

ORKESTRA

Basque Institute of Competitiveness (Deusto Foundation)

May 2017

What is Orkestra?

Research Institute supported by the University of Deusto with a triple objective:



- 1 Contribute to improving the competitiveness of the Basque Country through transformative projects
- 2 Generate knowledge in regional competitiveness
- 3 Promote improvements in the well-being of citizens

Some statistics



38 employees and associates



Management autonomy



50% PhDs



Budget of 2.8 million \$



11 nationalities



Creation in 2006

A Shared Project

University



Deusto
Universidad de Deusto
Deustuko Unibertsitatea
University of Deusto

Deusto
Fundación Deusto
Deustu Fundazioa
Deusto Foundation

Orkestra is an initiative of the **University of Deusto**, that seeks synergies and collaborates with its faculties and initiatives

Partners

Global Partners










Partners







Since its creation, the Institute has been supported by **Partners** (public entities and private benchmark companies) that provide security to the project by participating in its governing bodies, the development of projects, and through funding. Currently they include Global Partners, who support the institute as a whole, participating in the Board of Directors; and Partners, who support specific areas of activity or Chairs (e.g. Energy).

Collaborators

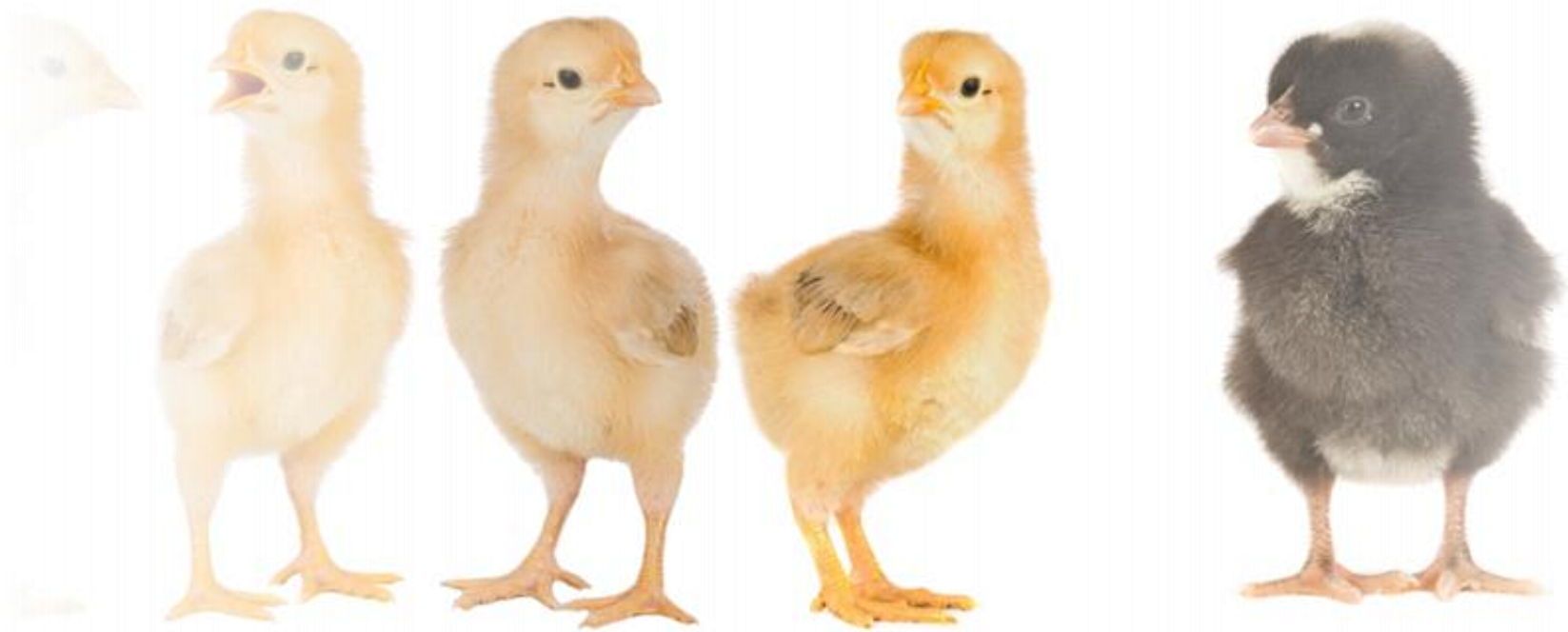


Additionally we promote projects with different **Institutions and Collaborating Firms** apart from those that form part of Orkestra's governing bodies.

