








PERSONAL INFORMATION

Usue Lorenz Erice



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 **Twitter:** UsueLorenz
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Sex Female | **Date of birth** 07/04/1976 | **Nationality** Spanish

WORK EXPERIENCE

April 2009 – current

Senior Technician (2021-current) / Research Facilitator (2009-2021)
Orkestra – Basque Institute of Competitiveness

- Expert on regional competitiveness policy analysis, innovation ecosystems analysis and co-creation processes, firm collaboration and innovation processes
- Facilitation of research processes: driving ideation, research design and implementation
- Academic and practical impact of research: papers, reports and dissemination documents and knowledge transfer activities.
- Responsible for International project development

Research sector

September 2017- Current

University Facilitator – Dual Master’s Degree in Entrepreneurship in Action
Entrepreneurship and Innovation Centre, Deusto Business School

Coordination of the Competitiveness Analysis Module: Facilitate a learning journey along the lines of the Deusto Dual Training Model (MDFD)

Education sector

2001-2009

Several positions:

- Senior Consultant at i-TEC Innovación y Gestión Tecnológica, Oteic Group (2006-2009)
- Consultant at Chamber of Commerce of Gipuzkoa (2002 – 2003 and 2005 – 2006)
- Consultant at SDV Consultores (2003-2005)

Main activities:

- Responsible for the public administration and industrial firms’ accounts
- Consultancy in firm’s R&D strategy planning, R&D policy analysis and evaluation; internationalization and corporate strategy
- R&D European and national project management

Business Service sector – Consultancy

EDUCATION AND TRAINING

2018-2019

Executive Master in Business Innovation

Deusto Business School, Bilbao, Spain

Innovation

February 2019

Value Innovation Programme

INSEAD, Fontainebleau, France

Innovation, Business value creation, Leadership

March 2019

Entrepreneurship Programme 2019

Cambridge Judge Business School, University of Cambridge

Entrepreneurship, Finance, technologies

2014

European Project Accelerator

European Academy, Brussels

European Project Management

Sep 2009 – January 2010

Microeconomics of Competitiveness

Basque Institute of Competitiveness, Orkestra

Regional competitiveness

January – June 2001

M.Sc. Programme in International Business Economics

Faculty of Social Sciences of the Aalborg University, Denmark

Organisational innovation, international marketing research, finance, cross-cultural perspective

1996-2001

Business Administration Degree

University of Deusto, San Sebastian

Economy, Business Administration

PERSONAL SKILLS

Mother tongue(s)

Basque / Spanish

Other language(s)

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
English	C2	C2	C2	C2	C2
Certificate in Advanced English					
French	B1	C1	A2	A2	A2
Certificat francais au usage courant					

Levels: A1/2: Basic user - B1/2: Independent user - C1/2 Proficient user
Common European Framework of Reference for Languages

Communication skills

- Motivated to deal with social challenges and knowledge transferring
- Able to work well in teams
- Self-motivated
- Flexible in assignments
- Able to work under tight deadlines
- Able to network effectively

Organisational / managerial skills

- Demonstrated system thinking ability
- Understanding organizational culture, governance and organizational mission of Orkestra
- Skills in team building and management

Job-related skills

- Knowledge in policy analysis and evaluation
- Knowledge in the Basque innovation system and main actors in the territory
- Understanding of academic output and needs from the field
- Knowledge in national, regional and European R&D funding
- Qualitative/quantitative analytical and conceptualization skills
- Writing skills
- Project management skills

- Computer skills
- Skilled in Command of Office tools (Word, Excel, Access, Power Point)
 - Skilled in reference manager and academic social network packages
 - Skilled in social networks

- Driving licence
- B

ADDITIONAL INFORMATION

Projects See Annex 1: Participation in externally funded research projects

Publications See Annex 2: Publications

Conferences and seminars See Annex 3: Participation in Congresses, Workshops and Dissemination activities

Honours and awards; and Memberships See Annex 4. Honours and awards; and Memberships

Annex 1: Participation in externally funded research projects

Project: Empowering youth and cocreating social innovations and policymaking through youth-focused citizen social science - YouCount

Funding institution: European Commission
 Duration: From: 2021 To: 2024
 Project funding: € 2,000,000
 Role:

