Basque Country Technology Park Network Strategic Plan 2017-2020

Strategic design

September 2017
1. Strategic design
   - Mission, vision and values
   - Desired positioning 2020
   - Objectives and strategic lines

2. Balanced scorecard

3. Organisational model
The mission, vision and values of the Basque Country Technology Park Network have been reviewed within the framework of the strategic reflection process, emphasising their role as the facilitators and backbone of innovation and technological development in the Basque Country.

**MISSION**

To be a **catalysing agent for technological innovation and development** in the Basque Country, fostering knowledge exchange and **technology transfer** between companies, technology agents and universities, promoting the creation and growth of **innovative companies** and offering quality **spaces and facilities** with **value-added services**, in a sustainable manner.

1. **Contribute to the industrial and technological policy objectives of Basque institutions** by providing value to **customers**, placing them at the centre of the Basque Country Technology Park **Network strategy**.

2. **Add technologically advanced companies that will operate in future sectors**, with great capacity for generating added value and highly qualified personnel.

3. **Promote cooperation** between companies and between the companies and universities and technology centres, reinforcing the role of mediation between agents, **connecting opportunities and configuring "communities"**.

4. **Support the creation of new technology-based companies**, fostering the installation and development of incubator companies.

5. **Constitute centres for promoting technology and the culture of innovation** towards their environments.

6. **Contribute to diversification and innovation of Basque Country industry**, considering the different locations of the three technology parks and the specific characteristics of the industrial fabric of each territory.

7. **Contribute to the external visibility of the companies** and agents in the parks, **reinforcing the external projection of the Basque Country and its business network**.

8. **Configure an environment of excellence to work** in that attracts and catalyses talent.

**VISION**

Consolidate as a **benchmark for business innovation and technological development** in the Basque Country and as an international reference model.

**VALUES**

- Institutional co-responsibility
- Commitment to the customer
- Value creation
- Involvement and commitment of individuals
- Openness and networking
- Innovation and sustainability
1. Strategic design
   • Mission, vision and values
     • Desired positioning 2020
     • Objectives and strategic lines

2. Balanced scorecard

3. Organisational model
In accordance with the mission defined, the Basque Country Technology Park Network aims to be a living community and an optimal environment for developing innovative and technologically advanced companies, acting as a backbone for the "Institutions - Companies - Knowledge agents" system.
The future vision is specified in the horizon of the strategic plan in a series of positioning objectives in terms of value proposal (WHAT), target customers (WHOM), geographic location (WHERE) and capabilities and resources needed (HOW).

The Basque Country Technology Park Network is committed to strengthening its role as a catalyst for innovation and technological development in the Basque Country, offering optimal environments for the implementation and growth of technologically advanced companies.

The Basque Country Technology Park Network's value proposal is therefore based on:

- Maintaining optimum quality standards in the supply of spaces and infrastructure with a long-term sustainable development model.
- Fostering networking between the companies and entities established in the parks and intensifying their mediation role between agents. The Basque Country Technology Park Network is a "living" community that generates and exchanges ideas and opportunities.
- Generating powerful and specialised collaboration networks that capture trends and opportunities that add value to the companies established in the parks.
- Offering a dynamic and focused service portfolio that meets the needs of the different customer and campus segments.
- Identifying and disseminating information of interest to the companies about key stakeholders' programmes, initiatives and action plans.

Over the next few years, the Basque Country Technology Park Network will actively seek to attract and retain strategic business projects for the Basque Country, especially in sectors and markets that are aligned with the institutions' strategic priorities.

The Basque Country Technology Park Network will thus be proactive in attracting new business, working on the following lines intensively:

- Identifying and acquiring new companies and strategic projects for the Basque Country, in collaboration with the institutions, especially in strategic sectors aligned with the RIS 3 and the capacities of each of the parks.
- Attracting and supporting companies in the incubation phase, assisting their transit to the park in subsequent stages.
- Attaining the loyalty of companies and entities established in the Basque Country Technology Park Network, responding to their needs and growth projects.
From a geographical point of view, the Basque Country Technology Park Network is committed to addressing the process of geographic expansion in an orderly manner and with a holistic vision.

