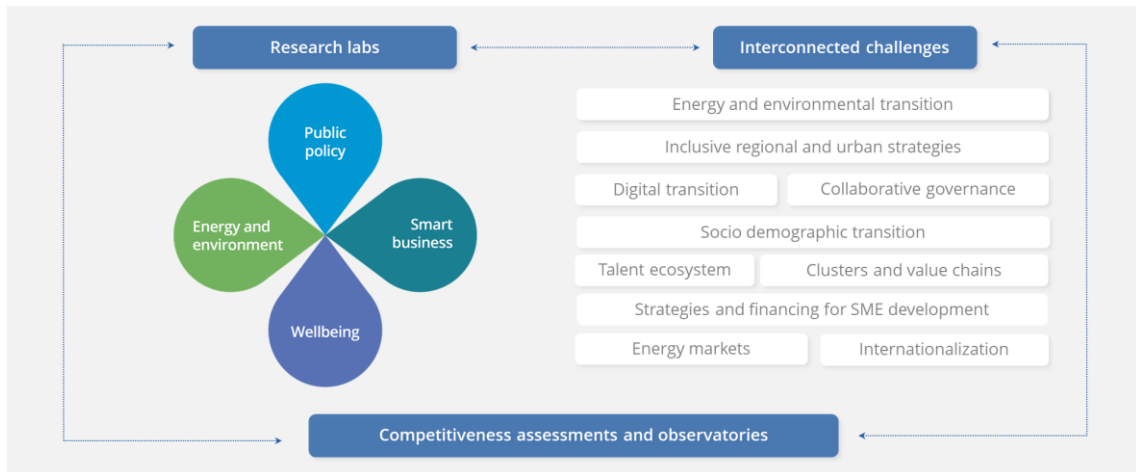
PROJECTS



1 PROJECTS

Orkestra seeks to have a real impact on dimensions that are critical for the development of competitiveness in the Basque Country. To this end, it generates specialised knowledge and capabilities for the development and wellbeing of the region in collaboration with other stakeholders. The research projects carried out are organised into 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** (such as family firms or cooperatively owned businesses and hidden champions) 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 and the security of the supply.

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.

Orchestra 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 a further **3 free-access observatories** and **6 for internal use** within various projects. These observatories cover different territorial levels and specific areas (such as vocational training, financing, hidden champions, and cooperatives).

1.1 Structural projects

The Institute develops **structural lines of research** in collaboration with supporting institutions and strategic stakeholders. These lines are considered structural because they form the backbone of and consolidate the Institute's research agenda and are developed with a multi-year approach.

Within the framework of these lines, **research projects that are considered structural** are promoted to ensure their development and continuity. These projects form part of the stable relationship with stakeholders and respond directly to the research priorities established with them.

The structural research projects carried out during 2025, and the Research Labs that each one encompasses, have been:

	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				
Programa de sensibilización y fomento de una alianza intergeneracional para la gestión de la edad y el relevo generacional				
ETE Digitala				
Foro BBK de Empresa Familiar: inversión con compromiso, arraigo y sostenibilidad				
Gipuzkoako Ekonomia Sustapena				
Observatorio de campeonas ocultas				
Observatorio de la empresa cooperativa				
Observatorio económico financiero empresa vasca				
Descarbonización de la industria vasca (redes de CO2 y otras cuestiones)				
Diseño de peajes eléctricos para consumidores industriales				
Impacto CBAM y RED III en las empresas industriales				
Instrumentos económicos, financieros y fiscales para impulsar la transición sostenible				
Observatorio de Inteligencia Estratégica sobre energía para el EIC				
Oportunidades de desarrollo industrial asociadas a la electrificación/descarbonización de la industria vasca				
Análisis del ecosistema y de las estructuras que constituyen las ICC de Euskadi				

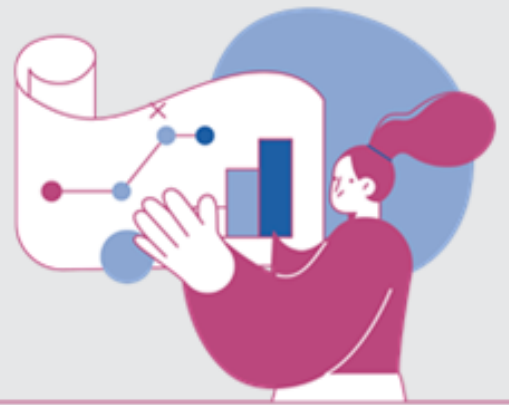
	Wellbeing Lab	Smart Business Lab	Energy and Environment Lab	Public Policy Lab
Bilbao Next Lab				
Bizkaia Orekan Sakonduz				
Construyendo puentes entre ciencia e innovación				
Gobernanza colaborativa como factor de competitividad				
Gobernanza colaborativa del talento en Euskadi				
La FP y sus centros como aliados para la innovación en la pyme				
Lankidetzazko gobernantzari aplikatutako unibertsitate ikerketa				
Lurralde Garapenerako Ekintza Ikerketa - Gaitasunak				
Lurralde Garapenerako Ekintza Ikerketa - Gobernantza				
Lurralde Garapenerako Ekintza Ikerketa - Laborategia				
Lurralde Garapenerako Ekintza Ikerketa - Sistematizazioa				
Observatorio de Competitividad de Álava				
Observatorio FP - FP DUAL en España				

1.2 Other projects

In addition to its structural lines of research, Orkestra has carried out other research projects during 2025 which, whilst relevant, do not form part of the multi-year roll-out of those lines nor are they linked to any structural relationship with sponsors or permanent organisations. These are initiatives of a more limited scope or duration, designed to complement the lines of research with specific additional activities and to strengthen the Institute’s capabilities.

These research projects carried out during 2025, and the Research Labs that each one encompasses, have been:

	Wellbeing Lab	Smart Business Lab	Energy and Environment Lab	Public Policy Lab
Revisiting transitions pathways for transformative innovation				
Perspectivas desde la competitividad y el bienestar inclusivo en el contexto demográfico vasco				
Solidaridad intergeneracional del entorno laboral al social				
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				
GIBERCOM: Observatorio plataforma on-line de las competencias verdes en Gipuzkoa				
Arantzazulab ekintza ikerketa				
Bizkaia with the Talent				
Identificación de gaps oferta formativa STEM y su demanda en Bizkaia				
Complejidad económica basada en el empleo a nivel municipal				



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.

This section summarises Orkestra's key scientific achievements in 2025.

2.1 Scientific Publications

Orkestra's scientific publications reflect its contribution to scientific knowledge at the cutting edge of research into regional competitiveness.

The **58 scientific publications** produced in 2025 include **16 high-impact publications** (12 scientific articles published in high-impact journals and 4 book chapters published by high-impact publishers), **4 articles** published in other scientific journals, **20 books or reports**, **12 book chapters**, **1 working paper**, **3 conference proceedings**, and **2 doctoral theses**.

2.1.1 Scientific articles published in high impact journals

- › Alcalde-Heras, H., Lorenz, U., Oleaga, M. (2024). [Cross-border Collaboration: Enabling Cross-border Clusters to Support Innovation](#). *Economiaz*, 106 - Finanzas sostenibles. (DOI: <https://doi.org/10.69810/ekz.1488>) (SJR - Q3) (Publicado en 2025)
- › Bohórquez Correa, S., Mosquera-López, S., Uribe, J.M. (2026). [Time-varying systemic risk in electricity markets using generative adversarial networks: Market resilience and policy](#). *Energy Policy*, vol. 210, March 2026. (DOI: <https://doi.org/10.1016/j.enpol.2025.115034>) (JCR - Q1 / SJR - Q1)
- › Diego Rodríguez, I., Gamboa Navarro, J. P., Mondaca Soto, A., Moso Díez, M. (2025). [Formación Profesional de Grado Superior: Examinando una vía inesperada de upskilling y reskilling para titulados universitarios STEM y no STEM en España](#). *Revista De Educación*, 1. (DOI: <https://doi.org/10.4438/1988-592X-RE-2025-408-676>) (JCR - Q2 / SJR - Q3)
- › Eguia, I., Wilson, J.R., Cuenca-Amigo, M., Mosquera-López, S., Bohórquez Correa, S. (2025). [Barriers to the digital transformation of cultural and creative industry MSMEs: the case of the Basque country](#). *Competitiveness Review*, 35 (7), pp. 25–44. (DOI: <https://doi.org/10.1108/CR-01-2025-0028>) (JCR - Q2 / SJR - Q1)
- › Elola, A., Wilson, J.R. (2025). [Cluster management and policy learning: the value of strategic intelligence](#). *European Planning Studies*, 33 (6). (DOI: [10.1080/09654313.2025.2530027](https://doi.org/10.1080/09654313.2025.2530027)) (JCR - Q1 / SJR - Q1)
- › Estensoro, M., Icaran, C., Larrea, M. (2025). [Action Research for the Simultaneous Transformation of Governments and their Territorial Governance](#). *Systemic Practice and Action Research*, 38 (8). (DOI: <https://doi.org/10.1007/s11213-025-09721-6>) (JCR - Q4 / SJR - Q3)

- › Fernández Gómez, J. (2024). **Innovative Sustainable Finance Schemes: The Role of Public-Private Partnerships.** *Ekonomiaz*, 106 - Finanzas sostenibles. (DOI: <https://doi.org/10.69810/ekz.1487>) (SJR - Q3) (Publicado en 2025)
- › Gil de San Vicente, I., Wilson, J.R. (2025). **Effects and responses of peripheral regions to financialization: Exploring an extension of the cluster approach.** *Competition & Change.* (DOI: <https://doi.org/10.1177/10245294251325034>) (JCR - Q1 / SJR - Q1)
- › Kamp, B., Murciego, A. (2025). **International niche market leaders as drivers of industrial districts: a value chain perspective.** *Review of Regional Research*, 45, pp. 677–709. (DOI: <https://doi.org/10.1007/s10037-025-00255-x>) (JCR - Q2 / SJR - Q2)
- › Magro, E., Arrona, A. (2025). **Governing green missions within regions: the case of the Basque Country.** *Cambridge Journal of Regions, Economy and Society*, rsaf030. (DOI: <https://doi.org/10.1093/cjres/rsaf030>) (JCR - Q1 / SJR - Q1)
- › Moso-Diez, M., Mondaca-Soto, A., Gamboa, J.P., García-Blázquez, I. (2025). **A Quantitative Analysis of the Underrepresentation of Women on Green Occupational Programmes Groups Within VET in Spain: A New Leaking Pipeline Phenomenon.** *International Journal of Training and Development*, 29 (2), pp. 149-158. (DOI: <https://doi.org/10.1111/ijtd.12350>) (JCR - Q3 / SJR - Q2)
- › Valdaliso, J.M., Suárez, P., Mayor, M., Magro, E. (2025). **Lock-in, resilience and path development in old industrial regions: an agency-based explanation.** *Cambridge Journal of Regions, Economy and Society*, rsaf043. (DOI: <https://doi.org/10.1093/cjres/rsaf043>) (JCR - Q1 / SJR - Q1)

