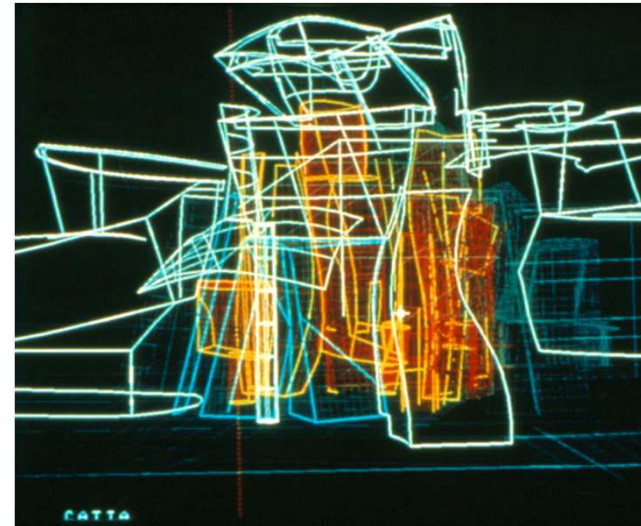


BUILDING SMART SPACES THROUGH COMPETITIVENESS

JON AZUA

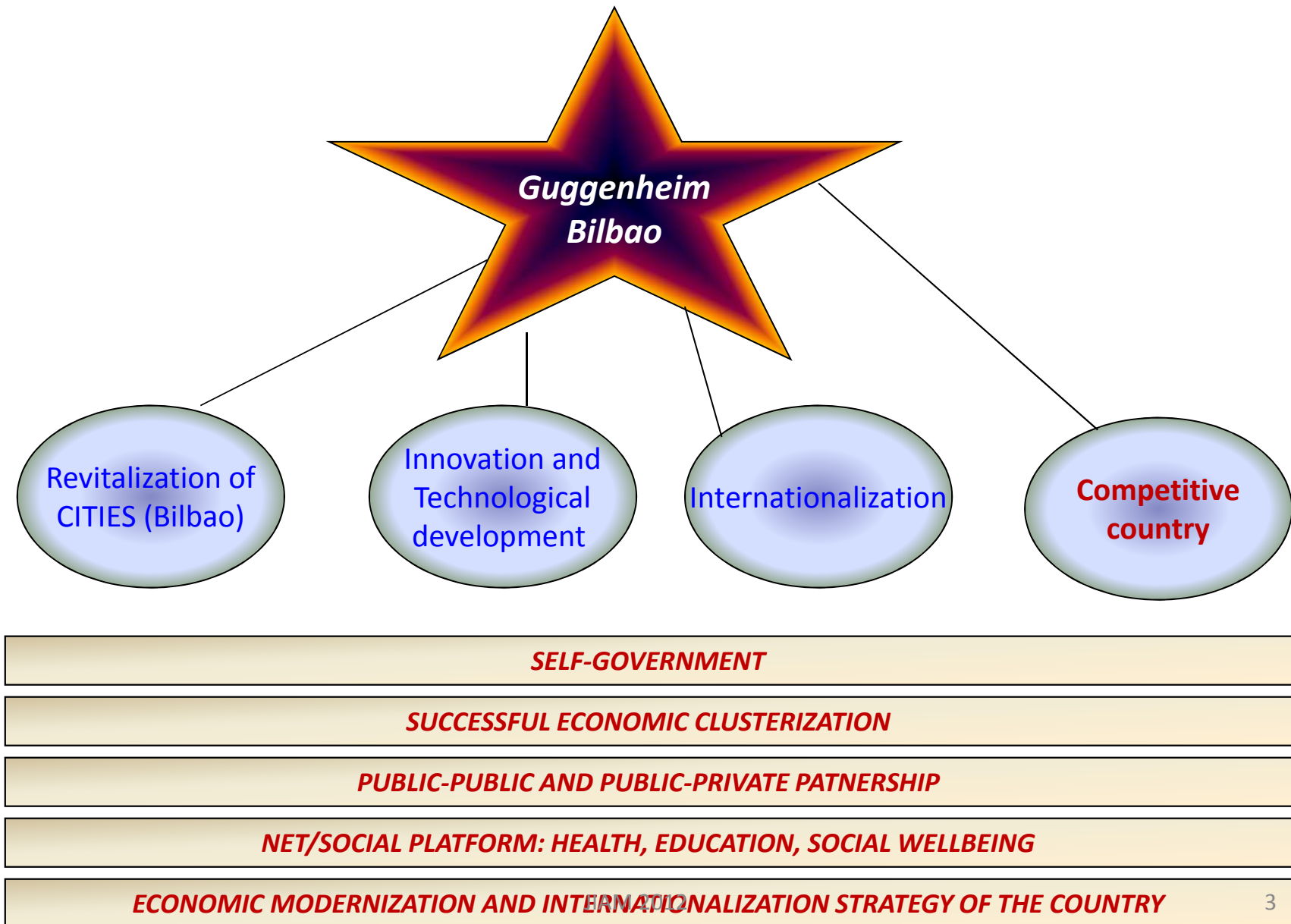
BARCELONA, JUNE 2012



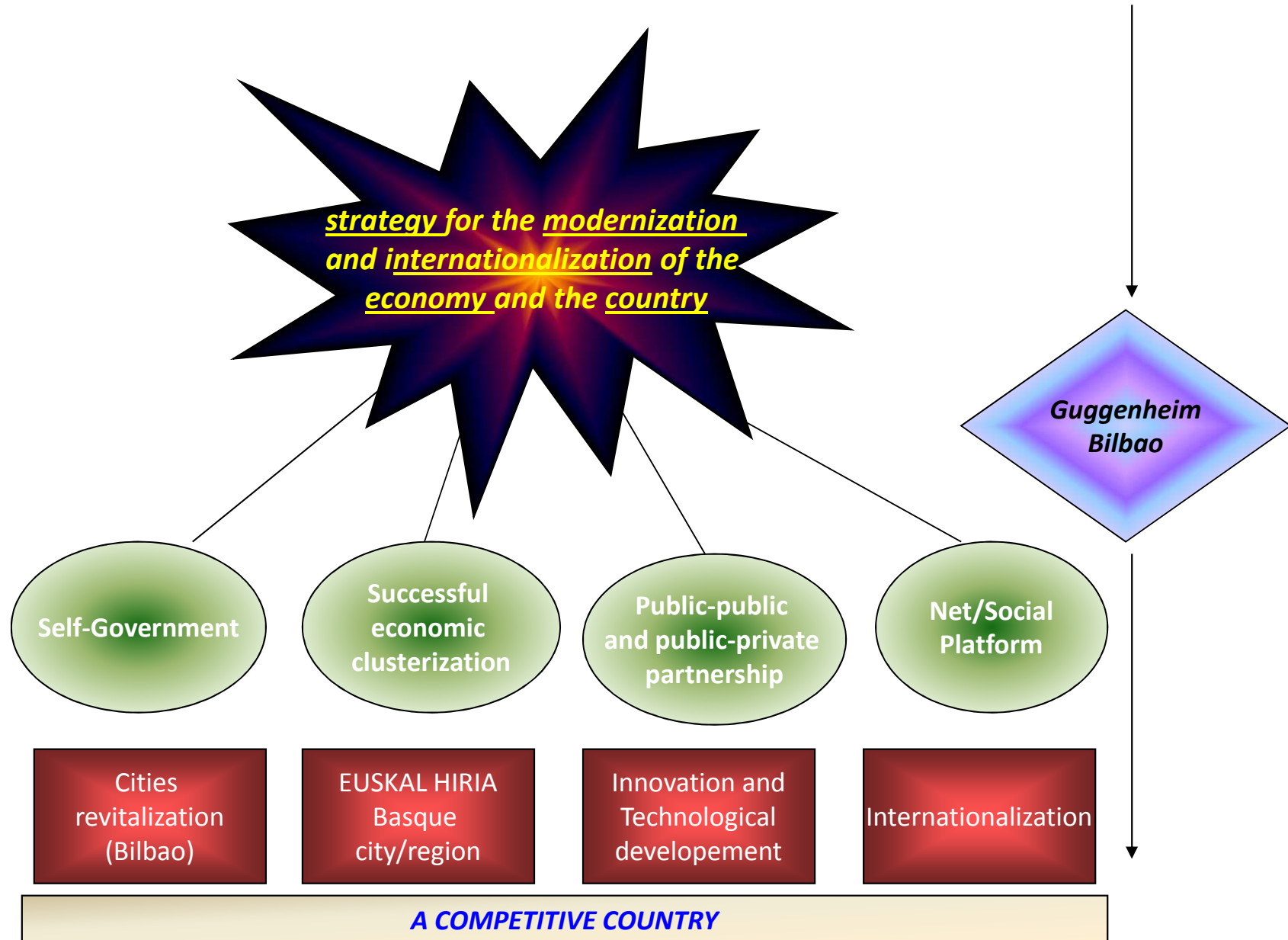


USING A SUCCESSFUL STORY ...