The Basque Country Technology Park Network will look for solutions for the use of the current buildings in Bizkaia and Gipuzkoa and to increase them in Álava.

The Bizkaia Scientific and Technology Park (BSTP) wants to advance in its geographic expansion projects in an orderly manner, ensuring the economic sustainability in society. The following objectives have therefore been defined to be addressed in the plan’s horizon:

- **Increase the capacity for buildings in Zamudio/Derio**, mainly on the land in Geldo and Aresti, anticipating a possible demand for space.
- **Progress the Leioa campus development project.** The objective is to attract companies to existing buildings and anticipate possible growth needs by companies or UPV/EHU research groups.
- **Launch the Ezkerraldea/Meatzaldea campus.**
- **Agree on the Zorrotzaurre urban technology park project at the institutional level.**

The Gipuzkoa Scientific and Technology Park (GSTP) seeks to consolidate its growth and promote the development of the Galarreta campus as a natural extension.

- **Increase the availability of space in Miramón** by constructing a new building and assessing the possibility of dividing the available plots.
- **Promote the development of Galarreta**, as a natural extension of the GSTP.
- **Evaluate other opportunities and projects** that may arise in the historical territory and contribute to the park’s objectives.
From a geographical point of view, the Basque Country Technology Park Network is committed to addressing the process of geographic expansion in an orderly manner and with a holistic vision.

The Álava Technology Park (ATP) will focus its efforts on attracting new companies and strategic projects to increase the park’s current occupation.

- **Provide the park with greater competitiveness:**
  - Analyse the *competitiveness of the prices*, adapting them to customers’ needs under the perspective of economic/financial sustainability.
  - Align the park with current trends in advanced manufacturing and mainly with the Basque Industry 4.0 strategy, building a new PIE2 building that covers customers’ current and future expansion needs.
  - Develop a specific plan for marketing the specific wind tunnel infrastructure as a *driving and dynamic element*.
  - Develop a specific plan for marketing the Marie Curie building.
  - Furnish and adapt, if applicable, the current buildings in the facilities according to the needs of the market.
  - Undertake a study with the corresponding services of the Álava/Arabako Provincial Councils to provide a new access road to the park.

- **Proactively drive the promotion of spaces in the park:**
  - Develop new formulas for public/private collaboration to attract new companies and/or retain existing ones, also responding to companies when the incubation is completed.
  - Adopt a more proactive business attitude for attracting companies in the expansion spaces, PIE2 and current spaces.
  - Generate customer acquisition campaigns using social networks and other on-line tools.

- **Provide the park with greater capacity:**
  - Finish the process of increasing the buildable area of plots with urban services in the area already developed.
  - Continue and finalise the urban development process for planning the extension of land adjacent to the current development for future value enhancement.
Moving towards the desired positioning entails a series of implications to processes, resources and capacities:

From the point of view of critical processes, capacities and resources, the following priorities have been defined:

- Promote an integrated and effective organisation that enhances the use of synergies between parks.
- Implement a new organisational model that fosters progress towards consolidating the Basque Country Technology Park Network.
- Create a Corporate Business Development unit, promoting greater proactivity and relations with the companies established in the parks.
- Maintain and increase the training, dedication and commitment of the team of people.
- Achieve, maintain and increase the economic and financial situation in a healthy and sustainable manner over time.
- Promote external visibility and intensify participation in international networks.
- Implement an advanced management system in the network.
- Redesign the future infrastructure of the Basque Country Technology Park Network and define a plan to update the existing infrastructure.
1. Strategic design
   • Mission, vision and values
   • Desired positioning 2020
   • Objectives and strategic lines

2. Balanced scorecard
The plan is materialised in eight strategic objectives that constitute the priority action areas for the Basque Country Technology Park Network over the next few years. These objectives are specified in 20 strategic lines that are presented in greater detail on the following pages.