2.1.2 Book chapters published by high-impact publishers

- › Begiristain, N., Arrieta, L. (2025). **Construcción del marco comunicativo de la transformación en Gipuzkoa: Framing del discurso público de las elecciones forales de 2023.** In D. Migliucci, J.L. López Cruces, M.E. Jaime de Pablos (Eds.) *Sociedad y Progreso: Las claves discursivas de la era informacional.* Granada: Editorial Comares, pp. 107-124. (SPI 2022 – Spanish publisher)
- › Fernández Gómez, J., Larrea Basterra, M., Menéndez Sánchez, J., Mosquera-López, S. (2025). **Critical Raw Materials and Strategic Relations between the EU and China: The Role of the EU Critical Raw Materials Act.** In Y. Li, F.J.B.S. Leandro, J. Tavares da Silva, C. Rodrigues (Eds.) *The Palgrave Handbook on China-Europe-Africa Relations.* Singapore: Palgrave Macmillan. (DOI: https://doi.org/10.1007/978-981-97-5640-7_13) (SPI 2022 - Q1 foreign publisher)

- › Fernández-Gómez, J., Larrea Basterra, M., Mosquera López, S. (2025). **Energy Geopolitics in Brazil After January 2023: Challenges and Opportunities**. In Leandro, F.J.B.S., Frogeri, R.F., Li, Y., Garcia, F.P., Silva, A.R.d.A. (eds.) *The Palgrave Handbook on Geopolitics of Brazil and the South Atlantic*, pp. 283-314. Singapore: Palgrave Macmillan. (DOI: https://doi.org/10.1007/978-981-95-1169-3_11) (SPI 2022 - Q1 foreign publisher)
- › Izulain, A., Icaran, C., Aranguren, M.J. (2025). **¿Qué futuro prefieren los jóvenes de Euskadi?** In N. Aranbarri (Ed.). *Ciudades más jóvenes. Cuidando, atrayendo y rejuveneciendo*. Madrid: Los Libros de la Catarata. (https://www.catarata.org/libro/ciudades-mas-jovenes_159361/) (SPI 2022 - Spanish publisher)

2.1.3 Scientific articles published in other journals

- › Alkorta, M., Albizu, M., Gamboa, J., Zhukova, S. (2025). **VET Centers in the face of RIS failures**. *ARRIVET - Applied Research Results in Vocational Education and Training magazine*, 1 (2). (DOI: <https://doi.org/10.56007/arrivet.v1i2.39>)
- › Aranguren, M.J., Canto Farachala, P., Wilson, J. (2025). **Construyendo futuros competitivos sostenibles a través de la investigación transformadora**. *Boletín de Estudios Económicos*, Vol. LXXIX (December 2024), No. 235, pp.17-22. Published online: February 2025. (DOI: <https://doi.org/10.18543/bee792352024>).
- › Larrea Basterra, M., Txapartegi Trigueros, J. (2025). **Una reflexión sobre el posicionamiento de los puertos en el desarrollo del hidrógeno**. *Ingeniería Naval. Revista del sector marítimo*, XCIV, 1050 (November).
- › Wise, E., Wilson, J.R., Schwaag Serger, S. (2025). **Knowledge for policy in a transformative age: Exploring the structural, operational and practice-oriented characteristics of innovation policy research organisations**. *CIRCLE Working Papers in Innovation Studies*, 2025/12. (DOI: <https://journals.lub.lu.se/piis/article/view/28299>)

2.1.4 Books and Reports

- › Aizpuru, I. Aragón-Amonarriz, C., Gil de San Vicente, I., Iturrioz-Landart, C., Navarro, I., Sánchez, A. (2025). **Pymes y arraigo territorial**. Bilbao: Publicaciones Deusto. (<https://www.orquestra.deusto.es/images/250078-Pymes-arraigo-territorial.pdf>)
- › Alburquerque Llorens, F. (2025). **Otra Economía sustentable, con la gente desde sus territorios**. Bilbao: Publicaciones Deusto. (DOI: <https://doi.org/10.18543/DKBZ1173>)
- › Álvarez Pelegry, E., Larrea Basterra, M. (2025). **LNG trade in the Atlantic Basin. Facing the complex future of decarbonization**. Transatlantic Leadership Network. Atlantic Energy Forum. (<https://www.transatlantic.org/wp-content/uploads/2025/02/Atlantic-Energy-Forum-LNG-Trade-in-the-Atlantic-Basin-24-November-Alvarez-and-Larrea-final.pdf>)

- › Canto-Farachala, P., Estensoro García, M. (eds.) (2025). **The Evolution of Action Research for Territorial Development. Nurturing an Intergenerational and Multicultural Environment.** Territorial Development Series. Donostia-San Sebastián: Orkestra-Instituto Vasco de Competitividad. (DOI: <https://doi.org/10.18543/DHFW6722>)
- › Eguia, I., Oleaga, M., Aizpuru, I. (2025). **Un análisis pormenorizado de las Industrias Culturales y Creativas de la CAE: Libro y prensa, música, y audiovisual y multimedia.** Estudios de posicionamiento de las Industrias Culturales y Creativas. Vitoria-Gasteiz: Eusko Jaularitzaren Argiltapen Zerbitzua. ISBN: 978-84-457-3841-2.
- › Fernández Gómez, J. (2025). **Perspectivas de desarrollo del comercio internacional de hidrógeno y productos relacionados. Potenciales implicaciones para los puertos.** Cuadernos Orkestra 04/2025. (DOI: <https://doi.org/10.18543/NXDA6639>)
- › Gamboa Navarro, J.P., Moso Díez, M., García Blázquez, I., Larrea Basterra, M., Mondaca Soto, A., Murciego Alonso, A. (2025). **Observatorio sobre la FP en España. Informe 2025.** Madrid: CaixaBank Dualiza and Orkestra-Instituto Vasco de Competitividad.
- › García, I., Zhukova, S., Gamboa, J. (2025). **Caracterización de la oferta formativa formal con orientación STEM en Bizkaia.** Orkestra-Instituto Vasco de Competitividad and Diputación Foral de Bizkaia. (https://www.bizkaiawiththetalent.eus/default/documentos/13_101_es-orkestrainformefase1.pdf)
- › Ihobe, Sociedad Pública de Gestión Ambiental. (2025). **Guía metodológica para incorporar la perspectiva energética y climática en los Presupuestos Generales de Euskadi.** Bilbao: Ihobe, Sociedad Pública de Gestión Ambiental. (<https://www.ihobe.eus/es/publicaciones/guia-metodologica-para-incorporar-perspectiva-energetica-y-climatica-en-los>)
- › Izulain, A., Aranguren, M.J., Wilson, J.R. (2025). **Estudios de futuro en gobiernos: modelos internacionales y su impacto en Euskadi.** Cuadernos Orkestra 02/2025. (DOI: <https://doi.org/10.18543/NIBS1718>)
- › Larrea Aranguren, M. (2025). **El arte de facilitar el desarrollo territorial.** Bilbao: Publicaciones Deusto. (DOI: <https://doi.org/10.18543/TAJE2997>)
- › Larrea Basterra, M. (2025). **Potencial del puerto de Bilbao en el transporte de hidrógeno.** Cuadernos Orkestra 05/2025. (DOI: <https://doi.org/10.18543/WDOZ3211>)
- › Lorenz Erice, U., Oleaga Páramo, M. (2025). **Cooperación en el Eje Atlántico: la contribución de los actores socioeconómicos a la competitividad y bienestar regional.** Cuadernos Orkestra 03/2025. (DOI: <https://doi.org/10.18543/IUKP3116>)
- › Mosquera López, S., Fernández Gómez, J. (2025). **Social acceptance of local renewable energy project.** Cuadernos Orkestra 08/2025. (DOI: <https://doi.org/10.18543/NCOH8603>)
- › Mosquera López, S., Larrea Basterra, M. (2025). **El valor de las redes eléctricas para la competitividad del País Vasco.** Cuadernos Orkestra 01/2025. (DOI: <https://doi.org/10.18543/IZOB2814>)

- › Orkestra-Instituto Vasco de Competitividad (2025). **2025 Basque Country Competitiveness Report. International connectivity, a driver for industry.** Bilbao: Publicaciones de la Universidad de Deusto. (DOI: <https://doi.org/10.18543/JFOI4008>)
- › Orkestra-Instituto Vasco de Competitividad (2025). **Euskal Autonomia Erkidegoko Lehiakortasunari buruzko 2025eko Txostena. Nazioarteko konexioa, industriaren bultzatzaile.** Bilbao: Publicaciones de la Universidad de Deusto. (DOI: <https://doi.org/10.18543/KDOQ8683>)
- › Orkestra-Instituto Vasco de Competitividad (2025). **Informe de Competitividad del País Vasco 2025. La conexión internacional, impulsora de la industria.** Bilbao: Publicaciones de la Universidad de Deusto. (DOI: <https://doi.org/10.18543/RIMB3488>)
- › Peletier, C., Sánchez, A., Franco, S., Wilson, J.R. (2025). **Economía y Sociedad Digitales del País Vasco. DESI 2024.** Cuadernos Orkestra 06/2025. (DOI: <https://doi.org/10.18543/YCYM3014>)
- › Urs Knapp, T., Estensoro, M., Narvaiza, L., Eizmendi, O., O'Higgins, C. (2025). **Territorial servitización: Learnings from Basque Country and Ruhr Valley.** Cuadernos Orkestra 07/2025. (DOI: <https://doi.org/10.18543/UVXD8556>)

