



Industrial strategy of Catalonia

Programmes for the Seven Strategic Industrial Sectors





Felip Puig i Godes Minister for Business and Labour

Economies that are essentially industrial have withstood the world economic crisis better. For the first time in decades there is therefore a political and social consensus that the reindustrialization of Europe is the most solid way of leaving the recession behind, creating jobs and ensuring stable and lasting growth.

The Europe 2020 Strategy establishes industry and innovation as the core requisites for growth, and requires cohesion policies and structural funds to encourage smart, sustainable and inclusive growth. The European Commission has urged the regions to develop a proposal for specialisation, known as RIS3 (Research and Innovation Smart Specialization Strategy).

The Government of Catalonia has set out its priorities in Europe 2020 and RIS3 through the ECAT 2020 and RIS3CAT strategies. As a result of the analysis of the different production sectors, and on the basis of the three key future vectors of the economy of Catalonia (industrial tradition, quality of life and the green economy), the RIS3CAT strategy has identified seven sectors designed to lead the transformation of the economy of Catalonia towards the 2020 targets.

These seven sectors emerge from the Government of Catalonia's **new industrial strategy**, the aim of which is to ensure that the industrial sectors account for 25% of the GDP of Catalonia by 2020. The Government is committed to an industry that is more innovative, more talent-intensive, and firmly established in the global economy.

On 4 July 2014, in a presentation entitled "Industrial Catalonia: a shared objective", the President of the

Government of Catalonia described the bases of this new industrial strategy for Catalonia, which has three main features:

- Its sector-specific orientation: it is based on the seven sectors that Catalonia has defined as priority. It is also committed to specialization in strategies that have proven to be efficient in each sector. Industrial policy therefore has a sector-specific focus, while maintaining traditional horizontal policies (innovation, internationalization, etc.).
- Its cross-cutting nature: industrial policy involves the whole Government and not just one ministry, as factors of industrial competitiveness involve a large number of governmental areas.
- Its public drive with private leadership: while industrial policy is the responsibility of the Government, the country's industrialization depends on the effort made by companies. This strategy is therefore only meaningful if it facilitates and supports initiatives by companies.

Each strategic sector has been assigned an impulse Programme, which will be dynamic and updated in accordance with its results and the needs that may arise. This document briefly details the key points and the specific measures of the different impulse Programmes. I wish to thank all representatives from business who have taken part in this process and invite industry to view this as their own strategy and get involved in developing and implementing it.



Industrial strategy for Catalonia

The Industrial strategy for Catalonia is implemented through **seven Programmes**:

	Food Industries
	Chemical, Energy and Resources Industries
	Industrial Systems
	Design Industries
	Sustainable Mobility Industries
	Health and Life Sciences Industries
	Cultural and Experience-based Industries

The programmes are intended to offer society a strategic agenda with which to work and strengthen the competitive position of the sectors in which Catalonia wants focus its industrial growth. The design of this agenda, while based on the principle of collaborative leadership that inspires the RIS3 process, has involved the main stakeholders in the system (companies, clusters, technology centres, etc.) and the collaboration of other ministries of the Government of Catalonia operating in these sectors.

The Programmes are also designed to encourage better coordination of traditional, horizontal lines of work in industrial policy: innovation policy, internationalisation policy, cluster policy and reactivation policy, which are covered by the programmes for business growth, for entrepreneurship and the SME service. These horizontal policies, due to their coordination with the Programmes, will be better able to cover the specific needs of each sector and to adapt their tools to them. The Programmes will likewise facilitate interdepartmental coordination

within the Government of Catalonia and with other public administrations.

Lastly, implementation of the Programmes will be monitored by a specific committee. This will comprise representatives of the Government of Catalonia (Ministry for Business and Labour and other ministries, as appropriate), and companies in each specific field, which can offer both their specific perspective regarding the general requirements as well as their practical experience.

This document presents a list of initially agreed measures, which will be reviewed and implemented throughout the period of the industrial strategy (2015-2020). A more detailed description of each measure is available on the website of the Ministry for Business and Labour.

Programmes
for the
**7 Strategic
Industrial Sectors**

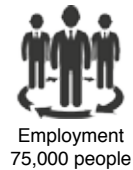




Programme for the Food Industries



The food sector includes large business groups, both local and international, with a long tradition of innovation, with renowned brands and a leading position both in the domestic and global markets. Catalonia, moreover, is an international model in cuisine and the food and restaurant trade; and has stakeholders throughout the value chain. It has a strong tradition and diversity of agriculture and livestock, as well as Fira Alimentaria, one of the world's largest and most prestigious international food and drink exhibitions.