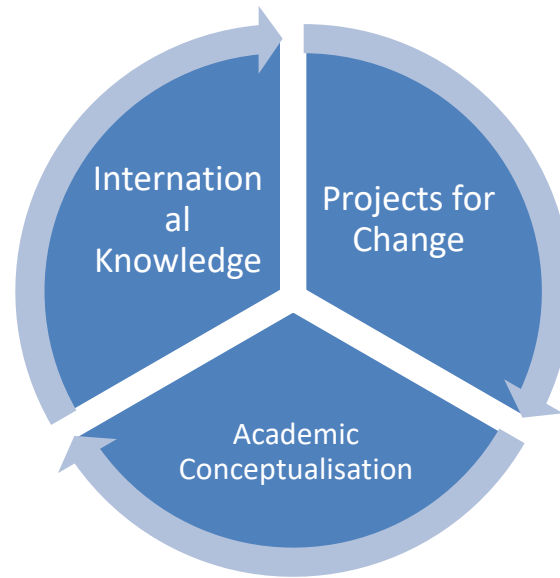
Institutional Network



We carry out **networking projects** with different firms and agents who complement and enrich the applied knowledge, and the results and impact of our activity.

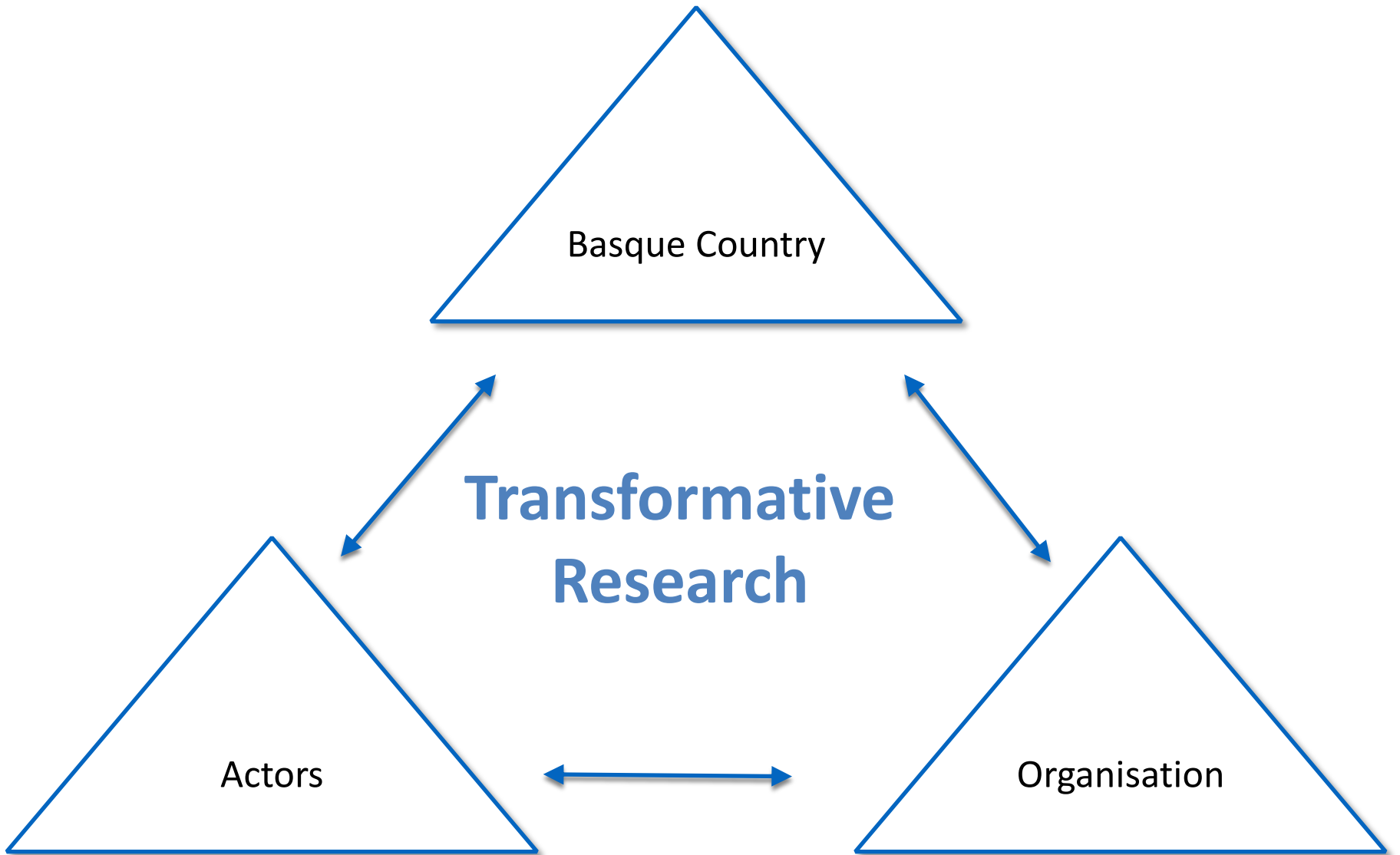


Transformative Research



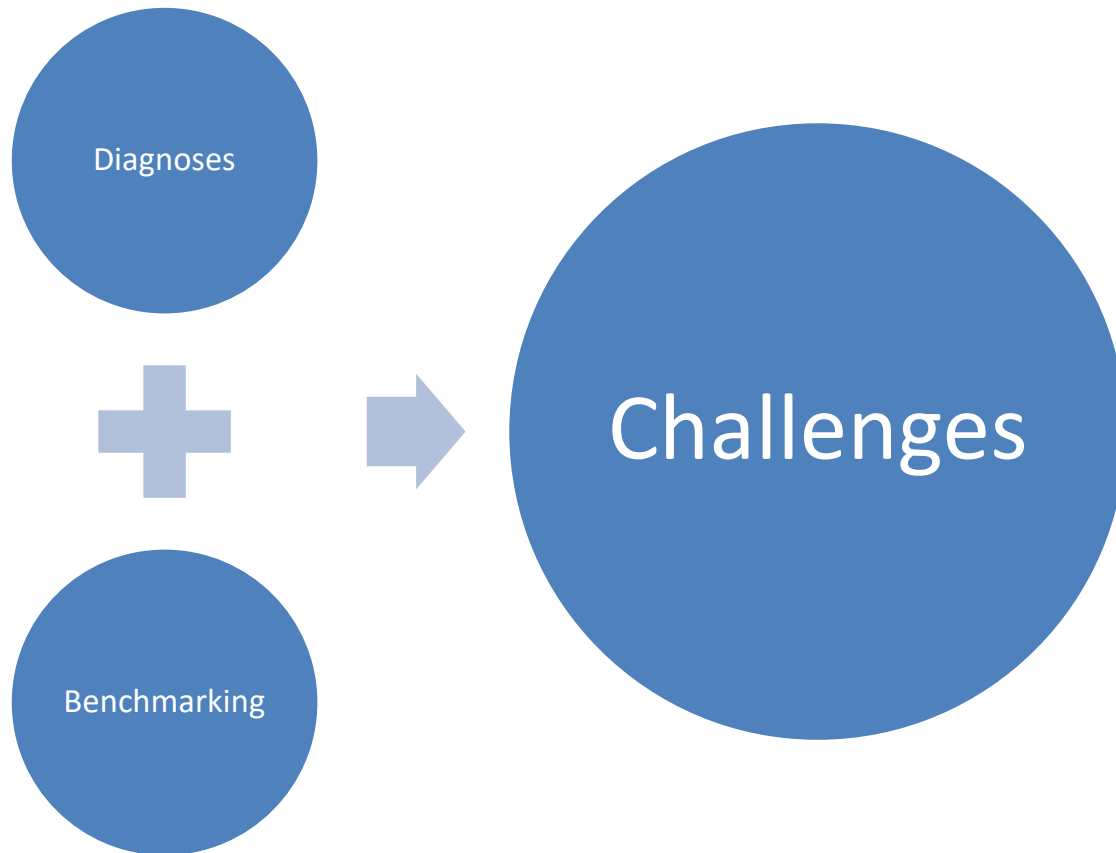
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It involves a new way of carrying out applied research, a type of research that transforms