2.1.5 Book chapters

- › Aranguren Querejeta, M.J., Canto Farachala, P., Rodríguez Zubieta, G., Torres, J.M. (2025). **Competitividad para el bienestar: navegando de la polarización a la reconciliación.** In Odette Lobato-Calleros (Coord.) *Las universidades como impulsoras de la reconciliación mediante una competitividad para el bienestar inclusivo y sostenible.* Cordoba, Argentina: EDUCC - Editorial de la Universidad Católica de Córdoba.
- › Begiristain Etxezarreta, N. (2025). **Getting out of a black hole: dialogue beyond words with early career action researchers.** In Patricia Canto-Farachala and Miren Estensoro García (Eds.) *The Evolution of Action Research for Territorial Development. Nurturing an Intergenerational and Multicultural Environment.* Territorial Development Series. Donostia-San Sebastián: Orkestra-Instituto Vasco de Competitividad. (DOI: <https://doi.org/10.18543/DHFW6722>)

- › Bradbury, H., Larrea Aranguren, M. (2025). **Learning how to muddle through divisiveness. Because we have to! The contribution of ART to rethinking ARTD.** In Patricia Canto-Farachala and Miren Estensoro García (Eds.) The Evolution of Action Research for Territorial Development. Nurturing an Intergenerational and Multicultural Environment. Territorial Development Series. Donostia-San Sebastián: Orkestra-Instituto Vasco de Competitividad. (DOI: <https://doi.org/10.18543/DHFW6722>)
- › Estensoro García, M. (2025). **Being a facilitator of facilitators: capabilities of action researchers for systemic transformation among urban policymakers.** In Patricia Canto-Farachala and Miren Estensoro García (Eds.) The Evolution of Action Research for Territorial Development. Nurturing an Intergenerational and Multicultural Environment. Territorial Development Series. Donostia-San Sebastián: Orkestra-Instituto Vasco de Competitividad. (DOI: <https://doi.org/10.18543/DHFW6722>)
- › Canto-Farachala, P. (2025). **Communicating action research in pluralistic research environments. The case of Orkestra-Basque Institute of Competitiveness.** In Patricia Canto-Farachala and Miren Estensoro García (Eds.) The Evolution of Action Research for Territorial Development. Nurturing an Intergenerational and Multicultural Environment. Territorial Development Series. Donostia-San Sebastián: Orkestra-Instituto Vasco de Competitividad. (DOI: <https://doi.org/10.18543/DHFW6722>)
- › Gaztañaga Cinto, M. (2025). **Facilitando con actores vulnerables en procesos en el que se impulsan las transiciones: el caso del think tank del trabajo del futuro en Etorkizuna Eraikiz.** In Patricia Canto-Farachala and Miren Estensoro García (Eds.) The Evolution of Action Research for Territorial Development. Nurturing an Intergenerational and Multicultural Environment. Territorial Development Series. Donostia-San Sebastián: Orkestra-Instituto Vasco de Competitividad. (DOI: <https://doi.org/10.18543/DHFW6722>)
- › Eguia Aguirre, I., Begiristain Etxezarreta, N., Gaztañaga Cinto, M., Icaran-Díaz de Corcuera, C., Izulain Alejos, A., Sánchez-Cambra, E. (2025). **Generating Facilitation Capabilities for Territorial Development among Young Researchers: The Case of Orkestra-Basque Institute of Competitiveness.** In Patricia Canto-Farachala and Miren Estensoro García (Eds.) The Evolution of Action Research for Territorial Development. Nurturing an Intergenerational and Multicultural Environment. Territorial Development Series. Donostia-San Sebastián: Orkestra-Instituto Vasco de Competitividad. (DOI: <https://doi.org/10.18543/DHFW6722>)
- › Icaran-Díaz de Corcuera, C. (2025). **Departing from Self-Inquiry to Facilitate Co-Creation of Local Public Policies with Young People: A Strategy for Young Researchers to Avoid Putting the Cart before the Horse.** In Patricia Canto-Farachala and Miren Estensoro García (Eds.) The Evolution of Action Research for Territorial Development. Nurturing an Intergenerational and Multicultural Environment. Territorial Development Series. Donostia-San Sebastián: Orkestra-Instituto Vasco de Competitividad. (DOI: <https://doi.org/10.18543/DHFW6722>)

- › Izulain, A. (2025). **Euskadi 2040: La competitividad para el bienestar en acción.** In Odette Lobato-Calleros (Coord.) Las universidades como impulsoras de la reconciliación mediante una competitividad para el bienestar inclusivo y sostenible. Córdoba, Argentina: EDUCC - Editorial de la Universidad Católica de Córdoba.
- › Izulain, A. (2025). **La facilitación en procesos de IADT con impacto organizacional: de la dualidad a la multiplicidad de roles.** In Patricia Canto-Farachala and Miren Estensoro García (Eds.) The Evolution of Action Research for Territorial Development. Nurturing an Intergenerational and Multicultural Environment. Territorial Development Series. Donostia-San Sebastián: Orkestra-Instituto Vasco de Competitividad. (DOI: <https://doi.org/10.18543/DHFW6722>)
- › Larrea Basterra, M., Álvarez Pelegry, E. (2025). **Una comparativa del posicionamiento europeo y estadounidense para garantizar el suministro de las materias primas críticas.** In M.R. Zamora Roselló (Ed.). Materias primas fundamentales para la cuarta revolución industrial. Barcelona: Atelier. (https://issuu.com/atelierlibreria juridica/docs/materias_primas_fundamentales_4_revoluci_n_indust)
- › Sanchez-Cambra, E. (2025). **Desarrollar la IADT mediante una comunidad de práctica.** In Patricia Canto-Farachala and Miren Estensoro García (Eds.) The Evolution of Action Research for Territorial Development. Nurturing an Intergenerational and Multicultural Environment. Territorial Development Series. Donostia-San Sebastián: Orkestra-Instituto Vasco de Competitividad. (DOI: <https://doi.org/10.18543/DHFW6722>)

2.1.6 Working papers

- › Navarro, M. (2025). **La operacionalización en la gobernanza global por objetivos. El caso de la Agenda 2030.** Orkestra Working Paper Series in Territorial Competitiveness, 2025-R01. (DOI: <https://doi.org/10.18543/WCW1177>)

2.1.7 Conference proceedings

- › Begiristain, N. (2025). **Dialogoko hirugarren subjektua: herri politikak ko-sortzeko prozesuak demokratizatze marko kontzeptuala.** Libk. 2 (2025): VI. Iker gazte. Nazioarteko ikerketa euskaraz. Kongresuko artikulua bilduma. Gizarte Zientziak eta Zuzenbidea, pp. 187-194. (DOI: <https://dx.doi.org/10.26876/ikergazte.vi.02.24>)
- › Kamp, B., Iribarren, I. (2025). **Industrial service - the red pill.** In **Digital Maintenance in the Digital Twin Era.** Proceedings of the 64th ESReDA Seminar & Doctoral Workshop, pp. 131-145. Bilbao: Universidad de Deusto.

- › Moso-Díez, M., Mondaca-Soto, A., Gamboa, J.P., García-Blázquez, I., Albizu-Echevarria, M., Larrea-Basterra, M. (2025). [Quantitative Analysis of the Priority Green Occupations in Spain: The Role of VET in Addressing Environmental Sustainability Challenges in Spain](#). VETNET Conference Series, 8 (ECER PROCEEDINGS): Trends in vocational education and training research, pp. 193–200. (DOI: <https://doi.org/10.21240/vetcon/2025/ecer/46>)

2.1.8 Doctoral theses

- › Gil de San Vicente, I. (2025). [Desafíos y oportunidades de los centros financieros locales periféricos: Financiación empresarial y políticas de desarrollo en el País Vasco](#). Tesis Doctorales Orkestra, TDIVC-013.
- › Izulain Alejos, A. (2025). [El rol de los valores sociales en la construcción de una visión compartida sobre la competitividad para el bienestar. El caso del País Vasco](#). Tesis Doctorales Orkestra, TDIVC-014.

2.2 Academic communications

During 2025 the Institute's research team presented **16 papers at academic conferences**:

- › [Civil Society in Place-Based Sustainable Development: The Role of Foundations](#)
International Shrinking Local Symposium, organised by Daejeon University
Authors: Maddalen Alkorta, Patricia Canto-Farachala, Mercedes Oleaga
Daejeon, South Korea (online). 17-19/02/2025.
- › [Balancing efficiency and equity concerns in the regional integration of mission-led industrial policies](#)
2025 RSA Annual Conference. Navigating Regional Transformation. Session SS24 "Mission-orientated policy: cases"
Authors: Mari Jose Aranguren, Ane Izulain, James Wilson, Jon Mikel Zabala
Porto, Portugal. 06-09/05/2025.
- › [Digital Transformation and the Cultural and Creative Innovation Ecosystems: The Case of the Basque Cultural and Creative MSMEs](#)
Paper Development Workshop in the framework of a Special Issue of the Journal of Engineering and Technology Management
Author: Ibone Eguia
Torino, Italy. 21/05/2025.
- › [Dialogoko hirugarren subjektua: herri politikak ko-sortzeko prozesuak demokratizatze marko kontzeptuala](#)
Ikergazte 2025
Author: Naia Begiristain
Bilbao. 28-30/05/2025.