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>STRATEGIC LINES</th>
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</thead>
<tbody>
<tr>
<td>2. ATTRACTING companies and achieving customer LOYALTY</td>
<td>2.1. Proactively promote the attraction of new companies (especially in strategic sectors aligned with the institution and RIS3 strategy). 2.2. Strengthen the incubation and growth process for new companies. 2.3. Generate greater proximity to the companies and entities established in the parks to detect and respond to their needs and opportunities for growth.</td>
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<tr>
<td>3. ORDERLY GEOGRAPHICAL EXPANSION</td>
<td>3.1. Develop the expansion strategy of the parks, maintaining long-term economic sustainability.</td>
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<tr>
<td>4. OPTIMUM ENVIRONMENT FOR INNOVATION AND BUSINESS DEVELOPMENT</td>
<td>4.1. Define actions and value-added services that promote relations and cooperation between companies established in the network, reinforcing the role of mediation with other stakeholders. 4.2. Intensify international presence and agreements to identify good practices and initiatives of interest. 4.3. Design the network's future infrastructure and define a plan to update the existing infrastructure in the parks, maintaining optimal quality standards. 4.4. Manage the evaluation of the infrastructures, connections and optimal mobility for access to the Basque Country Technology Park Network with the competent administrations.</td>
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<tr>
<td>5. EXTERNAL VISIBILITY of the reality of the businesses established in the parks and their activity, and OUTREACH TO SOCIETY</td>
<td>5.1. Increase visibility of the parks at the local, country and international level, promoting the reality of the businesses established in the parks. 5.2. Develop actions to bring science and technology closer to society. 5.3. Support and promote the role of women in science and technology. 5.4. Help to foster and promote scientific/technological careers among young people.</td>
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<tr>
<td>6. NETWORKING AND EFFICIENT AND RESPONSIBLE ORGANISATION</td>
<td>6.1. Implement a new organisational model that favours coordination, collaboration and the harnessing synergies between parks. 6.2. Promote a culture of innovation that contributes to developing creative actions and initiatives. 6.3. Progress towards consolidating the Basque Country Technology Park Network as a socially responsible organisation. 6.4. Improve internal management systems, moving towards an advanced network management system.</td>
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<td>7. A team of MOTIVATED and INVOLVED PEOPLE</td>
<td>7.1. Consolidate a team of people who are motivated, experienced and involved in the future project.</td>
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<td>8. ECONOMIC AND FINANCIAL sustainability</td>
<td>8.1. Maintain a sound economic and financial situation 8.2. Evaluate new financing formulas and tools, based on prudence and long-term economic sustainability criteria.</td>
</tr>
</tbody>
</table>
1. Strengthened GOVERNANCE MODEL

1.1. Strengthen closer relationships with Basque Institutions

**Strategic lines**

**Actions in the short and medium term to achieve the strategic lines defined**

- **Implement a system of periodic meetings** with the Basque Regional Government, the provincial councils, and the city councils of the main linked municipalities, promoting a greater level of proximity:
  - Implement a system of high-level meetings with representatives of different institutions to share priority initiatives and projects (more strategic).
  - Create working groups to detect opportunities and areas for improvement of the Basque Country Technology Park Network (operational character).
- **Implement a system for collaborating with all public entities that manage land or services linked to business promotion** to coordinate the offer and harness synergies (business development, techniques, etc.).
  - Establish a meeting dynamic, communication tools and periodic relationship building.
  - Analyse public land database tools and add the land in the Basque Country Technology Park Network to them.
  - Identify synergies and opportunities for collaboration.
- **Communicate the conclusions of the Basque Country Technology Park Network Strategic Plan 2017-2020** to the main related institutions and to the companies in the parks.
- **Propose and facilitate the resources necessary for promoting institutional events and activities in the park's facilities and promote the institutions' participation in the relevant events** (e.g. presentation days for new companies, for presenting projects developed by companies and entities established in the parks, etc.).
Strategic design
Detail of actions by objective and strategic line

2. ATTRACTING companies and achieving customer LOYALTY

### Strategic lines

#### 2.1. Proactively promote the attraction of new companies (especially in strategic sectors aligned with the institution and RIS3 strategy).

