



Smart Specialisation at city level

Bilbao's Integrated Action Plan

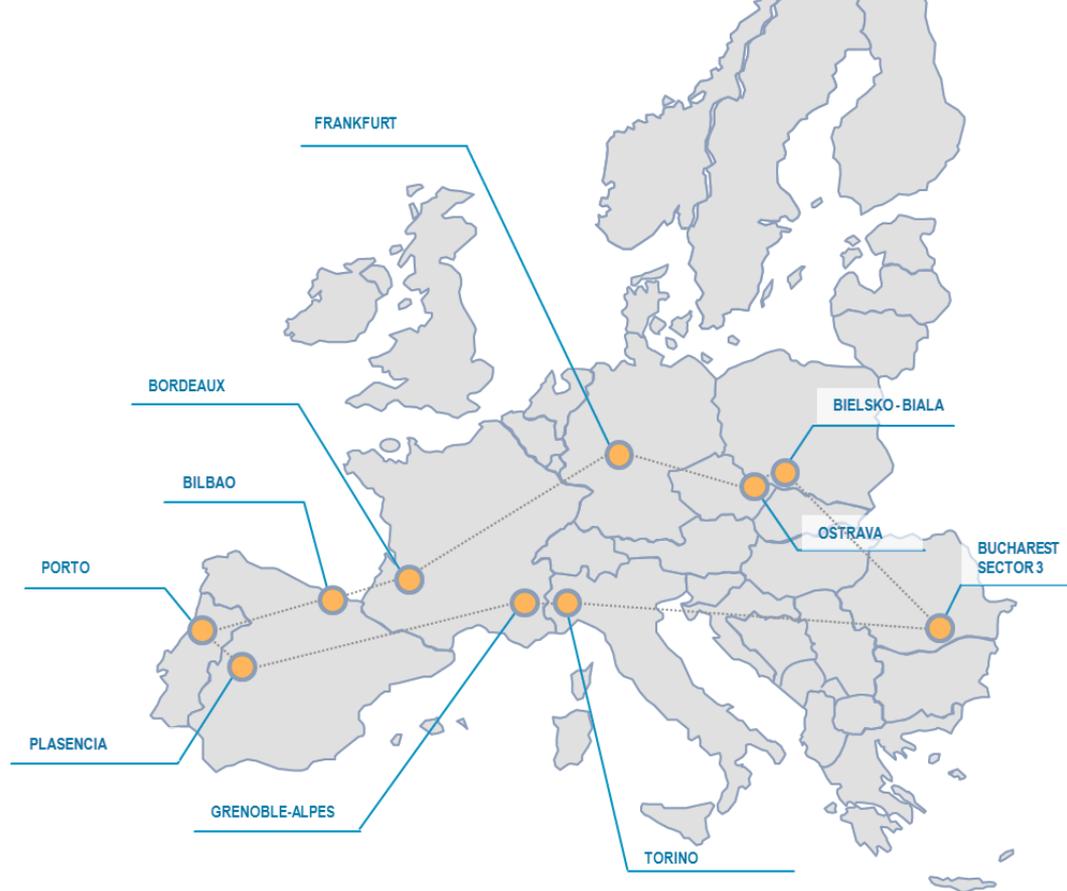
Executive summary



URBACT In Focus

A shared learning experience

In FOCUS is a network, **led by Bilbao**, that encompasses ten European cities and metropolitan areas that have developed a **shared learning experience** over almost three years within the framework of the **URBACT Programme** to **develop integrated smart specialisation strategies**.



URBACT – Driving change for better cities

URBACT's mission is to enable cities to work together and develop integrated solutions to common urban challenges, by networking, learning from one another's experiences, drawing lessons and identifying good practices to improve urban policies. The URBACT Programme is jointly financed by ERDF and the Member States.