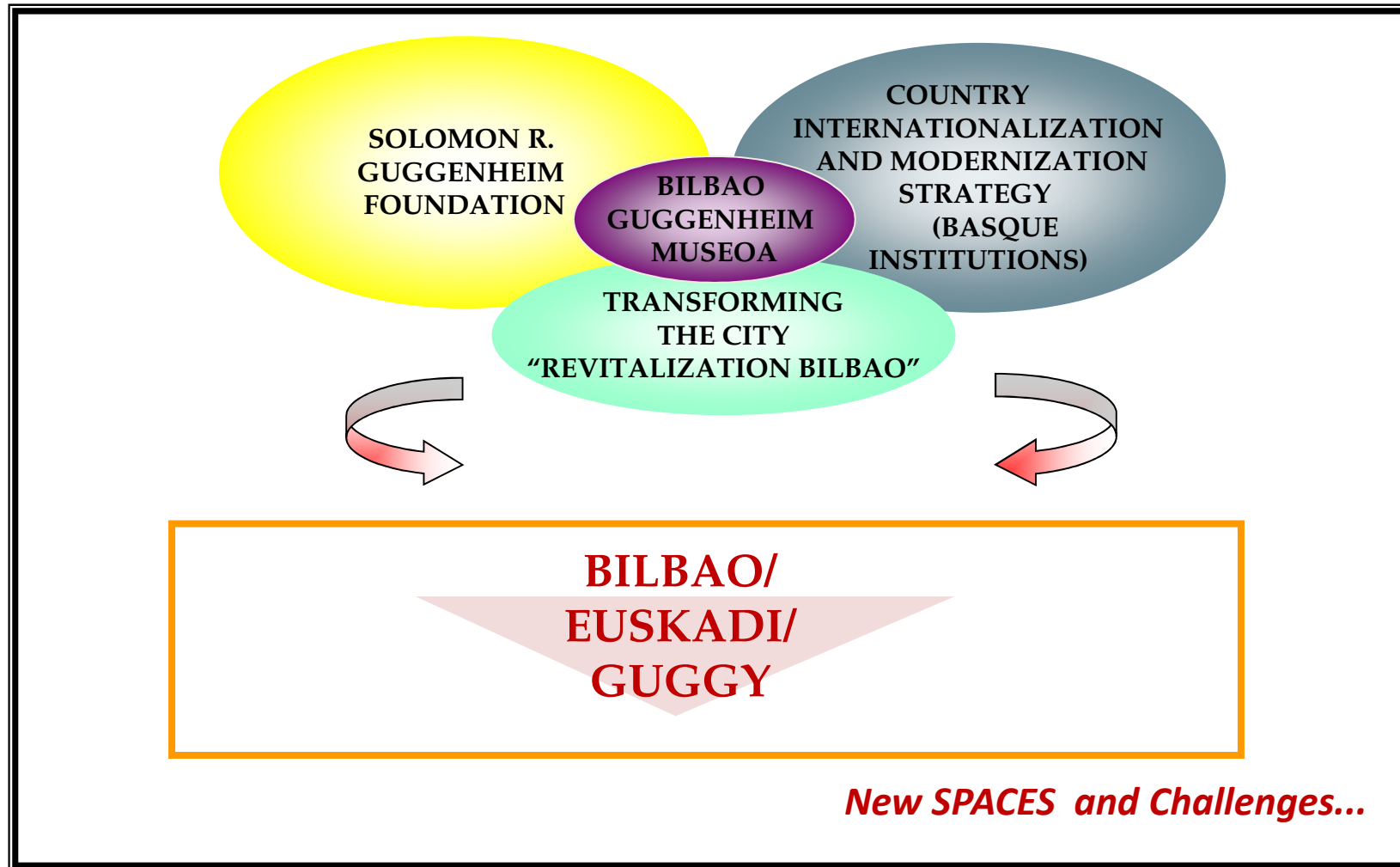
FROM A PERCEIVED IMAGE...



TO THE REAL PROCESS:



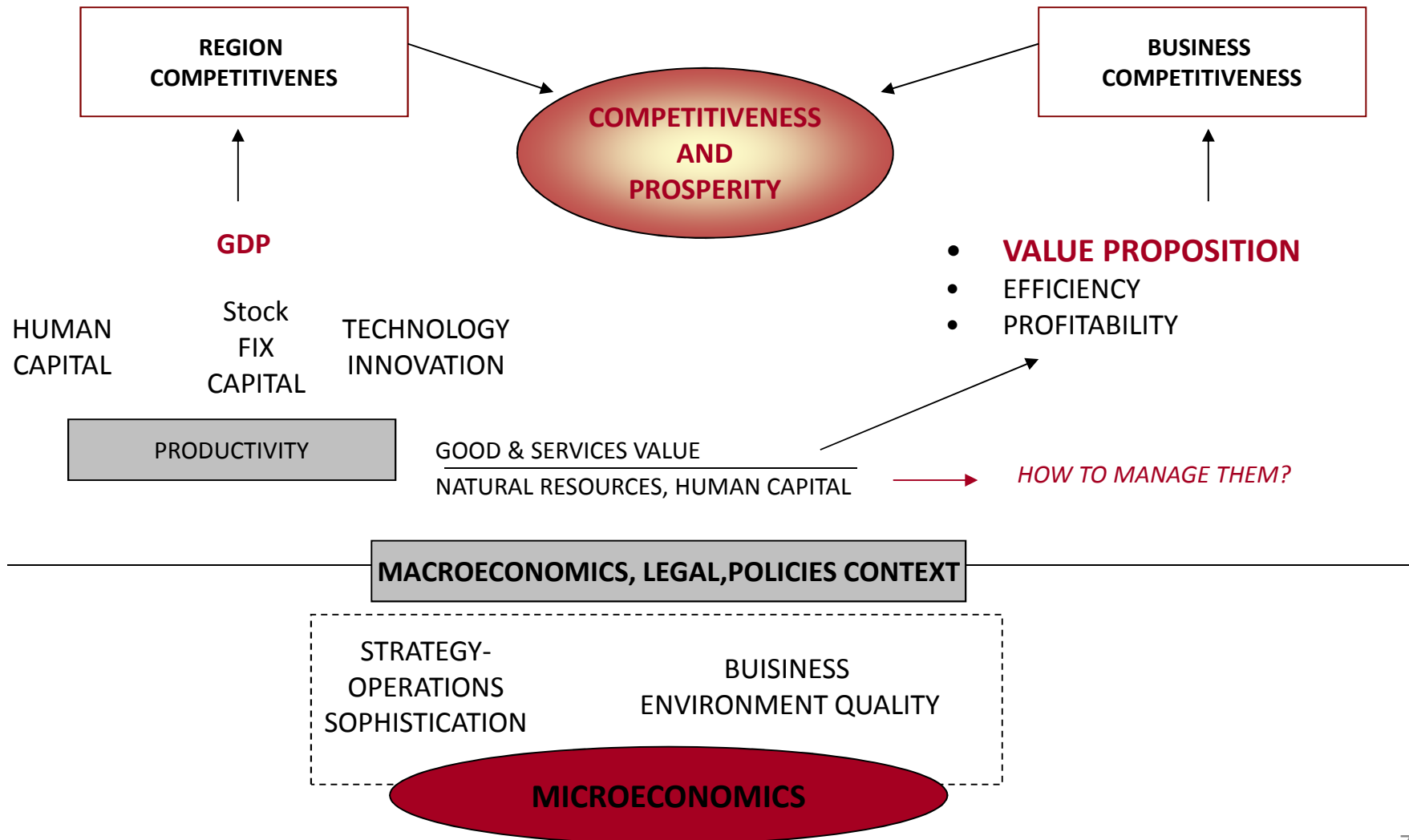
**Win to win: Development of convergent
strategies: Internationalization,
culture, revitalization**



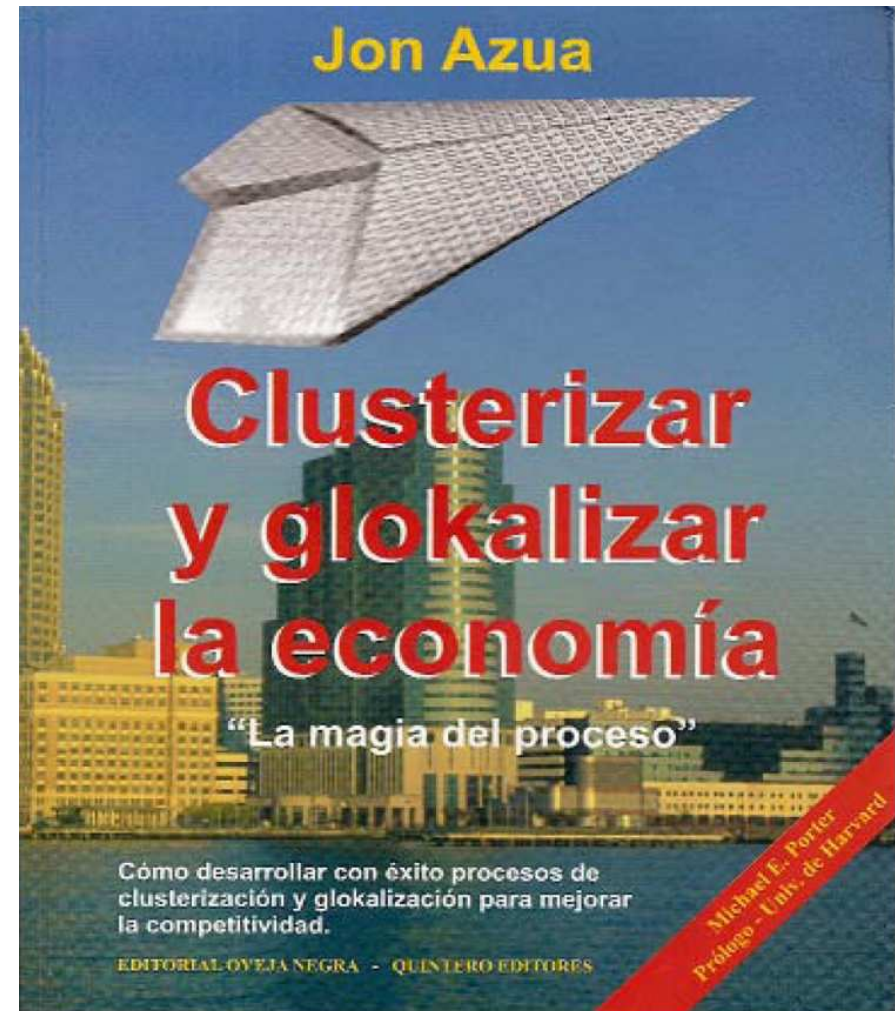
COMPETITIVENESS STRATEGY: WHEN EVERYTHING MATTERS...