the key factors that have an impact on the competitiveness of firms, and consequently on the territory.





Where are we now & future challenges





Diagnosis



5 Competitiveness Reports



255 specialised publications



152 scientific articles



296 academic communications



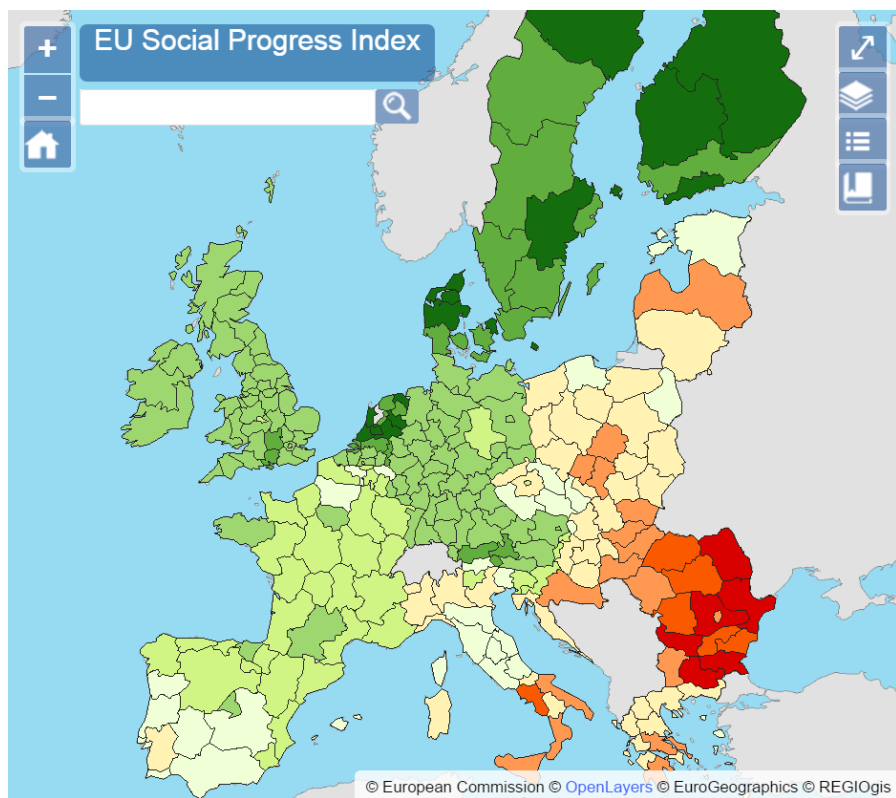
+ 40 doctoral theses



Open Access Policy



Benchmarking



EU Regional Social Progress Index 71.41 102/272
 GDP PPP per capita (2011) €32,500 35/272