#### 2.2. Strengthen the incubation and growth process for new companies.

### Actions in the short and medium term to achieve the strategic lines defined

- **Identify and capture strategic projects for the Basque Country, in collaboration with the institutions and within the framework of an overall country strategy.**
  - Implement a work methodology system with the institutions in which the Basque Country Technology Park Network assumes a proactive role in identifying and proposing sectors, markets and companies with the greatest potential for parks in the Basque Country.
  - Accompany institutions on trade missions and institutional visits ("Be on their agenda").
- **Develop a policy of incentives and alternative financing formulas that are attractive to new companies.**
- **Identify markets of interest and priority sectors (in line with the strategy of the institutions and RIS3) and develop a map of the network’s key capabilities in each of them, which contributes to adding value to the ecosystem of stakeholders in the environment.**
- **Establish strategic alliances/prescribers that contribute to detecting opportunities (brokers, real estate, financial institutions, investment funds, universities, companies and entities established in the parks, etc.), and establish a methodology for working and collaborating with them.**
- **Prepare an annual business development plan that promotes the approach to companies and potential entities.**
- **Generate tools, templates and presentations that foster business development action.**
- **ÁLAVA: Develop a specific marketing plan for the “Marie Curie” building and the “Wind Tunnel” infrastructure:**
  - Identify and analyse different marketing alternatives
  - Define the business model
  - Identify allies for managing and marketing both infrastructures
- **Strengthen the strategic and collaborative alliance with the BICs:**
  - Implement a system for the relationship model with the BIC in the three territories, promoting the parks’ participation in the BIC councils and establishing an ongoing relationship model with the incubators.
  - Promote greater outreach to entrepreneurs from the initial phase (recruitment, installation, incubation, etc.).
  - Identify mechanisms that facilitate and guarantee the transit of companies to the park once the incubation stage has ended (transition spaces, economic incentives, etc.), and assess the implications of implementing them.
  - Always share information and contacts
  - Strengthen the mediation work with other agents to identify and attract new projects and support entrepreneurs (incubators, accelerators, nurseries, co-working spaces, etc.).
2. ATTRACTING companies and achieving customer LOYALTY

<table>
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<tr>
<th>Strategic lines</th>
<th>Actions in the short and medium term to achieve the strategic lines defined</th>
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<tr>
<td>2.3. Generate greater proximity to the companies and entities established in the parks to detect and respond to their needs and opportunities for growth.</td>
<td>• <strong>Define a plan of visits to the companies and entities established</strong> in the parks for the purpose of getting to know their needs in greater depth and detecting opportunities and growth plans, and defining/proposing location alternatives within the parks (anticipate).&lt;br&gt;• <strong>Design and implement a CRM</strong> to improve customer management with an overview of the Basque Country Technology Park Network. This customer management system enables customers to better segment and adapt business development actions and the service offering to each segment.</td>
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</tbody>
</table>
3. ORDERLY GEOGRAPHICAL EXPANSION

3.1. Develop the expansion strategy of the parks, maintaining long-term economic sustainability.

**Actions in the short and medium term to achieve the strategic lines defined**

- Prepare a study of the current and desired size of the parks, to ensure their sustainability and anticipate possible gaps in available spaces.
- Review the agreements and the collaboration model with the adhered campuses (Eibar, Armentia, Arkaute).
- BASQUE COUNTRY:
  - Provide the Zamudio/Derio area with greater capacity, anticipating possible demand for available space
    - Start the urban development process in Geldo.
    - Finalise the urban management process in Aresti.
    - Adopt a proactive marketing attitude for attracting companies in both spaces.
  - Promote development and activity in Ezkerraldea/Meatzaldea
    - Set up a mixed park model, combining technological and industrial space, with a focus on industry 4.0.
    - Establish governance and project management bodies, incorporating SPRILUR, the Port of Bilbao and other possible agents
    - Design and build the headquarters of the park.
    - Attract a pilot project, in collaboration with the institutions.
    - Develop actions to raise visibility of the Ezkerraldea/Meatzaldea project.
  - Advance in the Leioa Campus development project, with a higher level of proximity to the UPV/EHU
    - Collaborate with the UPV/EHU in attracting companies and business projects to existing buildings.
    - Identify, in collaboration with the UPV/EHU, priority projects and strategic sectors that may require the construction of new spaces.
    - Analyse good practices and initiatives developed in reference science parks.
  - Agree on the Zorrotzaurre project at an institutional level
    - Form part of an inter-institutional working group (Basque Regional Government, DFB, Bilbao City Council, the park and the university).
    - Review the current status of the initiative and define a consensus project with the main institutions involved.
    - Define the role to be adopted by the park in the future project.
### 3. ORDERLY GEOGRAPHICAL EXPANSION