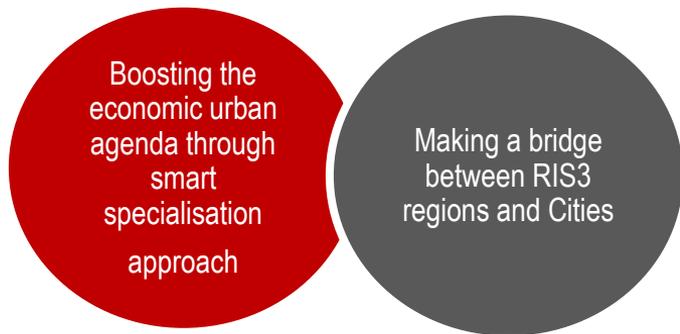


10 cities willing to enhance their **competitiveness and job creation capability** by positioning in the new economic landscape **according to their specialisation strategies**

In Focus project

Objectives and expected results

The IN FOCUS project brings together cities with experience in **urban economic development** based on sectors or clusters, which wish to deepen the concept of **Smart Specialisation** in order to strengthen its potential for growth and global positioning, establishing a bridge with the RIS3 to regional level through **multilevel governance**.

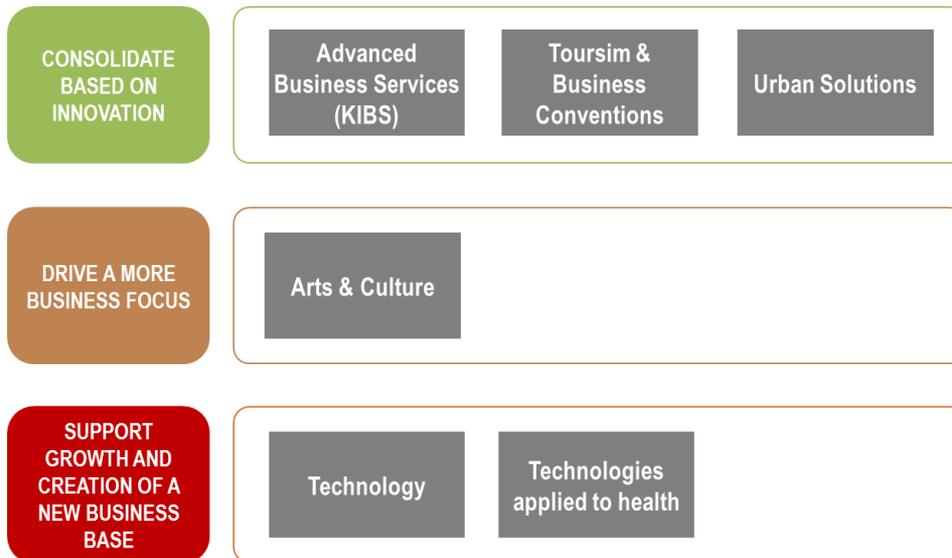


As the key result of the project all participating cities have produced an **Integrated Action Plan (IAP)** in close collaboration with their local stakeholders.



The path towards smart specialisation in Bilbao

With a eye on the Basque Country's RIS3, and based on its specific reality, the City of Bilbao carried out in 2014 a cluster prioritisation exercise at city level, defining the **priority areas and sectors for the economic development of the city** in the so-called Innovation and Smart Specialisation Strategy of the Municipality of Bilbao.



The Innovation and Smart Specialisation Strategy for Bilbao defined **6 priority sectors or clusters** for the city

Why an Integrated Action Plan for the specialisation in Bilbao?

Specific objectives of Bilbao in the IN FOCUS project



Define an **ACTION PLAN** for the development of the 3 prioritised sectors in Bilbao from a perspective of contributing to the whole territory (Bizkaia-Euskadi)

Identify **COLLABORATIVE PROJECTS** to be addressed to develop the areas of specialisation

Bilbao defined the sectors of opportunity and specialisation of the city, but **it was necessary to take a further step**, establishing a **long-term operative work plan** to support the local economic fabric and **develop the strategic sectors**.

Within the IN FOCUS framework, the City has gone further in three mutually reinforcing directions:

- Promoting more alignment in policies and working areas, in particular those related to local economic development policies to the Basque RIS3 through best city-region smart specialisation articulation.
- Improving multilevel coordination and collaboration among stakeholders.
- Defining a framework for the development of projects in collaboration in the prioritised sectors.