Driving strategies

- To implement a platform that raises the profile of the sector as a whole.
- To achieve increasing product differentiation (personalized diet, new generation of dishes, healthy eating, etc.)
- To guarantee operational excellence and food safety.
- To improve ties with end consumers and to ensure product differentiation.

Opportunities for interrelation

- With tourism and cuisine.
- With international logistics.

Steering committee

Government of Catalonia

- Directorate-General for Industry (Antoni Maria Grau)
- Directorate-General for Food, Quality and Agri-food Industries (Domènec Vila)

Companies

- ACTEL (Antoni Llaràs)
- BALFEGÓ (Juan Serrano)
- BONÀREA (Jaume Alsina)
- BONPREU (Joan Font)
- COSTA BRAVA FRUCTICULTORS (Venanci Grau)
- DANONE (Marta Sarasa)
- EL PASTORET (Xavier Pont)
- ESPUÑA (Xavier Espuña)
- GALLINA BLANCA (Vicenç Bosch)
- IRTA (Josep Ma Monfort)
- SALGOT (Valeri Salgot)
- TORRES (Josep Batet)

Action Plan

Short-term actions

- 1. Catalonia Food Network, the platform that will integrate the Catalan food industry's entire value chain.**
- Innovation priorities:
 - a. Product differentiation.
 - b. Personalized diet.
 - c. Food safety.
 - d. Nutrition for the elderly.
- Internationalization priorities:**
 - a. Food services involving Catalan suppliers.**
 - b. Gourmet channel.**
- Improving competitiveness in SME operations and logistics.

Medium-term actions

- 5. Development of cutting-edge packaging.**
- Digital labelling systems.
- Efficient use of energy and water.
- Sophisticated demand.
- Scalability of SMEs with gourmet or premium product.
- Direct channel between producers and consumers:
 - a. e-commerce.
 - b. Direct sale (in own stores or at points of consumption).
- Tourism associated with food:**
 - a. Tourist visits to production centres.**
 - b. Sale of local products through tourism channels**

Further actions

- 12. Consumer laboratory for the study of new products and new trends.**
- System of comparative analysis of economic management.
- 14. Logistics synergies for last-mile distribution.**
- 15. Technical office to encourage the transport of food products by rail.**
- Professional training for the food and restaurant trade.
- Service to monitor food legislation on destination markets.

** Significant action*



Programme for the Chemical, Energy and Resources Industries



This industrial sector encompasses four types of activities: chemical, energy, water and materials (whether virgin or waste). Although it may seem a very diverse sector at first glance, all the activities provide resources (often scarce in Catalonia) necessary for industry to operate efficiently and have a significant environmental component.



Turnover
€27.000 million



Employment
49.000 people

Driving strategies

- To make use of knowledge and experience in managing resources, energy and chemicals with a view to boosting the internationalization of Catalan business and inward investment in Catalonia.
- To promote the integration of more competitive resource management solutions in the sectors in which they are most intensively used.
- To make Catalonia a global benchmark region in the development and implementation of smart solutions for the management of urban, industrial and agricultural environments.
- To encourage cooperation between industry and the RDI system and to attract talent.
- To help industry assume the concept of green and circular economics.
- To promote a positive image of industry associated with chemicals, energy and resources sector in order to create value.

Opportunities for interrelation

- With the construction sector.
- With the industrial machinery sector.

Steering committee

Government of Catalonia

- Directorate-General for Industry (Antoni Maria Grau)
- Directorate-General for Energy, Mines and Industrial Safety (Pere Palacín)
- Directorate-General for Environmental Policy (Marta Subirà)

Companies

- ABANTIA (Francesc Boada)
- AQUALOGY (Manuel Cermerón)
- COMSA EMTE MEDI AMBIENT (Xavier Martí)
- DOW CHEMICAL IBÉRICA S.L (Kepa Díaz de Mendibil)
- ECOPOLTECH (Josep Rocas)
- ENERTIKA (Francesc Tarongí)
- FLUIDRA (David González Guillem)
- GAS NATURAL FENOSA (José Luís Lloret)
- LAVOLA (Pere Pons)
- MASIAS (Jordi Sala)
- NYLSTAR (Alfonso Cirera)
- SIMON (Luis Lopezbarrena)
- TECHNIP (Jerònim Farnós)

Action Plan

Short-term actions

1. **Catalonia, chemical pole of southern Europe.**
2. **Internationalization priorities:**
 - a. **Antenna for the detection of opportunities.**
 - b. **Participation at specialist international fairs.**
 - c. **Reinvestment and expansion of established multinationals.**
 - d. **Showcase for the demonstration internationally of the technological capabilities of Catalan companies.**
3. Adoption of international standards and regulations (MTD, REACH, Seveso, etc):
 - a. Directory of expert professionals.
 - b. Specific tools of support for SMEs.
4. **Green and circular economy:**
 - a. **Public-private Forum for promoting the green and circular economy.**
 - b. **Integration of public policies.**
 - c. **Advice for SMEs.**
 - d. **Inter-cluster projects.**
5. Attracting specialized talent.