BUSINESS COMPETITIVENESS-COUNTRY/REGION COMPETITIVENESS



DREAMING THE FUTURE...



MAKING PROBLEMS THE SOURCE OF SOLUTIONS!

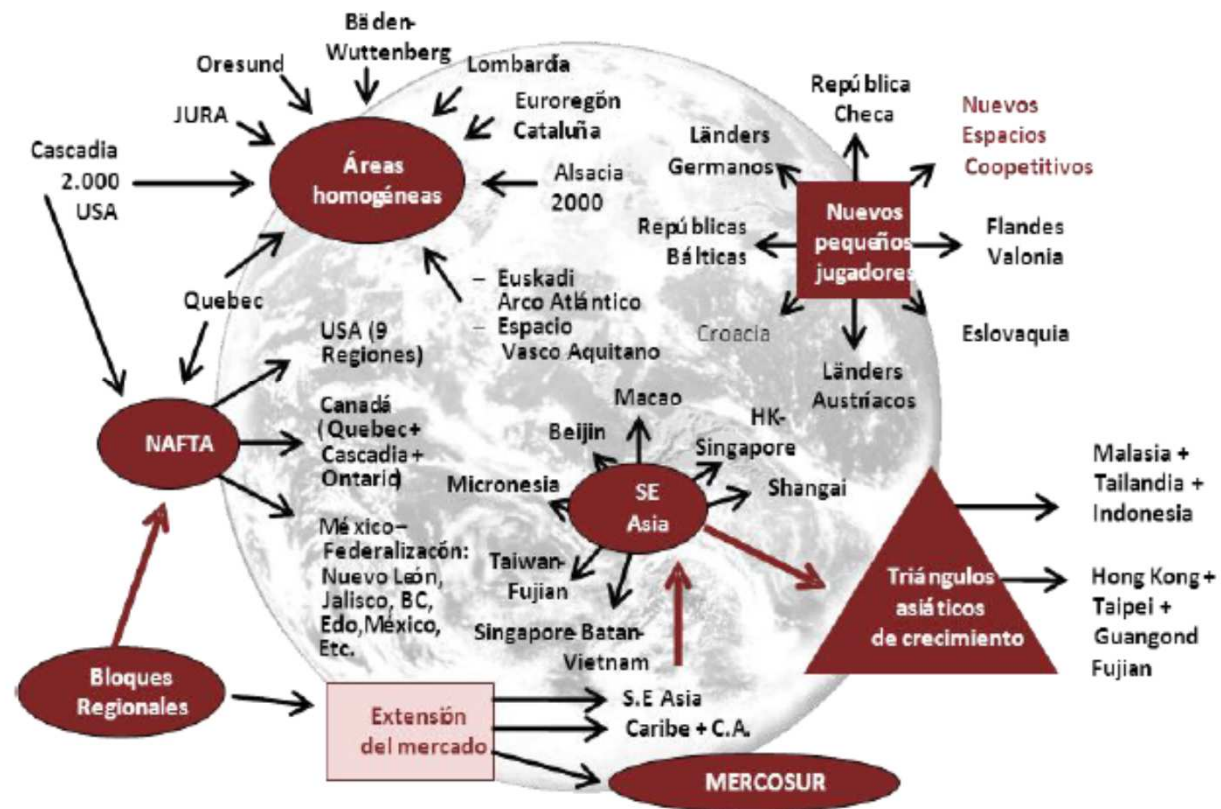


... THE NEW WORLD

(NEW PLAYERS, NEW SPACES, NEW MODELS)

- **DE-CONSTRUCTION NATION—STATES**
- **NEW TRANS BORDER SPACES**
- **DESCENTRALIZE NATURAL ZONES,**
- **CITY DOMINANT NEW ROLE**
- **INTERDEPENDENT PLATFORMS**
- **PARTNERING NEW SPACES**
- **REINVENTING GOVERNANCE**
- **IDENTITY, SELF GOVT.**

Nuevos jugadores en el contexto internacional

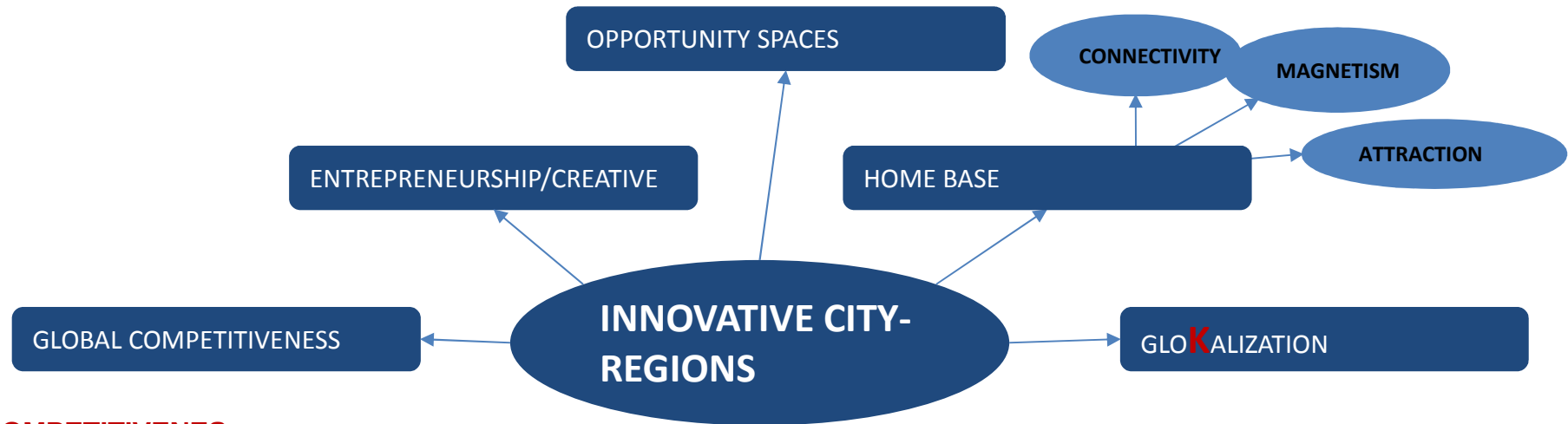


Fuente: Jon Azua, "Política industrial y Competitividad: El caso del País Vasco"

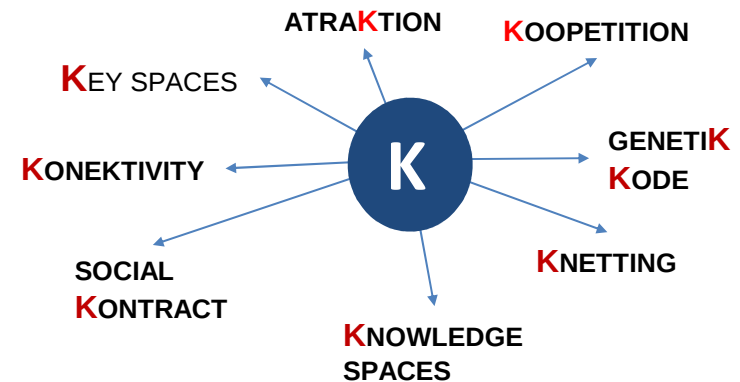
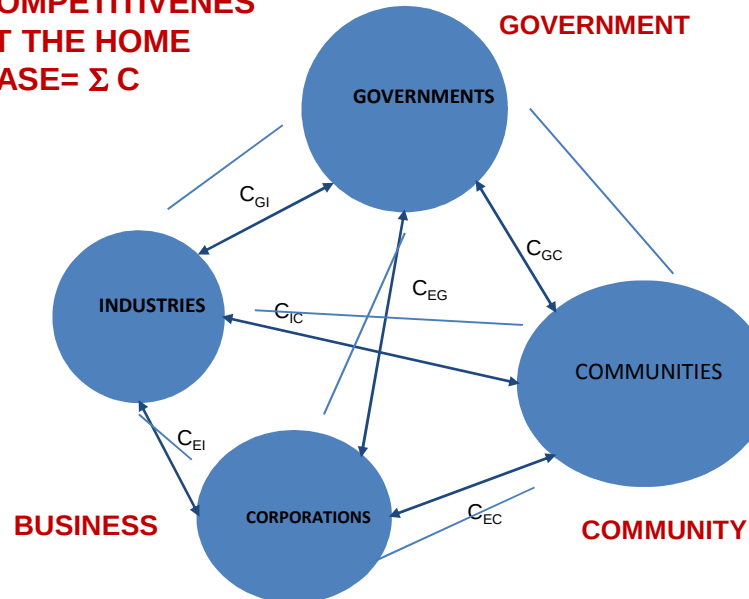
...UNDERSTANDING CITIES-REGIONS AS ACTIVE PLAYERS .



NEW INITIATIVES FOR NEW INNOVATIVE CITY-REGIONS



**COMPETITIVENES
AT THE HOME
BASE= ΣC**



...FROM A CLUSTERIZED VISION.