País Vasco



Basic Human Needs	Foundations of Wellbeing	Opportunity
Score 84.31 Rank 74	Score 67.59 Rank 55	Score 63.16 Rank 133
Nutrition and Basic Medical Care Score 91.02 Rank 8 Mortality rate before age 65 Infant mortality Unmet medical needs Insufficient food	Access to Basic Knowledge Score 74.63 Rank 124 Secondary enrolment rate Lower secondary completion only Early school leaving	Personal Rights Score 29.35 Rank 242 Trust in the political system Trust in the legal system Trust in the police Quality and accountability of government services
Water and Sanitation Score 92.79 Rank 108 Satisfaction with water quality Lack of toilet in dwelling Uncollected sewage Sewage treatment	Access to Information and Communications Score 64.68 Rank 146 Internet at home Broadband at home Online interaction with public authorities	Personal Freedom and Choice Score 70.40 Rank 148 Freedom over life choices Teenage pregnancy Young people not in education, employment or training Corruption
Shelter Score 67.63 Rank 159 Burdensome cost of housing Satisfaction with housing Overcrowding Lack of adequate heating	Health and Wellness Score 75.36 Rank 71 Life expectancy General health status Premature deaths from cancer Premature deaths from heart disease Unmet dental needs Satisfaction with air quality	Tolerance and Inclusion Score 79.29 Rank 24 Impartiality of government services Tolerance for immigrants Tolerance for minorities Attitudes toward people with disabilities Tolerance for homosexuals Gender gap Community safety net
Personal Safety Score 87.06 Rank 3 Homicide rate Safety at night Traffic deaths	Environmental Quality Score 56.61 Rank 46 Air pollution-pm10 Air pollution-pm2.5 Air pollution-ozone Pollution, grime or other environmental problems Protected land (Natura 2000)	Access to Advanced Education Score 82.37 Rank 56 Tertiary education attainment Tertiary enrolment Lifelong learning

● Underperforming ○ Less than one point under neutral ● Neutral ○ Less than one point over neutral ● Overperforming ○ No data
 Strengths and weaknesses are relative to 15 regions of similar GDP per capita: NoordBrabant, Tirol, Karlsruhe, Valle d'Aosta/Valleée d'Aoste, Comunidad de Madrid, Lombardia, ZuidHolland, Mittelfranken, Dusseldorf, Vorarlberg, Köln, Prov. VlaamsBrabant, Oberösterreich, Comunidad Foral de Navarra, Tübingen

http://ec.europa.eu/regional_policy/en/information/maps/social_progress



Challenges



Actors



Transformative Research



Actor

+

Researcher

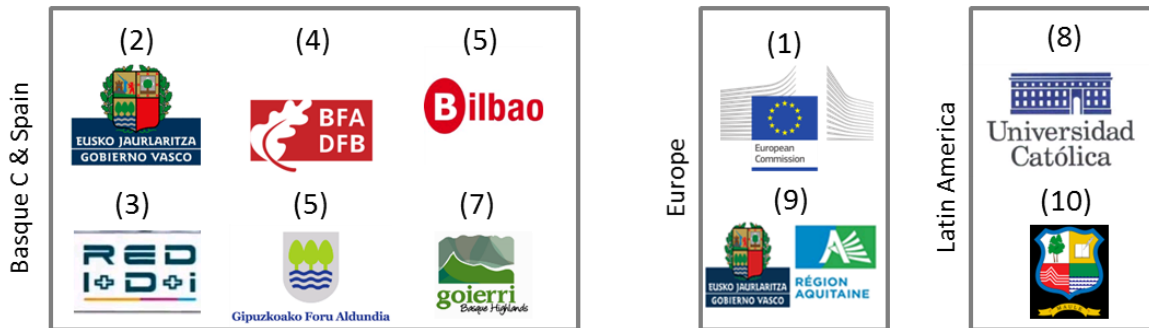
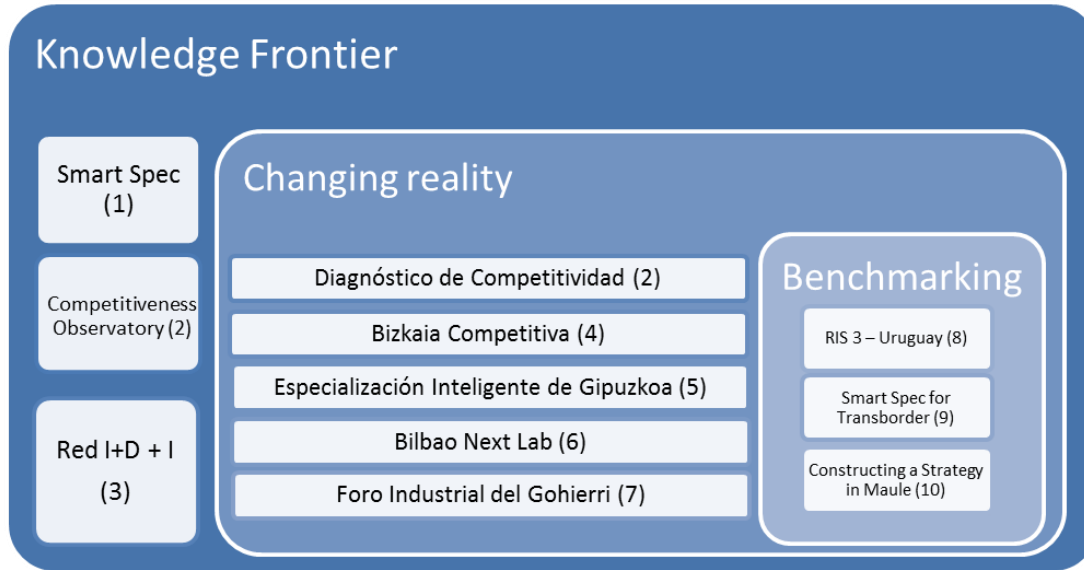
Innovation in resolving problems