- › **The Emotional Needlework of Facilitative Researchers: Soft Resistance as a Relational Tool**

International Conference on Public Policy 7, organised by the International Public Policy Association
 Author: Eva Sánchez-Cambra
 Chiang Mai, Thailand (online). 02-04/06/2025.
- › **Integrating Digital Technologies in SMES: A person-centric view on the path to sustainability**

XXXIV Congreso Internacional de ACEDE. Session: ST15 Digital Transformation: Embracing sustainable digitalisation to drive economic, social, and environmental progress
 Authors: Maddalen Alkorta, Aitziber Elola, Mari Jose Aranguren
 Pamplona. 15-17/06/2025.
- › **Searching for the Tenth Archetype: Creating Shared Value as Part of the Sustainable Business Model Archetypes**

10th International Conference on New Business Models (NBM 2025). Global challenges - local responses: Scaling up local sustainability innovations and business models to address the SDGs
 Authors: Jaime Menéndez-Sánchez, Jorge Fernández-Gómez, James Wilson, Andrés Araujo-de-la-Mata
 Reykjavik, Iceland. 24-26/06/2025.
- › **Energy trade and critical raw materials: A pivotal factor in achieving energy security and sustainability in the Transatlantic relationship**

31st International Conference of Europeanists
 Authors: Macarena Larrea Basterra, Eloy Álvarez Pelegry
 Philadelphia, USA (online). 25/06/2025.
- › **Trends in Work and Organisational Psychology in Latin America: a bibliometric analysis of the last two decades**

40 Congreso Interamericano de Psicología, organised by the Sociedad Interamericana de Psicología. Presentation given by María Aguilar
 Authors: Aguilar, M.C., García, M., Gamboa, J.P., Fajardo, L.V., Jiménez, C., Picazo, C., Garzón, D.C.
 Puerto Rico (online). 14-18/07/2025.
- › **Job quality and competitiveness: A symbiotic relationship**

I Congreso Internacional de Antropología, Sociología y Trabajo Social. Repensando lo común. Transformaciones y resistencias en un mundo globalizado
 Author: Mercedes Oleaga
 Online activity. 24-25/07/2025.
- › **Unpacking factors explaining degree transfer and University-to-VET transfer after university dropout in Spain**

8th Congress on Research in Vocational Education and Training, organised by the University of Lausanne (UNIL) and the University of Teacher Education, State of Vaud (HEP-Vaud). Presentation given by Iván Diego-Rodríguez
 Authors: Diego-Rodríguez, I., Gamboa, J.P., Bernardo Gutiérrez, A.B.
 Lausanne, Switzerland. 03-05/09/2025.
- › **A Quantitative Analysis of the Priority Green Occupations in Spain: The Role of VET in Addressing Environmental Sustainability Challenges in Spain**

ECER 2025 European Conference on Educational Research, organised by the European Educational Research Association. Presentation given by Mónica Moso
 Authors: Moso, M., Mondaca, A., Gamboa, J.P., García, I., Albizu, M., Larrea, M.
 Belgrade, Serbia. 09-12/09/2025.

- › **Aranco's stepwise servitization: successful adaptations to punctuated equilibria**
12th International Conference on Business Servitization
Author: Bart Kamp
Bilbao. 06-07/11/2025.
- › **University Support for Regional Policy Development: Hubs and Networks**
2025 RSA Regional Futures Conference
Authors: David Charles, James Wilson, Ane Izulain, Emily Wise, Bruce Wilson, Rihannon Pugh
London, United Kingdom. 13-14/11/2025.
- › **Searching for the Tenth Archetype: Creating Shared Value as Part of the Sustainable Business Model Archetypes**
18th Ivey-ARCS PhD Sustainability Academy. Organised by Ivey Business School (Western University) and the Alliance for Research on Corporate Sustainability (ARCS)
Authors: Jaime Menéndez Sánchez, Jorge Fernández Gómez, James Wilson, Andrés Araujo de la Mata
London, Canada (online). 20-23/11/2025.
- › **Green Mining: A Key Enabler for Sustainable Energy Transition? The Case of Lithium in the European Union**
SEEDS PhD Day - Sustainability Environmental Economics and Dynamics Studies
Authors: Yazari Agudelo, Miguel Saldarriaga
Ferrara, Italy. 15/12/2025.

2.3 PhD thesis defense and supervision

In 2025, two members of Orkestra's team defended their doctoral theses. In addition, the Institute's research team supervised 16 doctoral students.

2.3.1 PhD thesis defense

- › Gil de San Vicente, Ibon. Director of projects and territorial impact at Orkestra. **Thesis defended on 27th June 2025.** Thesis supervised by Henar Alcalde Heras (University of Deusto). Title: **Desafíos y oportunidades de los centros financieros locales periféricos: financiación empresarial y políticas de desarrollo en el País Vasco.**
- › Izulain, Ane. Predoctoral researcher at Orkestra. **Thesis defended on 9th July 2025.** Thesis co-supervised by Mari Jose Aranguren and Iratxe Aristegui (University of Deusto). Title: **The role of social values in shaping a shared vision on competitiveness for wellbeing. The case of the Basque Country.**

2.3.2 PhD thesis supervision

- › Agudelo Cano, Yazari. Predoctoral researcher at Orkestra. Thesis co-supervised by Stephanía Mosquera and Mari Jose Aranguren (Universidad de Deusto). Title: [Measuring regional productivity with environmental adjustments: insights from the European Union \(2000 - 2021\)](#).
- › 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. In Predoctoral researcher at Orkestra. Thesis supervised by Susana Franco. Titulo: [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: [Herri-politiken sakontze demokratikoa praxian: kontzeptu esparru dialogikoa kultura politiko berriaren eraikuntzan](#).
- › del Castillo Sancho, Margarita. Thesis co-supervised by Edurne Magro and Jorge Díaz Lanchas (University of 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](#).
- › Ferreira, Carolina. Thesis co-supervised by James Wilson and Patricia Canto. Title: [El rol de la universidad como potenciador de sistemas regionales de innovación periféricas](#).
- › 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 Etorikizuna Eraikiz Think Tank](#).
- › Goñi, Luis. Thesis co-supervised by Edurne Magro and Juan Carlos Salazar (Autonomous University of Madrid - UAM). Title: [Innovation intermediaries in the age of complexity and systems transition](#).
- › Icaran, Claudia. Predoctoral researcher at Orkestra. Thesis co-supervised by Miren Estensoro García and Jone Martínez Palacios (University of the Basque Country). Title: [Las rutinas naturalizadas por el personal técnico de las administraciones públicas: ¿aliadas o detractoras en los procesos de gobernanza colaborativa?](#)
- › Oleaga, Mercedes. Organisational director 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](#).
- › Roldan, María. Predoctoral researcher at Orkestra. Thesis supervised by James Wilson. Title: [Relaciones entre el cambio en la cultura organizativa, los resultados de la empresa 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.**
- › 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 Jordi de San Eugenio (University of Vic - Central University of Catalonia - UVic-UCC) and Aitziber Elola. 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 develops a systemic and comprehensive understanding of the critical factors that influence competitiveness through a transformative research approach, and places the knowledge generated at the service of various stakeholders in society, thereby contributing both to better decision-making and to greater collective awareness.

3.1 In-house and collaborative events

› 2025 Competitiveness Conference: International connectivity, a driver for industry

Event held in collaboration with SPRI, Basque Government in Bilbao, with approximately 250 attendees.

24/11/2024

3.2 Invitations as experts

In addition to the 16 communications in academic conferences previously mentioned, members from the Orkestra team also participated in another **97 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 **46 events as expert voices**, **20 dissemination actions to national and international agents** and **31 local dissemination actions**.

› GreenSME Advisory Board meeting

Participation in the Advisory Board meeting of the GreenSME project, part of Horizon Europe of the European Commission. The invitation to join this advisory board came from Tekniker as a continuation of the participation that began in 2023. Aitziber Elola. Online activity. 22/01/2025.

› Roundtable discussion on the advantages and challenges of competitiveness in Knowledge-Intensive Business Services (KIBs)

Participation in this discussion panel alongside representatives from Fomento San Sebastián and various companies. The invitation came from Estrategia Empresarial. Miren Estensoro, Mikel Albizu. Donostia-San Sebastián. 22/01/2025.

› Annual Conference of the Asociación Española para la Economía Energética (AEEE)

Invitation received to present the Orkestra report. Macarena Larrea. Online activity. 31/01/2025.

› JORNADA BBK- Kuna – Migración y Talento

Invitation to present the project results: "Research on migration, talent and young people", a BBK Kuna Proiektuak from the 2023 call. Mercedes Oleaga. Bilbao. 07/02/2025.

› International Shrinking Local Symposium

Invitation to provide a virtual presentation on the theme of the 2024 Competitiveness Report: Competitiveness for Wellbeing: The importance of inclusion in a context of demographic change. James Wilson. Daejeon, South Korea (online). 17-19/02/2025.

› **Mineral raw materials for renewable energy and electric vehicles. Implications of the energy transition for mining and metallurgy**

Invitation from the Madrid School of Mining and Energy Engineering to deliver this presentation. Macarena Larrea. Madrid. 26/02/2025.

› **Assessment of key competencies for academic and professional success among university students**

Focus group of international experts for the project "Assessment of key competencies for academic and professional success among university students" (Key-Com), organised by Universidad Loyola Andalucía. Juan Gamboa. Seville (online). 10/03/2025.

› **Koop2040 Euskal kooperatibismoari buruzko eztabaidagunea**

Invitation received from the Kooperatiben Kontseilua to give a talk on "New social values and different attitudes to work". Ane Izulain. Arantzazu. 11/03/2025.

› **Workshop "Key factors for the effective implementation of collaborative governance processes"**

Presentation on how tension is managed during the transition from linear (bureaucratic) leadership to shared (collective) leadership, during this workshop, organised by the Provincial Council of Gipuzkoa and the University of Deusto. Miren Larrea. Donostia-San Sebastián. 11/03/2025.

› **WMW (World Marine Week)**

Participation in a multidisciplinary session: Competitiveness of the maritime industry in the international market. Invitation from Uniport Bilbao and BEC. Macarena Larrea. Bilbao. 20/03/2025.

› **Basque Circular Summit BCS 2025**

Invitation received from Ihobe to take part in the session on critical raw materials. Macarena Larrea. Bilbao. 02/04/2025.

Invitation received from Ihobe to take part in a session featuring a presentation on circular business models, as part of the session on eco-innovation in materials efficiency. Jorge Fernández. Bilbao. 04/04/2025.

› **TCI Global Webinar: Cluster Policies as a Tool for Transformation**

Participation in a webinar, delivering a presentation and acting as facilitator. James Wilson. Online activity. 08/04/2025.

› **IND+I Club "La innovación a Debate"**

Presentation of the 2024 Basque Country Competitiveness Report at an event of the initiative IND+I Club "La innovación a Debate". Mari Jose Aranguren. Ermua. 09/04/2025.

› **La política que no vimos venir II: Reflexiones y propuestas para la democracia frente al tecno feudalismo, las autarquías y otras distopías**

Participation in the discussion entitled "How do we restore confidence in democracy?" Naia Begiristain. Donostia-San Sebastián. 10/04/2025.