Dinámica de un modelo de organización clúster



El cluster puede desarrollarse en las siguientes dos direcciones:

Horizontal:

- Alcanzar niveles altos de financiación.*
- Compartir conocimientos.*
- Constituir grupos con mayor acceso a las administraciones públicas.*

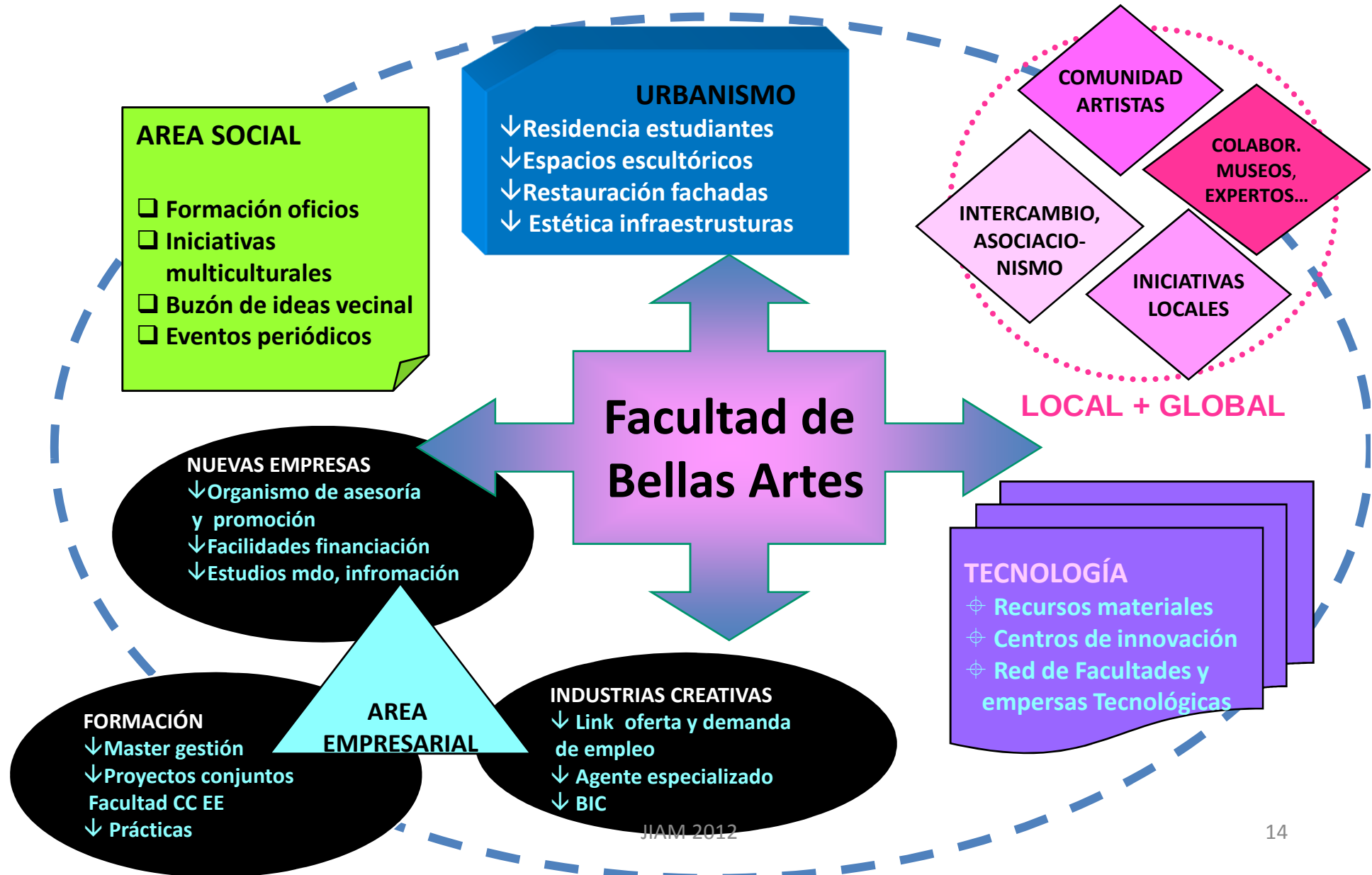
Vertical:

- Reducir costes y agilizar la comunicación.*
- Obtener un mayor conocimiento de las necesidades del mercado.*
- Desarrollar un conjunto de productos y proyectos multidisciplinarios.*

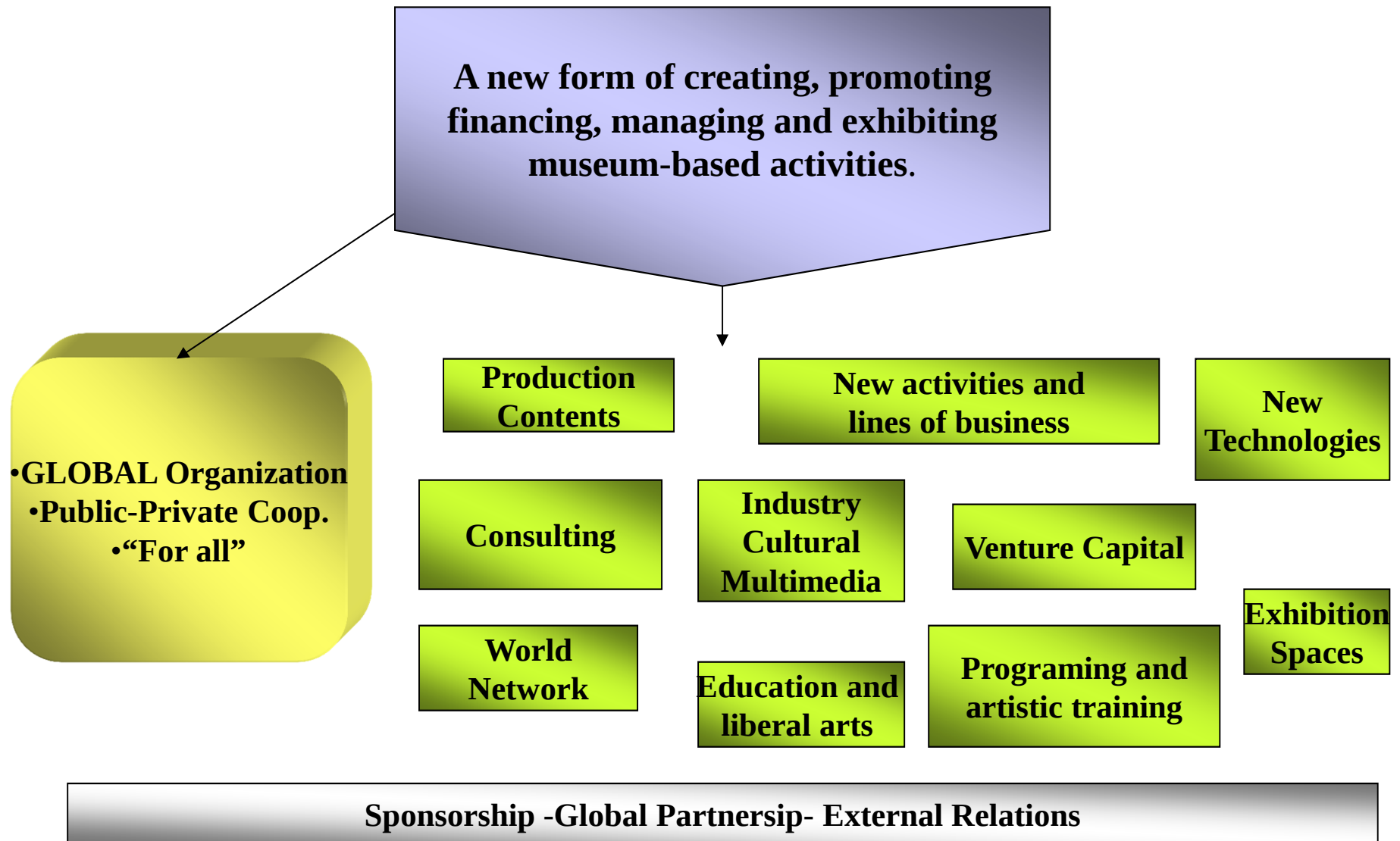
Fuente: Jon Azua, "Clusterizar la salud: ¿Una estrategia de futuro?", 2003

