Sant Cugat del Vallès

Is there a better place?

European Institute of Innovation and Technology
Introduction: Leading the EIT bidding process

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Since the announcement of the creation of EIT by the European Commission, Sant Cugat efforts to get support have translated into full commitment by the national and regional governments, the three consortium cities Sant Cugat, the business community (from large multinational firms to small and medium size enterprises and business associations), as well as the research/academic institutions, to pro-actively contribute to the further design, development and implementation of the EIT.

Since October 2006, Sant Cugat – with its partner cities in Catalonia, its universities and R&D institutions, business firms, science and technology parks – has been collaborating with the European Commission in its design and future implementation of the European Institute of Innovation and Technology (EIT) and preparing for an active contribution to this unique European initiative. The study tour across Catalonia, in March 2007 by commission members and the new EIT Catalonia Council have been important milestones in this direction. With the creation of this new council, the city offers its regional, European and global networks to help the European Commission attain EIT’s strategic goals and advance its operational objectives.
List of organizations and key people that have expressed their full support to Sant Cugat’s bid for the EIT headquarters

Regional Government: Generalitat de Catalunya
- Conselleria d’Economia i Finances de la Generalitat de Catalunya
- Secretaria General d’Economia de la Generalitat de Catalunya
- Direcció General de Promoció Econòmica de la Generalitat de Catalunya
- Subdirecció General d'Investigació de la Generalitat de Catalunya
- CIDEM, Centre per al Desenvolupament i la Innovació Empresarial

Local Administration
- Consortium Catalunya Innovation Triangle: Municipalities of Cerdanyola del Vallès, Rubí and Sant Cugat del Vallès
- Strategic Plan of Barcelona
- Localret

Universities
- Universitat Autònoma de Barcelona
- Universitat Politècnica de Catalunya
- Universitat de Barcelona
- ESADE

Technological Parks
- Parc de Recerca UAB
- Parc de la Ciència
- Parc Tecnològic del Vallès
- Creapòlis
- Bioregió de Barcelona

Institutions
- Cambra de Comerç de Terrassa
- Cambra de Comerç de Sabadell

Business Associations
- PIMEC (Catalan small company association)
- CECOT (Catalan company association)
- AESC (Sant Cugat Business Association)

20 Main companies

TIC
- Hewlett Packard
- Sharp
- EDS Electronic Data Systems
- GFT Iberia Solutions
- Grup Intercom

Pharma
- Ferrer Internacional
- Roche
- Boehringer Ingelheim

Knowledge Based Industry
- Delphi
- Lubrizol –Novon
- Corporació Cobi
- Indul
- NRG Gestetener

Insurance and Finance
- Banc Sabadell Atlàntic
- Axa Winterthur
- Catalana d’Occident

Services
- ISS
- SC Trade Center
- Grup XOX
- TNS
Reasons
Why Sant Cugat del Vallès should become the European Institute of Technology headquarter city and a leader for knowledge and innovation communities

Is there a better place?

1. A modern millenium city with outstanding quality life
2. A strategic location
3. The Catalonia Innovation Triangle (CiT)
4. A knowledge based society with leading universities
5. A place for science and applied research
6. Business Schools
7. A network of top enterprises, global companies and small and medium innovative businesses
8. An innovative public administration devoted to service excellence
9. A sustainability focused city
10. A leadership focused area on EIT & KICs
History and culture
Quality of life
A high growth economy
A green & sustainable city

In Catalonia, availability of multilingual, cosmopolitan staff combines with ability to attract multinational talent.

Catalonia is a remarkably cosmopolitan region, with large resident communities of many different nationalities. In 2005 there were 798,904 foreign residents in Catalonia, 25% of whom are European. In addition, 20 million people of different nationalities visit Catalonia every year.
The old Benedictine Monastery of Sant Pere, which is the jewel of this town (begun around the year 878), creates a nice paradigm in Sant Cugat. As a millennium city, Sant Cugat is a city with 75,000 citizens and an outstanding quality of life compared to other Catalán cities.

The city council defined a vision responsible for today’s city model, made up mainly by low family housing, urban parks, biking paths, new fitness and sports facilities and related environmentally sustainable projects and services.

This fact alone, coupled with a well directed growth policy to a high quality city is greatly responsible for what Sant Cugat is today: an economic development pole and a city that has also been able to attract talent, in the way of highly educated and knowledgeable inhabitants.
Reason 1
Quality of life

The city council defined a vision responsible for today’s city model, made up mainly by low family housing, two golf courses (private and public), biking paths, new fitness and sports facilities and related environmentally sustainable projects and services.