#### Strategic lines

#### Actions in the short and medium term to achieve the strategic lines defined

- **GIPUZKOA:**
  - **Support marketing for the land available in Miramón**
    - Start the construction of a new building, adapted to the needs of the market.
    - Study the possibility of splitting the available plots so that they can house a greater number of business projects.
  - **Promote the development of Galarreta, as a natural extension of the GSTP**
    - Identify formulas that provide a solution to the problem linked to the price per square metre and buildable area.
    - Study the construction process of a building owned by the GSTP.
    - Attract a pilot project that activates the location, in collaboration with the institutions.
  - **Evaluate other opportunities and projects that may arise in the historical territory and contribute to the objectives of the GSTP.**

- **ÁLAVA:**
  - **Provide support to make the park more competitive:**
    - Analyse the *competitiveness of the prices*, adapting them to customers’ needs within the framework of economic/financial sustainability.
    - Align the park with current trends in advanced manufacturing and mainly with the Basque Industry 4.0 strategy, building a new PIE2 building that covers customers’ current and future expansion needs.
    - Develop a specific plan for marketing the specific wind tunnel infrastructure as a *driving and dynamic element*.
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  - **Proactively drive the promotion of spaces in the park:**
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    - Adopt a more proactive business attitude for attracting companies in the expansion spaces, PIE2 and current spaces.
    - Generate customer acquisition campaigns using social networks and other on-line tools.
4. OPTIMUM ENVIRONMENT FOR INNOVATION AND BUSINESS DEVELOPMENT

**Strategic lines**

4.1. Define actions and value-added services that promote relations and cooperation between companies established in the network, reinforcing the role of mediation with other stakeholders.

**Actions in the short and medium term to achieve the strategic lines defined**

- **Always listen to the needs of customers and entities established in the parks.** The loyalty visits proposed in Strategic Line 2.3 will contribute to generating good relations with customers and, therefore, to identifying their needs.

- **Establish a dynamic to periodically review and define networking actions and value-added services adapted to the needs of the companies and entities established in the parks.** To do this, the parks will analyse and promote trends and opportunities based on their international contacts (Strategic Line 4.2).

- **Identify allies and key collaborators for developing high-value and high-impact actions and services.** With the park being a "collaborator" in providing them (the park as a facilitator). Define the most appropriate relationship and collaboration model in each case.

- **Encourage access to specialised services.** (e.g., provide information about support and specialised financing lines).

- **Continuously identify other complementary needs that are not covered (sports, social, cultural, etc.)** and help to implement solutions/services adapted to these needs.

- **Homogenise the customer satisfaction survey** in the three parks. Carry out a study to evaluate the impact of the current services in the parks, in collaboration with the beneficiary companies and entities.

4.2. Intensify international presence and agreements to identify good practices and initiatives of interest.

- **Identify spaces, forums and networks of interest and intensify international visits, establishing collaborative relationships.**

- **Continuously analyse trends, projects, differentiated services and good practices** developed by international reference parks and other agents of interest.

- **Intensify the relationship with IASP and other networks of interest** to share contacts in international networks and capture knowledge.

- **Define mechanisms for transferring initiatives, good practices and trends** to companies and entities established in the parks (possibility of structuring an "observatory").
### 4. OPTIMUM ENVIRONMENT FOR INNOVATION AND BUSINESS DEVELOPMENT

**Strategic lines**

4.3. Design the network’s future infrastructure and define a plan to update the existing infrastructure in the parks, maintaining optimal quality standards.

4.4. Manage the evaluation of the infrastructures, connections and optimal mobility for access to the Basque Country Technology Park Network with the competent administrations.