› **Ante el nuevo escenario internacional, hoy más que nunca, nuestra Hoja de Ruta es la Agenda 2030**

Participation in this roundtable organised by the OECD about the new international landscape and the Agenda 2030.

Mari Jose Aranguren. Bilbao. 11/04/2025.

› **Book presentation: "Las universidades como impulsoras de la reconciliación mediante una competitividad para el bienestar inclusivo y sostenible"**

Webinar to present the book titled "Las universidades como impulsoras de la reconciliación mediante una competitividad para el bienestar inclusivo y sostenible", organised by the Universidad Iberoamericana Ciudad de México and the Iñigo de Loyola Initiative research network. Mari Jose Aranguren, Patricia Canto, Ane Izulain. Mexico City, Mexico (online). 30/04/2025.

› **UNIC Thematic Conference: Urban Resilience, Sustainability, and the Future of Inclusive Post-Industrial Societies**

Presentation during the session "Climate Action & Sustainability". Title: "Green Budgets as a Policy Instrument for Climate Transition".

Yazari Agudelo. Malmö, Sweden. 07-09/05/2025.

› **Ampo Annual General Meeting**

Invitation to give a presentation on Hidden Champions and Geopolitics.

Ibon Gil de San Vicente. Tolosa. 23/05/2025.

› **International Smart Specialisation Conference: Debates, Progress and Future of Smart Specialisation**

Invitation to present a paper on the panel, alongside other experts.

James Wilson. Ankara, Turkey. 27-28/05/2025.

› **Iraunkortasunari hamaika begirada: Nola adostu iraunkortasunerako bidea?**

Presentation: "Krisi klimatikoa eta begirada aniztasuna eta adostasunen beharra", during this event on the path to sustainability, organised by Debagoiena 2030.

Miren Larrea. Oñati. 28/05/2025.

› **Ikergazte 2025**

Presentation of a poster on the thesis: "Gizarte-balioen rola ongizaterako lehiakortasunari buruzko bisio partekatu baten eraketan. Euskadiren kasua".

Ane Izulain. Bilbao. 28-30/05/2025.

› **Herri politiken eraldaketa errazteko artea**

Book presentation and discussion session: "Herri politiken eraldaketa errazteko artea". Event organised by Garapen, on how to manage the contradictions we experience in our work as facilitators of regional development processes.

Miren Larrea. Eibar. 29/05/2025.

› **Research seminar on local and regional development**

Invitation to speak at this seminar organised by the University of Chiapas, alongside Pablo Costamagna, on action research, territorial development and the climate emergency: conceptual and methodological challenges.

Miren Larrea. Chiapas, Mexico (online). 30/05/2025.

› **Misión Transición Ecológica (Electrificación y Redes)**

Invitation to give presentation and participate in roundtable.
Jorge Fernández. Bilbao. 30-31/05/2025.

› **XX Congreso Anual de la Asociación Española para la Economía Energética (AEEE)**

Invitation received to present the report on social acceptance of renewable energy at a roundtable discussion open to the public, attended by representatives from EVE, Iberdrola, UNEF, UPV-EHU and the Alava Agricultural and Livestock Union.
Jorge Fernández. Bilbao. 02-04/06/2025.

› **XX Congreso Anual de la Asociación Española para la Economía Energética (AEEE)**

Invitation received to chair the parallel session titled: "Clean vehicle".
Macarena Larrea. Bilbao. 02-04/06/2025.

Invitation received to chair the parallel session titled: "Living conditions".
Stephanía Mosquera. Bilbao. 02-04/06/2025.

› **Workshop: "El Rol de los Gobiernos subnacionales en las políticas de desarrollo productivo, sostenible e inclusivo"**

Participation in this event organised by ECLAC (Economic Commission for Latin America and the Caribbean) on the role of sub-national governments in policies for productive, sustainable and inclusive development. Keynote speech: "Gobernanza multinivel: aprendizajes del País Vasco".
Miren Estensoro. Quito, Ecuador. 03-04/06/2025.

› **Webinar: "El Desarrollo Territorial ante la Emergencia Climática: Desafíos conceptuales y metodológicos"**

Participation in this webinar organised by REDEL, the Network of Local Development Organisations. An invitation from Garapen to present the book titled "El Desarrollo Territorial ante la Emergencia Climática: Desafíos conceptuales y metodológicos".
Miren Larrea. Online activity. 04/06/2025.

› **HOPE25. The Jesuit University in the 21st Century: A Project of Hope for the World**

Presentation during this international conference organised by the Universidad Loyola Andalucía in collaboration with UNIJES and Kircher Network. Title: "Transformative research as a pathway to more inclusive and democratic territories: Building capabilities inside and outside universities".
Mari Jose Arangure, Patricia Canto. Seville. 04-06/06/2025.

› **III Encuentro Siderurgia**

Presentation about decarbonisation and competitiveness in the steel industry, titled: "Descarbonización y competitividad en el sector siderúrgico". Invitation from InterAlloys.
Jorge Fernández. Donostia-San Sebastián. 05/06/2025.

› **Indus Design 2025**

Presentation with Ibon Roman de Soralue, about Hidden Champions.
Ibon Gil de San Vicente. Miñano. 05/06/2025.

› **From analysis to action: Harnessing local policies to boost productivity**

Participation in this conference organised in collaboration with the OECD Local Development Centre and the Productivity Institute. Chair of the session: "Ensuring productivity gains are broadly shared", and a presentation on the competitiveness framework during the workshop: "Measuring productivity and competitiveness for policy making".
James Wilson. Trento, Italy. 05-06/06/2025.

Participation in the session "Addressing local skill shortages".
Juan Gamboa. Trento, Italy. 05-06/06/2025.

› **Sello Deusto Research Social Impact**

Participation in the Deusto Research Day 2024–25, to receive the Deusto Research Social Impact Seal, accreditation for the research project on critical raw materials for the energy transition and digitalisation.
Macarena Larrea. Bilbao. 11/06/2025.

› **Sustainable Finance Workshop**

Invitation to present the article "El papel de las Colaboraciones Público-Privadas" (Ekonomiaz 106) and participate in a roundtable on the challenges of sustainable finance.
Jorge Fernández. Donostia-San Sebastián. 12-13/06/2025.

› **Hamaiketako de Gerentes**

Participation in the event on the CEO's communication and their engagement with internal and external stakeholders, titled: "La comunicación del CEO: Interacción con los stakeholders internos y externos". This event was organised by ENNE Fundazioa.
Iván Martén. Donostia-San Sebastián. 13/06/2025.

› **Summer course "Demokraziaren berrikuntza: Zein izan daiteke gure ekarpena? Nazioarteko begirada eta kontrastea"**

Participation in this summer course on democracy organised by Arantzazulab.
Ainhoa Arrona. Oñati. 25/06/2025.

› **Summer course UPV-EHU: Menores migrantes no acompañados... y cómo construimos el futuro**

Speaker at this conference on inclusion, a driver of competitiveness and wellbeing. Zoriola organised the session as part of the summer courses at the UPV-EHU.
Susana Franco. Bilbao. 27/06/2025.

› **Arantzazu Lab Advisory Board meeting**

Follow-up meeting of the Arantzazu Lab Advisory Board.
Ibon Gil de San Vicente. Online activity. 14/07/2025.

› **Summer course UPV-EHU: Economía crítica en Acción III: capitalismo, tendencias y crisis**

Chair of the roundtable: KRISIA: Euskal Politika ekonomikoaren norabidea.
Miren Estensoro. Bilbao. 21-22/07/2025.

› **Workshop: Gobernanza de las políticas de desarrollo productivo**

The experiences of the Basque Country were presented during this internal workshop organised by the Uruguayan Ministry of Industry, Economy and Mining, in collaboration with UN-ECLAC.
Miren Estensoro. Uruguay (online). 03/09/2025.

› **Summer course UPV-EHU: Retos comunes, respuestas compartidas: trabajando la gobernanza de las políticas públicas supramunicipales**

Chair of two roundtables at this summer course about common challenges and shared responses when working on the governance of supra-municipal public policies. Roundtable titles: "La metrópoli en lo concreto" and "Municipios y metrópoli (Errenteria, Donostia, Baiona, Irun)".
Miren Estensoro. Renteria. 05/09/2025.

› **Summer course UPV-EHU: Memoria Socioeconómica del CES Vasco 2024**

Keynote lecture on the competitiveness and wellbeing of the Basque Country in a changing international context.
James Wilson. Donostia-San Sebastián. 10/09/2025.

› **Conference on Energy Communities**

Presentation and participation in roundtable.
Jorge Fernández. Barro, Pontevedra (online). 10-11/09/2025.

› **Conversatorio libro XM 20 años**

Invitation to take part in this event marking the 20th anniversary of XM, the Colombian electricity system operator and market administrator.
Stephanía Mosquera, Macarena Larrea. Medellín, Colombia. 16/09/2025.

› **Improving Capacities for Research in Interaction. Peer learning event**

Invitation to take part in this training event organised by the SIRI Platform (Swedish Platform for System Innovation Research in Interaction) to share Orkestra's experience with action research for territorial development.
Ainhoa Arrona. Malmö, Sweden. 22-23/09/2025.

› **The importance of electricity grids in competitiveness and the energy transition**

Moderator of the discussion with Estíbaliz Goñi, Head of Processes and Technology at i-DE (Iberdrola Group), at this event organised by Deusto Business Alumni.
Stephanía Mosquera. Bilbao. 25/09/2025.

› **Bilbao Kultura Social Forum**

Participation in two sessions of this event organised by Fair Saturday: an interview with Joseph Stiglitz, winner of the 2001 Nobel Prize in Economics, at the University of Deusto; and an interview with Martin Wolf, Chief Economics Correspondent at the Financial Times, at the Guggenheim Museum.
Iván Martén. Bilbao. 29-30/09/2025.

› **Retos Educativos. Estrategias multiactor para la Reducción del Abandono Educativo Temprano**

Invitation to participate as an expert in this online session on educational challenges and multi-stakeholder strategies for reducing premature drop-out rates. The event was funded by the Ministry of Social Rights, Consumer Affairs and the 2030 Agenda and led by the Ferrer i Guàrdia Foundation of Catalonia.
Juan Gamboa. Catalonia (online). 30/09/2025.