This fact alone, coupled with a well directed growth policy to a high quality city is greatly responsible for what Sant Cugat is today.

The city offers its inhabitants and visitors an exceptional quality of life.

A high growth economy

Sant Cugat’s current population growth is coupled with a swift development of industry and other businesses. The economic activity, measured in terms of gross added-value, has grown year after year and well above the rest of the regional economy.

The 2005 annual economic study (performed by the University of Barcelona and the City of Sant Cugat) showed a GDP growth of 6.2%, more that double than the rest of Catalonia, which had a 3.1% GDP growth in the same time period. In European terms, Sant Cugat’s growth rate is high. Sant Cugat has only a 3.5% unemployment rate.

A green and sustainability city

Sant Cugat’s City Council makes efforts to preserve the natural resources in the area, while being responsible for a city model made up mainly by low family housing, two golf courses (private and public), biking paths, new fitness and sports facilities, and related environmentally sustainable projects and services.

Emphasis is put on keeping the city’s environment green and resources sustainable.

The New Central Park will become one of the largest urban parks in Catalonia with over 21 ha. The ratio of one urban tree for each 6.6 citizens corroborates that. There are numerous other parks and green areas around the city. The Parc de Collserola has more than 8 000 ha available for the citizens and visitors.

A place where history and tradition meet innovation and quality of life

Sant Cugat del Valles is a city of 75,000 inhabitants in the metropolitan area of Barcelona. Sant Cugat has a vibrant, knowledge-intensive economy and is the home of several world-class universities. Despite its relatively small size, Sant Cugat has been selected the prime location for a number of high-tech companies, competing in the global marketplace.

The advanced community services, easily accessible to Sant Cugat’s citizens and to business firms, are widely recognized.

Reason 1

With a GDP growing between 3.0% and 3.5%, above the European average, Catalonia heads one of the largest sustained economic growth areas in the Mediterranean, extending from northern Italy through southern France and into eastern Spain in the form of an arc. The internal market is dynamic: the internal demand of the Catalan economy grows at more than 4% and family consumption in the order of 3.5%.

<table>
<thead>
<tr>
<th>GDP growth rates</th>
<th>Sant Cugat</th>
<th>Catalonia</th>
<th>Spain</th>
<th>European Union</th>
</tr>
</thead>
<tbody>
<tr>
<td>1997</td>
<td>12.3%</td>
<td>3.2%</td>
<td>4.0%</td>
<td>2.3%</td>
</tr>
<tr>
<td>1998</td>
<td>5.8%</td>
<td>3.3%</td>
<td>4.5%</td>
<td>2.5%</td>
</tr>
<tr>
<td>1999</td>
<td>8.1%</td>
<td>4.2%</td>
<td>4.7%</td>
<td>2.8%</td>
</tr>
<tr>
<td>2000</td>
<td>11.9%</td>
<td>3.8%</td>
<td>5.1%</td>
<td>3.5%</td>
</tr>
<tr>
<td>2001</td>
<td>4.3%</td>
<td>3.7%</td>
<td>3.7%</td>
<td>3.7%</td>
</tr>
<tr>
<td>2002</td>
<td>6.5%</td>
<td>2.6%</td>
<td>4.2%</td>
<td>3.8%</td>
</tr>
<tr>
<td>2003</td>
<td>5.4%</td>
<td>2.9%</td>
<td>3.1%</td>
<td>3.8%</td>
</tr>
<tr>
<td>2004</td>
<td>4.5%</td>
<td>3.1%</td>
<td>3.3%</td>
<td>3.8%</td>
</tr>
<tr>
<td>2005</td>
<td>5.6%</td>
<td>3.3%</td>
<td>3.5%</td>
<td>3.4%</td>
</tr>
</tbody>
</table>

History and culture

The old Benedictine Monastery of Sant Pere (begun around the year 878). It is the jewel of the town and an eye-catching landmark. In recent years, many citizens and business firms have moved to this area, first discovered by the Romans in what was then Via Augusta. Today’s Sant Cugat benefits from a well-directed economic development policy in order also to bring about new qualities to this urban area.

Modern Sant Cugat has become an economic attraction pole. The city and the region have become a magnet for talents from the whole of Europe. Since a few years, the city has a high ratio of academically trained persons, professionals and other knowledgeable inhabitants.
A strategic location
At the core of Catalonia
At the core of the Metropolitan Area of Barcelona

In terms of business activity, Catalonia saw the creation of 24,590 companies in 2005, 8.4% more than the previous year, accounting for 20% of the Spanish total.