Medium-term actions

6. Innovation priorities:
 - a. Open Innovation Market, area for disseminating best practices and innovative solutions.
 - b. Innovative Public Procurement.
 - c. SME Assessment Service (particularly on access to Horizon 2020).
 - d. Corporate entrepreneurship.
 - e. Application of macro-data (consumption, waste, risks, climate change, city automation, etc) in the process of

decision-making and defining business strategies.

7. Energy efficiency and saving:
 - a. Agreement with Fusion for Energy on the participation of SMEs in the ITER project (nuclear fusion).
 - b. Self-consumption and self-generation of electricity, a Catalan model.
8. **Green and circular economy:**
 - a. **Waste cluster.**
 - b. **Supply of strategic materials from waste.**
 - c. **Catalogue of companies, technologies, products and materials.**
9. **Biorefinery pilot plant.**

Further actions

10. **Award for Business excellence in this sector.**
11. Funding for SMEs to update machinery and facilities.
12. Online office for advice and support in applications for new chemical products.
13. **Zero energy balance and low emissions:**
 - a. **Model for buildings.**
 - b. **Model for industrial estates.**
14. Energy efficiency and saving:
 - a. Closed energy networks.
15. Professional training:
 - a. Dual training.
 - b. Inclusion of the green and circular economy in curricula

** Significant action*



Programme for the Industrial Systems



This programme focuses on companies involved in developing and supplying systems so that industries engaged in any activity can operate efficiently. The core of the value chain includes manufacturers of both mechanical and electrical machinery and equipment, which can be referred to as OEM or systems integrators. This core of the value chain draws from tier one and two suppliers (TIER1 and Tier2) of components and systems.



Turnover
€10,000 million



Employment
68,000 people



Companies
5,600

Driving strategies

- To achieve higher levels of internationalization.
- To strengthen the management of companies in order to increase their size, improve their commercial capacities and to strengthen them by providing suitable training.
- To incorporate technology and innovation as a key factor of competitiveness and strategy, together with the renewal of industrial machinery.
- To improve the environment and adapt the sector's structure in order to encourage the competitiveness and sustainability of industrial systems, to improve public perception, to enhance its value and to promote industrial culture and callings.

Opportunities for interrelation

- High-tech business sectors.

Steering committee

Government of Catalonia

- Directorate-General for Industry (Antoni Maria Grau)

Companies

- ANTONIO MATACHANA, SA (Carmen Carrillo)
- ARANOW PACKAGING MACHINERY, SL (Jordi Cuixart)
- ARITEX CADING, SA (Joan Domingo)
- E BACHILLER B, SA (David Bachiller)
- GIRBAU, SA (Pere Girbau)
- GPO INGENIERÍA Y ARQUITECTURA, SL (Álvaro Palao)
- METALQUIMIA (Josep Lagares)
- PROMAUT (Joan Matutano)
- ROVALMA, SA (Carlos Conde)
- SCHNEIDER ELECTRIC ESPAÑA, SA (José Miguel Solans)
- SENSO FAR TECH (Ferran Laguarda)

Action Plan

Short-term actions

1. Innovation priorities:
 - a. Access to the European Horizon 2020, Manunet-Eranet, Eureka, etc. programs
2. **Internationalization priorities:**
 - a. **Collaborative internationalization of the sector.**
3. **Increase in business scale:**
 - a. **Professionalization of SMEs.**
 - b. **Loyalizing customers.**
 - c. **Integrator solutions supplier.**
4. Directory of unique technology suppliers.
5. **Advanced materials cluster.**

