



INTEGRATED ACTION PLAN

2018-2020

“Towards an innovative and sustainable city.”

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Abstract

The city of San Sebastian, through its public company Fomento de San Sebastian, will deploy between 2018 and 2020, an **Integrated Action Plan** with the main *objective* of *increasing* the number of *jobs* in the **digital sector** but also with the intention of *increasing* the *visibility* and *relevance* of this sector among the **citizens** of the city.

The Plan will be initially focused on **7 actions** aimed to promote **networking** between companies, **communication** between professionals and **awareness** on the importance of the digital economy both for the companies themselves by strengthening their **competitiveness** as for the city, reinforcing its brand of **innovation** hub.

This plan seeks, along with the local **SMART** strategy and **SMART** specialization process of the urban clustering model, to position the city of San Sebastian at the forefront of smart cities on the international scene.

Background: San Sebastian unveils smart city roadmap

SAN SEBASTIAN SMART PLAN 2016-2020

Nowadays, many cities wish to become *smart cities*. In this sense, the city of San Sebastian is also undergoing a **process of transition** to a SMART CITY SAN SEBASTIAN and with this aim, in **2015**, a **Smart Plan** ([Link](#)) for the period **2016 - 2020** was defined. The information developed in the Plan understands this concept as a tool for a vision of future: a smart city project at the service of a **transformation strategy** that promotes and integrates the **social sustainability** (cohesion-citizenship-participation), **economic** (local development) and **environmental**.

This is not to replicate what others do, but to generate an *own project* that leads to adopt *specific solutions* in Donostia-San Sebastian. A smart city project that will require to be supported in the future reflection of the city, in its conditions and its strengths as components on which the project will be built.

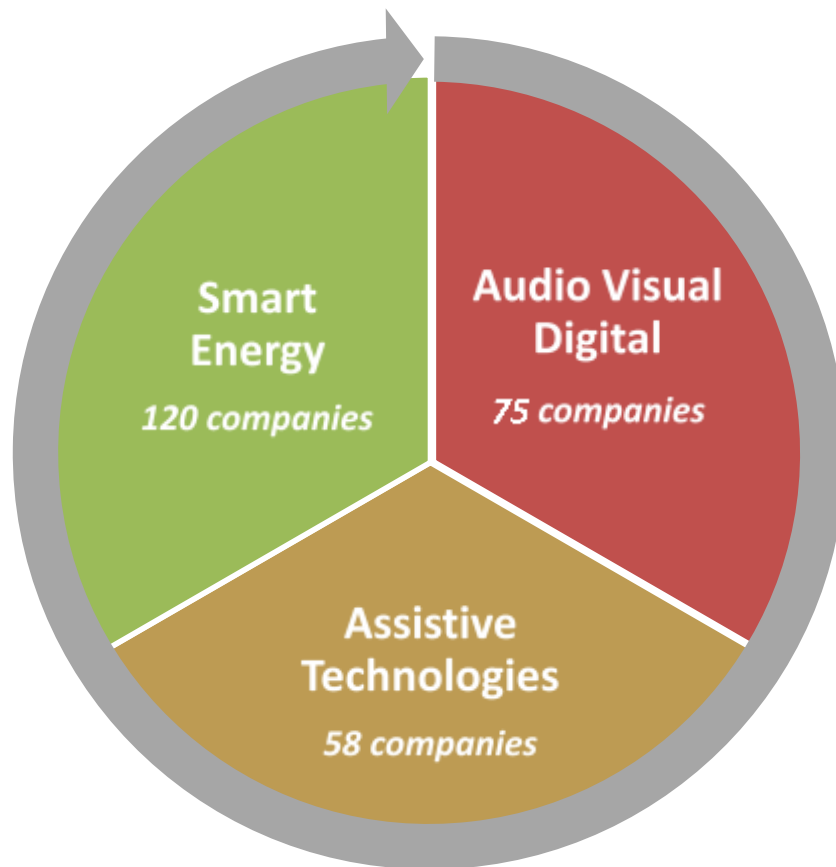
In this context, the **Smart Action Plan** ⁽¹⁾ propose under generic strategic lines, **ambitious goals** in order to progress the definition and implementation of **initiatives** that help to further **improve environmental** and **socio-economic** aspects in the **city** for **2020**. These goals are consistent with, and build upon, initiatives currently underway in the city.

CLUSTERING: A HALLMARK OF THE CITY

The city of Donostia-San Sebastian has applied the **urban clustering model** driven by *Fomento San Sebastian* within its **smart specialization** work for 10 years, focusing on emerging economic sectors. This strategy has meant that **6 urban sectoral clusters** have been established taking into account the City's capacities and characteristics and potential impact on socio-economic fabric. The six sectors are the following: *Audio visual-Digital, Smart Energy, Assistive Technologies, Surf, Agro-food* and *Fashion*.

In **2015**, a **process of reflection** started, working with **3** of the **clusters** that have a **higher** degree of **compatibility** and **synergy** in order to respond to the challenges of San Sebastian Smart City: **Smart Energy, Audio visual-Digital** and **Assistive Technologies**.

¹ Attached is the full summary of the Plan as a separate document



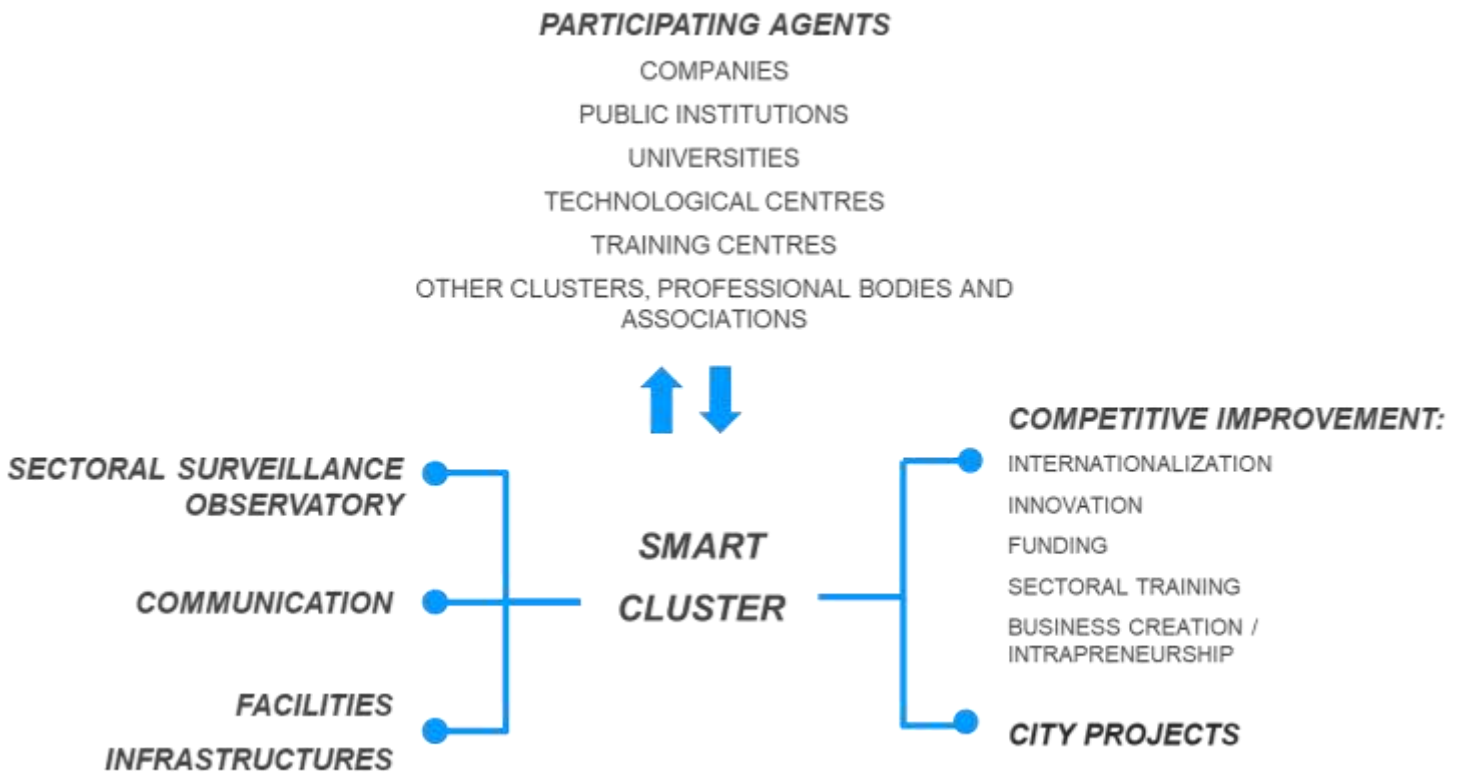
CLUSTER SMART scenario.