The latest investment trends show a strong presence in activities such as R&D, design and new technical projects, which proves that the level of specialisation and development of greater added value products is increasing in the Catalan economy. In fact, according to Healey & Baker’s European Cities Monitor, 2005 Barcelona is the 5th best European city in which to locate a business and according to the results of Ernst & Young’s European Investment Monitor 2005, Catalonia ranks fourth among the European top-performing regions.
A strategic location

It is fair to claim that the economic area around the motorways AP-7 and B-30, which link Sant Cugat with the rest of the region and with Spain, is a main artery for the Catalan economy.

Sant Cugat is a key municipality for the whole of Catalonia and, particularly, for the Vallès area economy. Many citizens and businesses have moved to this modern area, first discovered by the Romans in what was then the Via Augusta, now transformed into connecting AP7 and E9 motorways that make the area a well-connected corridor between Europe and the rest of Spain.

Sant Cugat is an active player in the regional government’s strategic development plan – the Metropolitan Strategic Plan of Barcelona. The Strategic Plan involves 36 municipalities with altogether 3 million inhabitants, the large firms and other parts of the business community, the banks and other financial institutions, professional associations, the trade unions, cultural associations and other stakeholders committed to the shaping of one of Europe’s most creative, innovative science-based city-regions.

On the basis of proposals emerging from the development and implementation of the Strategic Plan, the city sees the plan and the process that comes with it as an opportunity to get even closer to the real life of the metropolitan citizens, in order to provide better responses to their needs.

All socio-economic sectors are inter-connected elements in the Strategic Metropolitan Plan by means of the Plan’s methodology, which encourages cooperation among stakeholders, consensus building across interest groups, and the sharing of leadership for the metropolitan area of Barcelona.

The city halls in the region have reached a series of agreements with the Chamber of Commerce, the Zona Franca Consortium, the Port Authority, the unions, the universities, the Promotion of Employment agencies, and other stakeholders. These will allow the Barcelona conurbation to find new and effective ways to implement the Plan’s elements in most socio-economic areas from tourism to medical research; from design to aeronautics and telecommunications.
The Catalonia Innovation Triangle (CiT)

Cerdanyola Vallès
Rubí
Sant Cugat del Vallès

The Catalonia Innovation Triangle is a quickly expanding economic area in Catalonia with a very high potential for high-tech and knowledge-intensive economic activities combined with world-class infrastructure and advanced community services.

This area is being developed into a Third Generation Innovation Environment, i.e. a new urban model to foster innovation and link the extensive scientific, business and educational resources with broader regional and European competences into a high-quality innovation corridor.

CiT in figures
200,000 inhabitants
More than 50,000 students
More than 90,000 employees
10 mins. distance to the International Barcelona Airport
10 mins. distance to the center of Barcelona City
The Catalonia Innovation Triangle (CiT)
Cerdanyola Vallés
Rubí
Sant Cugat del Vallès

The cities of Sant Cugat, Cerdanyola and Rubí that have developed into the Catalonia Innovation Triangle (CiT), constitute a unique location in terms of knowledge and innovation as they host leading universities and research institutions.

This city-triangle for economic growth has much to offer through business companies, its industrial parks, research institutions, top-universities and technology transfer projects with the Catalan and Spanish Governments.

Among the objectives for this consortium for innovation and growth the following could be listed:

- Support to innovative business models and related development.
- Making the business parks and industrial zones more effective, for example by creating meeting new points between business firms, universities and public institutions (cf. the triple helix model of cooperation).
- Promotion of new investments in the area, including advancements of research-based companies and related knowledge-intensive activities.
- Creative management of the territory to shape it as a Third Generation Innovation Environment, with advanced commercial and other services for companies, research institutions and universities and students / employees.
- Common marketing of the Vallès area as particularly suitable for sustainable economic growth combined with a high quality of life.

Economic Activity
31.5% companies involved in knowledge intensive activities
More than 3% contribution to the global Catalonia GDP
Having the higher national rate in creation of new companies (+5% growth)
A high concentration of “companies of excellence” (average 20%)
A high concentration and quality of research and high technology infrastructures

Research and Innovation
UAB Universitat Autònoma de Barcelona
ESADE Creapolis Creativity Park
Vallès Technological Park
UPC Universitat Politècnica de Catalunya
UAB Science Research Park
Alba Synchrotron
Natural Park of Collserola
UIIC International University of Catalonia
Among others...