**Actions in the short and medium term to achieve the strategic lines defined**

- Analyse new needs of companies and emerging sectors and their impact on the design of the parks’ future infrastructure and prepare an action plan based on the conclusions of the analysis.
- Identify and implement actions to modernise and optimise current infrastructure.
- Generate informal collaboration/relationship spaces (creativity rooms) in the facilities owned by the park.
- Continuously identify mechanisms to improve the environmental impact of the facilities in the Basque Country Technology Park Network.
- Analyse infrastructure improvement opportunities by incorporating advanced technologies (digitisation).
- Manage optimal accesses to the parks with the competent public administrations.
- Launch a working group to evaluate infrastructure, connections and optimal mobility for access to the Basque Country Technology Park Network.
5. EXTERNAL VISIBILITY of the reality of the businesses established in the parks and their activity, and OUTREACH TO SOCIETY

**Strategic lines**

5.1. Increase visibility of the parks at the local, country and international level, promoting the reality of the businesses established in the parks.

5.2. Develop actions to bring science and technology closer to society.

**Actions in the short and medium term to achieve the strategic lines defined**

- Review the current processes in the communication area of the Basque Country Technology Park Network, with a holistic vision.
- Design a communication policy that contributes to increasing visibility of the businesses established in the Basque Country Technology Park Network at all levels:
  - Prepare a commercial presentation that places value on the environment and the ecosystem of stakeholders in the network, enhancing the unique corporate image of the Basque Country Technology Park Network.
  - Intensify the park's presence in all areas of economic activity of interest locally and internationally.
  - Identify key players that contribute external visibility to the park and generate a collaboration methodology with them (reference parks around the world, universities, vocational education centres, media, clusters, etc.).
  - Review the scope, content, impact and scope of promoting the different communication tools (e.g. Euskotek).
  - Organise an annual event that positions the Basque Country Technology Park Network as a reference.
- Achieve greater participation of the companies and entities established in the parks in the communication and external promotion actions of the Basque Country Technology Park Network (presentation of the Basque Country Technology Park Network and its services and opening its facilities to visitors, event attendees and potential customers, etc.).
- Enable spaces in the common areas for promoting projects/technology/products developed in the Basque Country Technology Park Network.
- Promote the knowledge of all companies in the Basque Country Technology Park Network.
- Identify the target audience of interest.
- BASQUE COUNTRY: Integrate BTEK as one of the service elements in the Basque Country Technology Park Network and review its current and future operating model.
  - Reach an agreement with the Department of Education to incorporate a visit to BTEK in the educational programme.
  - Reach an agreement with city councils and the Department of Tourism to incorporate the space into visits in the historical territory.
  - Present practical workshops in the facilities presented by the companies in the park.
  - Collaborate with the Basque Country network of interpretation centres.
  - Develop an attractive calendar of activities for different audiences (students, families, etc.).
  - Identify sponsors interested in promoting the initiative.
- Bring the reality of the Basque Country Technology Park Network and its companies to society by raising awareness about them.
5. EXTERNAL VISIBILITY of the reality of the businesses established in the parks and their activity, and OUTREACH TO SOCIETY

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| 5.3. Support and promote the role of women in science and technology. | • Launch equality forums.  
• Promote the work and projects of the women in the companies established in the Basque Country Technology Park Network.  
• Promote the Basque Country Technology Park Network's involvement in projects related to fostering the role of women in technology and science. |
| 5.4. Help to foster and promote scientific/technological careers among young people. | • Explore new tools to bring together both technology and business reality for young people (e.g. "udalekuak"), organise visits to educational centres, universities, etc., student visits with innovative programmes, open days, etc.  
• Study possible inter-institutional and public/private collaborations to promote the development of educational material. |
6. NETWORKING AND EFFICIENT AND RESPONSIBLE ORGANISATION

**6.1. Implement a new organisational model that supports coordination, collaboration and the harnessing synergies between parks.**

- Define and implement a new organisational model in accordance with the implications derived from the plan, seeking a greater level of coordination and harnessing synergies between parks.
- Clarify the new roles, functions and responsibilities to adapt to the needs derived from the new organisational structure.

**6.2. Promote a culture of innovation that contributes to developing creative solutions and initiatives.**

- Structure mechanisms and internal dynamics that contribute towards identifying innovative projects or actions.

**6.3. Advance towards consolidating the Basque Country Technology Park Network as a socially responsible organisation.**

- Define a corporate social responsibility policy aimed at satisfying the needs of the different stakeholders implicated.