The main **aims** of the **process** were:

- **Responding** to the **needs** which will require the **transition** to a San Sebastian **Smart City**, mainly having a strong **business fabric**, **innovative** and **adapted** to **technological changes**.
- **Taking advantage** of the **potential** offered by the different **clusters** present in the city and the **synergies** that already exist between them and **Fomento San Sebastian**.

As a result of the intensive process of reflection, the participating clusters, **3**, were *grouped* into one called **Donostia SMART**. In addition to the companies that are part of the clusters, there are other *relevant agents* **collaborating** in the main axes of work that will facilitate *transition* towards **San Sebastian Smart City** and *reinforce* the **activity** of the **clusters** and the *visibility* of their **companies** and **entities**.

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Inter Cluster working axes.

INTEGRATED ACTION PLAN: THE OPPORTUNITY TO REINFORCE THE LOCAL DIGITAL ECOSYSTEM

The **TECHTOWN** network offers the city of San Sebastian a *valuable tool* supporting the *SMART Donostia cluster* in the **design** of its **Integrated Action Plan**, as it provides an intensive *exchange* of **knowledge** and experiences between European cities, as well as **methodologies** - developed within the framework of the URBACT programme - for the stimulation of the participation and the collaboration between local agents, facilitating the identification of city challenges and promoting the co-design of action plans.

This **Action Plan** will allow local **digital companies** to **grow**, to be more **relevant** and to gain a higher **visibility**, i.e., will **strengthen** the **business fabric**, in order to respond to the **goal** of *transforming San Sebastian* into a Smart City of international reference.

City context and key challenges

POPULATION AND CITY'S SINGULARITIES

San Sebastian is a medium-sized city with almost **186,377 inhabitants**. It is a tertiary, tourist city with strong emphasis on services and congresses. In recent years, San Sebastian has moved into the leading position among European cities, largely because of its commitment to *science, technology, sustainable development* and *culture*. Its designation as **European Capital of Culture** confirms this pledge. San Sebastian is also known as the **gastronomic capital of Europe** and by its annual international film festival. The city attracts 3m visitors per year.

ABOUT THE ECONOMY

San Sebastian **GDP** grew in 2016 and recorded an increase of **2.4%**, to 7,300 M€. **87%** of employers are in the **services** sector. Higher than average rates of **R&D** activity **2.68%** of GDP compared to EU rate of 2.04% and Spanish rate of 1.22%. It has a highly developed cluster policy focusing around 6 key sectors: Audio Visual and Digital, Smart Energy and Assistive Technologies, Fashion, Surf, Food and Agriculture.

ABOUT THE LABOUR MARKET

Ageing population and thus, the workforce. **10.6% unemployment** (compared to Spanish national rate of 18.5%) and 70% employment rate. **34%** of population has **university education**.

BUSINESS STRUCTURE

The overall rate of **employment** in San Sebastian is **89,626 people**. Attending to the activity type of the employer businesses in the city, the ranking is led by the **public administration, education** and **healthcare** companies with **27,607** people, **32%**, followed by **trade, transport, hotels** and **catering** companies with 21,887 people, a 24.4% rate, and on the third place by companies involved in other professional services and activities, 20% and 18,002 people in their staffs.

Attending to the companies' size, most them, **93.4%**, are **micro-businesses** with less than 10 employees and the medium-sized and large companies represent the 1.3%. Examples of these large employers are **SABICO SEGURIDAD** (Security Company) with **3,100 workers**, **GUREAK** (a social inclusion services company) with **2,900 workers** and **IBERMATICA** (ICT company) with a staff of **2,700 workers**.

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ABOUT OUR DIGITAL ECONOMY

There are **347 companies** in the **digital** sector (SMART) in San Sebastian, representing a **€221.3** million annual turnover, **3.08%** of San Sebastian's **GDP**. **71%** of these companies are **audio visual digital**; **15%** are companies belonging to the **energy sector** and **14%** are companies involved in the **assistive technologies sector**. These companies represent **2 411 jobs** in the city.

Main figures for the energy sector (renewables & efficiency)

- Number of companies: 52
- Number of freelance professionals: 1
- Turnover: €48.9 million
- Jobs: 345 people

Main figures for the audio visual digital sector

- Number of companies: 175
- Number of freelance professionals: 71
- Turnover: €140.8 million
- Jobs: 1 472 people

Main figures for the independent living solutions sector

- Number of companies: 41
- Number of freelance professionals: 7
- Turnover: €31.6 million
- Jobs: 594 people

Digital (SMART) sector main figures (2015)².

EXISTING STRATEGIES RELEVANT TO THE DIGITAL ECONOMY

- **Connect** companies, professionals and actors in the audio visual, digital and creative industries.
- **Support** training and development, start up and scale up and internationalisation.
- **Create** a new value chain based on technology and market changes.
- Aim to **attract** and **retain** talent to the city.
- **Add value** by providing consulting services, offering physical space and giving support to projects - including the PI@, ENERTIC, CEMEI and ZENTEK buildings.

² Source: own creation based on Bureau van Dijk.

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- **Encourage** cross-sector convergence for new business opportunities.

BARRIERS AND CHALLENGES TO GROWING THE DIGITAL ECONOMY

The following have been identified:

- Sharp **drop** in companies' **income**.
- **Changes** in traditional **markets**.
- Emergence of a **new** type of **professional**.
- **Difficulties** attracting and retaining digital **talent**.
- **Price** pressure and changing **business models**.
- **Need** to drive **hybridisation** and synergies (digital sector with mature sectors).
- Impact of **technology**; fear of risk or change.
- Highly competitive **global markets**; Internet.

EXPERIENCE RELEVANT TO THE PROJECT

San Sebastian's Cluster Plan (SMART Cluster) offers masses of learning for TECHTOWN partners. Each cluster has a similar and defined structure and is supported by a cluster manager. The actions include:

- A Participation **forum** bringing together cluster members to reflect upon and develop new actions.
- An **Observatory** - a database of sector agents, annual diagnostic and prospective-studies.
- **Infrastructure** - The Pi@ Centre for Audio-Visual and Digital companies.
- **Communication** - newsletters, events, international visits.
- Support with **Training** and **employment** - analysis of professional profiles within the industry, organisation of course and seminars.
- Support with **Start-up** - business planning, access to finance, subsidised premises, expert training and direct subsidies.
- Support for **Internationalisation** - advice, fellowship programmes, collaborative platforms for internationalisation, international business missions.

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- Support for **Innovation** - support for development, attraction and retention of talent, access to external finance for innovation (including EU funding applications), partner search.

The **PI@ building**, opened in 2011, is San Sebastian's **Audio Visual and Digital Innovation Park**. It offers 9,000 m² of studios and co-working space for the city's audio visual and digital companies. It works on the principle of proximity - i.e. that bringing together companies under the same roof will help them to form relationships and to collaborate for future work - thereby increasing the value chain. The building is currently home to 56 companies and is 84% full.