9. New industrial systems for the green and circular economy.
10. Inter-cluster of industrial systems.

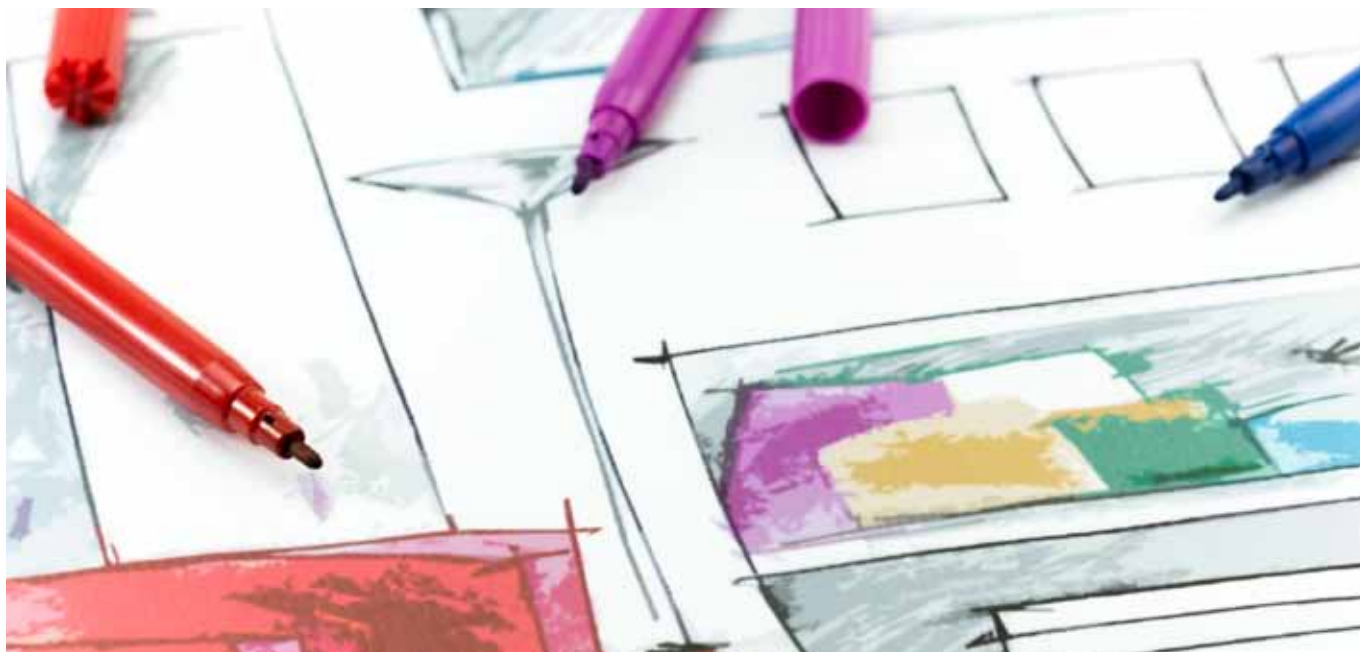
Further actions

11. **Public program for the renewal of industrial machinery and facilities.**
12. **Attracting talent:**
 - a. **Tax and employment legal incentives.**
 - b. **Attracting international executives.**
 - c. **Encouraging careers in industry.**

Medium-term actions

6. **Innovation priorities:**
 - a. **Technology vouchers for industrial systems companies.**
 - b. **Advanced manufacturing (new materials, additive manufacturing, ecodesign, cooperative robotics, etc.).**
7. Internationalization priorities:
 - a. System of competitive intelligence on international markets.
 - b. Map of global commercial opportunities.
8. Professional training:
 - a. Vocational training qualifications adapted to company needs.
 - b. Industrial marketing studies in university technical training.
 - c. Studies of key enabling technologies (nanotechnology, advanced materials, IT, etc.) in official training schemes.

** Significant action*



Programme for the Design Industries



This sector encompasses all areas of business that in one way or another share the basic need to manage design efficiently. It includes two major sectors: fashion and habitat. In both, design and production and commercial activities alike are considered, as they are becoming increasingly interrelated. There are companies with channel brand strategies (stores), others with product brand strategies and still others with mixed strategies (product brand with stores).



Turnover
€17,800 million



Employment
70,000 people



Companies
6,500

Driving strategies

- To create synergies between the fashion and habitat industries as the design industries.
- To promote design as a competitive strategy, incorporate major global trends and ecodesign, and create an active network of national and international talent.
- Adaptation to customer tastes through personalized, quickly made products, both by producers (components specialists, production managers, etc.) and in sales to groups (chains, large service buildings, etc.) in habitat.
- To develop new brand and distribution models with a view, as regards to habitat, to establishing contact with new contract channel partners and top-level influencers such as architects.

Opportunities for interrelation

- With the construction sector.
- With the tourism sector

Steering committee

Government of Catalonia

- Directorate-General for Industry (Antoni Maria Grau)
- Consortium of Trade, Craft and Fashion (Miquel Rodríguez)

Companies

- CURTIDOS BADIA (Xavier Badia)
- ESCORPIÓN (Bernat Biosca)
- EURECAT (Joan Carles Fajardo)
- FIGUERAS (Marta Ferrer)
- HALLOTEX (Xevi Bonareu)
- KIBUC (Xavier Soria)
- LAMP (Ignasi Cusidó)
- MANGO (Enric Casi)
- NANI MARQUINA (Nani Marquina)
- NICE THINGS (Jordi Pascual)
- SEDATEX (Enrique Pich-Aguilera)

Action Plan

Short-term actions

1. **BCN Style Network, a platform for raising the profile of the Catalan fashion and habitat design sector.**
2. **System of information on the production capacities of Catalan fashion.**
3. Innovation priorities:
 - a. Ecodesign.
 - b. Corporate entrepreneurship.
4. Internationalization priorities:
 - a. Consolidation on mature markets (Europe, United States).
 - b. Prospecting new markets (South East Asia, Gulf region, etc.).