The percentage growth of the population between 1998 and 2004

<table>
<thead>
<tr>
<th>Area</th>
<th>Growth 2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cerdanyola</td>
<td>9.1%</td>
</tr>
<tr>
<td>Rubí</td>
<td>19.2%</td>
</tr>
<tr>
<td>Sant Cugat</td>
<td>28.8%</td>
</tr>
<tr>
<td>CiT</td>
<td>19.0%</td>
</tr>
<tr>
<td>Province of Barcelona</td>
<td>9.7%</td>
</tr>
</tbody>
</table>
Trends
- The world, a small economic "village"
- International competitiveness
- Changeable, Reinvent
- Short product life cycles
- Knowledge-based economy
- Emerging sectors
- Environment
  - Gap: research – market tech transfer
  - ‘Make innovation profitable’
  - Lateral Thinking
  - Open Innovation
- The company of the future:
  - Proactive
  - OpenMulti background
  - Combine / link

ESADE Creapolis
Boosting the 21st century business by making innovation profitable

Together with the ESADE Business School, Sant Cugat is currently involved in an exciting project related to the new ESADE campus in Sant Cugat.

The project includes the creation of Creapolis: a business park integrated with the campus and designed to catalyze pioneering activities combining business, science and technology.

Here, 6,000 m2 are devoted to creative experiments and innovation, business development and other entrepreneurship. The city works closely with ESADE to make sure that this unique zone of innovation will become effective in design, prototyping, development of new products and processes. Ideally, Creapolis should become a haven for existing businesses trying to radically renew their operations as well as an area for the shaping of entirely new businesses.

ESADE Creapolis is a Creativity Park: a unique ecosystem in which companies, students and the teaching and scientific community come together in the common aim of detecting opportunities, and creating and promoting organizations that will define the future. Creapolis offers start-up and consolidated companies the latest features in office space design. Companies will be immersed in a unique atmosphere of interaction, with activities designed to promote innovation and enhance competitive capacity.

ESADE Creapolis offers top level facilities with the latest features in office space design, as well as knowledge spaces, with the aim to promote creativity and enhance innovation. The park will be open at the end of 2008, and it is placed in Sant Cugat del Vallès.
Scientific & Technology Park of Cerdanyola

The Science and Technology Park will be located in Cerdanyola del Vallès, and will include a number of public and private infrastructures oriented to give support to a different number of knowledge and technology intensive activities. The park will occupy a total of 60 Ha of land and will develop around 1.5 million sqmt of new buildings.

ALBA is the name of the synchrotron light facility. It is constructed and operated by the Consortium CELLS, which means Consortium for the Exploitation of the Synchrotron Light Laboratory. It is co-financed by the Spanish government and the Catalan government.

The Alba Synchrotron

In 2002, the Spanish Government gave the go-ahead for the Vallès Synchrotron project, an initiative spearheaded by Ramón Pascual, Head of the Department of Physics at the UAB. Linked to the UAB’s Institute for High-Energy Physics, the Synchrotron Light Laboratory has been working on the project for over ten years.

The Synchrotron is a large particle accelerator in the form of a ring with a 250 metre perimeter, and will enable researchers to study the microscopic properties of materials that are important for both basic and applied research, as well as for biomedical research and in the pharmaceutical, food and cosmetics industries, to name but a few.

The Vallès Synchrotron will be located in an area near to the Universitat Autònoma de Barcelona, on land belonging to the Vallès Technological Park. The installations are due to be completed around 2008.
A knowledge based society with leading universities

Barcelona, the Southern Gate to Europe, hosts one of the largest university communities in Europe, made up of 196,604 students and 12,344 professors in the universities offering 317 degree programmes. In its 500 years of university life, Barcelona has committed itself to provide a high quality education offer, without forgetting our history and traditions.

The prestige of the Catalan Universities plays a vital part in supporting the R&D activities in the private sector. Catalonia can also boast eleven technology transfer centres linked to the universities which have been awarded for innovative initiatives by the Directorate General for Enterprise and the Information Society at the European Union. This setting has allowed us to spread the new technologies within Catalan society and has defined the notably innovative character and acknowledged creativity of its people.
UAB at a glance

- 30,406 undergraduate students
- 4,657 graduates (2006-2007)
- 12,426 postgraduate and continuing education students
- 2,246 foreign students
- 78 undergraduate courses
- 334 postgraduate and continuing education programmes
- 183 masters degrees
- 88 doctoral programmes
- 372 PhD dissertations
- 1,000,000 books in its libraries
- 3,431 teaching and research staff (2,329 full-time equivalent)
- 2,504 administration and services staff
- 338.6 million euros (budget liquidation 2006)

Universitat Autònoma de Barcelona
Bellaterra Campus, Cerdanyola del Vallès

The evolution of research activity in the Universitat Autònoma de Barcelona (UAB)’s campus in Bellaterra over the last 20 years has been characterized by two main themes of development:

The creation on campus of a large number of national research centres and institutes, aimed at responding to new scientific opportunities and the socio-economic needs in the university’s environment.