San Sebastian is also starting to work on **hybridisation** of new digital companies with more traditional industry. As part of this they are exploring how to take advantage of the smart cities agenda to support companies to grow. This involves bringing together companies from 3 existing clusters (smart energy, digital and assistance technologies) to create opportunities to stimulate both supply and demand.

A good example, **SMART KALEA**, is an initiative in the city's pedestrianised area where digital companies are encouraged to test their technologies in real life conditions. It creates a sort of living lab for new technologies (e.g. energy efficiency, tracking and counting technologies) and provides local companies with better visibility by giving them a show room for their digital products and services whilst at the same time addressing city management challenges.

DIGITAL ECONOMY SWOT

San Sebastian has identified these main factors within its SWOT diagram:

STRENGTHS	WEAKNESSES
<p>Consolidated, solid industry, fit for survival.</p> <p>Experienced professionals, eager to find solutions.</p> <p>Quality of life in the city, capable of attracting talent and becoming a reference.</p> <p>PI@ building: reference centre and meeting point.</p> <p>Support from Fomento de San Sebastian in conversion processes and aid to sector in the face of important changes.</p>	<p>Lack of employment stability.</p> <p>Talent migrates.</p> <p>Project-specific companies created.</p> <p>Small potential market at the local level.</p> <p>Financing access for projects.</p> <p>Non-global products, difficult to export to other markets.</p>

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OPPORTUNITIES	THREATS
<p>Gradual rise in the demand of digital products. Growing trend towards cooperation between companies. Analogue-to-digital conversion leading to the emergence of new businesses. Changes in main content consumers. Support to leading agents and strategic interest in the sector.</p>	<p>Price pressure. New players in existing markets; competition from other sectors. Changes in main content consumers. Value chain integration. Strong convergence between sectors, devices and technologies. Analogue-to-digital conversion increasing the need of knowledge. Technology obsolescence. New skills and experience required by digital businesses.</p>

OUR DEFINITION OF DIGITALIZATION

Digitization, a **challenge** in itself, also plays a crucial part in overcoming the multiple challenges that cities like San Sebastian are facing today and will have to face tomorrow: the *demographic change* (aging) or the *agglomeration of people* (especially in summer), *mobility, transport, traffic jams, security aspects, administration efficiency* or the *needs* of an “online living” society requiring new *digital products and services*. And all of that at a **growing speed** that requires **new skills, emerging professional profiles** and new **talents** in new **collaborative working environments** and that's where Fomento San Sebastian puts focus, effort and expertise.

Local Support Group San Sebastian

As San Sebastian would like to improve the way that the city connects with digital companies - to support them in the hybridisation process with the traditional companies and taking advantage of the smart city agenda – a group of various local agents, that are in a position to identify the needs of the Digital Sector in the city, came together to develop the Integrated Action plan.

The Group aims to be a **representative sample** of the *local digital ecosystem*, including agents such as *technology centres, training solutions providers, training centres* or *companies* of the local clusters. The University, represented by the **Faculty of Computer Sciences**, took part in the early stages of the creation of the local digital cluster and an intensive effort will be made in order to get this relevant actor actively involved in the deployment of the Action Plan. The local support group is composed by:

Organisation / Company	Role
FOMENTO SAN SEBASTIAN	Economic and social development of the city (Public company)
TECNALIA	R&D technological Centre
GAIA	Basque Association of electronic and ICT'S companies
DINYCOM	Digital Company
AKAIN IKASTETXEA	Training Centre
CEINPRO	Training Centre
TAK	Digital Company
MEDIA ANTENA EH	Media programme contact point in the Basque Country
BUNT PLANET	Digital Company
IKERTALDE	Consultancy Company
HISPAVISTA	Digital Company

Focus of the Integrated Action Plan

URBACT METHODOLOGIES & RESOURCES

During the working sessions with the Local Group in the design of the Action Plan, several methodologies of the URBACT programme have been implemented, with a very good acceptance among the participants:

- **Problem tree:** to identify the main problem facing the digital sector in the city, as well as its causes and effects. As a result, apart from the common problem, a specific objective and expected results have been established.
- **O.P.E.R.A:** to identify and develop those main actions that would answer to the problem of the local digital sector. The methodology allowed to deepen into the contents and details of the proposed actions.
- **Project Logical Model:** to structure appropriately the Plan itself: actions, resources, results, indicators, etc.

For the city of San Sebastian, having a professional resource - advisory service and technical assistance of the URBACT programme experts - has been instrumental in the definition and guidance of the Plan itself.

PROBLEM STATEMENT

From the experience of Fomento de San Sebastian working with the local digital cluster's companies during the last years, a potential problem facing by this sector was identified, specifically:

“The low rate of job creation in the digital economy.”

In the second meeting with the local digital companies (Local Action Group) they provided their particular vision on this issue and shared their opinion about the identified problem. Unanimously, they agreed that the digital economy sector faces a problem of low job creation.

In this meeting, a *problem tree dynamic* was developed just to identify the **causes** and the **effects** behind that problem.

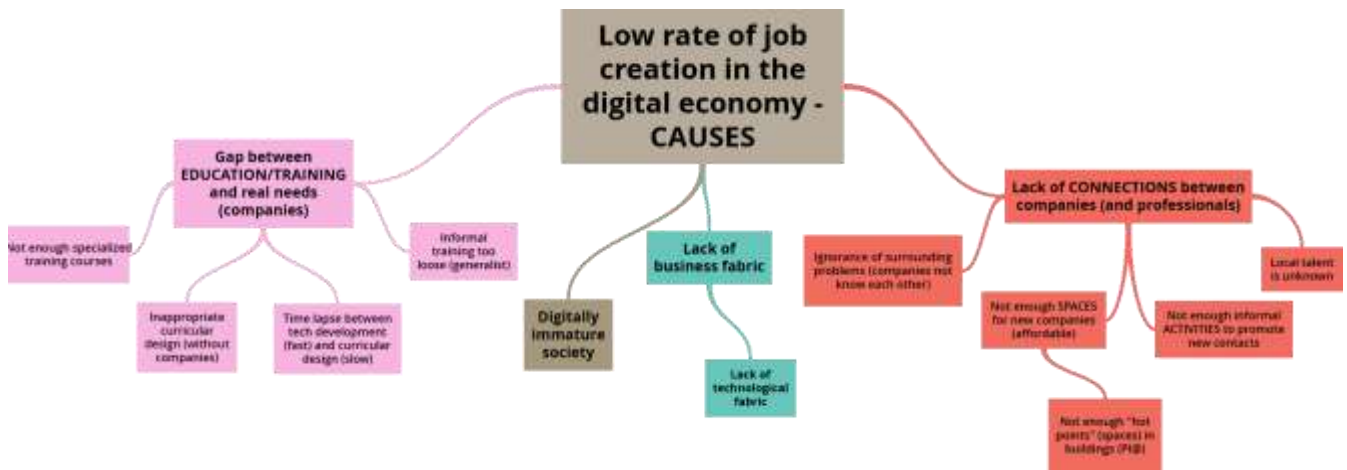


Figure 1: problem tree – causes.