A plan co-designed with the local stakeholders

The URBACT Local Group

The future of the city must necessarily be built in collaboration with all the socio-economic agents involved in its development, **including representatives of the different levels of government (regional, county and local), the field of knowledge and the university, as well as the business fabric and clusters.**

The URBACT methodological framework has allowed to involve and work with local stakeholders thanks to the **creation of URBACT Local Group (ULG).**

In the framework of the project, **8 sessions** have been held, during which work has been carried out on key aspects for the **co-design of the Action Plan for the smart specialisation of Bilbao.**



LOCAL, COUNTY & COUNTRY LEVEL AUTHORITIES

Bilbao City Council (Bilbao Ekintza)

Diputación Foral de Bizkaia (Provincial Council)

Basque Government, in charge of RIS3 for the Basque Region

ENTREPRENEURSHIP & CLUSTERS

Chamber of Commerce

GAIA – AVIC (ICT)

Eiken (Audiovisual)

RESEARCH CENTRES & THINK TANKS

Tecnalia-Technology Corporation

Orkestra-Basque Institute of Competitiveness

Innobasque

UNIVERSITIES

UPV/EHU (Public Basque University)

University of Deusto (Private University)

Mondragón University (Private University)

6 Action Lines

to give support to the Smart Specialisation process

Six transversal lines of action have been identified in which it is necessary to work in all sectors, on the main aspects that improve both the competitiveness and positioning of the city to attract talent and projects, as well as the ability to identify opportunities, improve the knowledge, etc.

The lines of action defined to support the specialisation process in the three prioritised sectors, as well as the objectives pursued with each of them are detailed on the next page.



Competitive Intelligence



Competitive improvement & development of the priority sectors



Entrepreneurship



Attractiveness and Branding



Spaces for the specialisation



Talent



Competitive Intelligence

Promote the detection of opportunities in the priority sectors of specialisation through the implementation of a process of obtaining and transforming information on these sectors



Competitive improvement and development of the priority sectors

Promote, develop and improve the competitiveness of companies in each sector, fostering relationships between them and developing services that impact on the generation of economic activity and employment



Entrepreneurship

Boost the creation of new companies that generate economic activity and, therefore, employment in the Municipality, prioritising initiatives in the sectors of opportunity and trying to approximate, both conceptually and strategically, the process to market demands



Attractiveness and Branding

Contribute to the promotion and visibility of Bilbao as a city linked to the prioritised sectors that favour the attraction of productive investment and talent linked to the priority sectors of specialisation



Spaces for the specialisation

Generate places and spaces, physical or not, that bring together strategic agents (public administrations, universities, research centers, businesses) to cooperate and co-produce to face the challenges of specialisation of the city and the priority sectors



Talent

Promote the training and capacity building, attraction and retention of the talent necessary to respond to the needs of the priority sectors

Strategic Initiatives and Flagship Projects

Each of these lines of action is developed through the implementation of a set of **Strategic Initiatives** that directly contribute to some of these transversal lines and bring together different support instruments, as well as **Flagship Projects** that will be carried out in collaboration with public and private agents to boost the priority sectors.



Strategic initiatives

IE.1.
DESIGN AND IMPLEMENTATION
OF A COMPETITIVE
INTELLIGENCE SYSTEM IN THE
PRIORITY SECTORS

IE.2.
SPACES TO FACILITATE THE
ENTREPRENEURIAL PROCESS

IE.3.3
BIG BILBAO, PROJECT TO GIVE
SUPPORT TO THE SPECIALIZED
ENTREPRENEURSHIP

IE.4.
INITIATIVES AND PROJECTS
FOR BRANDING AND
POSITIONING OF BILBAO AS A
SPECIALISATION POLE

IE.5.
INVEST IN BILBAO STRATEGY
FOR THE SMART
SPECIALISATION SECTORS

IE.6.
AUZO FACTORY NETWORK



Flagship Projects

PT.1.
BILBAO FASHION HUB

PT.2.
ZORROTZAURRE, INNOVATION
URBAN DISTRICT

PT.3.3
FACTORY FOR THE CREATION
OF KNOWLEDGE-INTENSIVE
BUSINESS SERVICES FOR THE
4.0 INDUSTRY (AS FABRIK)

PT.4.
BASQUEGAMELAB

PT.5.
SEARCH OF OPPORTUNITIES
AND CAPACITY BUILDING IN
THE IOT FIELD

PT.6.
MKGUNEA PROJECT

PT.7.
LABS OF CREATIVE INITIATIVES

PT.8.
ICT EMPLOYABILITY

-  Projects under consideration
-  Projects that are operational or in the implementation phase