A growing awareness among the different stakeholder communities of the need for more substantive and effective collaboration between industry and academe, manifested in a visible presence on campus of business-incubators, project-hosting facilities for industrial R&D as well as the establishment of R&D centers belonging to industrial and other private-sector partners to the university.

These two processes have given rise to a research environment that is unique in Catalonia, and even special to many other European regions. The development resulted also from inspiration of the Spanish High Council for Scientific Research (CSIC) and the Catalan Institute for Food and Agricultural Research and Technology (IRTA).

The creation of the UAB Research Park (PR UAB) is the combined outcome of these three institutions as they try to foster innovation. The Research Park covers 1,910,000 m² in the greater area of Cerdanyola and will include also a synchrotron (i.e. a cyclic particle accelerator, for high-energy particle physics, to be ready in 2010), science park, a technology park, industrial research centers, a business area – all set in a mixed-use urban zone.
ETS Escola d’Arquitectura del Vallès
Universitat Politècnica de Catalunya (UPC), San Cugat

Founded in 1971, UPC is the second largest technical university in Spain. Currently, there are 32,000 undergraduates and graduate students and some 3,000 PhD students. It has 10 campuses with 16 schools, 4 associate schools, 41 departments, 3 university research institutes. UPC is adapted to the Bologna principles for all its education. It has 19 5-year programs.

A number of private and public companies from Catalonia and the rest of Europe do work closely with UPC in advancing science-based technology. Some companies are funding whole centers of research, such as the Catalonia Telecom Techno Center (CTTC). Among the professorial chairs, 45-50 are funded by business companies and this type of strategic R&D and educational support from the business community is expanding. A number of spin-off companies derive from research by these chairs and through other R&D projects at UPC. There is a Technology Transfer Center at the UPC to service academics as entrepreneurs as well as business firms seeking specialized knowledge, technology and know-how from the university. HP is one of these companies.

The UPC School of Architecture of the Vallès (ETSAV), which was founded in 1974. The School has its own campus in the B-30 knowledge corridor in Sant Cugat del Vallès. Its facilities include the Vallès Technology Park and the National Archive of Catalonia.

More than 225,000 students are enrolled in the public universities in Catalonia.
Likewise, driven by both global competition and regional cooperation, Sant Cugat’s science-based firms and R&D institutions are often engaged in multi-disciplinary and even inter-disciplinary research and development activities. Based on such R&D results, there is lot of high-tech entrepreneurship and new business development in today’s Sant Cugat.

This might explain why Sant Cugat is often perceived and presented as an economic driver that makes economic growth faster than in most other cities of Spain. Catalonia, according to a study by the Spanish Department of Economics and Finance (published on December 8th, 2006), shows productivity results that are 10.7 per cent higher than in the rest of Spain, with a gross added value of 48,000 EUR per employee.
Total R+D effort in Catalonia was 1.8 Bn EUR in 2003.

The Catalan R+D effort accounted for a 1.38% of GDP.
In the last years the UAB’s Campus in Bellaterra has seen the creation and development of a large number of research centers and institutes, in areas that respond to specific needs and interests which exist in the socio-economic environment of the University. This process has resulted in the creation of a scientific environment of unique characteristics in Catalonia.

The Parc de Recerca UAB - UAB Research Park - responds to the will of its promoters (UAB, CSIC and IRTA) to better articulate the synergies that have developed between research centres, institutes and the University research group, with the aim of making available to the wider community the resources and knowledge which exist in the Bellaterra Campus.

Main Areas
- Biotechnology and Biomedicine
- Experimental Sciences and Technologies
- Environmental Science and Technology
- Food Science and Animal Health
- Social and Human Sciences
- New Technology-based Enterprises

Services
- Scientific and Technical Services
- Innovation and Business Creation
- Business and project incubators
- Technology Translators

BioCampus
UAB Universitat Autònoma de Barcelona

There are 15 Science and Technology Parks in Catalonia

- 4,000 researchers
- 25 Research Centres and Institutes
- 19 spin-off businesses
- 4 specialised business incubators
- 5,000 m2 of industrial research
PRBB is formed by several independent research centers focused on different aspects in biomedicine:

- Municipal Institute of Medical Research (IMIM)
- Department of Experimental and Health Sciences of the Pompeu Fabra University (CEXS-UPF)
- Centre for Genomic Regulation (CRG)
- Centre of Regenerative Medicine in Barcelona (CMRB)
- Institute of Advanced Technology (PET centre)
- Centre for Research in Environmental Epidemiology (CREAL)

The Barcelona Biomedical Research Park PRBB is a large European scientific infrastructure. PRBB generates high quality knowledge to decipher the genetic and molecular basis of life and help to solve emerging health problems.