New knowledge

A permanent process

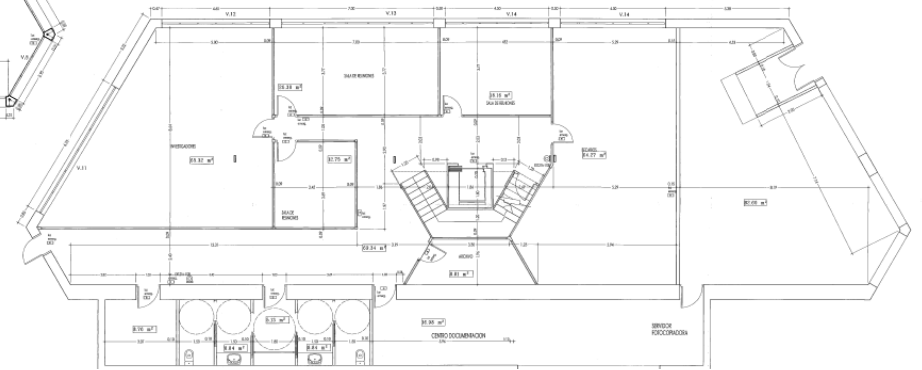
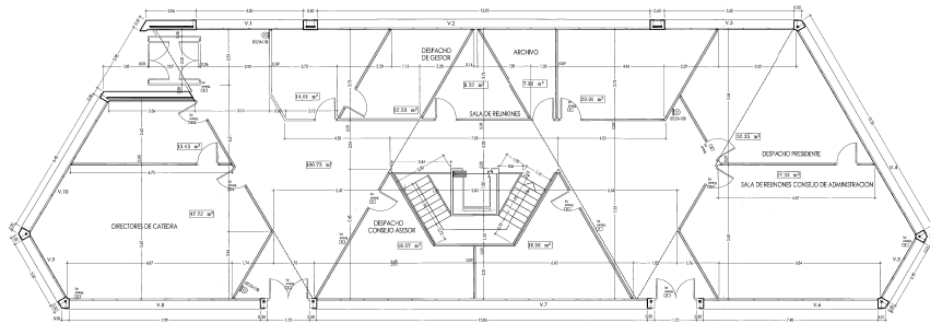