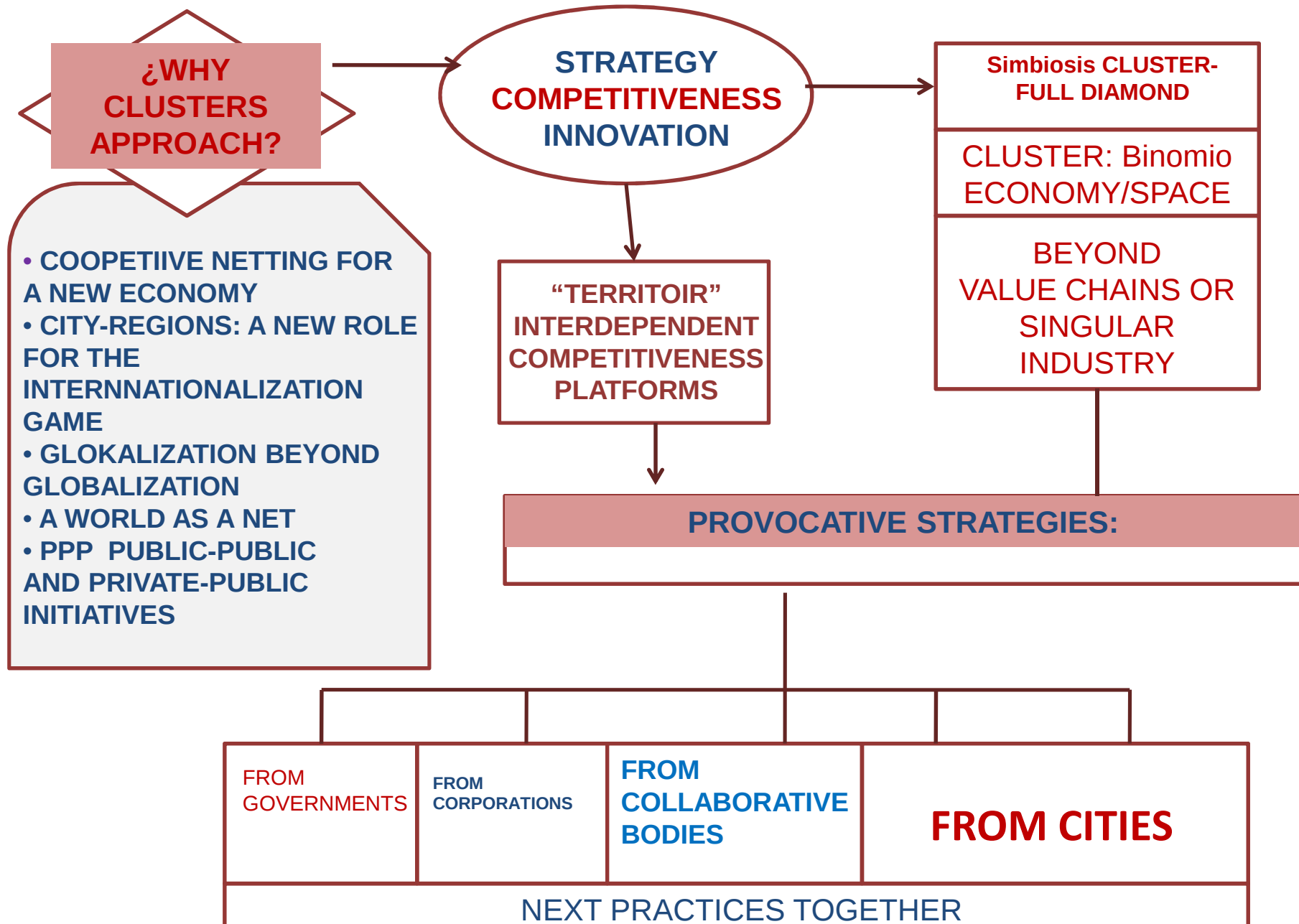
¿ART & TERRITORY CLUSTER?

Systemic approach, breaking classic “sectors” or disciplines.



OPENING NEW WAYS...



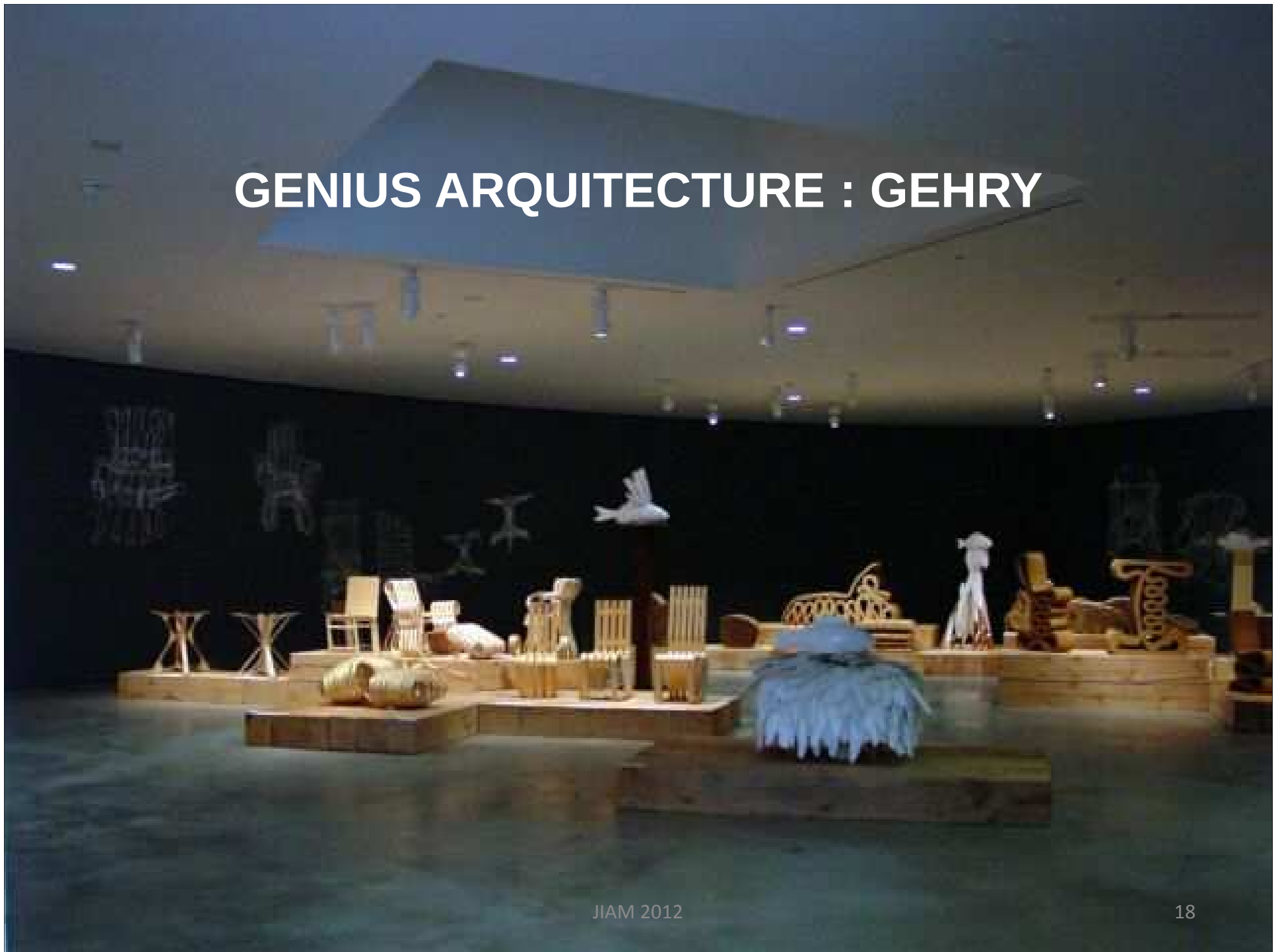


An aerial photograph of a city, likely Pittsburgh, showing a river (the Allegheny River) winding through the urban landscape. The river is flanked by industrial areas with numerous buildings and docks. A large, multi-story building is visible on the right side of the river. The city extends into the background, with more buildings and green spaces visible. The overall scene depicts a thriving urban environment.

GROWING, PROSPERITY, COMPETITIVENESS

...FROM OUR NEEDS AND SOCIAL DEMAND!

GENIUS ARQUITECTURE : GEHRY



WITHIN A CITY'S INNOVATIVE STRATEGY!