**6.4. Improve internal management systems, moving towards an advanced network management system.**

- Move towards an advanced network management model that fosters coordination between parks.
- Generate a system for the following up on the strategic plan.
### Strategic lines

#### 7. A team of MOTIVATED and INVOLVED PEOPLE

<table>
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<tr>
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<th>Actions in the short and medium term to achieve the strategic lines defined</th>
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<tbody>
<tr>
<td>7.1. Consolidate a team of people who are motivated, experienced and involved in the future project.</td>
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</tbody>
</table>
- **Strengthen the training and skills of the team** to adapt it to the new requirements and the new advanced management model.  
- **Implement a system of actions and procedures that facilitate internal knowledge management and exchange.**  
- **Develop actions to increase motivation and commitment among people.** |
8. ECONOMIC AND FINANCIAL sustainability

Strategic lines

8.1. Maintain a sound economic and financial situation.

8.2. Evaluate new financing formulas and tools, based on prudence and long-term economic sustainability criteria.

Actions in the short and medium term to achieve the strategic lines defined

- **BASQUE COUNTRY AND GIPUZKOA:**
  - Maintain ratios of reasonable indebtedness, solvency and liquidity that enable the investments considered priority to be made.
  - Alava:
    - Attain ratios of reasonable indebtedness, solvency and liquidity that enable the investments considered priority to be made.
  - Promote responsible management of resources to maintain financial balance.

- **BASQUE COUNTRY AND GIPUZKOA:**
  - Explore new alternative financing formulas that facilitate investment into priority projects (public/private collaboration, financing by financial institutions, construction companies and other agents, etc.).
1. Strategic design
   - Mission, vision and values
   - Desired positioning 2020
   - Objectives and strategic lines

2. Balanced scorecard
The comprehensive balanced scorecard is part of the organisation’s strategy and contains indicators from four different perspectives, surpassing the exclusively financial perspective.
### Basque Country Technology Park Network

<table>
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<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>No. of companies</strong></td>
<td>531</td>
<td>551</td>
<td>568</td>
<td>586</td>
</tr>
<tr>
<td><strong>established in the</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>Income (€)</strong></td>
<td>14,357,336</td>
<td>23,213,231</td>
<td>17,863,780</td>
<td>19,559,040</td>
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<tr>
<td><strong>Occupancy rate:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>of the park network (%)</td>
<td>77%</td>
<td>78%</td>
<td>79%</td>
<td>72%</td>
</tr>
<tr>
<td>of total area</td>
<td>63%</td>
<td>64%</td>
<td>67%</td>
<td>69%</td>
</tr>
<tr>
<td>of the park network (%)</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>of total buildings owned</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Satisfaction level</strong></td>
<td>7.67</td>
<td>7.67</td>
<td>7.73</td>
<td>7.77</td>
</tr>
<tr>
<td>(greater than)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Annual investment</strong></td>
<td>13,303,806</td>
<td>20,884,028</td>
<td>22,215,000</td>
<td>12,815,000</td>
</tr>
<tr>
<td><strong>Indebtedness</strong></td>
<td>20%</td>
<td>19%</td>
<td>20%</td>
<td>20%</td>
</tr>
<tr>
<td>((Non-Current Liabilities + Current Liabilities)/Total Liabilities)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
1. Strategic design
   - Mission, vision and values
   - Desired positioning 2020
   - Objectives and strategic lines

2. Balanced scorecard

3. Organisational model
Reflection on the organisational model

Objectives of the organisational change

Within the framework of the process of strategic reflection of the Basque Country Technology Park Network, the convenience of reviewing the organisation of the parks, both at the corporate level and in each park, is considered.

**REASONS FOR ORGANISATIONAL CHANGE**

- **To foster closer proximity to institutions**, especially the Basque Regional Government.

- **To reinforce critical functions** in accordance with the priorities identified in the strategic reflection process (capture/develop business and loyalty of current customers, marketing, external communication, value-added services with greater impact, etc.).

- To generate a **holistic vision** of the Basque Country Technology Park Network, moving towards a **more efficient organisational model that better harnesses the synergies** between the parks (in terms of business development, technical, hiring, etc.).