Smart Specialisation Strategies





Room for things to happen



2006

Decentralised Organisation:
4 Departments – 1 Admin & Services

2013

Hierarchical Organisation:
4 Chairs – 1 Admin & Services

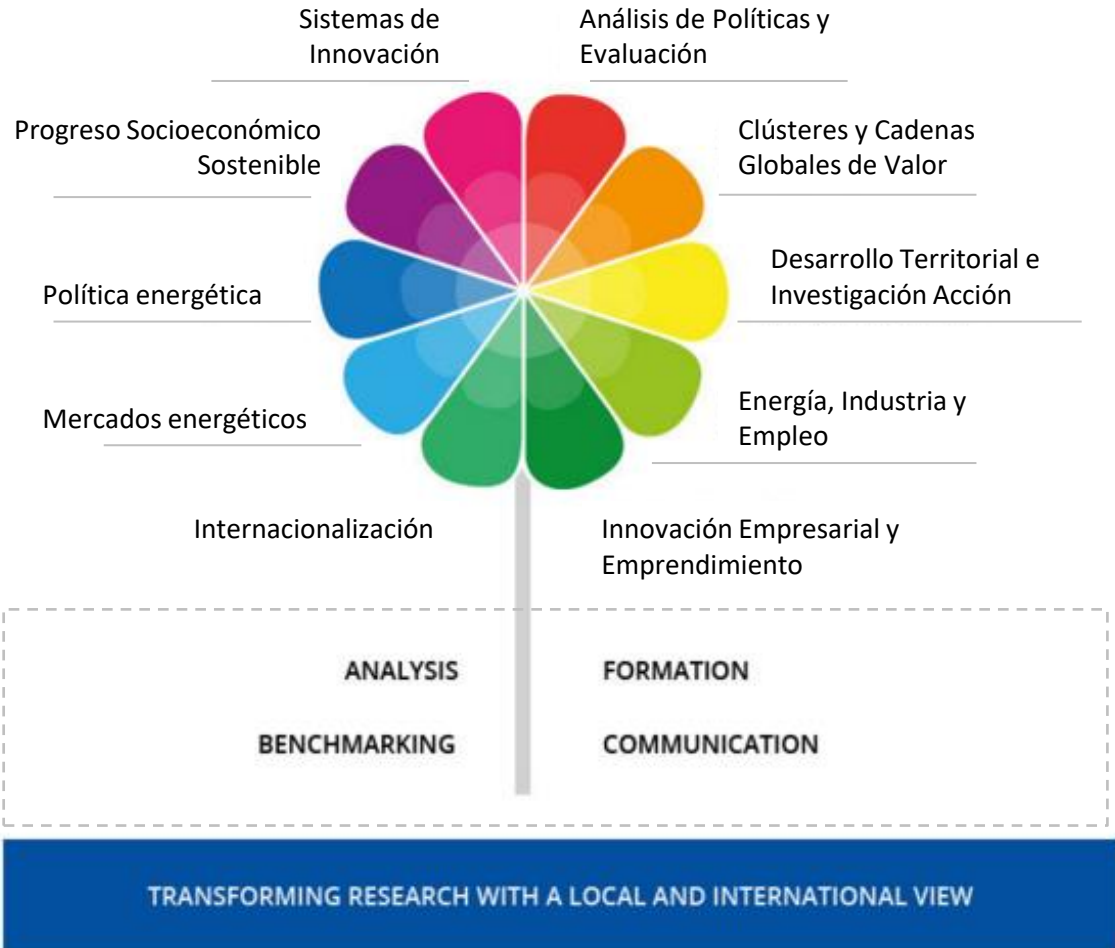
2009

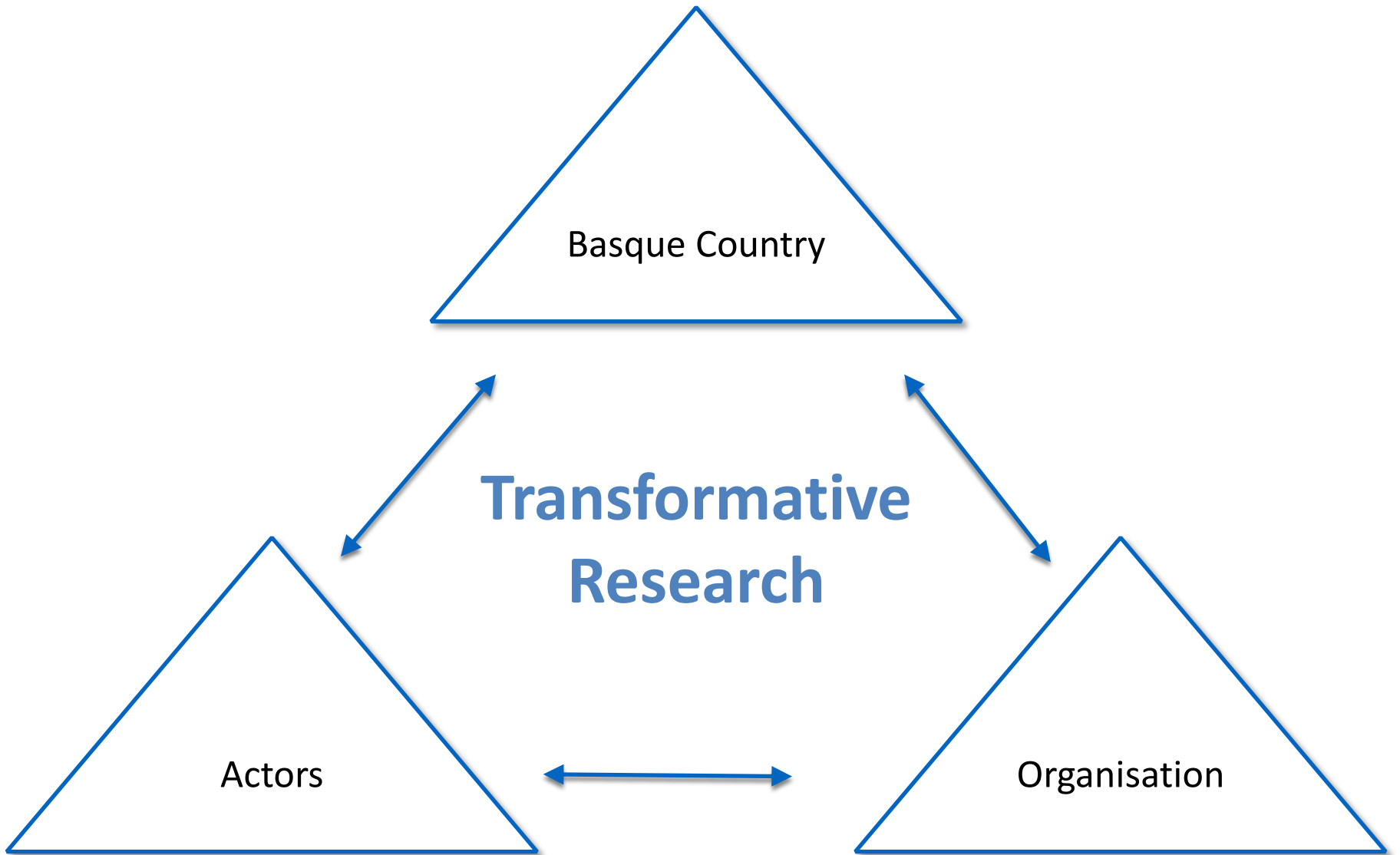
Horizontal Organisation, project-based management