› **4th Global Summit on Advances in Earth Science and Climate Change**

Invitation to give a presentation on critical raw materials, titled: "The Challenge of Reducing the Extreme Dependency of Some CRM on Some Suppliers in Spain after the 2024 European Critical Raw Materials Act".
Stephanía Mosquera, Macarena Larrea. Berlin, Germany (online). 30/09/2025.

› **First meeting of the Alianza Jakindari,**

Participation as a representative of InpAkta magazine in the first meeting of this alliance, promoted by the Department of Science, Universities and Innovation and aimed at disseminating and sharing knowledge.

Miren Estensoro. Getxo. 01/10/2025.

› **Kick off meeting Grupo Regional de WOMEX**

Participation in the kick off meeting of the Grupo Regional de WOMEX to promote gender equality in internationalisation, organised by Basque Trade & Investment (BTI).

Mercedes Oleaga. Bilbao. 02/10/2025.

› **XIX Congreso de responsabilidad social empresarial. Gestión de la diversidad: La clave para el futuro de las organizaciones**

Event organised by the Alava Forum for Corporate Social Responsibility (FOARSE) on corporate social responsibility. Keynote speech titled: "La inclusión y la diversidad como motores de la competitividad y bienestar".

Susana Franco. Vitoria-Gasteiz. 02/10/2025.

› **Euskadiko enpresetatik mundura**

Invitation received to take part in this meeting of the project steering group organised by Alboan, on the implementation of the SDGs within the Basque business community. Presentation of the results of the "Euskadi 2040" project.

Ane Izulain. Bilbao. 02/10/2025.

› **2025 Cumbre Global OGP - OGP Global Summit**

Participation in the roundtable on governance through childhood and youth: educating and making decisions.

Naia Begiristain. Vitoria-Gasteiz. 06/10/2025.

› **31ª Semana Europea de la Gestión Avanzada**

Participation in a panel discussion during a session organised by Lanbide, on people who are at the heart of business: talent, succession and diversity.

Usue Lorenz. Bilbao. 13/10/2025.

› **UNIC International Sustainability Leadership Autumn School**

Invitation to participate in the programme.

María Roldán. Cork, Ireland. 13-17/10/2025.

› **Café / Mate Virtual RedDETE**

Presentation alongside Pablo Costamagna on territorial development in the face of climate emergency.

Miren Larrea. Online activity. 14/10/2025.

› **Conversatorio para le Evaluación del programa Transforma de CORFO**

Online presentation at this event organised by the Chilean Government's Production Development Corporation, to provide feedback on the evaluation report for the Transforma programme and to present lessons learnt from the Basque Country.

Miren Estensoro. Chile (online). 14/10/2025.

› **TCI Global Annual Conference**

Facilitation of two sessions at this conference organised by TCI Network & Intertrade Ireland:
 (1) Measuring what matters: Evidencing Impact for Smatre Cluster Policy; and
 (2) Transformative Clusters in Practice.
 James Wilson. Dublin, Ireland. 14-16/10/2025.

› **VIII Conferencia Científica Internacional Yayabociencia 2025**

“Ciencia, innovación y desarrollo al servicio de la sociedad”, organised by the University of Sancti Spíritus. Invitation to give a presentation on the role of skills in individual, organisational and regional competitiveness, as well as reflections from the Basque Country.
 Juan Gamboa. Sancti Spíritus, Cuba. 16/10/2025.

› **Event: AULA ONDOAN**

Presentation on the future of energy, titled: “Impulsando el Futuro Energético: de la estrategia a la acción”.
 Iván Martén. Bilbao. 17/10/2025.

› **Presente y Futuro de las Redes Eléctricas en España**

Participation as a panel moderator at this event on the present and future of the electrical networks in Spain, organised by the Spanish Energy Club.
 Jorge Fernández. Madrid. 20/10/2025.

› **31ª Semana Europea de la Gestión Avanzada**

Presentation during a session on the transformation of organisations beyond generational change, organised by Q-epea.
 Mercedes Oleaga. Bilbao. 22/10/2025.

› **EU Clusters Talks: European Investment Agenda: Mobilising Capital for Innovation and Industrial Transformation**

Participation as a panellist at this event organised by the European Cluster Collaboration Platform (ECCP), DG Grow, European Commission.
 James Wilson. Online activity. 22/10/2025.

› **"Smart moves: How data can help discover what regions could be great at", Spatial productivity for regional and local development 26th meeting**

Presentation during this event organised by the OECD Spatial Productivity Lab. Presentation title: "Evidence-based approaches to regional development in the Basque Country".
 Susana Franco. Online activity. 23/10/2025.

› **Grado Dual de Administración y Dirección de Empresas**

Participation as a guest speaker in the Business II module of the Dual Degree in Business Administration and Management at the University of Mondragon.
 Mercedes Oleaga. Mondragón. 28/10/2025.

› **Foro Vasco de la Energía**

Moderator of a roundtable discussion on the current state of the energy transition in the Basque Country at the event organised by El Periódico de la Energía.
 Jorge Fernández. Bilbao. 30/10/2025.

› **Training session on the Competence Intelligence Strategy for Higher Education and the design of micro-credentials**

Invitation to learn about the results of the strategy developed by the Ministry of Science, Universities and Innovation as part of the European project funded through the Technical Support Instrument (TSI) "Skills Intelligence Strategy for Higher Education, Including Support on Micro-Credential Design". This invitation came following Orkestra's participation in a seminar explaining the work carried out on Skills Intelligence.

Juan Gamboa. Online activity. 07/11/2025.

› **Construyendo el futuro laboral: Medidas públicas para el relevo generacional**

Presentation at a workshop organised by ACCEM, focusing on generational renewal.

Susana Franco, Mercedes Oleaga. Vitoria-Gasteiz. 11/11/2025.

› **Making Transformative Innovation Work in Regional Policy: Reflections from Austria**

Event organised by the European Policies Research Centre, University of Strathclyde (United Kingdom). Online presentation to share the Basque Country's experience with TIP.

Eduarne Magro. Online activity. 12/11/2025.

› **Clusters Meet Regions Pamplona**

Invitation to give a presentation and take part in a panel discussion on the role of clusters in regions to attract investment, strengthen value chains and encourage the creation of new businesses.

James Wilson. Pamplona. 12-13/11/2025.

› **Jornadas Internacionales "Energía y género: hacia una transición justa"**

Invitation from the University of Málaga to present a paper on the role of critical raw materials in the energy transition and digitalisation, its risks and measures. Furthermore, to chair a roundtable discussion on the challenges of the energy transition from a gender perspective.

Macarena Larrea. Malaga. 13/11/2025.

Invitation from the University of Málaga to give a presentation on the public acceptance of projects for the sustainable transition, specifically energy infrastructure and mining activities.

Stephanía Mosquera. Malaga. 13/11/2025.

› **Arantzazulab Advisory Board meeting**

Arantzazulab Advisory Board meeting.

Ibon Gil de San Vicente. Online activity. 17/11/2025.

› **Enlit Europe 2025**

Invitation to speak during the panel titled "Gas Mobility", within the session "Mobility Hub".

Jaime Menéndez. Bilbao. 18-20/11/2025.

› **Workshop: "La competitividad económica al servicio de la comunidad en un entorno globalizado"**

Participation in this conference with a presentation on to assess the competitiveness and wellbeing in Gipuzkoa, at this event organised by the Provincial Council of Gipuzkoa, to mark the millennium of the first written mention of the word 'Gipuzkoa'.

Ane Izulain, Aitziber Elola, Mari Jose Aranguren. Donostia-San Sebastián. 20/11/2025.

- › **Workshop UPWELLING. In the framework of an Interreg Atlántico project**

Participation in a workshop bringing together key stakeholders in the sector to jointly identify the main challenges, opportunities and needs within the blue economy.
Macarena Larrea. Bilbao. 20/11/2025.
- › **Workshop: "La competitividad económica al servicio de la comunidad en un entorno globalizado"**

Chair of the roundtable: "Zentzu komunitarioaren eragina Gipuzkoako enpresen lehiakortasunean", during this event on the economic competitiveness at the service of the community in a globalised world.
Miren Larrea. Donostia-San Sebastián. 20/11/2025.
- › **Session on the work carried out by Orkestra at the Basque Observatory of Culture and research for the doctoral thesis**

Invitation to deliver this session, which took place as part of the master's degree programme in Economics of the Environment, Culture and the Territory, at the University of Turin.
Ibone Eguia. Turin, Italy. 24/11/2025.
- › **Matosinhos Business2Sea**

Invitation from Bilbao Portlab (within the framework of the Interreg SMARTDEC programme) to participate in a roundtable of the SMARTDEC Workshop.
Macarena Larrea. Matosinhos, Portugal. 24-25/11/2025.
- › **Evento: Aupa Gu**

Participation in the roundtable discussion on geopolitics and the economy in the cider industry, at this event organised by Adegí.
James Wilson. Donostia-San Sebastián. 25/11/2025.
- › **Expert group on industrial ecosystems in the industrial policy organised by the Spanish Ministry for Industry and Tourism**

Invitation to attend an online meeting of this expert group.
Eduarne Magro. Online activity. 25/11/2025.
- › **Congreso Ahotsak: El papel de las ciencias sociales y humanas ante los retos del presente**

Participation in this conference on role of the social sciences and humanities in addressing today's challenges, organised by the University of Deusto. Presentation given during a panel discussion on public space and governance based on the article: "El tercer sujeto del diálogo: la reconfiguración de la agencia colectiva en la cocreación de políticas públicas hacia una nueva cultura política en Gipuzkoa".
Naia Begiristain. Donostia-San Sebastián. 26-28/11/2025.
- › **Expert group on industrial ecosystems in the industrial policy organised by the Spanish Ministry for Industry and Tourism**

Invitation to attend an online meeting of this expert group.
Eduarne Magro. Online activity. 04/12/2025.
- › **IWORD 2025: International Workshop on Reimagining Democracy**

Panellist during a session at this workshop organised by the Institution for Social and Policy Studies, Yale University.
James Wilson. New Haven, USA. 09-10/12/2025.

› **Jornada Euskadiko Enpresatik Mundura**

Presentation on Euskadi 2040: competitiveness for wellbeing in action, in this workshop organised by Alboan.
Ane Izulain. Bilbao. 10/12/2025.