Collaborative research leverages practical information for the development of future biomedicines and facilitates effective knowledge transfer to industry.

More than one thousand people in eighty independent research groups work together on this challenge. PRBB is an initiative of the Government of Catalonia, the City Council of Barcelona and the Pompeu Fabra University (UPF).

Barcelona Science Park (PCB)

An initiative of the University of Barcelona, the "Parc Científic de Barcelona" (PCB, Barcelona Science Park) is a pioneering component of the R+D+i system.

The PCB is a recognised reference model in innovation. Located on the Diagonal Campus, the PCB hosts 1,400 professionals, 30 companies, a biotech enterprise incubator, 3 institutes, 50 research groups, and a wide range of technological support services for research activities developed in emerging fields of chemistry, pharmacy, biotechnology and also nanobioengineering.

The convergence of public and private sector research makes the PCB a hub for knowledge and technology transfer, a setting which promotes the establishment of new technology-based enterprises, private-public initiatives, co-operative projects and other collaboration strategies.

The PCB also hosts other innovation support organisations of the UB Group such as the Agency for Valorization and Commercialization of Research Results, the Innovation Centre of the Bosch i Gimpera Foundation and the Patent Centre.

Main Areas
- Biomedicine
- Nanotechnology
- Biotechnology
- Fine Chemistry

Services
- Scientific and Technical Services
- Technological Springboard Network
- Conference hall and meeting rooms
- Cafe / Restaurant

Total number of researchers in Catalonia was 18,387 (2003)
Research & Innovation Park (UPC)  
Catalonia

UPC Park is an innovation place. It is an attractive environment because it combines knowledge, space and technological infrastructure and because of its ability to provide value-added services.

UPC Park is made up of several poles:
1) Mediterranean Technology Park
2) Barcelona Technology Park
3) Terrassa Science and Technology Pole
4) Vilanova i la Geltrú Science and Technology Pole

The Mediterranean Technology Park integrates, connects and generates synergies between educational institutions, research centres, companies with technological innovation activities and knowledge-based spin-off companies.

The Barcelona Technology Park integrates some 20 research groups and enjoys the collaboration of more than 50 companies.

The science and technology poles of Terrassa and Vilanova are in the process of being defined. Each will make use of the potential of the corresponding centres of the UPC.

Main Areas
Production, quality and productivity  
Materials and structures  
Biotechnology and agro-food  
Aerospace technology  
Optical and photonic technology  
Environmental technology  
Chemical engineering

Services
Management of R&D&I projects  
Technology transfer & portfolio  
Community services  
Innovation and research services

Barcelona Innovation & Technology (B_TEC)  
Barcelona

As a “knowledge city”, b_TEC is a space to live and work where, in an interdisciplinary manner, education, research and business activities between universities, public administration, and enterprise working in specific knowledge areas or vectors, can be developed in an innovative and enterprising culture at local and international levels.

To create an urban space dedicated to creation and transfer of knowledge and innovation dedicated to sustainability in the knowledge vectors of:
Energy Technologies, Water Technologies, Mobility Technologies and Architecture and Construction

b_TEC’s activities are based in today’s need for new communities to find efficient and innovative new ways to work, move and be mobile, live and maintain themselves.

As far as infrastructures are concerned, the following should be highlighted: The Energy Park, which will bring together educational institutions, R&D centres and businesses from the sector in an area of 150,000 square metres; and, the ITER project, which is an international initiative for the development of nuclear fusion.

Main Areas
Energy technologies  
Water Technologies  
Uma mobility

Services
Technology transfer & portfolio  
Community services  
Innovation and research services
Over 1,700 companies and 155 researchers make Catalonia one of Europe’s major centres for innovation in TIC sector.
Catalonia will boost wind power production by 3000 MW by 2015.

Catalonia accounts for 44% of Spain’s total turnover in the electronic sector.
Barcelona has some of the most prestigious business schools in Europe.

ESADE
IESE
ESADE
Barcelona

ESADE, founded in 1958, is an institution whose main activities of education, research and social debate take place on three campuses: Barcelona, Madrid and Buenos Aires.

