



# Barcelona Economic Triangle



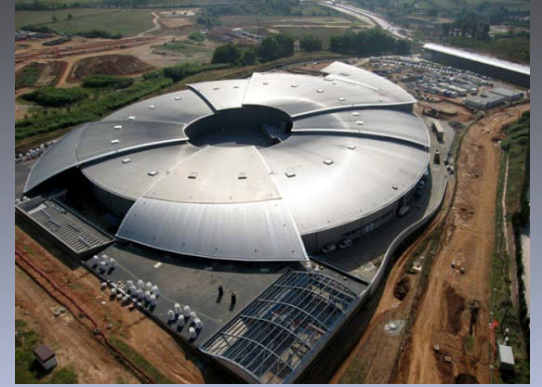
Marcel Prunera  
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# A case of place based-innovation: The BET



The BET is a joint initiative to promote outside of Catalonia the main innovation poles of the metropolitan area of Barcelona.

Delta BCN: top industrial areas; aeronautic, health, logistic & food. Hospitals; Business Parks; Port & Airport top in Southern Europe; New industrial land developments; new fairs and touristic facilities. Top technological and research centers.



22@: Media, ICT, design, energy, medical technologies; public & private corporate headquarters; entrepreneurs neighborhood; knowledge centers; residence area; old industrial quarter rehabilitated.

Parc de l'Alba (Alba Park): Universities; R+D+I; Synchrotron, top in Europe; New industrial land; Pharma, Tech; Bio; Corporate data centers;

Common issues: 3 levels of administration promoting and working together; more than 1 city involved in each; triple helix in all (knowledge centers; private; public).

Also: biggest both efforts & challenges ever; they had common threats; did they have a common strategy?

Area	Sectors	Projects	Space (m2)
		Aerospace and mobility park	245.000
Delta BCN/BZ Barcelona Innovation Zone	Mobility, media, aerospace, logistics, feedings	Viladecans Business park	98.000
		Mediterranean Technology park	93.300
		BZ Barcelona Innovation Zone	1.000.000
22@	Media, medical technologies, energy, design	22@Barcelona	3.200.000
		Diagonal-Besòs Campus	60.000
		Europe door	446.000
Alba park	Biotechnology, nanotechnology, energy, health	Alba park	1.320.000
		Esade Creapolis	39.800
		Health park	93.700
		Technology park	190.600
		Research park	120.000
		Business park	172.330

Source: Barcelona Council

# Delta BCN & Barcelona Innovation Zone

## Delta BCN

- Total floor → 246.609 m<sup>2</sup>
- Investment → 77 M€



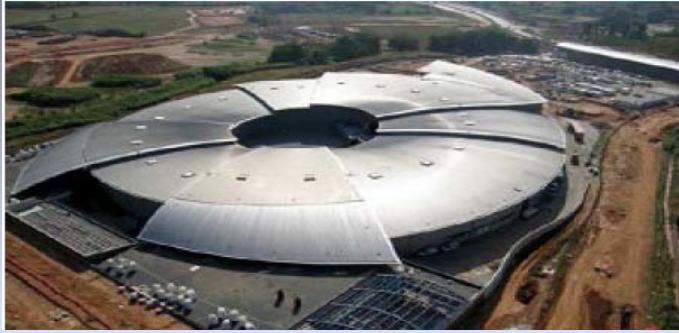
## Barcelona Innovation Zone

- New cluster area in one of the most privileged locations in Europe focused on high value-added firms from the cultural, health & science, and food sectors.
- The technology park is expected to have room for a total of 300 companies, which will host about 20,000 jobs.

- Total floor → 1,159,626 m<sup>2</sup>
- Infrastructures investment → 310 M€
- 4000 new houses with public aids
- 150,000 jobs (forecast)
- Some main actors: Mediapro, Media-TIC building, Universities, T-Systems, Indra, Telefónica, Barcelona Design Center, Barcelona Media Innovation Center, Endesa, IREC & ITER, Catsalut, Gaes, Sanofi Aventis, TecMed 22@ Lab



Alba is among the top three synchrotron radiation facilities in the world today.



- **Officially opened on March 23, 2010**

- Investment of 201 M€ since 2003, equally split between the central and Catalan governments

- Started operating gradually during 2010, and by 2011 it will be ready to host about 1.000 researchers annually

## Alba Park

- 10.000 companies environment (B-30 axe)
- 40.000 professionals
- 4.000 researchers in the UAB research park

## Synchrotron

- The main scientific installation of the south-west Europe
- 420 M€ of government investment in 2020

## BET: the project itself

Each vertex of the BET is an area of consolidated economic activity, with important projects in progress and many opportunities for investment, as well as huge potential and prospects.