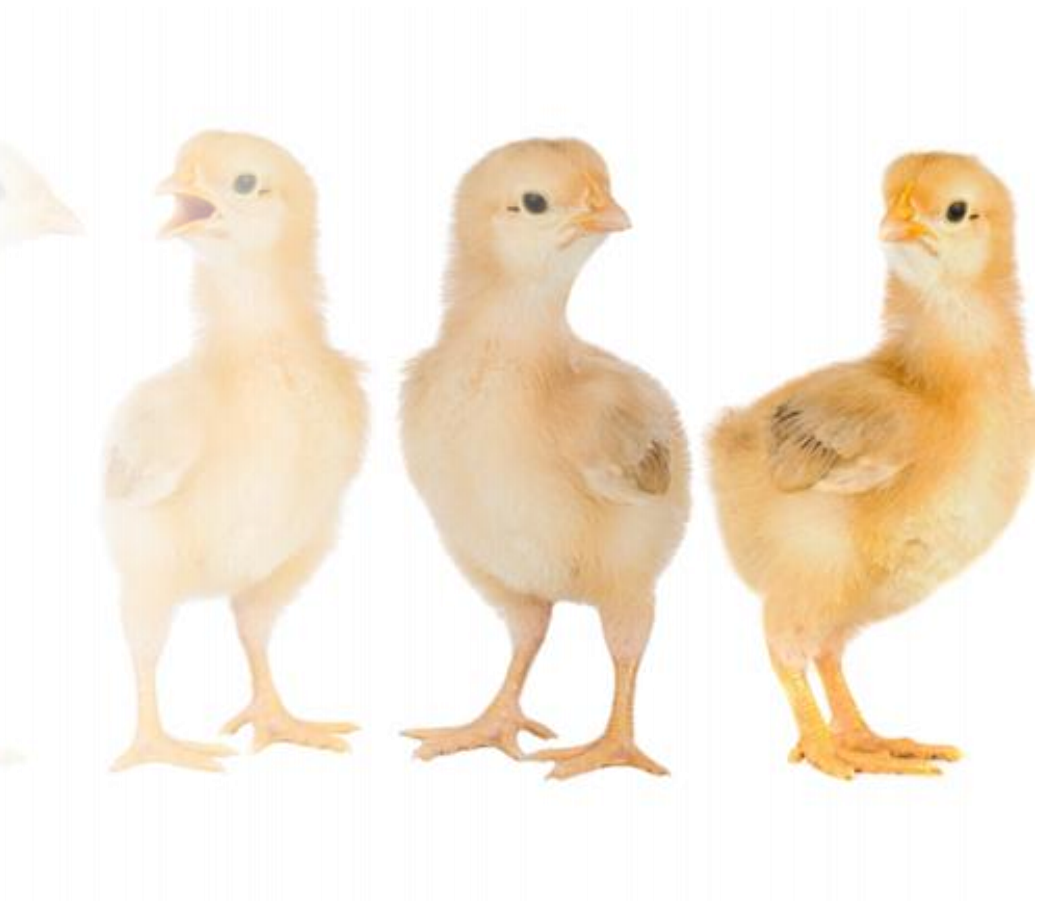
Organisation

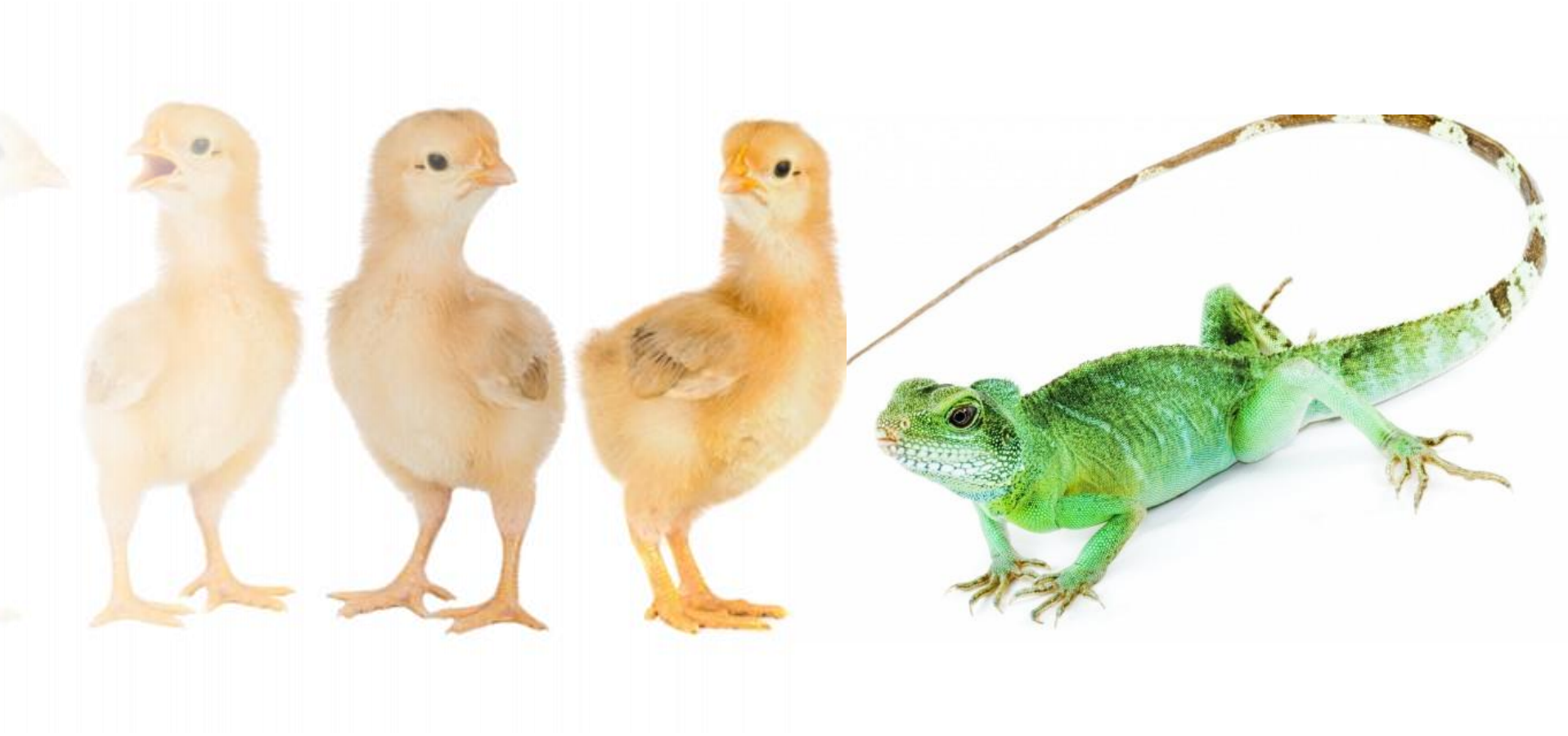
Research lines

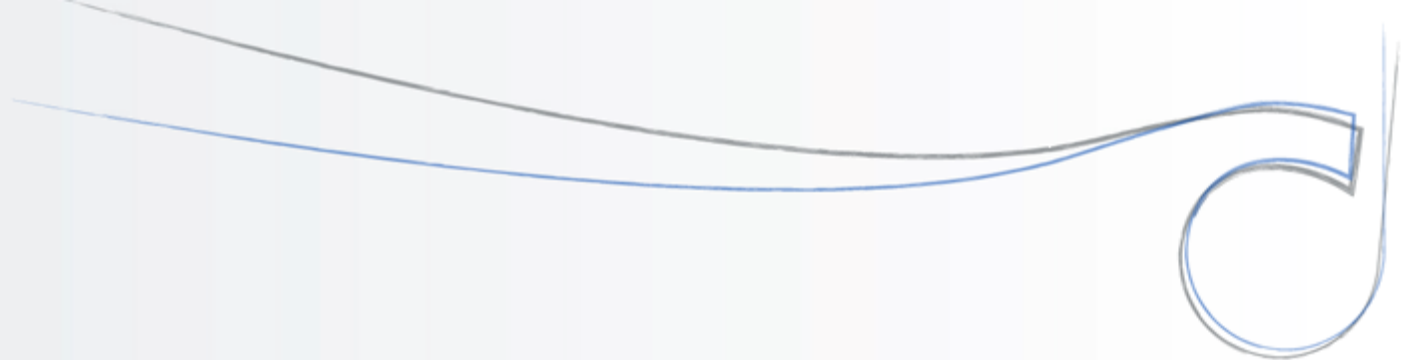
- Based on a **horizontal organisation** model that looks to promote thematic and cross-cutting capacities of those who work in the Institute.
- Knowledge management space among research lines











Thank you!