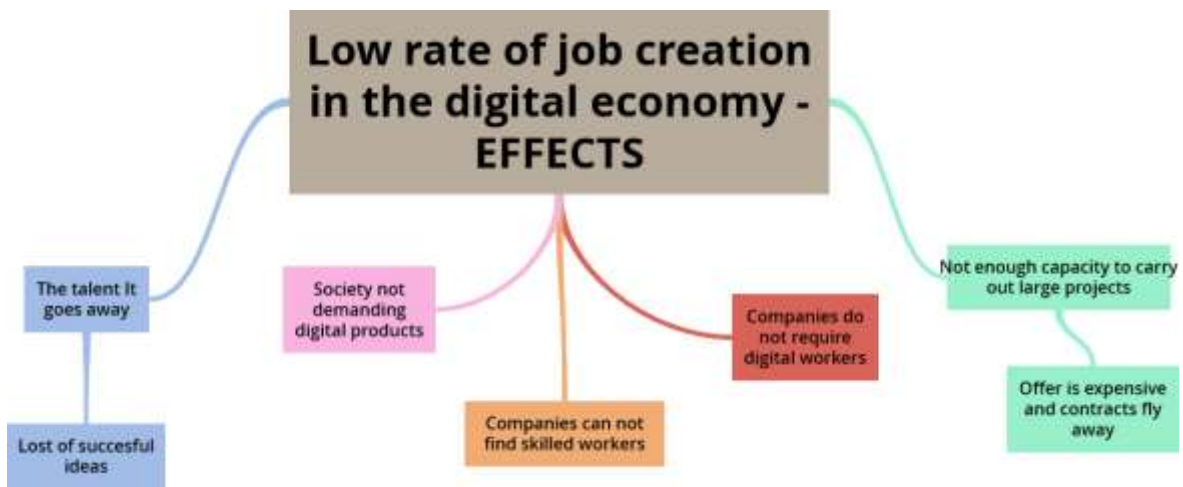


Figure 2: problem tree – effects.

This approach to the problem was contrasted with the experts of the URBACT program and TECHTOWN project and some aspects were put into context, namely the one concerning the term *rate*, which seemed more an indicator and was more appropriate to use **number of jobs**. On the other hand the need to demonstrate that the problem, identified and ratified by the companies, actually **answered a market situation**.

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In this sense, Fomento San Sebastian has an **Urban Observatory** that provides statistical data on population, employment, innovation, mobility, labour market, etc. On the basis of the **statistical data**³ of the **digital sector** of the city⁴ for the last 7 years (before, during and post economic crisis) confirmed that the **number of jobs created** in the digital sector is **low** in comparison with other local sectors and there is also a trend **towards the destruction of employment**, considering that there is a trend of moderate employment growth, in general, in the city.

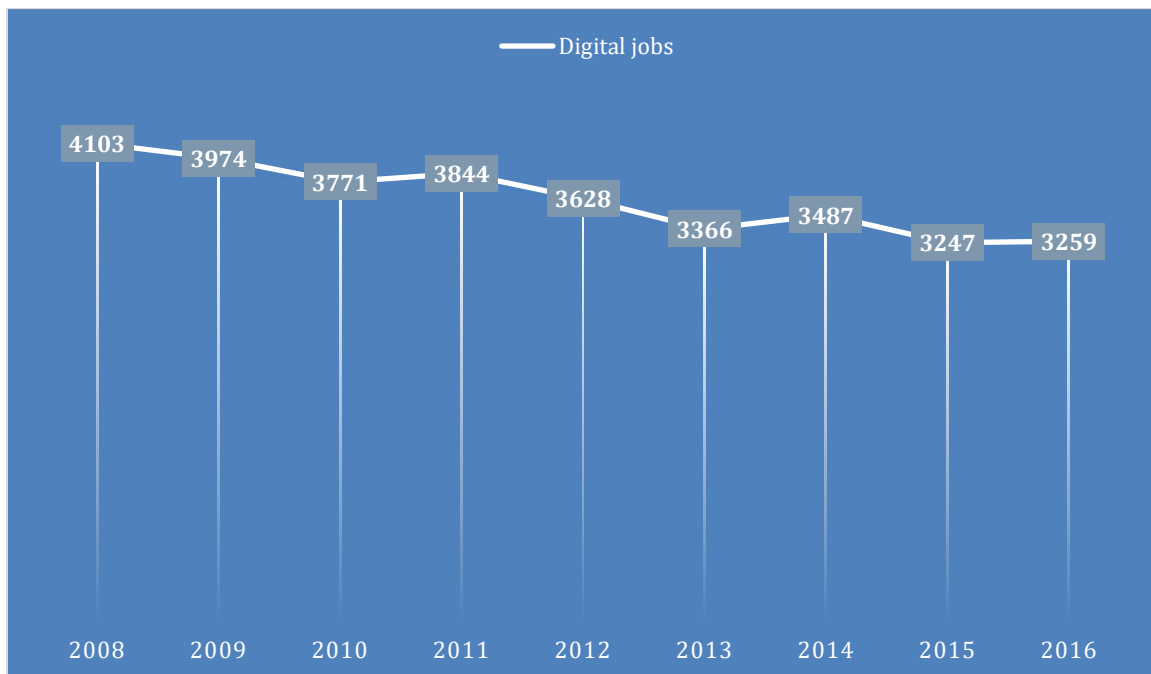


Figure 3: employment data of the digital sector in San Sebastian 2008-16.

³ Data evidences collected by the local Urban Observatory are included in the ANNEX I.

⁴ To better understand the local digital ecosystem the ANNEX II has been included, with the NACE classification of companies by their activity type.

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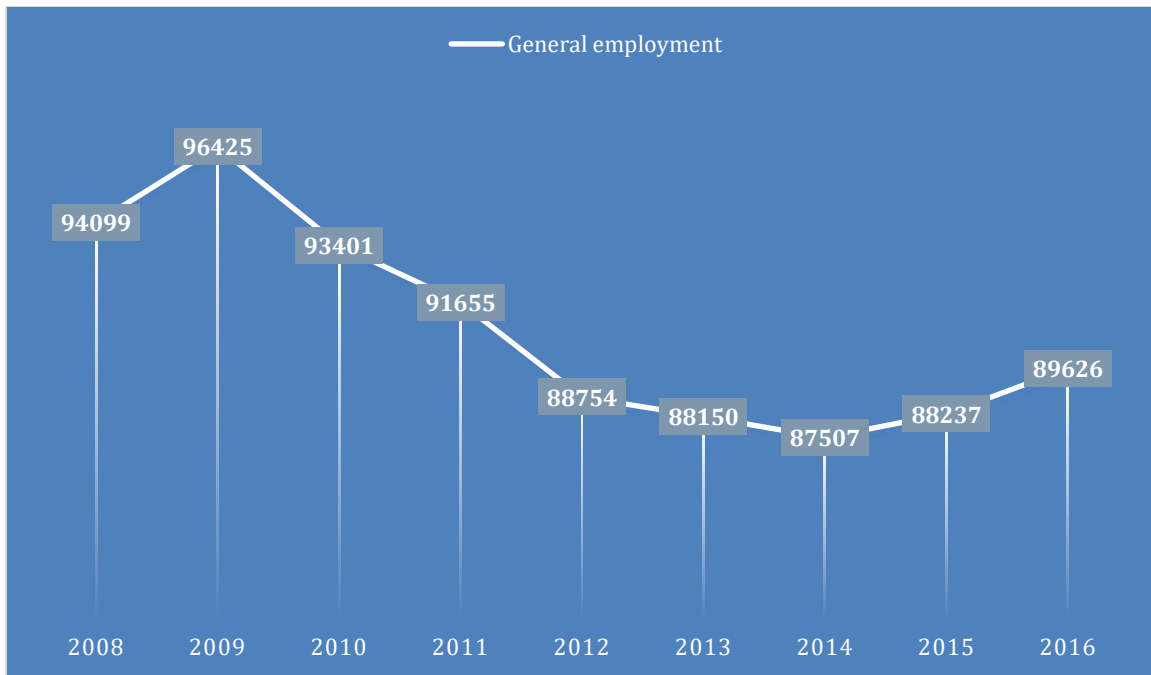


Figure 4: overall jobs data in San Sebastian 2008-16.