Medium-term actions

5. Innovation priorities:
 - a. New uses for textile products.
 - b. New materials.
 - c. New finishes.
6. **Internationalization priorities:**
 - a. **Barcelona, international benchmark for fashion.**
 - b. **International promotion and attraction of investments to extend the production capacities of the fashion industry.**
 - c. Public service of monitoring investments to help to consolidate them.
 - d. Architect endorsers of new markets (business ambassadors).
 - e. Advice for companies in the contract segment.
7. **Vertical businesses for the contract segment (health, hotel management, culture, etc.).**

8. Commercial and business cooperation associations for different product categories.
9. Business growth.
10. Digitalization of marketing and trading companies.
11. Business awareness:
 - a. Creating an own brand.
 - b. New joint points of sale (focused on tourism markets).
12. Training:
 - a. New professional profiles.
 - b. Business capacities for designers.
13. Consumer trends:
 - a. International monitoring system.
 - b. Map of aesthetic and cultural preferences.

Further actions

14. **Training:**
 - a. **Specialization in window display design, sale and distribution.**
 - b. **Specialization in luxury and glamour.**
15. Showroom sites:
 - a. Permanent dissemination of Catalan brands.
 - b. Lifestyle experiences, together with cultural or culinary proposals.

** Significant action*



Programme for the Sustainable Mobility Industries



This sector includes the manufacturing of materials for the land transport of people and goods, with emphasis on everything to do with more sustainable and connected mobility. It therefore includes, in an initial group, the vehicle industry, i.e. automobile, railway, motorcycle and light vehicle manufacturers and their suppliers. A second group comprises all companies that supply mobility, transport, messaging, waste collection and other services. A sustainable approach to mobility should also feature a third group of companies that work in the field of energy, whether suppliers of energy, electrical equipment or others. Lastly, the sector includes a fourth group of companies associated with mobility infrastructure and communications. They include companies involved in the construction and management. Some of these companies may also supply the aerospace and shipbuilding industries.



Turnover
€42,000 million



Employment
188,000 people

Driving strategies

- To strengthen the competitiveness of the automobile and the motorcycle industry.
- To create and adapt personalized mobility solutions to end-users.
- To create more efficient urban logistics solutions.
- To develop the electric vehicle and connected vehicle industries.
- To build infrastructures adapted to emerging mobility with flexible regulations and advanced industry.
- To make the most of Barcelona's status as Mobile World Capital, and Smart City Expo World Congress.

Opportunities for interrelation

- With the telecommunications sector.
- With the energy sector.
- With the leisure sector.

Steering committee

Government of Catalonia

- Secretary for Infrastructures and Mobility (Ricard Font)
- Directorate-General for Industry (Antoni Maria Grau)
- Directorate-General for Telecommunications and Information Society (Jordi Puigneró)

Other agents

- Barcelona City Council (Manel Valdés)

Companies

- ABERTIS (Ricard Fornesa Rebés)
- CIRCUTOR (Ramon Comellas)
- COMSA EMTE (Miquel Llevat)
- CONSORCI CIRCUIT DE CATALUNYA (Vicenç Aguilera)
- DOGA (Toni García)
- EURECAT (Xavier López)
- FICOSA (Enric Vilamajó)
- GRUP MOVENTIA (Miquel Martí Escorsell)
- IDIADA (Ignasi Ferrer)
- SENER (Gabriel Alarcón)
- TELVENT (Alberto Aza)
- URBASER (Santiago Losada)
- WORLDSENSING (Ignasi Vilajosana Guillén)

Action plan

Short-term actions

1. **Consortium for the manufacture of electric motorcycles.**
2. Innovation priorities:
 - a. Connected and driverless vehicles.
 - b. Electric and gas vehicles.
 - c. Corporate entrepreneurship.
3. Internationalization priorities:
 - a. Partnerships with other European regions.
 - b. Establishment in emerging countries.
4. Startupbootcamp Internet of Things & Data, acceleration of companies in vehicle-to-vehicle and vehicle-to-infrastructure connectivity.
5. Use of vehicles:
 - a. Bicycle rental in the work environment.
 - b. Green card for off-road motorcycling.
6. **Technical office to encourage the transport of products from the sector by rail.**

Medium-term actions

7. **Complete value chain of the automobile industry.**
8. **Manufacture of connected and driverless vehicles.**
9. Second- and third-life battery industry.
10. Innovation priorities:
 - a. Hydrogen technologies.