- **To generate greater involvement and motivation of the team of people**, reviewing their assignment to positions.
The strategic priorities outlined in the strategic reflection process also have some implications at the organisational level.

<table>
<thead>
<tr>
<th>PRIORITY STRATEGIC CHALLENGES</th>
<th>ORGANISATIONAL IMPLICATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieve greater proximity to the government/institutions in order to contribute more to industrial and technological policy objectives.</td>
<td>• Create a general directorate that maintains a close relationship with the government/SPRI, to promote a greater role for the park network.</td>
</tr>
<tr>
<td>Identify and capture strategic projects for the Basque Country, in collaboration with the institutions and within the framework of an overall country strategy.</td>
<td>• Strengthen recruitment/business development work with a holistic vision of the park network and in collaboration with institutions. Create a corporate business development unit.</td>
</tr>
<tr>
<td>Generate greater proximity of the parks to the companies and entities established within them as a way to identify and contrast opportunities and needs.</td>
<td>• Reinforce the business development function aimed at companies established in the parks.</td>
</tr>
<tr>
<td>Clarify the park network’s expansion strategy, with a criteria of prudence (grow in an orderly manner).</td>
<td>• Identify mechanisms to guarantee collaboration/integration of the different campuses. It is proposed to work from four corporate departments.</td>
</tr>
<tr>
<td>Strengthen its role as a backbone agent and driver of innovation by reinforcing the innovation capabilities among the agents established in the parks.</td>
<td>• Strengthen the function of designing and developing value added services aimed at reinforcing the innovation capabilities of the agents established in the parks. To achieve this, generate a holistic vision at the park network level that harnesses synergies and enables actions to be designed with greater impact.</td>
</tr>
<tr>
<td>Define an offer of added value services that is more focused on and oriented towards adding value to companies, which will require:</td>
<td>• Implementing a system for the relationship model with the BIC in the three territories, promoting the parks’ participation in the BIC councils and establishing an ongoing relationship model with the incubators.</td>
</tr>
<tr>
<td>Strengthening the incubation and growth process of new companies, reviewing the collaboration model with BIC</td>
<td>• Implementing a system for the relationship model with the BIC in the three territories, promoting the parks’ participation in the BIC councils and establishing an ongoing relationship model with the incubators.</td>
</tr>
<tr>
<td>Maintaining a sound economic and financial situation and exploring new formulas and financing tools that enable investment to continue into strategic projects with high added value, based on prudence and long-term economic sustainability criteria.</td>
<td>• Strengthening the economic, financial and administrative function: • Evaluate new formulas and financing tools. • With a holistic vision of the park network.</td>
</tr>
<tr>
<td>Improve internal management systems based on implementing an advanced network management system.</td>
<td>• Implement an advanced management system in the network.</td>
</tr>
<tr>
<td>Reinforce the parks’ external visibility and image through marketing activities and coordinated external communication that is modern and adapted to the different target segments.</td>
<td>• Strengthen the function of marketing and external communication at the corporate level.</td>
</tr>
<tr>
<td>Strengthen strategic alliances and participation in international reference networks, identifying specific objectives and actions to be addressed.</td>
<td>• Generate a holistic vision of strategic alliances and take greater advantage of the opportunities arising from international contacts and networks. • Develop and design a map of alliances.</td>
</tr>
<tr>
<td>Identify and implement actions to modernise and optimise infrastructure development and maintenance activities.</td>
<td>• Assign leadership responsibility at the corporate level and coordinate policies and good practices at the technical level.</td>
</tr>
</tbody>
</table>
An organisational model aimed at promoting a holistic vision and greater efficiency in operating the park network is proposed.

- It is proposed to create corporate management that is focused on the functions and tasks of a transversal nature, coordinating the activities of the three parks in their respective areas of activity.
- Within each park, a structure similar to the current one is maintained. A change of name is proposed for some areas.
- This organisational model requires the articulation of mechanisms that guarantee coordination between the corporate departments and the functional areas of each park. The park network’s strategy also requires major effort in new functions and tasks that will require involvement from the entire team. People will therefore need to assume different roles and responsibilities (multi-tasking).
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