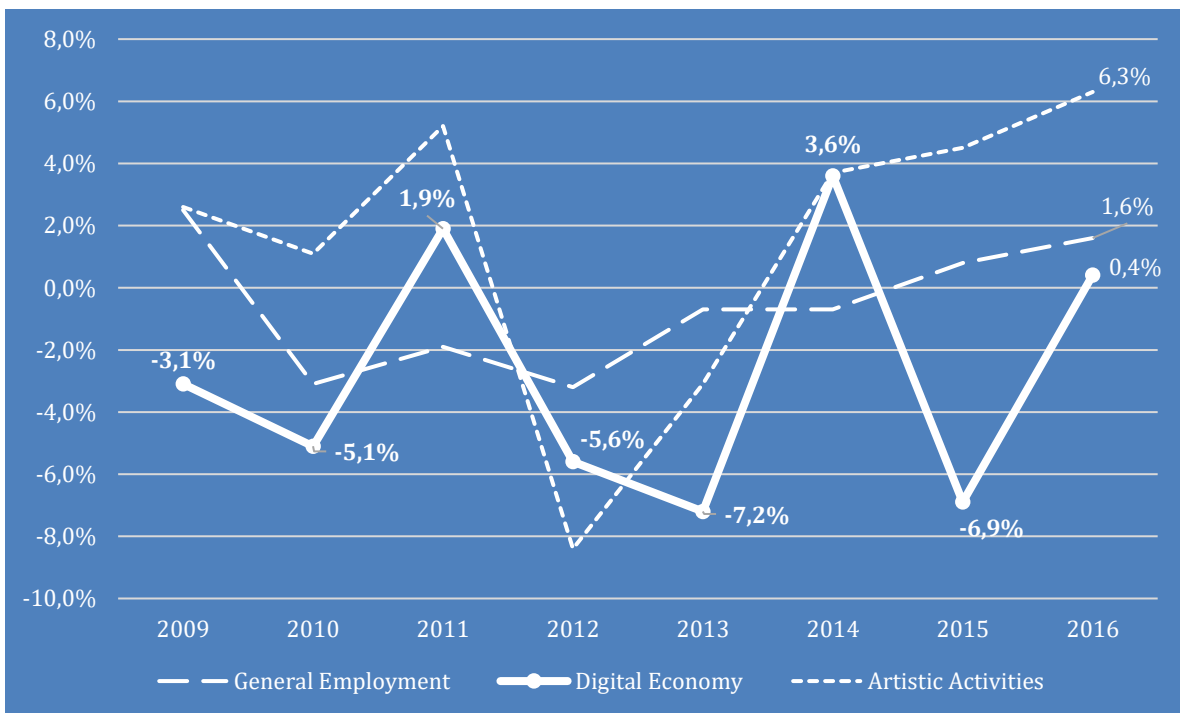


Figure 5: local employment growth 2009-16.

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Although it was considered to incorporate other **criteria** to assess the problem, as it is the case of the *quality of the jobs created* in the city, given the **difficulty** of obtaining **evidence** that **quality** responds to **economic factors**, such as low pay and not to the work environment, professional treatment or safety at work, this criteria was finally discarded.

Given the job creation potential of the digital economy, as recognised by the European Commission, and in view of the statistical data of San Sebastian, and the point of view of the Local Group members, Fomento San Sebastian has profited every **international meeting** to **contrast** them with other cities' partners. In this sense, the experience of cities such as *Gâvle* (in particular *Junibacken*, an initiative of the city to keep citizens who emigrated permanently in contact with *Gâvle*) and *Loop City* (concretely the creation of a sustainable urban and business development along a new infrastructure - new light railway) and the knowledge of their members, about the **job creation problems**, has served as a counterpoint when contrasting the problem of San Sebastian with the reality of those cities. Maintaining a periodical data analysis of the evolution of the digital jobs in the city, during the implementation of the Action Plan, was one of the advices given by those cities' members to **evaluate** properly its **impact**.

Based on **evidence**, the **suggestions** of experts / cities' partners and the **considerations** of the team of Fomento San Sebastian, the final proposal of **problem** or challenge to be addressed with the Integrated Action Plan is:

“The low number of jobs created in the digital economy in San Sebastian.”

ESPECIFIC OBJECTIVE

On the basis of the results obtained in the **problem tree dynamic**, for the challenge of the low number of digital jobs in the city, a first approach to the **specific objective** was to include the **main causes** identified by the local group in its approach: *creating* greater *connections* between digital businesses, and *supporting* new digital companies arriving or starting and existing business to grow in this area with the aim of *strengthening* the digital business fabric in San Sebastian.

After contrasting with the URBACT / TECHTOWN project experts, the **approach** was considered more a *group of actions* than a specific objective and also facing too *many* and varied *challenges*.

The proposed **final specific objective** approach is:

“Increase the number of jobs in the local digital economy.”

RESULT INDICATOR

The expected **result** by Fomento San Sebastian, once implemented the Integrated Action Plan, would be: **to increase the number of jobs in the digital economy of San Sebastian in 100 new employments**. This means, to create **50 new jobs** in the local digital sector every **year** during the period of deployment of the Action Plan (2018-2020).

It is considered a **suitable indicator** to quantify the objective of the Action Plan.

EXPECTED CHANGE

Since the Action Plan has a strong component of *awareness* and *communication*, about the potential of the digital sector of San Sebastian, for both local companies and citizens, the expected impact at the end of its deployment will be:

“A greater visibility and relevance of the local digital sector to diversify the supply of innovative products and services for the city”

To **measure** the evolution of the actions implemented by the Plan, as well as the correct achievement of the expected results, and to make corrections for possible detours, Fomento San Sebastian will include certain **operational indicators** that already has been applied, for years, in all its incentive programs to: *job creation; new companies creation, talent attraction, etc.*

These intermediate indicators to be used will be:

- **Number of companies created.**
- **Number of companies participating in training** activities.
- **Number of companies participating in networking** actions to foster projects in collaboration.
- **Number of companies participating in advisory services.**

The proposed actions

A bunch of **potential actions** were identified, by the local group companies, within the **problem tree** dynamic. Some months later, both the problem tree (causes and effects) and the actions, were **contrasted** again with the local group of digital companies and they confirmed that many of the sectoral problems persist (loss talent, technology gap, problems to digitize traditional sectors, the gap between training and business world, etc.).

In order to overcome the problem of job creation in the local digital economy, a **brainstorming** dynamic with the ULG was used to identify the actions that should give answer to this specific objective of the Action Plan. A first list of **13 actions** was established and after discussing about all them and their potential to, directly or indirectly, create new jobs, a final ranking of the **5 most feasible**, under *SMART criteria*, was designed.

ACTION	
1	<i>Facilitating the presence of the digital sector in forums of interest.</i>
2	<i>Awareness-raising campaigns ("Evangelization").</i>
3	<i>Digital auditor for SMEs / businesses.</i>
4	<i>Networking campaigns.</i>
5	<i>Communication campaign about San Sebastian's digital sector.</i>
6	Promoting bilateral meetings between digital companies and educational - training sector.
7	To boost hackathons.
8	Promoting the learning paths oriented to the Industry 4.0.
9	Lead to structural changes in Employment Services (emerging profiles).
10	Programs for talent creation / retention / attraction.
11	Prioritize training courses with commitment to hiring (digital sector).
12	Employment subsidies.
13	Promoting the digitisation process of the traditional sectors (promote industry 4.0).

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Fomento San Sebastian is aware that most of the actions are **cross-cutting** and that their impact on job creation will be **indirect** through stimulating *networking*, professional *training* and the attraction of *talent*, as it was contrasted with the experts with the URBACT / TECHTOWN project experts, but they respond to the needs of the digital companies in the city.

After analysing and evaluating, internally in Fomento San Sebastian, the real capacity to influence over some of the proposed actions by the ULG, a list end of **7 actions** has been established. These 7 actions have been grouped into **3 main categories**:

- a) **Awareness and Communication**: It includes actions to disseminate and communicate the potential of the digital sector to various stakeholders of the city (companies and businesses, students, citizenship).
- b) **Sectoral hybridization**: This category includes actions aimed at generating opportunities for collaboration and business between digital companies and traditional ones that are in the need to incorporate the TIC's into their processes, products or services.
- c) **New entrepreneurship – intrapreneurship projects**: It includes actions that are aimed to generate new projects and ideas that could become new businesses or a source of diversification for existing companies. The key in this action will be to work with schools in order to stimulate and promote the entrepreneurship and the generation of creative ideas among students.