- Project coordination, responsible for the ideation, design and implementation of the research
- Responsible for the evaluation and impact assessment of participatory research approaches and citizen science

Project: “Competitividad empresarial & Plataformas de innovación para la relocalización de actividades en el espacio transfronterizo, la creación de cadenas de valor reforzadas y la cooperación entre Pymes y empresas tractoras” - COMPET PLUS

Funding institution: POCTEFA 2014-2020 INTERREG V-A Spain-France-Andorra
 Duration: From: 2020 To: 2022
 Project funding: € 1,000,000
 Role:

- Project coordination, responsible for the ideation, design and implementation of the research
- Responsible for conducting knowledge transfer, systematization of learning

Project: Urban PoLicy Innovation to address inequality with and for Future generaTions - UpLift

Funding institution: European Commission
 Duration: From: 2020 To: 2023
 Project funding: € 2,998,500
 Role:

- Responsible for investigating youth policy contexts and supporting policy co-creation with vulnerable youth

Project: BBK y el desarrollo social y sostenible de Bizkaia

Funding institution: Fundación BBK
 Duration: From: 2019 To: 2021
 Project funding: € 300,000
 Role:

- Analysis of welfare development frameworks and action research processes at BBK Foundation

Project: Bilbao Next Lab (BNL)

Funding institution: Bilbao City Council
 Duration: From: 2013 To: 2021
 Project funding: € 800,000 (approximately, average € 100.000 per year)
 Role:



- Coordination of the benchmarking processes in regional and urban policies for smart specialisation
- Promotion and creation of a network of pioneering European cities in the study and implementation of urban specialization strategies and their connection with the strategies of other levels of government.

Project: Measuring what matters to EU Citizens: Social Progress in the European Regions – EU-SPI

Funding institution: EUROPEAN COMMISSION DIRECTORATE-GENERAL REGIONAL AND URBAN POLICY
 Policy Development and Economic Analysis
 Duration: From: 2018 To: 2020
 Project funding: € 878,955
 Role:

- Regional case study and multi-regional peer learning and knowledge exchange workshops expert

Project: “Revitalización de la competitividad de la PYME basada en la colaboración transfronteriza con la implicación de los Clústeres, Centros tecnológicos y Agencias de desarrollo económico del Pays Basque-Aquitania / Euskadi / Navarra” - COMPETITIV'EKO

Funding institution: POCTEFA 2014-2020 INTERREG V-A Spain-France-Andorra
 Duration: From: 2016 To: 2020
 Project funding: € 1,000,000
 Role:



- Project coordination, responsible for the ideation, design and implementation of the research
- Responsible for the cross-border policy analysis and benchmarking / development of business cooperation methodologies / member of the Steering Committee

Project: “Desarrollo de una metodología cualitativa de medición de impactos en ámbitos relacionados con la Ecoinnovación”

Funding institution: Ihobe, the Basque Public Environmental Management Company

Duration: From: 2016 To: 2017

Project funding: € 9,000

Role:

- Project coordinator

Project: AS-Fabrik -Bilbao Alliance for smart specialisation in advanced services towards the digital transformation of the industry

Funding institution: European Commission, Urban Innovative Action

Duration: From: 2015 To: 2020

Project funding: € 5,000,000

Role:

- Responsible for policy observatory for competitiveness in advanced services / member of the Steering Committee

Project: Demographic change and business continuity and transmission: new innovative organizational models to strengthen business competitiveness in Gipuzkoa (BELAUNALDI)

Funding institution: Provincial Council of Gipuzkoa

Duration: From: 2017 To: 2018

Project funding: € 60,000

Role:

- Project coordination, responsible for the ideation, design and implementation of the research
- Responsible for the interactive research process with the firms

Project: “Euskadi Aquitania: visión de una Euroregión 2030”

Funding institution: Basque Government

Duration: From: 2015 To: 2015

Project funding: -

Role:

- Responsible for benchmarking analysis on the cohesion policies and cross-border cooperation schemes in Europe

Project: “Generación de capacidades endógenas para la competitividad de la PYME de Gipuzkoa a través de procesos de transformación organizativa: Un proyecto de investigación-acción.”