Education
With a vision committed to personal development and social responsibility, ESADE’s unique and innovative learning model, a pioneer in Europe, is based on the development of professional and management skills and abilities. The two educational areas are:
- ESADE Business school
- ESADE Law School

Research
The business management research that ESADE carries out is internationally renowned. ESADE offers doctoral and PhD level courses in Management Studies that rely upon various academicians, institutions and research centers, who focus on entrepreneurship, innovation, leadership and governance, management, skills and knowledge, business social responsibility, economic law, branding, etc.

Social Dialogue
ESADE provides a meeting point for many businesspeople, managers and directors, academicians, jurists, politicians and various representatives of society. In the roughly two hundred and seventy events organized annually, approximately 20,000 people participate. Furthermore, ESADE has the highest number of published opinion articles in the press of all business schools in Spain.

IESE
Barcelona

IESE Business School is an international business school committed to the education and development of business leaders worldwide, and the generation and communication of new business ideas with impact. IESE’s mission is to create an outstanding learning context for business leaders that direct organizations that are successful in the long-term, develop people around them and contribute to the new challenges that society has to face.

IESE programs and research are based on:
- An international character that combines a global mindset with an understanding of the different cultural, institutional and social dimensions that play a role in business in different regions. A general management view of companies and business problems and challenges.
- A culture of learning that helps participants ask not only what, but why and how.
- The human and ethical values indispensable for personal growth and corporate sustainability.
- The belief that business leaders can have a profound impact on people and society through professionalism, integrity and spirit of service, fostering in this way true corporate social responsibility.
- A personalized approach to management education.
- Rigorous research on real problems which are relevant to the business world.

IESE believes that companies are communities of people and management should be centered around people: how to deal with people, how to create a context for professional and personal development, how to create powerful teams, and how to develop and sustain trust in personal relationships.
A network of top enterprises, global companies and small and medium innovative businesses

Major areas of growth in Sant Cugat's private sector are represented by firms related to biotechnology and pharmaceuticals, electronics and ICT, banking and other knowledge-intensive services also to small and medium-sized enterprises. In its economic policies, the city of Sant Cugat emphasizes innovation.
Support to business innovation

The city has developed a business zone with more than 500 national and international firms. Many of these companies have proved to be very innovative. Together, these firms are generating employment for more than 30,000 persons.

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Major companies have selected San Cugat as a base. There are several venture labs, business incubators, Science Parks and trade centers for new business in the Sant Cugat area. Hewlett-Packard and other multinational companies have made Sant Cugat a center of global excellence in corporate research and engineering.

Major companies have selected San Cugat as a base

Sant Cugat is the host of many knowledge-intensive companies, using the advanced infrastructure in the Vallès area. Some of the leading companies operating in and from Sant Cugat are:

- Accenture (business services)
- Asepeyo (medical)
- AXA (insurance)
- Banc de Sabadell (financial services)
- Boehringer (pharmaceuticals)
- Catalana d’Occident (insurance)
- Chocolat Factory (food processing)
- EDS (Software / Services)
- Fractus (mobile technology)
- GFT (IT)
- Grup XXI (construction)
- Grupo Ferrer Internacional (pharmaceutical)
- Hewlett-Packard (electronics and IT)
- IDOCA (artificial intelligence)
- ISS (business services)
- Noveon (chemicals)
- Pfizer (pharmaceuticals)
- Roche (pharmaceuticals)
- Sharp (electronics)
- Trade Center (construction)
7 of the world's 10 main pharmaceutical companies are located in Catalonia.

50% of the pharmaceutical laboratories in Spain are located in Catalonia.
The Barcelona Airport managed 35 million passengers in 2007.
Santcugatribuna

Besides providing an outstanding meeting point geared to fostering economic activity, Santcugatribuna provides a window on the world and a platform for raising business profiles through the periodic discussions and lectures it hosts.

The nerve centre of business activity is located, developed and interrelates in Santcugatribuna.

The Santcugatribuna business forum: Three years ago, Sant Cugat created a business forum called Santcugatribuna. Santcugatribuna has expanded into a unique meeting point for hundreds of local business executives and entrepreneurs. It offers renowned keynote speakers to present and discuss economic and political issues of special interest and impact on business firms and on the business community in the wider society. Therefore, it has become an accepted place for dialogue and knowledge sharing. Santcugatribuna takes place regularly, usually as a monthly event.

The Santcugatribuna programme comprises six major events a year, with one held approximately every two months.

The success of the programme lies in the rigour applied to the selection of the guest speakers, based on their personal and professional prestige, as well as the topical nature of the subject under discussion.