CATEGORY / ACTION	
AWARENESS AND COMMUNICATION	
1	Facilitating the presence of the digital sector in forums of interest.
2	Communication campaign about San Sebastian's digital sector.
SECTORAL HYBRIDIZATION (traditional with digital)	
3	" <i>Digital Evangelist 2.0</i> ": Digital auditor for SMEs / businesses with a focus on awareness on digitization.
4	Networking campaigns.
5	Promoting the learning paths and the digitisation of the traditional industries.

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NEW ENTREPRENEURSHIP - INTRAPRENEURSHIP PROJECTS	
6	Promoting bilateral meetings between digital companies and educational - training sector.
7	Programs for talent creation / retention / attraction.

ROLE OF THE DIGITAL COMPANIES

It should be noted that local digital companies, including those involved in the design of the Plan, are the beneficiaries of its implementation, so that its activity could be reinforced and recognized in the city contributing to encourage a change in the creation of more digital jobs.

MONITORING AND EVALUATION

In order to maintain control over the evolution of the actions included in the Plan, just to correct any possible deviation, improve or even rethink the very content of the actions, Fomento San Sebastian will carry out and evaluation process in two levels:

- **Operational indicators:** *six-month follow-up* (2 times a year) of the evolution of the actions underway. The Urban Observatory team of Fomento San Sebastian will be responsible for this task.
- **Performance indicators:** *annual follow-up*. At the end of the year, unless operational indicators indicate the need to intervene or correct any deviation, the evolution of the main indicator of each action will be monitored. The Urban Observatory team of Fomento San Sebastian will be responsible for this task.

FINANCING

Fomento San Sebastian has its own funds, from its budget, to develop the set of actions that integrate this Plan. These resources guarantee the implementation of the proposed measures without the need to resort to other funding funds since this Plan is coherent and it is integrated in the framework of the strategic projects for the city.

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THE ACTIONS IN DETAIL

The final list of actions which will integrate the **Action Plan 2018-20** are the following, in general and in detail:

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Expected result		Stimulate the digital job growth in the city.	
Action Title	Leader & and task responsible	Timescale	Resources per annum
To facilitate the presence of the digital sector in forums of interest.	Fomento San Sebastian	October 2018 October 2019	2 500 €
Communication campaign about San Sebastian's digital sector.		6 times per year	1 500 €
" <i>Digital Evangelist 2.0</i> ": Digital auditor for SMEs / businesses with a focus on awareness on digitization.		Second semester 2018: 1 st call Second semester 2019: 2 nd call	4 500 €
Networking campaigns (innovative models).		October or December 2018 March or July 2019	5 000 €
Promoting the learning paths and the digitisation of the traditional industries.		April and December 2018 April and December 2019	5 000 €
Promoting bilateral meetings between digital companies and educational - training sector		November 2018 May and November 2019	5 000 €
Programs for talent creation / retention / attraction.		Open call throughout the year 2018 and 2019	25 000 €

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Action 1: To facilitate the presence of the digital sector in forums of interest.

Category:	Awareness & communication	Challenge:	Increase the influence of the digital sector.	Strategic objective:	Stimulate the digital job growth in the city.
Objective:	Promote the presence of digital companies and its professionals in the different forums of interest held in the city as well as in the cultural spaces where innovation is present.				
Benefits:	Awaken the interest of the students and professionals to acquire digital skills and develop their professional careers in the sector.			Barriers:	Persuade the events' organisers and spaces' holders of the suitability of these professionals to participate in their actions.
Cost:	5,000 €	Financing:	Fomento San Sebastian		
Leader:	Fomento San Sebastian				
Beneficiaries (target):	Digital companies, universities, vocational training centres, event's organizers and cultural spaces.				
Description:	<p>The city held multitude of forums of meeting (job fairs; open door days; creative industries' encounters) where, in a casual way, the digital sector is present. This actions aims to increase the presence of the digital companies and professionals in this kind of forums and spaces in order to stimulate the interest in this sector increasing its influence in the city. At least two events will be organized during this action focused on the digital realm and a special emphasis will be make on the dissemination and communication of the events, to ensure the participation of companies, students and other agents. A first step will be to identify the forums that take place in the city in the present.</p>				
Results & Indicators:	<ul style="list-style-type: none"> • Number of events organized: 2. • Number of companies, students and interested people attending the events: 120. <p>The expected change with this action is that digital companies have a greater presence and visibility in the events held in the city, as a key sector in the innovation and modernization of San Sebastian.</p>				

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Action 2: Communication campaign about San Sebastian's digital sector.				
Category:	Awareness & communication	Challenge:	Associating the image (city branding) of the city with the innovative and transformative capacity of its digital sector.	Strategic objective: Stimulate the digital job growth in the city.
Objective:	Communicating the transformative potential of the digital sector of the city.			
Benefits:	City branding associated with innovation and high tech capacity. Raising awareness of the relevance of walking towards a digitized society.			Barriers: Tourist city image.
Cost:	3,000 €	Financing:	Fomento San Sebastian	
Leader:	Fomento San Sebastian			
Beneficiaries (target):	Digital companies, technological centres and citizenship.			
Description:				
Using Fomento's own channels and media communication resources, the news about the local Digital Sector will be disseminate. For example:				
<ul style="list-style-type: none"> - Press releases in specialized media. - Dissemination and information about the various events organized by Fomento related to the digital economy. - Interviews with digital companies. - Good practices and cases of success of the local companies. 				
Results & Indicators:	<ul style="list-style-type: none"> • Number of published news: 15. It seeks to stimulate the initiative in the digital sector through the publication and dissemination of the most significant activities of the companies. It is a kind of a good news notebook that will be disseminated to other economic sectors of the city.			

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Action 3: "Digital Evangelist 2.0": Digital auditor for SMEs / businesses with a focus on awareness on digitization.			
Category:	Sectoral hybridization	Challenge:	Digitisation of traditional companies.
Strategic objective:	Stimulate the digital job growth in the city.		
Objective:	To educate companies about the relevance of digitisation through the technological updating service.		
Benefits:	To take advantage of the technological updating to facilitate the digital transformation of the traditional companies. Hiring young graduates and/or unemployed people with extensive technological knowledge.	Barriers:	The lack of interest of companies to participate in technological updating programs.
Cost:	9,000 €	Financing:	Fomento San Sebastian
Leader:	Fomento San Sebastian		
Beneficiaries (target):	Traditional companies, digital companies and technological centres.		
Description:			
The action is a combi between the figure of the digital auditor and an awareness raising service. This technical figure will carry out dissemination in addition to his/her technological updating service for SME's and companies. The idea is to leverage the time of interest of companies to upgrade technologically their software and hardware devices to introduce the significance of their digital transformation. The evangelist profile should be: a technology expert with communication abilities and pedagogical skills.			
Results & Indicators:	<ul style="list-style-type: none"> • Number of traditional companies participating in the service: 40. • Number of traditional companies digitized: 20. The expected change is that traditional companies become familiar with existing digital tools, through a professional advisory service, so they could gradually incorporate them into their processes, from administrative tasks to core processes.		