Funding institution: Diputación Foral de Gipuzkoa

Duration: From: 2014 To: 2015

Project funding: € 45,000

Role:

- Responsible of the ideation and design of the research
- Responsible for process development with the local development agencies



Project: Fostering the cross-border collaboration in the Aquitaine-Navarre-Euskadi area

Funding institution: EGTC Euroregión Aquitania - Euskadi

Duration: From: 2013 To: 2018

Project funding: € 90,000

Role:

- Project coordination, responsible for the ideation, design and implementation of the research
- Responsible for competitiveness analysis

Project: Regional Innovation Monitor - RIM

Funding institution: European Commission (subcontracted by Technopolis Group)

Duration: From: 2013 To: 2017

Project funding: € 30,000

Role:

- Regional correspondent for the regional instrument analysis in Andalusia, Cantabria, Aragon and the Basque Country

Project: “Claves de la innovación organizativa para la diversificación de la pequeña empresa de Gipuzkoa: Un proyecto de Investigación-Acción”

Funding institution: Diputación Foral de Gipuzkoa

Duration: From: 2013 To: 2014

Project funding: € 60,000

Role:

- Project coordination, responsible for ideation, design and implementation of the research
- Responsible for the process development with the enterprises

Project: “Industria 4,0 - International Benchmarking”

Funding institution: Basque Government

Duration: From: 2015 To: 2015

Project funding: € 30,000

Role:

- Technical coordination
- Regional benchmarking

Project: “Asesoramiento en la definición de un proceso de Smart Specialization Strategy (RIS3)”

Funding institution: Basque Government

Duration: From: 2013 To: 2015

Project funding: -

Role:

- Technical coordination
- Responsible for the technical reports

Project: “Análisis del uso de patentes y sus implicaciones para la competitividad territorial”

Funding institution: Industry Department of the Basque Government

Duration: From: 2012 To: 2013

Project funding: € 80,609

Role:

- Technical coordination
- Responsible for the descriptive analysis of the results

Project: “Agentes y funciones de las infraestructuras de apoyo a la I+D+i en los sistemas de innovación – Análisis y comparativa internacional del caso vasco”

Funding institution: Industry Department of the Basque Government

Duration: From: 2011 To: 2012

Project funding: € 76,728.36

Role:

- Technical coordination

Project: “Análisis de La Cadena de Valor de la Industria Eólica y su conexión con el Conjunto de Empresas Eólicas Vascas”

Funding institution: Society for the competitive transformation, SPRI

Duration: from 2011 to: 2011

Consortium: Orkestra

Project Funding: € 100,000

Role:

- Technical coordination
- Analysis of the state-of-the-art

Project: “Evaluación y Seguimiento del Plan de Competitividad Empresarial 2010-2013”

Funding institution: Basque Government

Duration: from 2010 to: 2013

Consortium: Orkestra, Euskalit, Innobasque, Gobierno Vasco

Project Funding: € 350,000

Role:

- Technical coordination
- Responsible for the technical reports

Project: European Cluster Observatory Phase II, 2009-2012

Funding institution: Europe Innova – European Commission

Duration: from: 2009 to: 2012

Consortium: Stockholm School of Economics (Suecia); Sophia Antipolis Foundation (Francia); ZENIT (Alemania); Clusterland Upper Austria (Austria)

Project Funding: € 3,000,000

Role:

- Technical coordination
- Responsible for conducting the firms' survey

Project: “Reflexión sobre política industrial y de competitividad vasca”

Funding institution: Basque Government

Duration: from 2009 to: 2010

Consortium: Orkestra, Alium Infyde, Euskalit, Innobasque, Gobierno Vasco

Project Funding: € 450,000

Role:

- Technical coordination
- Responsible for the technical reports

Project: “Eco-innovación en Euskadi: Políticas, Tecnología y Competitividad”

Funding institution: Industry Department of the Basque Government

Duration: from 2008 to: 2011

Project Funding: € 1,000,000

Role:

- Methodological support

Annex 2: Publications

- Noel M. Muniz, & Usue Lorenz. (2022). Deliverable 2.2. Urban Report Barakaldo, Spain. Zenodo. <https://doi.org/10.5281/zenodo.5940144>
- Butkevicienė, Egle, Pučėtaitė, Raminta, Vaičiūnienė, Jolanta, Norvoll, Reidun, Canto, Patricia, Lorenz, Usue, Juricek, Sara, Freiling, Isabelle, Matthes, Jörg, Jørgensen, Michael S., Pataki, György, Czeglédi, Alexandra, Gatti, Flora, & Procentese, Fortuna. (2021). D1.2 Report on the conceptual, innovative, evaluation and ethical framework for youth citizen social science (Version 1). Zenodo. <https://doi.org/10.5281/zenodo.5810259>
- Canto-Farachala P., Lorenz, U., Franco, S., Brounéus, F., Norvoll, R. and Hummer, P (2021). YouCount. D.5.7 Continuous, updated DEC and stakeholder engagement plan, and report on DEC activities. Zenodo. doi.10.5281/zenodo.4812107
- Lorenz U., Larrea J.L., González M. (2021). Una primera aproximación al contexto del bienestar inclusivo y sostenible. In Canto P., Aranguren M.J. (Coord.), Competitividad al servicio del bienestar inclusivo y sostenible (pp. 7-36). Report number: ISSN 2340-7638 - 01/2021.
- Oleaga, M., Lorenz U., Rodríguez A. (2020). Los ODS: clave para la recuperación de la COVID-19. Report number: ISSN 2340-7638 - 75/2020. DOI: 10.13140/RG.2.2.17230.89925
- Lorenz U., Estensoro M. (2020). Relevancia del agente dinamizador para la creación de alianzas que impacten positivamente el territorio. In Carnicer D, Martínez, M., Morales, N. (Ed.), Alianzas inteligentes para la transformación competitiva de las organizaciones: Guía práctica para su gestión integral (pp. 72-108). Bilbao, Spain. McGraw-Hill
- Lorenz U. (2020). Co-creation of benchmarking processes: Urban policies for smart specialisation. Report number: ISSN 2340-7638 - 74/2020. DOI: 10.13140/RG.2.2.10481.30568
- Lorenz U., Oleaga M. (2020). Retos de la RIS3: un análisis del espacio transfronterizo nueva Aquitania, Euskadi, Navarra. Report number: ISSN 2340-7638 - 69/2020. DOI: 10.13140/RG.2.2.20111.41123
- Lorenz U., Oleaga M. (2020). RIS3ren erronkak: Akitania-Berria, Euskadi, Nafarroa mugaz haraindiko espazioaren analisi bat. Cuadernos Orkestra, 69.
 - Lorenz U., Oleaga M. (2020). Défis poses par le RIS3: analyse l'espace transfrontalier Nouvelle-Aquitaine Euskadi-Navarre. Cuadernos Orkestra, 69.
 - Lorenz U., Oleaga M. (2020). RIS3 challenges: an analysis of the Nouvelle-Aquitaine, Euskadi, Navarre cross-border space. Cuadernos Orkestra, 69.
- Lorenz U. (2019). Future trends in Orkestra through a new approach to business innovation (Unpublished master's thesis). Deusto Business School, Bilbao, Spain.
- Lorenz, U., Winden W. (2019). Policy benchmarking with other European regions: a coproduction of researchers and policy makers. The AS-FABRIK project Journal N° 4 available [here](#).
- Alcalde, H., Lorenz (2019). Enjeux de la collaboration entrepreneuriale transfrontalière: Expérimentation au sein de l'Eurorégion Nouvelle-Aquitaine Euskadi-Navarre. Cuadernos Orkestra. Report number: 53/2019 ISSN 2340-7638
- Alcalde, H., Lorenz (2019). Retos de la colaboración empresarial transfronteriza: Experimentación en la Eurorregion Nueva-Aquitania Euskadi Navarra. Cuadernos Orkestra. Report number: 53/2019 ISSN 2340-7638
- Navarro, M. (Dir) (2017). Retos y oportunidades para la Formación Profesional en relación con la especialización productiva en Castilla y León. Colección Estudios, Fundación Bankia por la Formación Dual. ISBN: 978-84-697-3651-7
- Navarro M., Guerrero, M., Alcalde H., Kamp, B., Lorenz, U., Parrilli, D. (2016). Sistemas Regionales de Innovación: Experiencias Internacionales y lecciones para la CAPV. En Bediaga, A., González, N., Legarra, M., Martínez, M., Morales, N. (Ed.), Tendencias competitivas y respuestas proactivas de empresas excelentes. Pymes Excelentes en la Comunidad Autónoma del País Vasco, 20. ISBN: 978-84-617-5063-4
- Alcalde, H., Elola, A., Larrabeiti, L., Lorenz, U., Patús, E., Retegi, J. (2016). Gestión y liderazgo de procesos empresariales de transformación organizativa a través de agencias de desarrollo local. Donostia – San Sebastián Orkestra Working Paper Series. ISSN: 2340-7638
- Navarro, M. (dir.), Magro, E., Lorenz, U., Parrilli, M.D., Karlsen, J., Egurbide, I. (2013). Las infraestructuras de conocimiento. El caso vasco desde una perspectiva internacional. San Sebastián. Report number: ISSN 2340-7638 - 03/2013
- Parrilli MD Coord., Elola A., Lorenz U., Rabellotti R., y Alvarez E. (2012). Análisis de la cadena de valor de la industria eólica vasca: oportunidades y ámbitos de mejora. Oublicaciones Deusto. ISBN 978-84-9830-412-1