Facts & figures – from 2004 till 2010/2013-: 1.330 ha among the 3 locations. 6,179Msqm of floor space for economic activity; 46.000 jobs already created in the new activities located, 190.000 planned till 2013; 1.740 companies already placed or in train of locating there, mostly new activities; 1,78B€ of public investment in infrastructure; 8.000 researchers involved.



- The BET is the packaging of all in order to sell, promote, cooperate as one: in Munich, in Cannes, in Shanghai...at home as well...



# The story behind the BET: a story of public & private coordination and of converging initiatives in one location



1. Starting point: separate initiatives, many actors involved.
2. The main promoters and policy makers involved started working together. First steps: investing & planning, for instance: *joint consortiums to develop new areas or singular projects inside them.*
3. Starting cooperating: federal level + Catalonia level + cities (Barcelona leads); and also privates, unions, business organizations: promoted new projects together inside the areas, f.i.: *private public technological centers.*
4. They promoted as a unit: BET. f.i: *Sharing meetings, strategy and data bases of international investors and land developers.*



- A story of coordination and cooperation



- A story of decisions to make policies and initiatives converge in specific innovation poles.





# Why and how BET was carried out? Before it and driving to it: 2004-2010

Planning together what to do; focusing to compete and to face globalization & new economy challenges & new models. Main concerns: internationalization; quality occupation; competitiveness; social cohesion; beyond the crisis

Strategic Agreement

Catalonia Government + Unions + Business organizations has signed an innovative pack of 102 measures designing economic policy for 7 years. 70billion €. Public accountability & transparency standards involved.

Metro Strategic Plan

20 years old, after losing Metro Government; public & private think tank, all cities and economic agents were involved; strategic planning; project managing; promoting initiatives.

ACC1Ó

The merge of 3 agencies at Catalonia level: innovation; internationalization and attraction of investments.

Tools & projects for : innovation, internationalization, entrepreneurship and attraction of foreign investment

BIZ

International fair & marketplace for entrepreneurship, innovation & venture capital: all administrations, and private companies raised it and carried out together

Committee to Attract Investment

Public land developers; economic promotion agencies; energy regulator worked together. BET born here; cities joined

## How the BET was born. Key leaders

- 2 starting points:

1. A trend of coordinating agencies and governments, on the other side a past of not doing it.  
Why? Not only politics, also global threats, huge new land development reaching the market; critical masses needed, gaining management capability; rationals...
2. The joint work in attracting investments and in the management of most of the facilities.

- The Ministry of Economy, the Ministry of Innovation and the Incasol were already working together; to create the BET was an upgrade; an answer to a problem according to a previous global strategy. We needed a global strategy, to go abroad instead of waiting investments; we needed global promotion and a lonely brand around innovation, not only leisure & tourism.

- The government invited Barcelona to joint as the leading representative of local governments in the area and the main local actor involved.

- The previous background it was non presence of the strategic metro economic developments as a package in the international arena.

## Some key factors for the project

- An executive coordination board, with a representative of each leading institution & a leading executive agent (Incasol), that took the management of the project.
  - The BET was a promotional project in the middle of a coordination process; beyond BET meetings, the same agents were working together in other coordination projects.
  - Each part financed the project and the project were required to get other public and private sponsors.
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- The invitation to join to other small agents –cities, metro organizations, etc.-.
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- Although the main outputs shall come from brand positioning; global image and other similars; we could reach short term results in networking, new players, investors contacted...
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- The moment: just about entering the market for a lot of new developments; beginning of the crisis...should we have started before? Do we have to follow only under short term results analysis?

## What can we make better ? Which challenges do we have?

- Creation of an aggregated metropolitan entity. In doing that, not duplicating, just deepen in the progresses done and delegating competences.
- Appointing social and entrepreneurial leaders at the head of the initiatives; involving them
- To improve the capability of explaining what we are doing; long term planning and/or supra governments processes are not well known and therefore followed.
- Staying the course during the current crisis; to keep together instead of each one running away. Passing the crisis, to keep succeeding in attracting activities to the poles.
- Matching public plans with the market; is there critical mass enough for every sector or cluster promoted?

## Conclusions: what have we learned?



Efforts have to be unified → Importance of the role that plays the Government of the city and of the state. The capital city assumes leadership and other cities assume its brand. Government and other administrations choose one brand, the best one, just one. And they divide roles based on competitive advantages and resources of each one. Key: leaving each one in its role; identifying each one's specialty or strength.

Metros should make product management and branding like any product in a global market of metros. Cities and regions compete, even more than countries, at a global level.



Importance of ambitious goals: Barcelona leading the Mediterranean; entering with success the next economy and the new pattern of growth paradigm

Public & private cooperation and vertical integration among administrative levels: XXI century's paradigm in managing public affairs. Be practical: economic incentives and interests are the key of the governance beyond institutional and political duties and debates.





*Thank you very much  
for your attention*