11. Internationalization priorities:

- a. **Mobility Industries Tech Hub as a tool for raising the profile of Catalonia as a technology hub for mobility.**
- b. **Joint portfolio of mobility services.**
- c. **Mobile World Congress, Smart City Expo World Congress and Barcelona International Motor Show as platforms for global projection.**

12. Support for companies:

- a. Virtual trial service.
- b. Engineering and compliance service for motorcycles.

13. Use of vehicles:

- a. Neighbourhood electric bus.
- b. Shared multi-modal vehicle for people and urban goods.

14. Vocational training addressed to the automotive, motorcycle and railway industry.

15. Motorsport 2020, inter-cluster initiative to encourage the top-competition motorcycle industry.

Further actions

16. Lower-pollution vehicles:

- a. **Public incentives.**
 - b. **Charging infrastructures in the Mediterranean corridor.**
17. Mobility open data platform.
 18. Responsible motorcycling.

** Significant action*



Programme for the Health and Life Sciences Industries



In addition to a powerful pharmaceutical industry, Catalonia has a unique and internationally renowned hospital research model, with research centres linked to major hospitals that guarantee the transfer of the scientific knowledge to healthcare. At the same time, they set a key role for the hospital sector as a driving force for innovation in pharmaceutical and medical technologies. Catalonia is location of choice for conducting clinical trials. Moreover, in the biotechnology field, the BioRegion is a successful international model: it has world-class biomedical infrastructures and highly qualified professionals.



Driving strategies

- Development of own products by companies with a view to establishing processes of internationalization.
- To empower the health tourism market.
- To strengthen ties between the research of science parks and companies and therefore improve the process of translational transfer of technology and of knowledge.
- To work in the area of personalized medicine.
- To specialise in competitive sectors such as ICT, e-Health, MedTech and nanotechnology and to promote synergies amongst them.
- To seek specific selective financing through private funds and mentoring.

Opportunities for interrelation

- With the information and communication technologies sector.
- With the industrial systems sector (manufacture of machinery).

Steering Committee

Government of Catalonia

- Secretary General for Health (Roser Fernández)
- Directorate-General for Industry (Antoni Maria Grau)

Companies

- BIOCAT (Montse Vendrell)
- BIOIBÉRICA (Josep Escaich)
- BLOKIT (Pau Planas)
- FERRER (Jordi Ramentol)
- GUTMAR (Joan Martorell)
- HOSPITAL CLÍNIC (Josep M. Piqué i Badia)
- HOSPITAL SANT JOAN DE DÉU (Manuel del Castillo Rey)
- IBERHOSPITEX (Alex Casañ)
- IN2 (Rafael Paulet)
- KERN PHARMA (Raúl Díaz-Varela)
- MOEHS (Francisco Escribano)
- NATURA BISSÉ (Joaquim Serra)
- PALEX (Xavier Carbonell)
- REIG JOFRÉ (Ignasi Biosca)

Action plan

Short-term actions

1. Innovation priorities:
 - a. Incorporation of specialized talent with specific recruitment programs.
 - b. Corporate entrepreneurship.
2. **Internationalisation priorities:**
 - a. **Catalonia Life Science, framework for joint overseas promotion of the health and life sciences industries.**
 - b. **Trade missions and exhibitions.**
 - c. **Training the Overseas Trade and Investment Offices of the Government of Catalonia in the specialised requirements for entering specific markets.**
3. Accredited consultants' services in health and life sciences.

Medium-term actions

4. **Biotechnological production plant.**
5. Diversification by sector companies of materials and technological services towards the medical technology sector.
6. **Innovation priorities:**
 - a. **Multidisciplinary group for coordinating the health and life sciences technology transfer system.**
 - b. **Dissemination of general and specific tools available for sector companies.**
 - c. **Barcelona Clinical Trials Platform, to attract top international research**

projects.

- d. **Seal of acknowledgement for the innovative capacity of companies in the sector.**
7. Ageing cluster.
 8. Support for companies:
 - a. Public service of ongoing assistance for sector companies with investment capacity in Catalonia.
 - b. Growth of sector SMEs.

Further actions

9. **Notified Body in Catalonia for the certification and maintenance of EC labelling of health products.**
10. **Innovation priorities:**
 - a. **Hospital legislative framework that encourages knowledge transfer.**
 - b. **Observatory of the innovative public procurement of the Catalan Health Service.**
11. **Bioinformatics platform for processing macro data.**
12. Professional conditions conducive to the recruitment of talent.