Zorrotzaurre

Abandoibarra

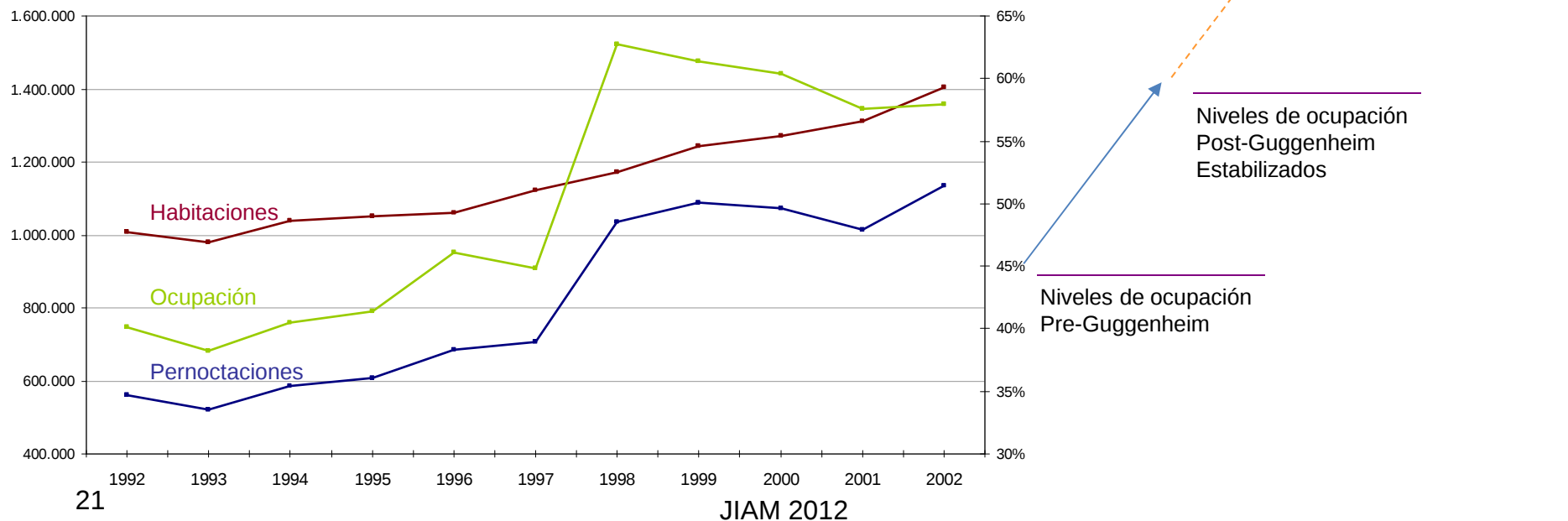


Guggenheim +

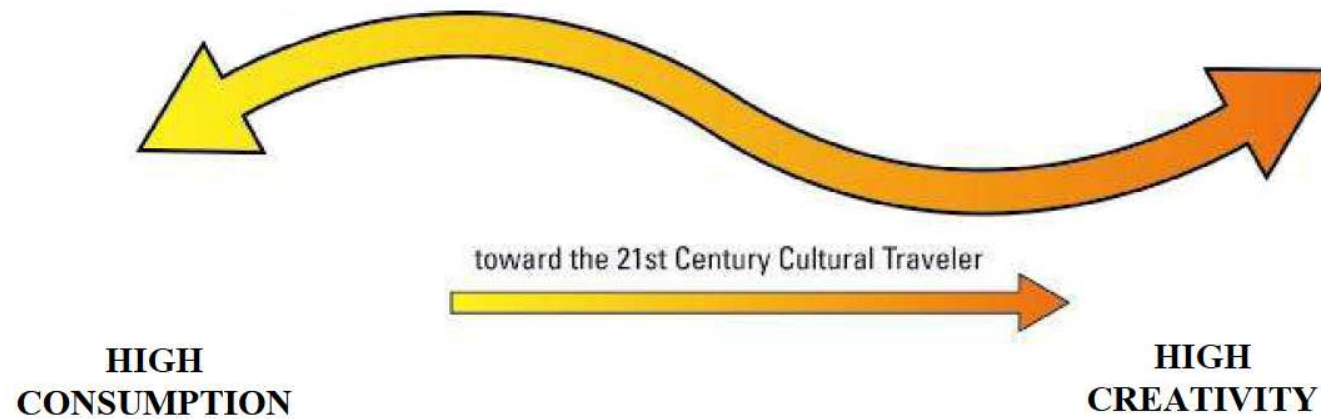
NEW PROYECTS, IDEAS AND OUTPUTS.
"SOMETHING MORE THAN A MUSEUM"



Datos de Turismo en Bizkaia – Pernoctaciones, Habitaciones y Grado de Ocupación 1992-2002 (Eustat)



UNLIMITED NEW EXPERIENCES...



CULTURAL TOURISM...

- Iconic buildings
- Big Names
- Clustering and Packaging (experience and marketing)
- Distinctive, high quality attractions
- Spectrum of engagement between 'consumption' and 'creativity'





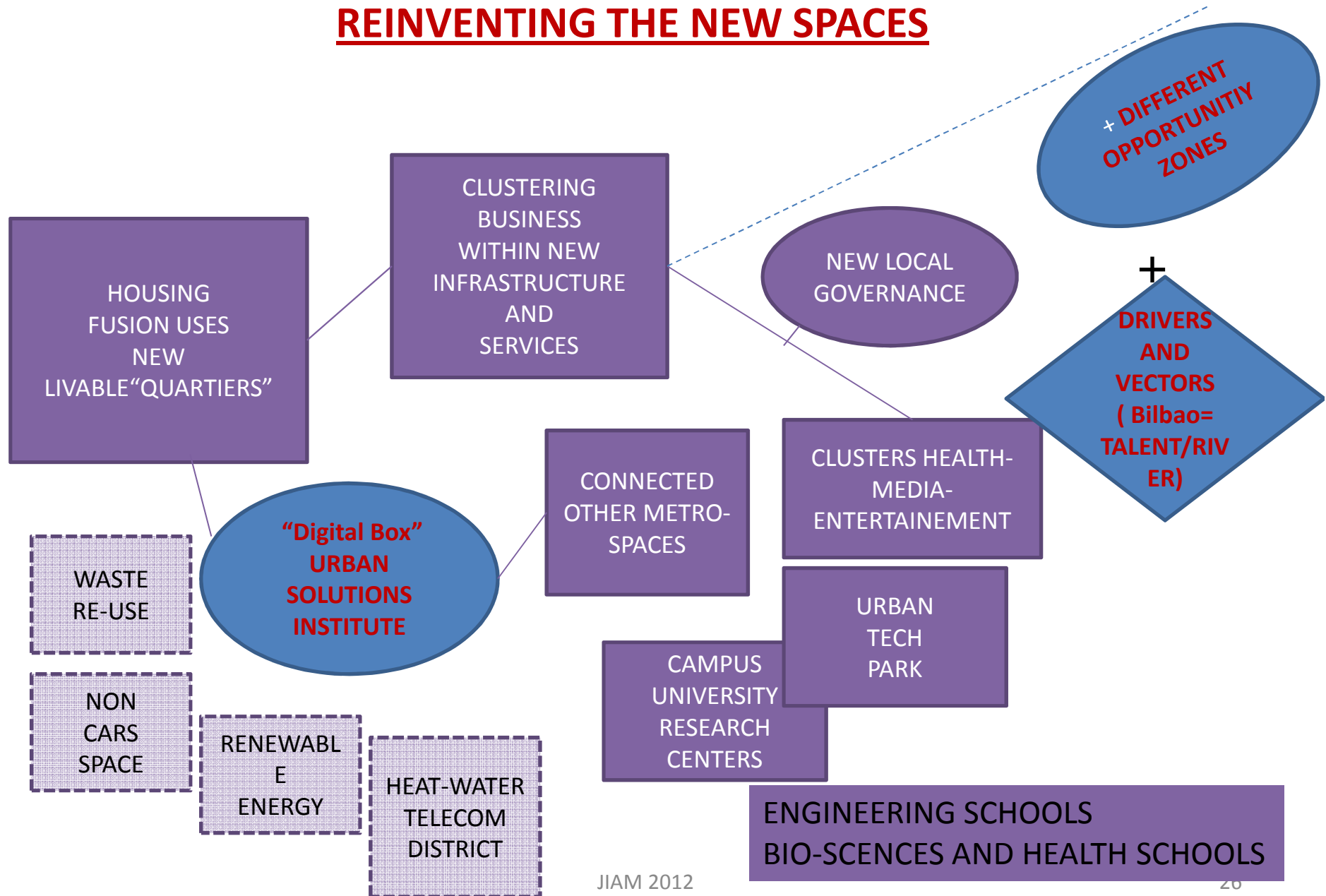
City's Strategy

URBAN INNOVATION...

➤ GREEN, CREATIVE OR ECO CITIES:

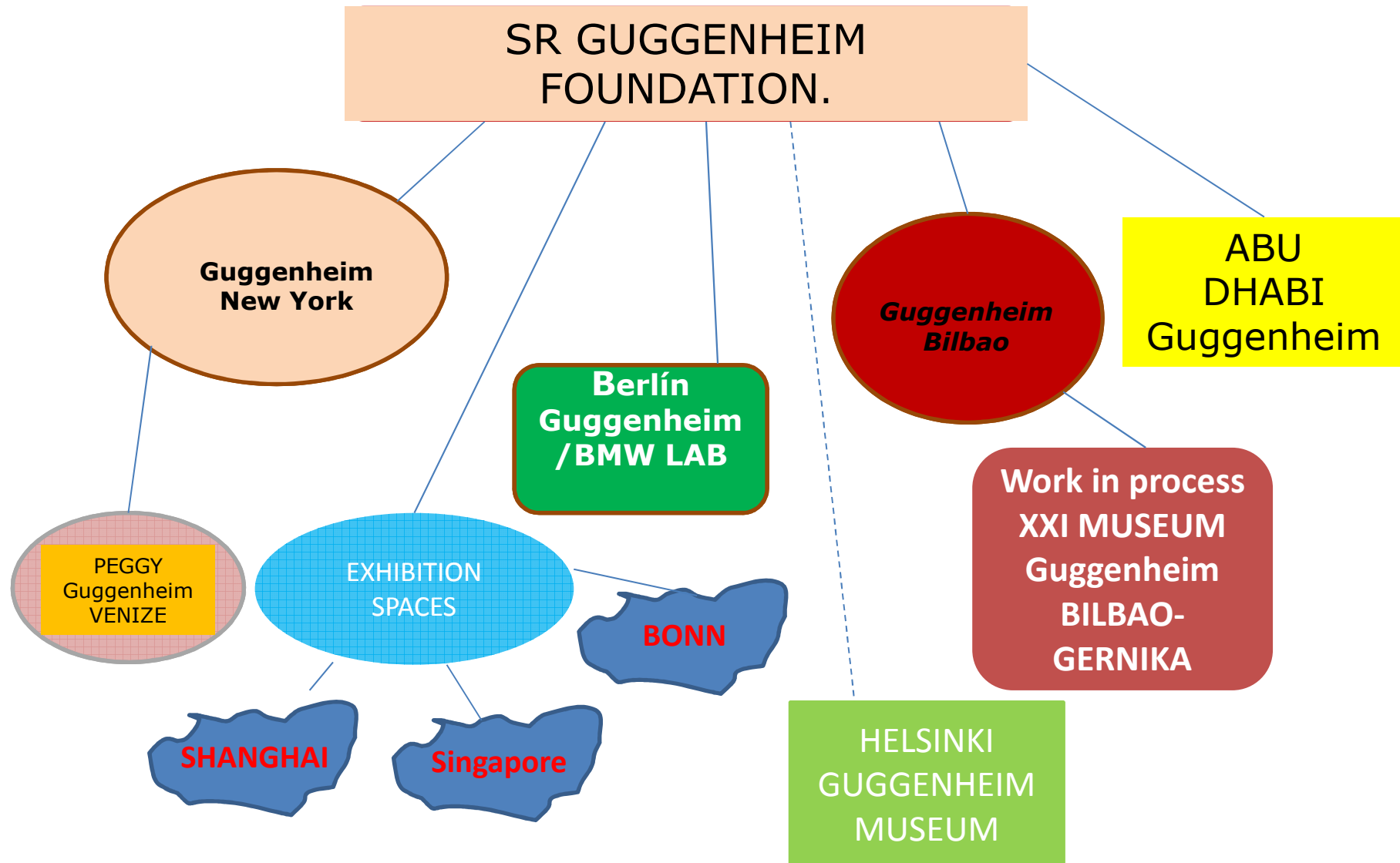
- LAND MANAGEMENT
- DESIGN
- SMART BUILDINGS
- MOVILITY AND REINVENTING MASS TRANSPORT
- SUSATINABILITY
- REUSE.
- HERITAGE AND CULTURE
- ENERGY AND WATER
- CREATIVITY INDUSTRIS + SMART TRADITIONAL INDUSTRIES
- NEW GOVERNANCE