Navarro, M., Aranguren, M.J. and Lorenz, U. (2012). Las estrategias de diversificación basadas en I+D: el PCTI 2015 y el caso de Gipuzkoa. *Orkestra Working Paper Series in Territorial Competitiveness*

Nagore Tellado Laraudogoitia, Amaia Uriarte Arrien, Igone Ugalde Sánchez, Eguzkiñe Sáenz de Zaitegui Tejero, Ana Huidobro Rubio, Raquel García Alonso, Usue Lorenz Erice, Jon Leonardo Aurtenetxe, Javier Muniozgueren Colindres, Héctor Morillas Loroño (2010): Retos y oportunidades para la transición de la edificación hacia la sostenibilidad en la CAPV. *Ekonomiaz* No. 75 (pp. 222-252)

LORENZ, U., WILSON, J. R. (2010). User Expectation Survey Summary Report: Regional Agents. Deliverable D15-3 of the European Clusters Observatory Phase II project

Annex 3: Participation in Congresses, Workshops and Dissemination activities

Lorenz U., Oleaga M. (2022, feb 8). "La experiencia NAEN en el fomento de la cooperación transfronteriza: retos y aprendizajes de las iniciativas de colaboración". Local Event of the European Industry Week 2022

Canto P., Lorenz U. (2021, Nov 4). "Making Change and Measuring Impact in YouCount". Webinar 3 on Transformative & Innovative Impact of Y-CSS: How to make social change?. Working Group on Empowerment, Inclusiveness & Equity at the European Citizen Science Association (ECSA) and the Living Knowledge Network (LKN), YouCount EU project. DOI: 10.13140/RG.2.2.32925.38888

Lorenz U. (2021, October 15). "Smart specialisation strategies in cross-border regions". Side event organised in the 19th European Week of regions and Cities. Programme available at <https://futurium.ec.europa.eu/en/border-focal-point-network/events/competplus-smart-specialization-strategies-cross-border-regions-side-event-euregionsweek>

Lorenz U., Oleaga M. (2021, July 2). "Retos de la Estrategia de Especialización Inteligente (RIS3): Análisis del espacio transfronterizo Nueva Aquitania – Euskadi – Navarra". Compet Plus workshop. Information available at <https://competplus.eu/events/seminario-intermediario-poctefa-competplus/>

Lorenz U., Oleaga M. "Impulso de la competitividad en el espacio transfronterizo Euskadi-Navarra-Nueva Aquitania: más allá de lo económico". #BeyondCompetitiveness blog, Orkestra, 16 Mar. 2021. Available at <https://www.orkestra.deusto.es/es/actualidad/noticias-eventos/beyondcompetitiveness/2165-impulso-de-la-competitividad-en-el-espacio-transfronterizo-euskadi-navarra-nueva-aquitania-mas-alla-de-lo-economico>

Lorenz U. "Prospektiba: datozen eraldaketetarako iparrorratza". #BeyondCompetitiveness blog, Orkestra, 28 Jan. 2021. Available at <https://www.orkestra.deusto.es/eu/zer-berri/albistek-ekitaldiak/beyondcompetitiveness/2136-prospektiba-datozen-eraldaketetarako-iparrorratza>