** Significant action*



Programme for the Cultural and Experience-based Industries



This area covers three major sectors with a strong presence, with competitive advantages, and with significant companies: Cultural and communication industries, tourism services and the sports sector, all of which share the provision of customer/user experiences as their main drive. The cultural and communication industries also include creativity services targeted to companies (B2B).



Turnover
€24,000 million



Employment
300,000 people



Companies
62,000

Driving strategies

- To promote investment in the production of cultural, information, and creative contents and experiences that strengthen the country's business fabric and help to focus on success in national and global markets.
- To encourage dissemination and marketing initiatives that make use of the new communication potential of social networks and give consumers/users a more active role.
- To adapt supply and demand to new digital channels of intermediation.
- To explore all current and future opportunities for monetizing access to contents and experiences.
- To internationalize the cultural and experience-based industries according to geographical priorities and to the strategies best suited to each sub-sector.
- To innovate in the development of new cultural, creative and experience product (good or service) formats and in the corresponding business models.
- To encourage functional creative services in companies and institutions to help encourage company competitiveness.

Opportunities for interrelation

- With the information and communication technologies sector.
- With the urban public management sector.

Steering committee

Government of Catalonia

- Secretary General for Sport (Gerard Figueras)
- Directorate-General for Industry (Antoni Maria Grau)
- Directorate-General for Creativity and Cultural Companies (Jordi Sellas)
- Directorate-General for Tourism (Marian Muro)

Companies

- ADVANCE LEISURE SERVICES (Àngel Díaz)
- BRB (Claudio Biern)
- DIGITAL LEGENDS (Xavier Carrillo)
- EURECAT (Jaume Ferrús)
- EUROFITNESS (Anna Pruna)
- FUNDACIÓ GALA-DALÍ (Joan Manuel Sevillano)
- GROUPALIA (Albert Bosch)
- GRUPO PLANETA (Patrici Tixis)
- GRUP SERHS (Jordi Bagó)
- GRUPO ALESPOORT (Joan Porcar)
- HAVAS MEDIA GROUP (Alfonso Rodés Vilà)
- ORTHOS (Toni Brocal Roderigas)
- TELEVISIÓ DE CATALUNYA (Eugeni Sallent)

Action plan

Short-term actions

- 1. The Experience Network, network for the interrelation of public and private agents:**
 - a. Business workshops for cooperative projects.**
 - b. Integrated offer of services based on major international events in Catalonia.**
- 2. New and major digital culture event as a springboard to encourage the sector.**
- 3. Innovation priorities:**
 - a. Corporate entrepreneurship.
 - b. Advice on opportunities to support innovation projects.
- 4. Internationalization priorities:**
 - a. Overseas promotion of the culture and experiences available in Catalonia.
 - b. Business missions to specific markets.
- 5. Training capsules on best practices and case studies.**

Medium-term actions

- 6. Motorsport 2020, inter-cluster initiative to encourage the top-competition motorcycle industry.**
7. Tourism clusters.
8. Cultural heritage cluster.
9. Innovation priorities:
 - a. Innovative Public Procurement.
10. Press digital contents bank.
11. Digital market for tourism products and

12. services companies.
12. Open Camp Barcelona, sports theme park.
13. MésQhotels, incorporation of culture in tourism.
14. Business development of SMEs.
15. Financing:
 - a. Public support for investment in intangible assets.
 - b. Alternative financing formulas.

Further actions

- 16. T-experiences, a tool for bringing together the entire tourism, cultural and sports offering of Catalonia.**
- 17. Integrated platform of cultural and experiential information.**
18. SmartCAT, a springboard for technology tourism.
- 19. New model to cover the registration of intellectual work and property.**
20. Financing:
 - a. Sector-wide refundable contributions.

** Significant action*

List
of participating companies
and institutions
**in the development
of the Programmes**

GOVERNMENT ADMINISTRATIONS:



Generalitat de Catalunya
Government of Catalonia

- MINISTRY FOR BUSINESS AND LABOUR
- ACCIO
- CONSORTIUM OF TRADE, CRAFTS AND FASHION OF CATALUNYA
- CATALAN ENERGY INSTITUTE
- MINISTRY OF TERRITORY AND SUSTAINABILITY
- CATALAN WATER AGENCY
- CATALAN WASTE AGENCY
- CIMALSA – LOGISTICS CENTRES OF CATALUNYA
- MINISTRY OF AGRICULTURE, LIVESTOCK, FISHING, FOOD AND ENVIRONMENT
- MINISTRY OF EDUCATION
- MINISTRY OF HEALTH
- MINISTRY OF THE PRESIDENCY
- MINISTRY OF CULTURE
- CATALAN TRAFFIC SERVICE