REINVENTING THE NEW SPACES



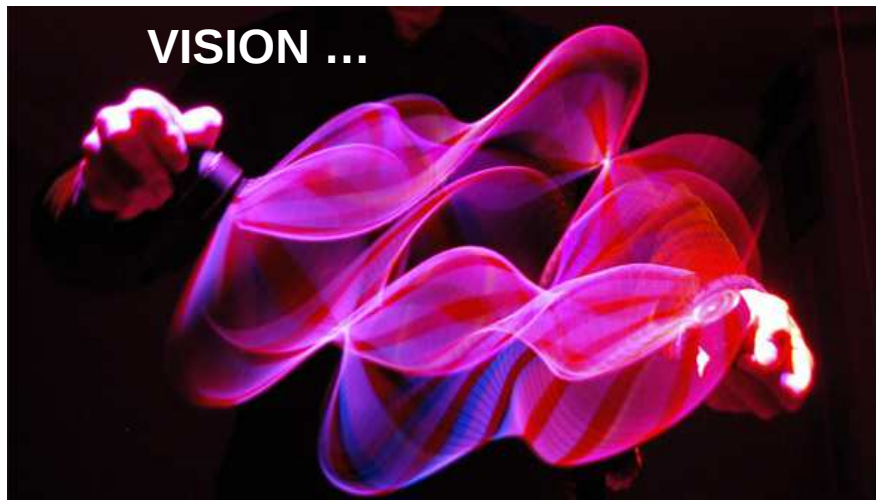


GLOKAL VISION: GUGGENHEIM NETWORK



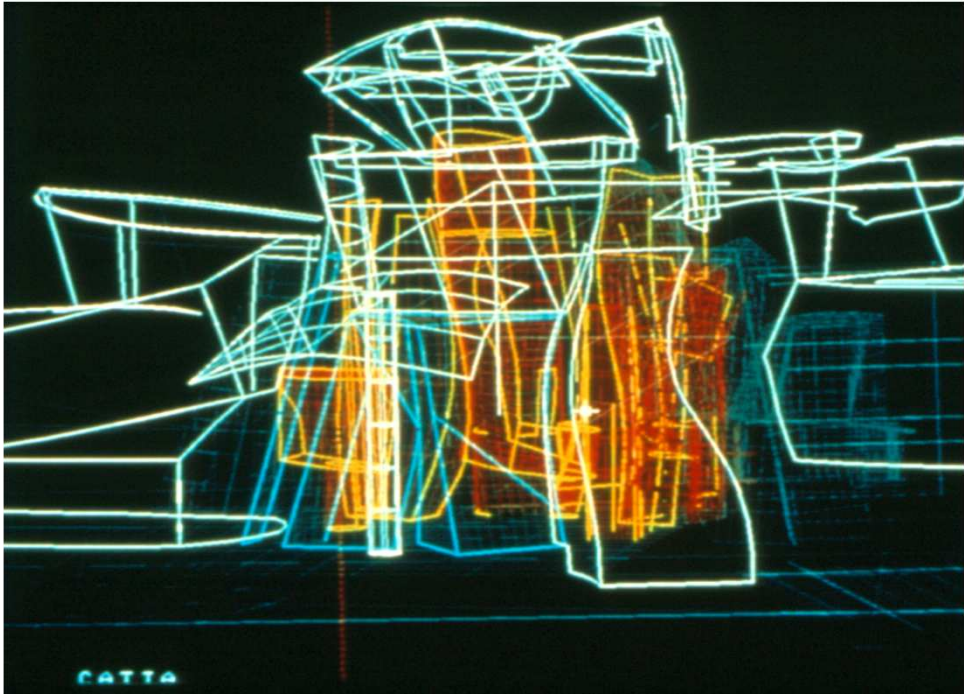


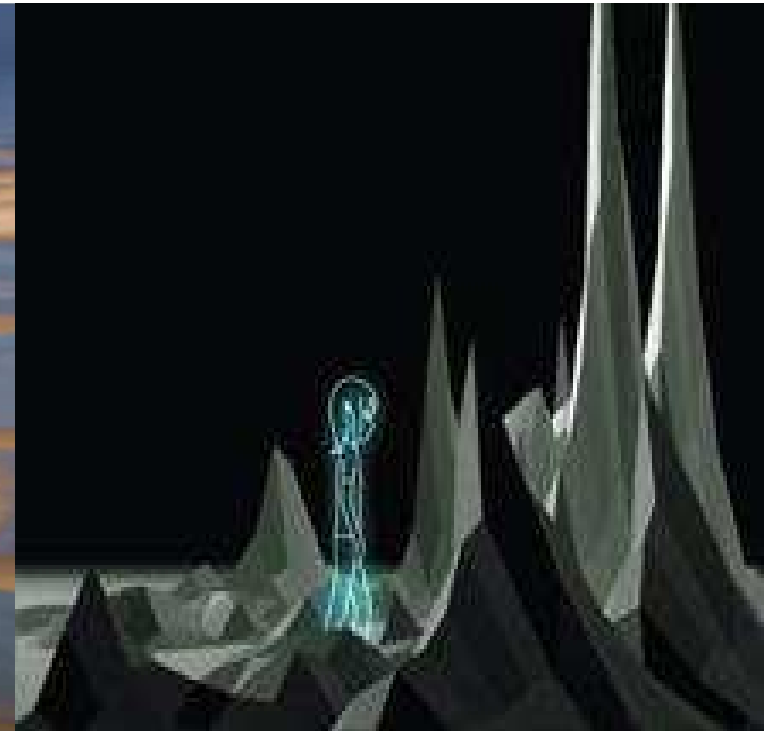
GERNIKA-URDAIBAI: LEADING THE CREATIVE ECONOMY



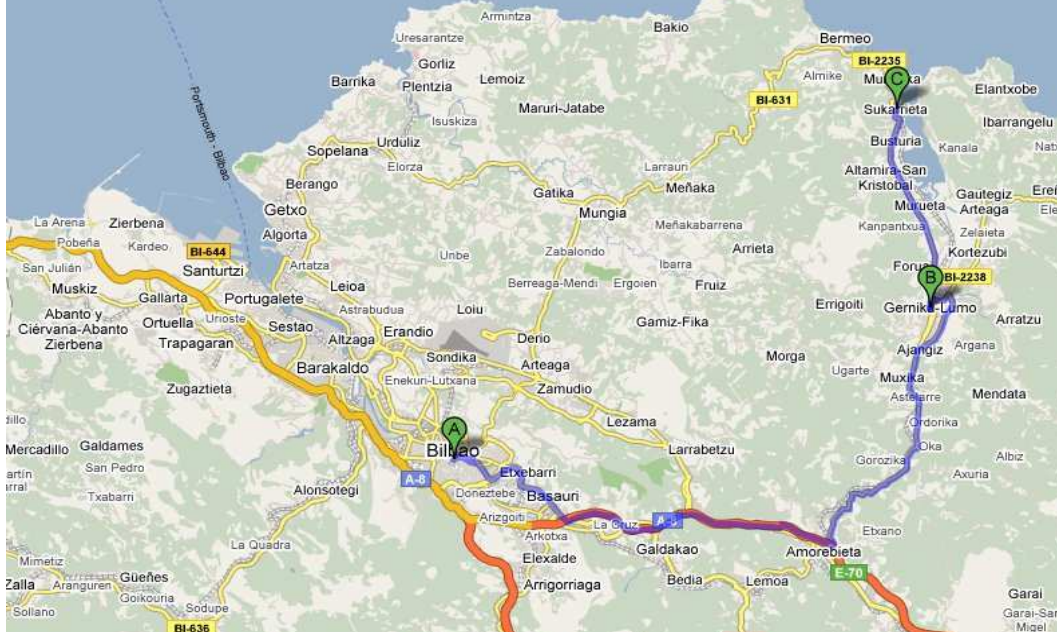
UNIQUE VALUE PROPOSITION

TECHNOLOGY, CULTURE, IDENTITY





...TOWARD WELLBEING



IN A REAL KNOWLEDGE ECONOMY

- UNDERSTANDING DIFFERENT STAGES AND STRATEGIES NEEDED AT A TIME,
- GLOKALIZING IDEAS AND INITIATIVES,
- B+G+C
- A+B+C
- NEW SOCIAL ARCHITECTURE
- NEW INSTITUTIONAL FRAMEWORK