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Action 4: Networking campaigns (<i>innovative models</i>).				
Category:	Sectoral hybridization	Challenge:	Connect digital businesses with traditional companies.	Strategic objective: Stimulate the digital job growth in the city.
Objective:	To connect the needs of traditional businesses with products and services offered by the digital companies through informal meetings.			
Benefits:	Traditional companies can respond to its challenges or needs and the digital companies can advertise their services. To facilitate the digital transformation of the traditional companies.			Barriers: Getting the right meeting formats.
Cost:	10,000 €	Financing:	Fomento San Sebastian	
Leader:	Fomento San Sebastian			
Beneficiaries (target):	Traditional companies and digital companies.			
Description:				
Arranging a series of meeting type events between traditional and digital companies where the first ones expose their challenges and the second ones present their products or services in order to try to solve them. The events will have a concrete agenda and will be of a very short duration, appointment type. They will be held in places with an adequate environment (technological or digital) and offering some amenities.				
Results & Indicators:	<ul style="list-style-type: none"> • Number of meetings held: 4. • Number of companies participating in networking actions to foster projects in collaboration: 60. • Number of business contacts between companies: 20. To foster a change of attitude of the traditional sectors towards the digital world through the mutual knowledge of activities, products and services offered by both them and the opportunities that can arise working in collaboration.			

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Action 5: Promoting the learning paths and the digitisation of the traditional industries.			
Category:	Sectoral hybridization	Challenge:	Design the appropriate learning paths to respond to the needs of the market
Strategic objective:	Stimulate the digital job growth in the city.		
Objective:	To provide adequate training for digitize traditional companies so they can respond to the challenges of the market		
Benefits:	To facilitate the digital transformation of the traditional companies. To contribute to the survival of the traditional companies through their adaptation to the demands of the new industry.	Barriers:	Limited capacity of industries to convert BIG DATA in useful information
Cost:	10,000 €	Financing:	Fomento San Sebastian
Leader:	Fomento San Sebastian		
Beneficiaries (target):	Traditional companies, training centres and training providers, technological centres and universities.		
Description:			
To develop some training itineraries, in software and programming, to educate qualified technicians, inside and outside the companies, so that they can benefit from the information available on their industrial processes BIG DATA, becoming more efficient.			
Results & Indicators:	<ul style="list-style-type: none"> • Number of training courses offered: 4. • Number of companies participating in training courses: 20. • Number of technicians trained: 48. To have qualified personnel in the city so that the companies can implement new processes and develop projects that can compete at international level.		

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Action 6: Promoting bilateral meetings between digital companies and educational - training sector						
Category:	Entrepreneurship and intrapreneurship projects	Challenge:	To find the points in common (agenda) between companies' needs and training offers	Strategic objective:	Stimulate the digital job growth in the city.	
Objective:	Connecting digital companies with training offering centres in order to explore some learning paths that would fill the gap between the skills required by this companies and the educational offer.					
Benefits:	Fostering collaboration. New training offers and solutions. Skills adapted to the real needs.				Barriers:	Developing training solutions requires time and effort.
Cost:	10,000 €	Financing:		Fomento San Sebastian		
Leader:	Fomento San Sebastian					
Beneficiaries (target):	Digital companies and training centres.					
Description:						
To promote a series of meetings with a concrete agenda of common themes, between digital companies and training centres enabling them to contribute with ideas and solutions to the existing gap between capabilities and training offer.						
Results & Indicators:		<ul style="list-style-type: none"> • Number of meeting: 3. • Number of companies and centres participating: 30. • Number of ideas, solutions purposed: 10. <p>To give an agile response to the real needs of the local companies, so they can adapt to the changing digital world, through a tailor-made training provided by the educational centres.</p>				

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Action 7: Programs for talent creation / retention / attraction.						
Category:	Entrepreneurship and intrapreneurship projects	Challenge:	Promoting an attractive offer of employment among local companies for skilled and valuable people	Strategic objective:	Stimulate the digital job growth in the city.	
Objective:	To deploy a program (economic stimulus, advisory services, searching for talent, etc.) that will attract to trained and qualified persons (in the most relevant fields for the city) to settle or stay in San Sebastian.					
Benefits:	To create new highly qualified jobs. Strengthen local companies' staffs. Having local knowledge to offer new products and services.				Barriers:	Compete with multiple surrounding cities seeking the same purpose.
Cost:	50,000 €	Financing:	Fomento San Sebastian			
Leader:	Fomento San Sebastian					
Beneficiaries (target):	All local companies, technological centres and public administration.					
Description:						
Calling programs aimed at the attraction, retention and encouragement of talent in the city, with a special focus on digital talent.						
Results & Indicators:		<ul style="list-style-type: none"> • Number of companies participating in the program: 8. Enable local companies to compete at national and international level when hiring qualified personnel.				

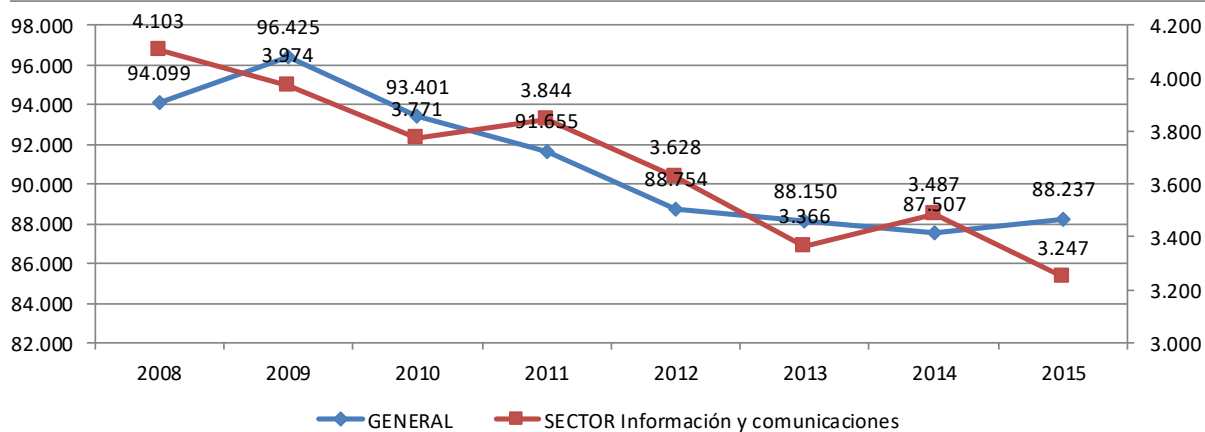
ANNEX I: Updated evidences



Observatorio - Informe Sector Audiovisual -Digital

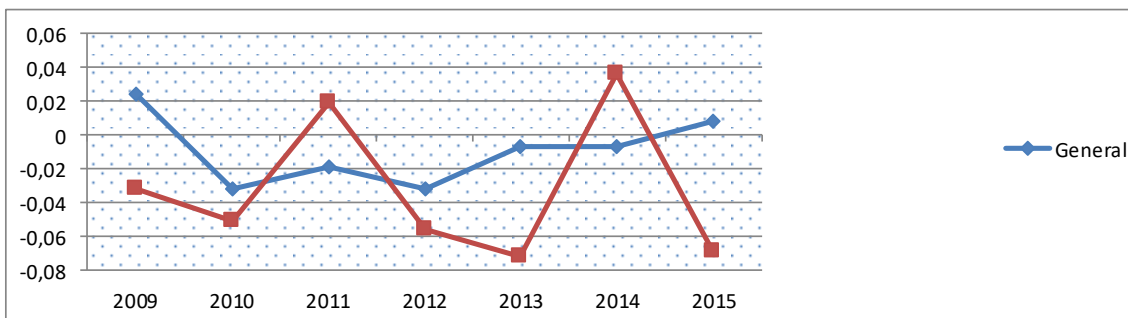
Empleo en Donostia

	2008	2009	2010	2011	2012	2013	2014	2015
GENERAL	94.099	96.425	93.401	91.655	88.754	88.150	87.507	88.237
SECTOR Información y comunicaciones	4.103	3.974	3.771	3.844	3.628	3.366	3.487	3.247