- BARCELONA CITY COUNCIL
- BARCELONA METROPOLITAN AREA
- ATM – METROPOLITAN TRANSPORT AUTHORITY

COMPANIES AND TECHNOLOGY CENTRES:

- ABANTIA
- ABERTIS
- ACTEL
- ADVANCE LEISURE SERVICES
- AGBAR
- ALESPORT
- ALSTOM
- AQUALOGY
- ARANOW PACKAGING MACHINERY SL
- ARITEX CADING SA
- BARCELONA SUPERCOMPUTING CENTER
- BALFEGÓ
- BIOIBÉRICA
- BIOTIK
- BIOKIT
- BONÀREA
- BONPREU
- BRB INTERNACIONAL
- CENFIM
- CIRCUTOR
- COMSA EMTE
- COSTA BRAVA FRUCTICULTORS
- CTNS
- CURTIDOS BADIA
- DANONE
- DIGITAL LEGENDS
- DOGA
- DOW CHEMICAL IBÉRICA S.L
- E BACHILLER B, SA
- ECOPOLTECH
- ENDESA
- ENERTIKA
- ESCORPIÓN
- ESPUÑA
- EURECAT
- EUROFITNESS
- FERRER
- FGC
- FICOSA:
- FIGUERAS
- FLUIDRA
- FUNDACIÓ GALA-SALVADOR DALÍ
- GALLINA BLANCA
- GAS NATURAL FENOSA
- GBI SERVEIS
- GESTORA DE RUNES DE LA CONSTRUCCIÓ
- GIRBAU, SA
- GPO INGENIERÍA Y ARQUITECTURA, SL (Álvaro Palao)
- GROUPALIA
- GRUP MOVENTIA
- GRUP SERHS

- GRUPO ALESPORT
- GRUPO PLANETA
- GUTMAR
- HALLOTEX
- HAVAS MEDIA GROUP
- HENKEL
- HERA AMASA
- HOSPITAL CLÍNIC
- HOSPITAL SANT JOAN DE DÉU
- IBERHOSPITEX
- IBERPOTASH, SA
- ICIQICRA
- APPLUS - IDIADA
- IHT
- IN2
- INSTITUCIÓ CERCA
- IREC
- IRTA
- ITEC
- KERN PHARMA
- KIBUC
- LAVOLA
- LAMP LIGHTING
- APPLUS - LGAI
- MANGO
- MASIAS
- MATACHANA
- METALQUIMIA
- MOEHS
- NANI MARQUINA
- NATURA BISSÉ
- NECHI INGENIERIA
- NICE THINGS
- NYLSTAR
- OLIVER RODÉS
- ORTHOS
- PALEX
- PASTORET
- PROMAUT
- REIG JOFRÉ
- ROS ROCA
- ROVALMA SA
- SALGOT
- SALVI
- SCHNEIDER ELECTRIC ESPAÑA, SA
- SEDATEX
- SENER
- SENSO FAR TECH
- SERHS
- SIMON
- TECHNIP
- TELEVISIÓ DE CATALUNYA
- TELVENT
- TMB
- TORRES
- TRADEBE
- URBASER
- WORLDSENSING
-

- ELLEN MACARTHUR FOUNDATION
- ENGINYERS INDUSTRIALS DE CATALUNYA
- FAD
- FARMAINDÚSTRIA
- FEDEQUIM
- FENIN
- FIRA DE BARCELONA
- FITEX
- FOODSERVICE CLUSTER
- GREMI D'HOTELS DE BARCELONA
- GREMI DE RECUPERACIÓ DE CATALUNYA
- HABITAT CLUSTER BARCELONA
- INDESCAT
- INFOREACH
- INNOVACC
- INNOVI
- KID'S CLUSTER
- CLÚSTER MAV
- MODACC
- PACKAGING CLUSTER
- PORT DE BARCELONA
- PORT DE TARRAGONA
- RAILGRUP
- SOLARTYS
- TEXFOR

OTHER AGENTS:

- ACECMA
- AFAQUIM
- AINS
- ANELLAINDUSTRIAL.CAT
- AQÜICAT
- ASINCA
- BCD - BARCELONA CENTRE DE DISSENY
- BIB
- BIOCAT
- CAMBRA DE COMERÇ DE BARCELONA
- CAMBRA DE COMERÇ DE TARRAGONA
- CATALONIA BIO
- CATALONIA GOURMET
- CEEC
- CHEMMED TARRAGONA
- CIAC
- CICAT
- CIRCUIT DE BARCELONA CATALUNYA
- CLÚSTER MOTO
- COL-LEGI D'ARQUITECTES DE CATALUNYA
- CONSELL GENERAL DE CAMBRES DE CATALUNYA
- CWP - CATALAN WATER PARTNERSHIP
- DOMOTYS
- ECHA