› **Arizmendarretaren eguna**

Presentation on the geopolitics of the energy and industrial transition, in this event organised by ALE-Arizmendarrietaren Lagunak Elkartea.
Iván Martén. Arrasate-Mondragon. 10/12/2025.

› **Pleno Cámara Gipuzkoa**

Participation in sharing insights on the geopolitical aspects of the energy and industrial transition, as a member of the Plenary Assembly of the Provincial Council of Gipuzkoa.
Iván Martén. Donostia-San Sebastián. 11/12/2025.

› **Etorkizuneko hizkuntza kudeaketa eraikitzen**

Participation in the roundtable discussion on the future of language management in companies, during this event aimed at businesses in Zamudio, organised by Euskalit.
Usue Lorenz. Zamudio. 12/12/2025.

› **MOC Network Faculty and Research Workshop**

Participation in the annual meeting of the Microeconomics of Competitiveness (MOC) network. Facilitator of the research session.
James Wilson. Stanford, USA. 12-14/12/2025.

› **Gobernanza colaborativa y el fortalecimiento de la democracia**

Presentation at this workshop organised by the Provincial Council of Gipuzkoa and the University of Deusto on collaborative governance and the strengthening of democracy.
Miren Larrea. Donostia-San Sebastián. 20/12/2025.

3.3 Visits by international delegations

Throughout the year, Orkestra receives requests to meet with different international delegations. During 2025, the Institute met with **7 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 by a delegation from the University of Groningen Business School (UGBS), Netherlands**

Participation in a workshop organised in collaboration with Aclima to host a delegation from the University of Groningen Business School (UGBS) and explore current sustainability challenges from various business and policy perspectives.
02/04/2025

› **Visit by a delegation from the Pontificia Universidad Javeriana in Bogotá, Colombia**

A session to present the regional competitiveness and the case of the Basque Country, to a delegation from the Pontificia Universidad Javeriana in Bogotá.
14/05/2025

› **Visit by a group of representatives of the Japanese Association of Energy Communities**

Visit by a Japanese delegation. A group of representatives from the Japanese Association of Energy Communities, who were interested in the work of Orkestra's Energy and Environment Lab, were welcomed. The Basque Energy Agency also took part in the meeting.

23/06/2025

› **Visit from the Universidad de Talca, Chile**

Visit by the University of Talca to learn about Orkestra's work on RIS3 and how the Basque Country's science, technology, knowledge and innovation ecosystem operates.

01/10/2025

› **Meeting with representatives of Germany**

Meeting with representatives from Germany. Invitation to attend this meeting organised by Ihobe with Spanish regions and German representatives to present the climate budgeting methodology developed in the Basque Country.

02/10/2025

› **Visit from the Catholic University of Córdoba and the Catholic University of Santa Fe, Argentina**

A visit by the Catholic University of Córdoba to renew contacts based on existing agreements, explore potential synergies in the field of public administration, and promote joint research projects on competitiveness. Orkestra was visited by the Rector and the Secretary for International Affairs (Academic Vice-Rector's Office) of the Catholic University of Córdoba, and the Rector of the Catholic University of Santa Fe.

24/10/2025

› **Visit by a delegation of students from the Rafael Landívar University, Guatemala**

A delegation of students from Rafael Landívar University visited to take part in two sessions. The first, on 26 November, focusing on climate change and policies for its mitigation; and the second, on 2 December, focusing on the sustainable transition.

26/11/2025, 02/12/2025

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 2025, 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 Social and Human Societies, the Faculty of Education and Sport, 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)

Degree in Communication

Master's Degree Dual in Innovation and Technology

Master's Degree in Democracy, Public Institutions and Political Innovation

In addition, during 2025, Orkestra's research staff also taught in other programmes at the following universities:

Mondragon Unibertsitatea

University of the Basque Country (UPV-EHU)

3.5 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 2025, the web received **36,153 visits** mainly from Spain (70%). Internationally, the countries from which the most visits were made were Mexico, Colombia, Argentina and Peru. Around **23,700 documents** (scientific articles, reports and books) were also downloaded from Google and other sources.

> 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 2025, **23 new posts** were published, and this section of the website received over **6,500 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.

Más de **3,800 people are subscribed** to these newsletters. In 2025, **21 regional** and **13 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 26% in 2025, surpassing the barrier of 4,000 users**. The page updates have obtained more than **160,000 hits** and the interaction rate has risen to 14%.

> **Youtube**

This network is mainly used to publish videos of events organised by Orkestra and as a promotional tool. In 2025, videos on the corporate channel had accumulated **over 2,700 views**. The video on the new book in the Territorial Development collection, "The Evolution of Action Research for Territorial Development. Nurturing an intergenerational and multicultural environment", was the most-viewed content of the year, followed by the recording of the 2025 Competitiveness Conference.

> **X (twitter.com)**

Recent changes to X have led to a significant number of users leaving the platform. In 2025, the Orkestra community on this platform has shrunk, although it **still stands at over 4,000 people**.

> **Bluesky**

In response to developments in the social media landscape, Orkestra launched its Bluesky account in November 2024, exploring this platform as a new channel for sharing the latest news. This initiative is still in its early stages, with activity developing gradually.

> **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 2025 Orkestra's documents in Slideshare received more than **1,000 views**.

3.6 Media contributions, posts and divulgative research articles

Orkestra collaborates with dissemination and communication media to transfer the knowledge it generates to society. In 2025, this intense collaboration resulted in **17 radio and television programme collaborations**, and **471 impacts in news and press articles**, including **6 opinion articles**.

In addition to these collaborations, Orkestra's team takes a proactive approach to writing informative articles for publication in various media outlets. As well as the **23 posts** in Orkestra's **#BeyondCompetitiveness** blog, Orkestra's team of professionals has contributed to other blogs, with a total of **14 posts**. Orkestra staff have also published a further **2 divulgative research articles** and **6 articles in specific political and professional journals and platforms**.

3.6.1 Posts in Orkestra's #BeyondCompetitiveness blog

- › Larrea, Macarena (13/01/2025). [¿Por qué debemos desarrollar estrategias de descarbonización? Una mirada al año 5.000 a.C.](#)
- › Kamp, B. (29/01/2025). [Inversión en I+D y solicitudes de patente en el País Vasco: una historia de unos pocos escapados con el pelotón a varios minutos.](#)
- › Arrona, A., Larrea, Miren (18/02/2025). [¿Puede la cocreación transformar las políticas en Gipuzkoa?](#)
- › Franco, S., Oleaga, M. (03/03/2025). [El empoderamiento de las mujeres, clave para un futuro inclusivo.](#)
- › Larrea, Miren (03/03/2025). [¿Quién decide si nuestra investigación es feminista?](#)
- › Menéndez, J. (03/03/2025). [Las mujeres del cobalto.](#)
- › Gil de San Vicente, I., Kamp, B. (11/03/2025). ["Las invisibles que hacen girar el mundo". Las virtudes de las empresas Líderes en Nichos de Mercado Internacionales.](#)
- › Gaztañaga, M. (17/03/2025). [La segunda era Trump: desafíos y oportunidades para la empresa vasca en EE.UU.](#)
- › Vázquez, R., Retegi, J. (26/03/2025). [Las cooperativas y la cohesión social: de Europa a Euskadi.](#)
- › Canto, P., Estensoro, M. (28/03/2025). [La evolución de la Investigación-Acción para el Desarrollo Territorial: nutriendo una Comunidad Intergeneracional y Multicultural.](#)
- › Larrea, Macarena (28/04/2025). [El Endurance y el sector marítimo-portuario europeo y español: historia de un ejercicio de resistencia y paciencia.](#)
- › Albizu, M. (07/05/2025). [Trump y el sueño manufacturero.](#)
- › Fernández, J. (22/05/2025). [Fiscalidad energética al servicio de la competitividad industrial.](#)
- › Larrea, Miren, Arrona, A., Estensoro, M., Briggs, M., Valle, N., Patús, E. (23/06/2025). [Más allá de los indicadores, ¿qué es el impacto social de la investigación?](#)
- › Larrea, Macarena (01/07/2025). [Cambio climático y pobreza energética en el norte y sur globales, dos caras del mismo reto.](#)
- › Wilson, J.R., Gamboa, J., Múgica, C., Manterola, G. (15/07/2025). [Palancas, distribución y dirección de la productividad en contextos locales y regionales.](#)
- › Fernández, J. (22/09/2025). [Expandir las energías renovables en el País Vasco es necesario y razonable.](#)
- › Vallverdú, C. (24/09/2025). [Construyendo la buena sociedad: el legado de Stiglitz para un capitalismo con rostro humano.](#)
- › Fernández, J. (10/10/2025). [Desarrollo de las redes eléctricas, regulación de la actividad de distribución y competitividad industrial.](#)
- › Estensoro, M., Urs Knapp, T. (31/10/2025). [La servitización territorial, clave para la transformación industrial en Europa.](#)
- › Wilson, J.R. (03/11/2025). [¿Por qué ahora las conexiones internacionales son más estratégicas que nunca para impulsar nuestra industria?](#)
- › Larrea, Macarena (04/12/2025). [Sobre cómo desde Bilbao se llegó a la Luna: historia de un proyecto incierto.](#)
- › Albizu, M. (15/12/2025). [¿Cómo se despliega una revolución industrial?](#)