Variación interanual en e

	2009	2010	2011	2012	2013	2014	2015
GENERAL	2,5%	-3,1%	-1,9%	-3,2%	-0,7%	-0,7%	0,8%
SECTOR Información y comunicaciones	-3,1%	-5,1%	1,9%	-5,6%	-7,2%	3,6%	-6,9%
Diferencia porcentual	-5,6%	-2,0%	3,8%	-2,5%	-6,5%	4,3%	-7,7%



INTEGRATED ACTION PLAN SAN SEBASTIAN

EMPLEO EN DONOSTIA . SECTOR INFORMACIÓN Y COMUNICACIONES								
EMPLEO EN DONOSTIA (A10)	2008	2009	2010	2011	2012	2013	2014	2015
Empleo GENERAL (A10)	94.099	96.425	93.401	91.655	88.754	88.150	87.507	88.237
Información y comunicaciones	4.103	3.974	3.771	3.844	3.628	3.366	3.487	3.247
VARIACIÓN EN EL EMPLEO EN DONOSTIA	2009	2010	2011	2012	2013	2014	2015	
General	2,5%	-3,1%	-1,9%	-3,2%	-0,7%	-0,7%	0,8%	
Sector Información y comunicaciones	-3,1%	-5,1%	1,9%	-5,6%	-7,2%	3,6%	-6,9%	
	-5,6%	-2,0%	3,8%	-2,5%	-6,5%	4,3%	-7,7%	

Año	General (%)	Sector Información y comunicaciones (%)
2009	2,5%	-3,1%
2010	-3,1%	-5,1%
2011	-1,9%	1,9%
2012	-3,2%	-5,6%
2013	-0,7%	-7,2%
2014	-0,7%	3,6%
2015	0,8%	-6,9%

	2008	2009	2010	2011	2012	2013	2014	2015	Variación	
									2008-2015	2011-2015
Agricultura, ganadería y pesca					228	286	147	151		
Industria y energía	4.939	4.665	4.381	3.862	3.646	3.819	3.634	3.446		
Construcción	8.665	8.336	7.727	6.850	6.063	5.445	4.798	4.620		
Comercio, transporte, hostelería	23.288	23.654	22.965	22.375	21.982	21.880	21.625	21.908		
Actividades financieras y seguros	3.310	3.615	3.805	3.380	3.281	3.150	3.167	2.906		
Actividades inmobiliarias	1.077	1.181	1.110	1.027	916	786	714	682		
Actividades profesionales	19.075	20.047	18.756	18.367	17.922	18.022	17.021	17.466		
Adm pública, educación y sanidad	24.393	25.537	25.408	26.188	25.809	26.280	27.607	28.266		
Activ. artísticas y otros servicios	5.280	5.416	5.478	5.762	5.279	5.116	5.307	5.545		

INTEGRATED ACTION PLAN SAN SEBASTIAN

donostiasustapena
fomento sansebastián

Observatorio - Informe Sector Audiovisual -Digital

		Variación	
		2008-2015	2011-2015
GENERAL		-6,2%	-3,7%
SECTOR Información y comunicaciones		-20,9%	-15,5%
Diferencia		-14,6%	-11,8%

Agricultura, ganadería y pesca		-33,8%
Industria y energía	-30,2%	-10,8%
Construcción	-46,7%	-32,6%
Comercio, transporte, hostelería	-5,9%	-2,1%
Actividades financieras y seguros	-12,2%	-14,0%
Actividades inmobiliarias	-36,7%	-33,6%
Actividades profesionales	-8,4%	-4,9%
Adm pública, educación y sanidad	15,9%	7,9%
Activ. artísticas y otros servicios	5,0%	-3,8%

	AVERAGE 2010		AVERAGE 2011		AVERAGE 2012		AVERAGE 2013		AVERAGE 2014		AVERAGE 2015		VARIATION 2010-15	
	Companies	Workers	Companies	Workers	Companies	Workers	Companies	Workers	Companies	Workers	Companies	Workers	Company	Workers
58 Publishing	51	688	46	598	44	542	39	511	37	458	33	454	-18	-234
59 Motion, TV, video activities	39	334	40	327	34	298	31	269	29	270	31	293	-8	-41
60 Programming&broadcasting activities	13	396	12	385	11	365	11	359	12	368	14	378	1	-18
61 Telecom	16	677	16	654	17	589	14	516	15	502	17	493	1	-184
62 Computer programming&consultancy	79	1.186	80	1.241	81	1.272	83	1.229	86	1.165	83	1.188	5	2
63 Information services	18	394	17	384	16	382	18	411	17	412	16	422	-2	28
													-22	-448

ANNEX II: Local Digital Ecosystem

The businesses, considered by FOMENTO San Sebastian within its sectoral strategy, are integrated into the following activities:

DIGITAL SECTOR

- *3D infographics*
- *Audio visual and Transmedia production*
- *Audio visual services and production*
- *Automatic expenditure ticket management*
- *Broadcast*
- *Commercialization of audio visual contents*
- *Communication and digital advertising*
- *Computers*
- *Computer Services*
- *Concerts production, artists management*
- *Content and publications on paper and digital, text editing, writing*
- *Cybersecurity*
- *Design and development of computer applications*
- *Development of management/ERP applications for SMEs in Web and desktop environments*
- *Digital Consulting*
- *Distribution of audio visual products and services and Rights management*
- *Edition*
- *Education in technological issues*
- *E-Learning Training courses*

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- *Film Equipment rental and logistics*
- *Film Production*
- *Film Production and distribution*
- *Film production companies*
- *Graphic Arts*
- *Graphic Design*
- *Graphic design and signage*
- *ICCTV Security System Installers*
- *Lighting Services*
- *Mobile applications*
- *Music production for film and publishing*
- *Online Marketing and web development*
- *Photography*
- *Radio, television, advertising*
- *SAP Consulting*
- *Software: Marketing and implementation*
- *Software development*
- *Sound*
- *Sound related Services*
- *Telecommunications*
- *Theatre*
- *Training in new Technologies*
- *Video Production*
- *Web Design and custom software*

- *WEB Development-Training-Community Manager*
- *Video marketing, infographics and audio visuals, fairs*
- *Video, TV and events Productions*
- *Virtual visits with photographs for corporate and industrial environments*

SMART ENERGY SECTOR

- *Architects, energy efficiency*
- *Architecture: sustainable building refurbishment*
- *Assembly and maintenance of elevators*
- *Buildings construction and refurbishment*
- *Buy-Sell, import and export LED lighting*
- *Commercialization of electricity 100% renewable*
- *Commercialization of smart meters and services*
- *Design and manufacture of electric motors and generators and also small wind generators*
- *Design and manufacture of solar lighting systems*
- *Design, calculation and manufacture of composite parts*
- *Distribution of home automation appliances and energy efficiency*
- *Distribution of renewable energy products*
- *Electrical installations*
- *Electric Power Producers Association*
- *Elevators, vertical mobility*
- *Energy and environment*
- *Energy efficiency and renewable energies*
- *Energy Management in residential buildings*

■ INTEGRATED ACTION PLAN SAN SEBASTIAN

- *Energy Saving and management*
- *Energy Services*
- *Engineering, consulting, architecture*
- *Environmental consultancy, energy efficiency and renewables*
- *Environmental Engineering*
- *Environmental studies*
- *Hot water production, heating and electric power*
- *Industrial developments*
- *LED Manufacturers*
- *Manganese dioxide enrichment and energy storage manufacturing*
- *Manufacture of electronic equipment and mechatronics*
- *Renewable Energy Installation*
- *Research of new technologies*
- *R&D energy and household appliances*
- *Software Design*
- *Specialized trade*
- *Supply of electrical material*
- *Systems Monitoring*
- *Technical Inspections*
- *Urban regeneration*
- *Wind turbines*

HEALTH & SOCIAL SERVICES – ASSISTIVE TECHNOLOGIES SECTOR

- *Technology Solutions – independent living solutions*