

CUADERNOS ORKESTRA

ISSN 2340-7638

 <https://doi.org/10.18543/RTWM2847>

THE KEYS TO BUILDING THE ECOSYSTEM "*BIZKAIA WITH THE TALENT*" TO PROMOTE STEM TALENT IN BIZKAIA

EXECUTIVE SUMMARY

No. 10/2024

 <https://doi.org/10.18543/MTWV2661>

Sofia Zhukova

Juan P. Gamboa

Eduarne Magro


CUADERNOS ORKESTRA, no. 10/2024. Executive summary.

ISSN 2340-7638

 Collection: <https://doi.org/10.18543/RTWM2847>

 Report in Spanish: <https://doi.org/10.18543/NAOB2736>

 Report in English: <https://doi.org/10.18543/MTWV2661>

 Executive summary in Basque: <https://doi.org/10.18543/SETK3815>

Disclaimer: The original language of this document is Spanish. It has been translated using DeepL Pro and revised by the authors.

© Sofia Zhukova, Juan P. Gamboa, Edurne Magro

© Basque Institute of Competitiveness – Deusto Foundation

www.orquestra.deusto.es/en

Acknowledgements

This report has been made possible through Orkestra's participation since 2022 in the Commitment to Talent project, led by the Department for Economic Development of the Provincial Council of Bizkaia. The authors of this document would like to thank Ainara Basurko (Provincial Councillor of the Department for Economic Development), Joseba Mariezkurrena (Director General of Entrepreneurship, Talent and Business Competitiveness), Izaskun Artetxe (Economic Technical Secretary of the Department for Economic Development), and the Department for Economic Development team for their collaboration, review of the report drafts, and recommendations throughout the editing process.

We would also like to thank Iñigo Ochandiano, Iván Jiménez, and the rest of the colleagues at Bizkaia Talent, who were involved in the whole process and the implementation of the ecosystem, along with all the agents who participated in the creation process and who are now part of the *Bizkaia with the Talent* ecosystem.

The authors assume full responsibility for any errors or omissions in the content of this report.



Executive summary

The need for talent is an issue that has been receiving increasing attention from a territorial public policy perspective. This is due to various aspects: i) the current context of global socio-demographic change, ii) the transformations taking place in the ways of working, iii) the international mobility of people, and iv) the growing significance of the knowledge economy. In light of this, talent is positioned as a key factor for the competitiveness of a territory and the main transitions we are undergoing: energy-climate and digital.

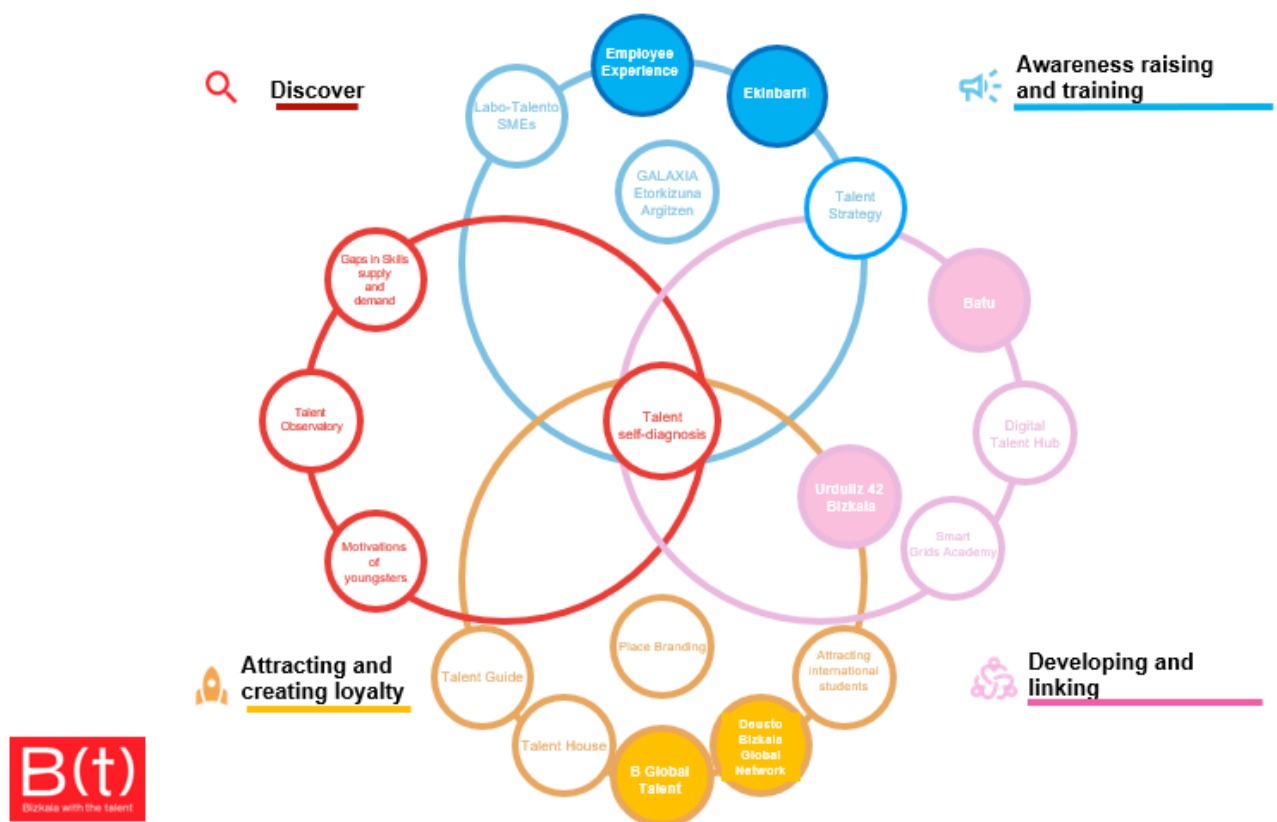
Addressing STEM talent mismatches has become more important for territories, given that this talent is directly associated with the science, technology, and innovation system and, therefore, with the economic promotion of the territory. The differential characteristics of this talent mean that its appeal, development, linkage, and loyalty require numerous dimensions to be taken into account in a systemic and coordinated manner. Firstly, it is essential to determine what STEM skills are available in a territory (the supply of talent) as well as both the capacity for absorption of talent by companies in the territory and the structure of the labour market (the demand for talent, which is different for each territory). In addition, other dimensions that affect the capacity to promote STEM talent, albeit more indirectly, are the integration of people into the labour market, lifelong learning opportunities, the availability of housing, the quality of basic education, and the health system, among other factors.