3.6.2 Posts in other blogs

- › Kamp, B. (21/01/2025). [Triunfar sin ganar un torneo internacional: la llamativa valoración económica de los clubes de fútbol estadounidenses.](#) (Blog in diariavasco.com - Ekonomiaren plaza)
- › Kamp, B. (11/02/2025). [La inversión extranjera directa que \(no\) llega al País Vasco.](#) (Blog in diariavasco.com - Ekonomiaren plaza)
- › Kamp, B. (04/03/2025). [Trump: ¿un innovador que rompe moldes o un elefante en la cacharrería?](#) (Blog in diariavasco.com - Ekonomiaren plaza)
- › Kamp, B. (25/03/2025). [Entre tanto en China...](#) (Blog in diariavasco.com - Ekonomiaren plaza)
- › Kamp, B. (15/04/2025). [Alto nivel de confianza, poca regulación y el síndrome del Dodo.](#) (Blog in diariavasco.com - Ekonomiaren plaza)
- › Kamp, B. (13/05/2025). [Cuando se apagan las luces: cultura, culpabilidad y solidaridad ante fallos en los servicios públicos.](#) (Blog in diariavasco.com - Ekonomiaren plaza)
- › Mosquera, S., Larrea, Macarena (26/05/2025). [Fueling fairness: energy poverty in a decarbonising world.](#) (Blog in Lights on Women. An initiative of the Florence School of Regulation)
- › Kamp, B. (03/06/2025). [Menos mal que los de Bilbao nacen donde quieren y nada les parece caro.](#) (Blog in diariavasco.com - Ekonomiaren plaza)
- › Kamp, B. (24/06/2025). [Pequeños gigantes "made in China": ocupando nichos, creando campeonas.](#) (Blog in diariavasco.com - Ekonomiaren plaza)
- › Wilson, J.R., Gamboa, J., Múgica, C., Manterola, G. (08/08/2025). [The drivers, distribution and direction of place-based productivity.](#) (Blog of the OECD - COGITO)
- › Kamp, B. (23/09/2025). [Los curas de las iglesias españolas, del "Made in Loyola" al "importado de Benín".](#) (Blog in diariavasco.com - Ekonomiaren plaza)
- › Kamp, B. (21/10/2025). [¿Quo vadis, Capitalismo \(vasco\)?](#) (Blog in diariavasco.com - Ekonomiaren plaza)
- › Aragón Amonarriz, C., Gil de San Vicente, I., Iturrioz-Landart, C. (07/11/2025). [Pymes, crecimiento y desarrollo territorial. Una reflexión sobre los riesgos de desarraigo.](#) (Deusto Business Open Alumni)
- › Kamp, B. (18/11/2025). [Cuando la servitización no mola.](#) (Blog in diariavasco.com - Ekonomiaren plaza)

3.6.3 Divulgative research articles

- › Canto-Farachala, P., Streck, D.R., Larrea Aranguren, M. (2024). [Interview. Exploring \(safe\) spaces to communicate and connect.](#) IJAR – International Journal of Action Research, 20 (3). pp. 295-302. (DOI: <https://doi.org/10.3224/ijar.v20i3.06>) (Published in January 2025) (JCR - Q2 / SJR - Q2)
- › Larrea Basterra, M., Txapartegi Trigueros, J. (2025). [El futuro del hidrógeno en el transporte.](#) Revista Deusto 159/2024, pp. 20-21.

3.6.4 Articles in specific political and professional journals and platforms

- › Gamboa, J., García, I., Moso, M., Mondaca, A. (2025). [El profesorado, columna vertebral del sistema de FP en España](#). FP Analysis: Observatorio de la Formación Profesional, Nº 41 - September.
- › Gamboa, J., García, I., Moso, M., Mondaca, A. (2025). [La FP ante la brecha generacional en la población española](#). FP Analysis: Observatorio de la Formación Profesional, Nº 40 - July.
- › García, I., Gamboa, J., Moso, M., Mondaca, A. (2025). [Rendimiento modular de la FP: El termómetro del desafío del abandono](#). FP Analysis: Observatorio de la Formación Profesional, Nº 42 - November.
- › Larrea Basterra, M., Mosquera López, S. (2025). [El papel de las redes eléctricas para la competitividad empresarial y el bienestar en el País Vasco](#). Cuadernos de Energía, 81.
- › Larrea Basterra, M., Txapartegi Trigueros, J. (2025). [Estado actual de desarrollo de tres potenciales portadores del hidrógeno: el amoníaco, el hidrógeno líquido y el metanol](#). Cuadernos de Energía, 79.
- › Mondaca, A., Moso, M., Gamboa, J., García, I. (2025). [Empleo y salarios verdes](#). FP Analysis: Observatorio de la Formación Profesional, Nº 39 - May.
- › Moso, M., Mondaca, A., Gamboa, J., García, I. (2025). [Población extranjera en la Formación Profesional](#). FP Analysis: Observatorio de la Formación Profesional, Nº 37 - January.
- › Moso, M., Mondaca, A., Gamboa, J., García, I. (2025). [Mujeres, FP y ocupaciones verdes](#). FP Analysis: Observatorio de la Formación Profesional, Nº 38 - March.

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, 2025, the Orkestra team is made up of 44 professionals (31 women and 13 men), of whom 17 have their PhD and 13 are doctoral students:

- › Yazari Agudelo Cano (PhD student)
- › Mikel Albizu Echevarria (PhD student)
- › Maddalen Alkorta Elzo (PhD student)
- › 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)
- › Susana Franco Rodríguez (PhD)
- › Andrea Fuentetaja Leza
- › Juan Pablo Gamboa Navarro (PhD)
- › Itziar García Blázquez (PhD)
- › Mikel Gaztañaga Cinto (PhD student)
- › Ibon Gil de San Vicente Izaga (PhD)
- › Claudia Icaran Diaz de Corcuera (PhD student)
- › Ane Izulain Alejos (PhD)
- › Bartholomeus Petrus Kamp (PhD)
- › Miren Larrea Aranguren (PhD)
- › Macarena Larrea Basterra (PhD)
- › Usue Lorenz Erice
- › Edurne Magro Montero (PhD)
- › Jaime Menéndez Sánchez (PhD student)
- › Edoardo Montagner (PhD student)
- › Malida Mooken (PhD)
- › 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
- › Aitor Sedano Liceranzu
- › Josep Soler Rotger (PhD student)
- › Etorne Ugalde Zabala
- › Nagore Valle González
- › Carme Vallverdu Vergé
- › Raquel Vázquez Salazar
- › James Ralph Wilson (PhD)
- › Sofia Zhukova Zhukova

The research associates, who support the Institute's different lines of research, are as follows:

- › Francisco Alburquerque Llorens
- › María del Henar Alcalde Heras (PhD)
- › Cristina Aragón Amonarriz (PhD)
- › Pablo Costamagna (PhD)
- › Cristina Iturrioz-Landart (PhD)
- › James Karlsen (PhD)
- › Kevin Morgan (PhD)
- › Mikel Navarro Arancegui (PhD)
- › Jabier Retegui Albisua (PhD)

In 2025, the following people have actively collaborated in Orkestra:

- › Imanol Aizpuru Arruti
- › Samuel Aroldo Delbon
- › Mari Jose Aranguren Querejeta (PhD)
- › Ángela Mercedes Armentia Anaut
- › Iñaki Berrueta Molinuevo
- › Helena García López
- › Aitor Garmendia Lazcano (PhD)
- › Gonzalo Hernández Idigoras
- › Enrique López-Valverde Gómez
- › Eneko Sola San Martín
- › Eleonora Spinelli (PhD)
- › Jokin Txapartegi Trigueros
- › Arantza Ugidos Olazabal (PhD)
- › Elene Zarate Gil

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. Orkestra currently collaborates with the following partner organisations:



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

4.3 Other collaborations

Orkestra is committed to working 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, to carry out research projects of relevance to the region.

During 2025 the following institutions have collaborated with Orkestra in the impulse of projects:

Arantzazulab	Caixabank – Fundación Dualiza	Dpt. of Culture and Language Policy, Basque Government
Dpt. of Education, Basque Government	Dpt. of Science, Universities and Innovation, Basque Government	Dpt. of Wellbeing, Youth and Demographic Challenges, Basque Government
Dpt. of Work and Employment, Basque Government	Fundación Fabrika	Fomento San Sebastián
Fundación Cotec	Ihobe, Environmental Management Agency of the Basque Government	IVF - Basque Institute of Finance, Basque Government

Konfekoop, Confederation of Cooperatives of the Basque Country	President's office, Basque Government
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During 2025 Orkestra has maintained strategic knowledge relationships with other organisations. These include various international institutions and universities related to our lines of research:

Basque Delegation to the European Union, Belgium	Catholic University of Cordoba, Argentina	Catholic University of Uruguay, Uruguay
FLACSO, El Salvador	Iberoamerican University Torreón, Mexico	Ibero-American University City of Mexico, Mexico
ITESO, The Jesuit University of Guadalajara, Mexico	Joint Research Centre, European Commission	National Technological University, Rafaela Regional Faculty, Argentina
OECD, France	Pacific University, Peru	Pontifical Catholic University of Rio de Janeiro, Brasil
Prognos AG, Belgium	Rafael Landívar University, Guatemala	University of Agder, Norway
University of Monterrey, Mexico	University of Salvador, Argentina	

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

eAtlantic Fundazioa	Gizabidea Fundazioa	HUHEZI KOOP
IDOM	Mondragon Unibertsitatea	Tecnalia
University of Loyola Fundación ETEA, Development Institute	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 2025 (13th February, 12th June and 27th November).

During 2025, the following members left the Board of Directors: Ane Insausti Altuna (Provincial Council of Gipuzkoa Representative), Xabier Sagredo Ormaza, (BBK Foundation Representative), and Víctor Urcelay Yarza (Secretary of the Board of Directors and Deusto Foundation 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.
- › Mari Jose Aranguren. Secretary of the Board of Directors. Representative of Deusto Foundation.
- › Mikel Amundarain Leibar (EVE Representative). General Director at EVE.
- › Unai Andueza Iraeta (Provincial Council of Gipuzkoa Representative) Deputy of Economic Development and Strategic Projects at the Provincial Council of Gipuzkoa.
- › 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, Employment and Tourism at the Bilbao City Council.
- › Jaione Ganzarain Epelde (Basque Government Representative). Deputy Minister for of Technology, Innovation and Digital Transformation at the Basque Government.
- › Emiliano López Atxurra (Petronor Representative). Vice-Chairman of the Board of Directors. Chairman of Petronor.
- › 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.
- › Amaia Arregi Agirre (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. It also held a virtual meeting on 13th October to monitor Orkestra's knowledge generation processes, its scientific output and the adaptation of its organisational model to achieve its objectives.

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. Senior Counsellor, Centre for Entrepreneurship, SMEs, Regions and Cities de la Organización para la Cooperación y el Desarrollo Económico (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.

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.
- › José Ignacio Goirigolzarri Tellaeche.
- › Guillermo Ulaia Arnaiz.



Orkestra

BASQUE INSTITUTE
OF COMPETITIVENESS
DEUSTO FOUNDATION

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