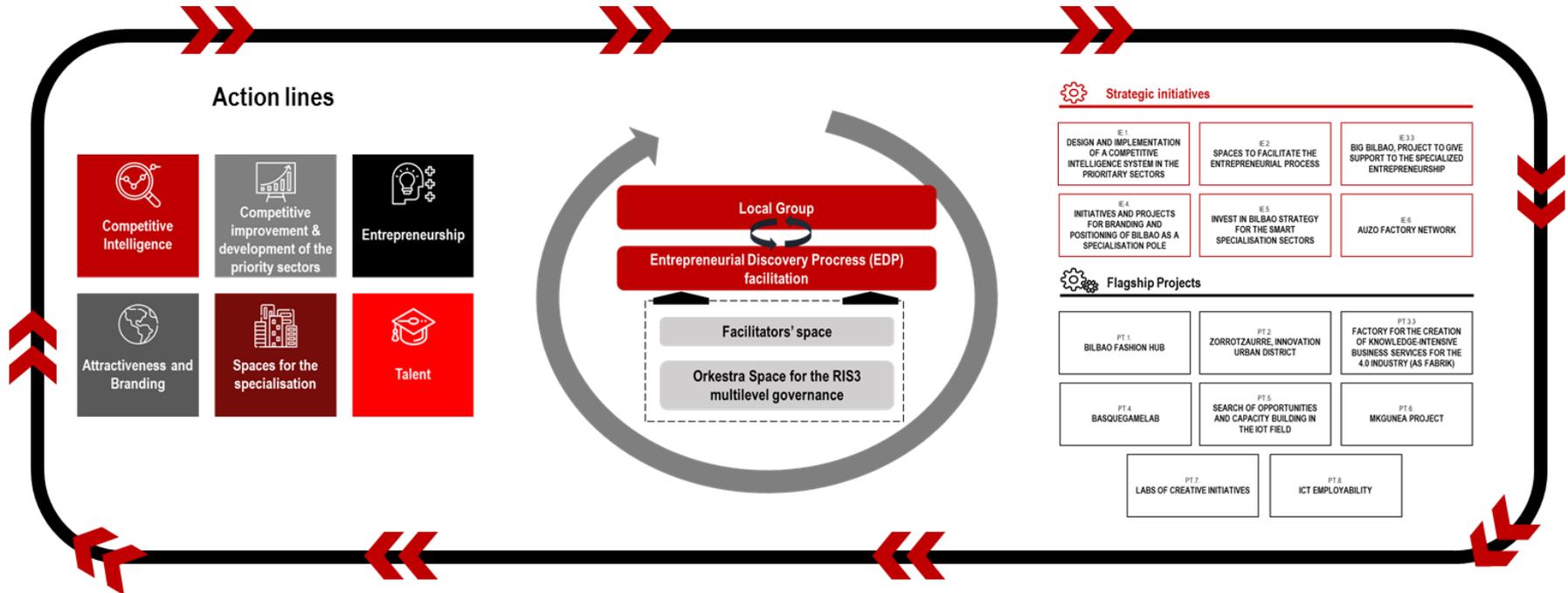
Governance model for the implementation of the Plan

A dynamic process and continuous feedback

In order to advance in the lines of action defined for the smart specialisation...

Bilbao Ekintza facilitates 2 strategic processes, the Local Group and Entrepreneurial Discovery Processes...

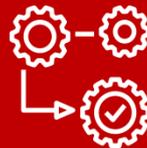
That allow the identification/ adaptation and/or implementation of different strategic initiatives and specific flagship projects



Key elements of the governance model

- It is a dynamic process and continuous feedback
- Based on the collaboration between agents and multilevel
- That allows to launch projects and concrete initiatives that best fit the needs of the moment
- That also makes it possible to take advantage of synergies with existing projects and adapt to the sectors of specialization
- With a holistic vision that focuses on the impact on the defined lines of action

The Plan has an **open and dynamic character**. So that it can be enriched with the adaptation of the flagship projects and the strategic initiatives initially proposed, as well as with the incorporation of others that may arise from the Entrepreneurial Discovery Processes facilitated by Bilbao Ekintza and within the Local Group.



Dynamic and
evolving process



Collaboration with
agents and multilevel



Holistic vision



Specific initiatives
and projects
according to needs



Profits from existing
projects



European Union
European Regional Development Fund



In focus

SMART SPECIALISATION AT CITY LEVEL



For further information, please contact:

Bilbao Ekintza

E-mail: promocionempresarial@bilbaoekintza.bilbao.eus

Navarra 5

48001 Bilbao

Tel. 944 20 53 00

www.bilbao.eus/bilbaoekintza