Franco S., Lorenz U., Oleaga M. "Social Progress: from measurement to practice". #BeyondCompetitiveness blog, Orkestra, 11 Jan. 2021. Available at <https://www.orkestra.deusto.es/es/actualidad/noticias-eventos/beyondcompetitiveness/2128-progreso-social-medicion-accion>

Lorenz U., Oleaga M., Colomé F., Tataret M. (2021, February 2). Progreso social y la colaboración transfronteriza. DOI: 10.13140/RG.2.2.29456.12809. Available at <https://bit.ly/3uMalqg>

Lorenz U., Oleaga M. "Ez utzi inor atzean". "Bai Euskarari Elkartearen aldizkaria" newspaper n. 31, 1 Oct. 2020. Available at https://www.baieuskarari.eus/includes/elFinder/files/Albistek/2020/Bai%20Euskarari%20aldizkaria%20BAJA_01_16.pdf

Lorenz U., Oleaga M. "Ez utzi inor atzean". #BeyondCompetitiveness, Orkestra, 1 Jun. 2020. Available at <https://www.orkestra.deusto.es/eu/zer-berri/albistek-ekitaldiak/beyondcompetitiveness/1981-ez-utzi-inor-atzean>

Lorenz U., Oleaga, M. (2020, October 21). "Garapen Iraunkorrerako Helburuen aplikazioa euskal enpresa-sarean. Eta hizkuntza aniztasuna?". ENPRESAREAN, Hernani. Speech available at <https://youtu.be/7SlpIDu3Bxo>

Lorenz U., Oleaga M. (2020, April 24). Retos de la RIS3: Un análisis del espacio transfronterizo Nueva Aquitania, Euskadi, Navarra. June, 2020.

Lorenz U., Alcalde, H. (2018, October 18). International Cooperation based on RIS3: a case from the Euroregion New Aquitaine Euskadi Navarra. Conference organised in the Committee of the regions, Brussels, 'Interregional Cooperation through Smart Specialisation: good practises and new proposals'. Presentation available at <https://bit.ly/3a8p2YB>

Lorenz U., Alcalde, H. (2018, November 8). The case of the border region of New Aquitaine Euskadi Navarre. Workshop organised by the Skane European Office and the Copenhagen EU Office, 'Regional development through Smart Specialisation – the case of border regions'. Presentation available at <https://bit.ly/3shTIGK>

Lorenz U., Alcalde, H. (2017, February 14). INTERCLUSTERING – collaboration paths between clusters in the Aquitaine-Euskadi Euroregion. Workshop organised by the Economic and Social Councils of the Basque Country and the French region of Nouvelle Aquitaine (CES / CESER Région Aquitaine Limousin Poitou-Charentes). San Sebastian,

Alcalde, H., Covarrubias, D., Irastorza, O., Kamp, B., Lorenz, U. (2014, November 10-13). Promoting Cross-Border Inter-clustering: The case of the Aquitaine Euskadi Euroregion. 17th TCI Global Conference, Monterrey (México).

Lorenz, U., Irastorza O. (2013). Interclustering Aquitaine-Euskadi. Presentation in Bordeaux, Aquitaine Developpement Innovation

Alcalde, H., Lorenz, U. (2013, December 19). "Las razones, modos y resultados de la actividad patentadora empresarial en la CAPV". "El análisis del uso de patentes y sus implicaciones para la competitividad territorial", Local workshop, Orkestra, San Sebastián.

Lorenz, U.; Magro, E.; Navarro, M.; Parrilli, M.D. (2012, November 16). Introduction to the knowledge infrastructures in Europe and the Basque Country. Workshop on the Role of Research Infrastructures in Europe, Orkestra, San Sebastián.

Annex 4. Honours and awards; and Memberships

- Member of Deusto's Interdisciplinary Research Platform "[Strengthening participation](#)"
- Member of the Committee of good practices, the European Week of Euskalit, 2019 y 2020. Participant as expert.
- Member of the [AllianceLab](#), a centre specialized in the study, training, and consulting in the field of strategic alliances.
- Member of the facilitation team of Deusto Dual Training from 2017.
- Member of [Skillnet Peer Learning Club](#), to define the European needs of skills in the Advanced Manufacturing sector.
- Deusto Research Social Impact award for the following projects: BNL, Competitiv'eko, and "innovación organizativa".