Since 2022, Orkestra has participated in an initiative by the Department for Economic Development of the Provincial Council of Bizkaia and Bizkaia Talent, which **aims to develop an ecosystem to address the shortage of STEM talent in Bizkaia, responding to the challenge of ensuring competitiveness for the welfare of the territory.** This process has generated the following results:

- The formulation of a **shared diagnosis** of the initial situation concerning talent in Bizkaia, characterised by significant gaps in STEM talent, especially with regard to professionals with high and medium-level qualifications in training areas related to engineering and ICT.
- The creation of a **shared vision and a decalogue of commitments** for promoting STEM talent in Bizkaia that responds to these challenges and to which the primary agents of demand (such as companies and business associations), supply (university and vocational training), and intermediation between the demand and supply of talent (including foundations and the third sector) adhered.
- The **development of an ecosystem for promoting STEM talent**, *Bizkaia with the Talent*, within which the agents involved have a space to tackle the challenges related to the shortage of STEM talent, and co-create a shared vision, through specific individual and collective projects, all based on a collaborative governance model.

This ecosystem is set up in the territory with the systemic leadership of the Provincial Council of Bizkaia and Bizkaia Talent, and within this framework, there are already 13 projects underway, and a further six are in the design process. The projects are organised around **four key dimensions of action regarding talent**: Discovering, Awareness Raising and Training, Developing and Connecting, and Attracting and Retaining. The figure below shows the projects underway and those in the design phase (in colour) in the four dimensions:

Figure Map of Projects in the *Bizkaia with the Talent* ecosystem



Source: Prepared by the authors based on the presentation made by the Provincial Council of Bizkaia in December 2024.

The implementation of the ecosystem has produced key insights, highlighting the importance of:

- ➔ Creating **objectives, a mission, and a vision collaboratively for promoting STEM talent within the ecosystem, seeking a comprehensive approach to foster such talent.**
- ➔ Incorporating **the key agents involved in** attracting, developing, and linking talent, with the goal of generating a multiplier effect for the initiatives within the ecosystem.

- ➔ Establishing a **collaborative governance** model to facilitate the initiatives of agents within the ecosystem for the co-creation of projects that have an impact on the challenges identified.
- ➔ Developing **incentives for stakeholders to participate in the initiative** and for there to be a positive perceived value for stakeholders to be part of the STEM talent ecosystem.
- ➔ **Having leadership** that facilitates a balance between the participation of the agents in the ecosystem and its effectiveness.
- ➔ **Promoting open communication** between projects and dimensions of the ecosystem, with spaces for contrast and synergies between different initiatives and projects.

The key lessons from the process of creating the STEM talent ecosystem in Bizkaia aim to contribute to the global debate on regional public policies focused on talent, as well as the foremost global challenges related to talent today.



BASQUE INSTITUTE
OF COMPETITIVENESS
DEUSTO FOUNDATION

www.orquestra.deusto.es