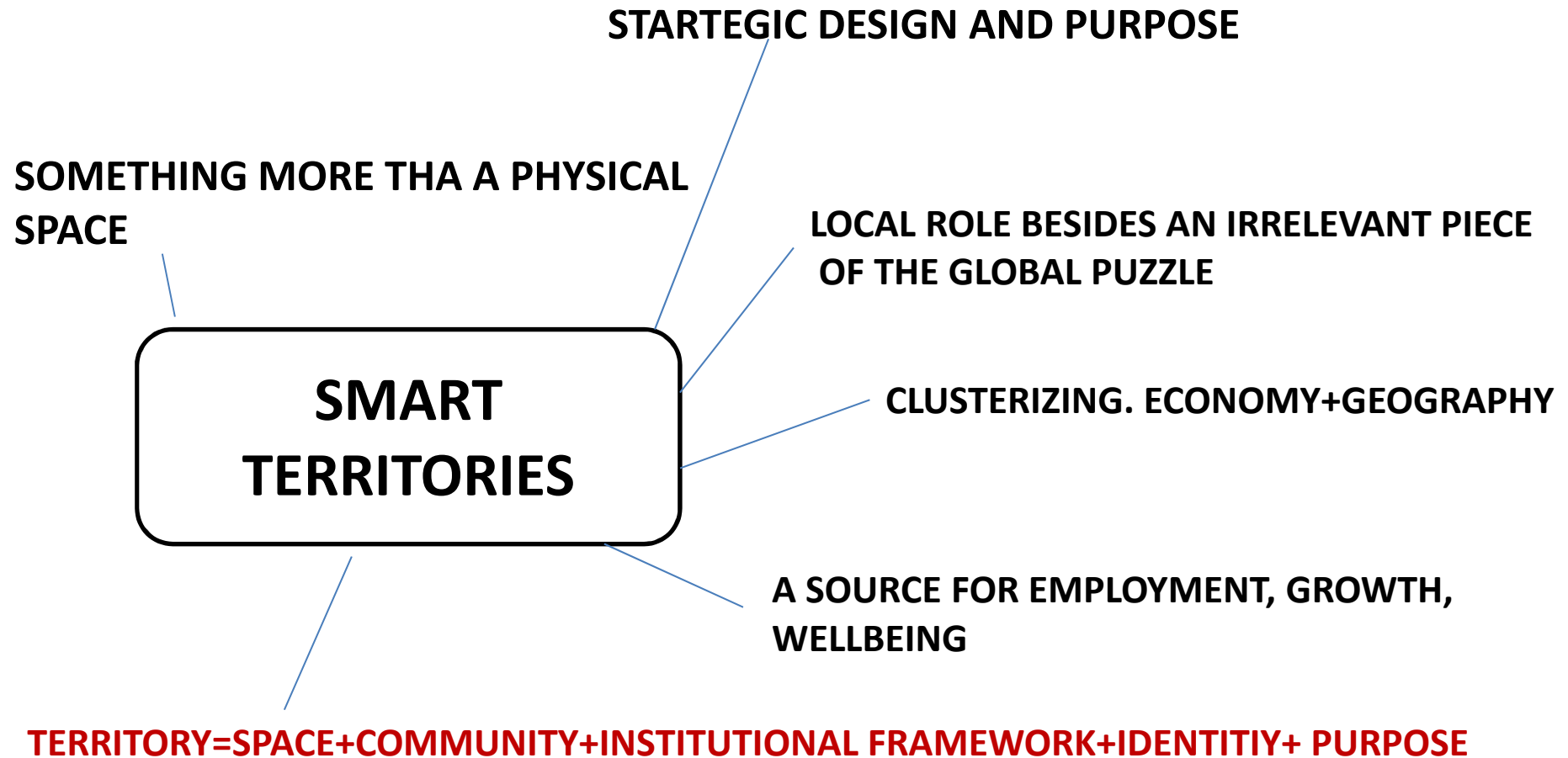


A COMPETITIVENESS STRATEGY FROM/FOR:

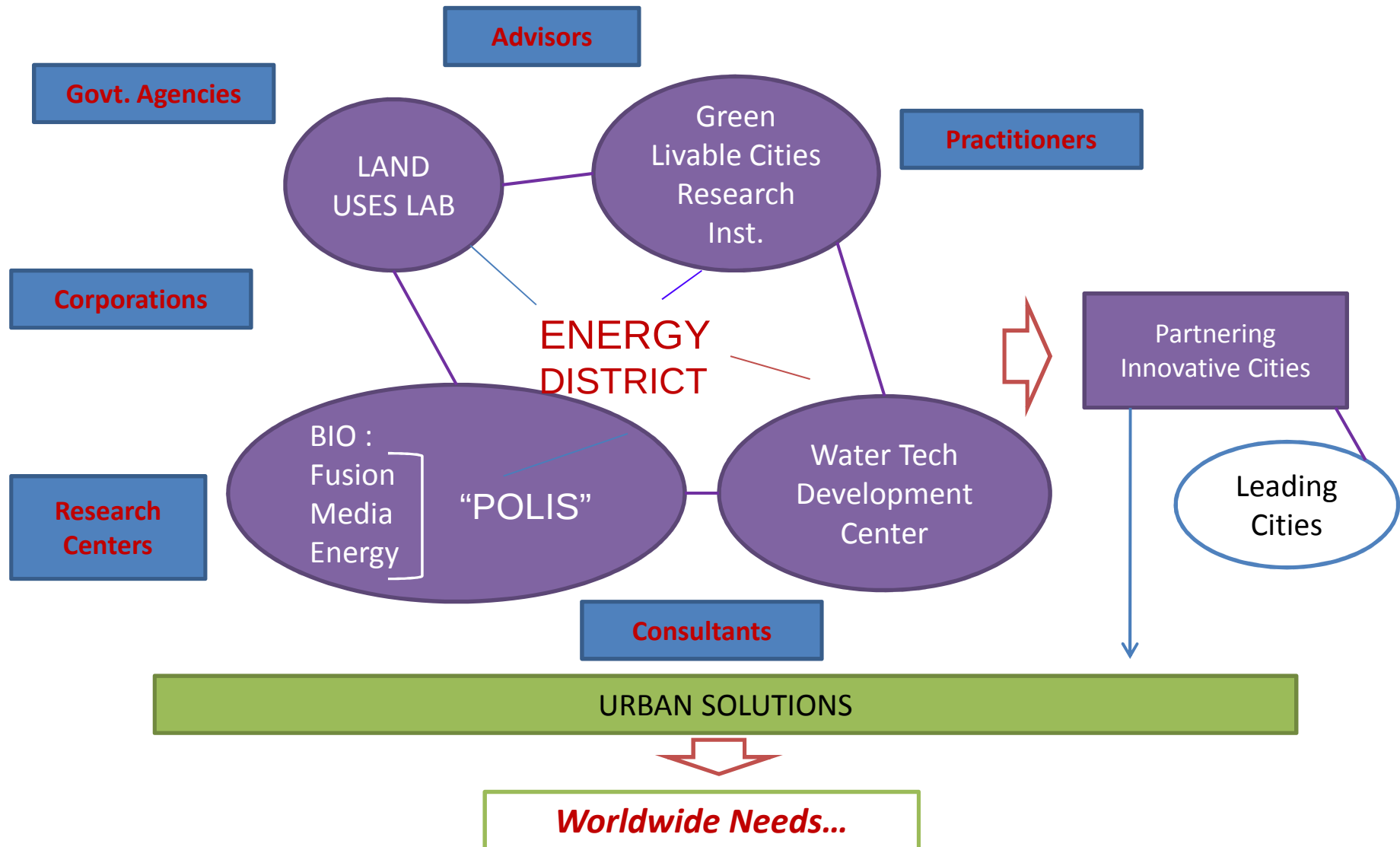
- **ENERGY & SUSTAINABILITY**
- **EMPLOYMENT**
- **EDUCATION, MIGRATION, DEMOGRAPHY**
- **CITIES AND REGIONS**
- **TERRITORIES: LIVABLE, FUTURE, INCLUSIVE**
- **GOVERNANCE**
- **HEALTH SCIENCES**
- **INFRASTRUCTURES (HARD AND SOFT)**
- **SMART MANUFACTURING**



...SEEING SPACES AS AN ACTIVE PLAYER AND NOT JUST A “container”



Singapur 2030: “INNOVATIVE URBAN SOLUTIONS: BUILDING CITIES AS AN INNOVATIVE ENGINE TO GAIN THE FUTURE”.



THE KEY FACTORS ?

“Lee Kuan Yew World Cities Prize”

- ❖ A COMPREHENSIVE AND HOLISTIC VISION AND LONG TERM STRATEGY
- ❖ MICROECONOMIC AND DIFFERENTIATED PLANNING AND IMPLEMENTATION ACTIONS
- ❖ STABLE LEADERSHIP
- ❖ IDENTITY-EDUCATION.INNOVATION COMMITMENT
- ❖ SPECIFIC INSTRUMENTS(URBAN MANAGEMENT, FINANCE,CONTRIBUTION AND SOCIAL PARTICIPATION,PERFORMANCE)
- ❖ A SOCIAL AND ECONOMIC DRIVER
Reinvención permanente
- ❖ MULTI DISCIPLINARY INNOVATION
- ❖ REINVENTING AS PERMANENT ATTITUDE
- ❖ “GLOKAL ” APPROACH

BILBAO
2010 PRIZE

NEW YORK
2012 PRIZE

**WHY NOT
OTHERS ?**

COMPETITIVENESS: THE MAGIC OF THE PROCESS!

1. For a strategic purpose
2. Economy and territory as a unit
3. Competitiveness full model working in all key elements needed
4. *Competitiveness beyond simple economic policies: social, inclusive, economy at once. To the social, innovative and economic competitiveness*
5. *Strategy, competitiveness and innovation: three integrated key interdependent elements*
6. *Corporations, governments, city-regions building unique partnerships
tejiendo partenariados únicos para la clusterización*
7. GloKalizar : more than a dialogue for a new understanding about global and local effect in the whole economy.
8. Deconstruction of value chains in/from different spaces
9. Competitiveness beyond individual interest
10. CLUSTERIZING/ SYSTEMIC APPROACH/BREAKING BARRIERS