Recent speakers at Santcugatribuna

- Jordi Pujol
  President of Generalitat de Catalunya (Catalan government)
  “Economy and business”

- Shlomo Ben-Ami
  Former Foreign affairs minister of Israel
  “To a new global order”

- John Bruton
  Former Prime Minister of Ireland
  “Economic consequences of the entrance of new countries in the European Union”

- Carlos Losada
  General Director of ESADE Business School
  “Searching a new competitiveness model”

- Antonio Garrigues Walker
  President of Bufetti Garrigues (lawyers and tax consultancy)
  “Analyzing consequences of the elections in the USA”

- Antoni Castells
  Minister of Economy of la Generalitat de Catalunya (Catalan government)
  “Catalan economy today”

- Ezequiel Reficco
  Harvard Business School
  “Social responsibility”

- Xavier Sala i Martín
  World prestigious Columbia University Economist, advisor at IMF
  “Fiscal deficit”

- Antoni Brufau
  President of Repsol YPF and President of Cercle d’Economia
  “What is changing in petroleum market?”

- Lluís Rocoder
  Mayor of Sant Cugat
  “Sant Cugat 2015, an economic foresight”

- Núria Chinchilla
  Top ten management woman
  “Retaining talent in modern companies”

- Pedro Nuño
  Executive President of CEBBS, IESE professor
  “China, Impacts and Opportunities”

- Lord Anthony Giddens
  Assistant of Tony Blair
  “European sociological model”

- Augusto López Clarós
  World Economics Forum Chief Economist
  “Major socioeconomic trends for the 21st century”

- Philip Kotler
  World Marketing Guru
  “Innovate or Die!”

- Josep Oliu
  President of Banc Sabadell Atlàntic

- Robert Kaplan
  Harvard Business School

- Matteo Bonfadio
  European Commissioner

- Ramon Tremosa
  UB Economist and writer

- Kenneth Morne
  Managing Director
  MIT Entrepreneurship Center

- Francesc Xavier Monas
  Head of Economic department of ESADE

- Josep Manuel Lara Bosch
  President of Grup Planeta
Barcelona is the new productive core of the city of Barcelona. 200 hectares located in the neighborhood of Poblenou are being developed to create spaces of 4 million square metres, 3.2 of which will be for productive uses.

The main universities of Catalonia, together with several R+D centres, technology transfer centers, business incubators and other elements designed to strengthen the competitiveness of companies are installed or are in its process of installation in 22@Barcelona.

Furthermore, there is an investment of 180 million euros in installing the most modern infrastructures such as fiberoptics, pneumatic waste collection among others. Since 2000, more than 250 companies have located their headquarters or offices in the area, most of them in the ICT, Media, bio and energy sectors. Some examples are Telefónica, Microsoft, T-Systems, Yahoo, Mediapro, Sanofi-Aventis or ITER Project.

Main Areas
- Companies ICT sector
- Media sector companies
- Bio sector companies
- Energy sector companies
- R+D Centers
- Technology Transfer Centers
- Business incubators

Services
- Assistance in the location process
- Access to the business network
- Social network
- Information and assistance to companies
Parc Tecnòlogic del Vallès is a place created to satisfy the specific needs of the technology companies. Its aim is to facilitate an attainable and rich environment in resources where established companies can expand their activity, where young companies can develop their potential and where new initiatives can be born.

The Parc is a place to think, work and grow. A place with easy access to the network of scientific, industrial, personal, educational, cultural and financial resources of Barcelona and the rest of Catalonia. The priorities of Parc Tecnòlogic del Vallès are based in I.T., Telecommunications, Biotechnology, Chemistry sector, New Materials, Robotics and Laser Technology and other service companies that these fields may require to support them.

Services
Hotel and Self-service restaurant
Maintenance and security patrol service
Travel agent’s and post office
Stationer’s, reprography and publishing
Voice and data communication networks
Business Support
Conventions and meetings centre
Spaces to offer for rent

Other interesting information
Another of the aims of the Parc Tecnòlogic del Vallès is the promotion of innovation and the generation of synergies between companies and institutions in the area. We also promote chartering of technology, the diffusion of information and knowledge with the potential to generate business opportunities.
An innovative public administration devoted to service excellence
The innovative public administration of Sant Cugat

A new and more effective governance at the city level has emerged in Sant Cugat. The city thrives to give first-rate responses to its often very demanding citizens and citizens groups. This has influenced public leadership and stimulated the city administration to experiment with new ways and means for effectively providing public services, based on the idea of a flexible, transparent and accountable governance structure, unheard of among many other similar administrative bodies in cities across Southern Europe.

Institute for Strategic Management, Economic Promotion and the Information Society

Consequently, Sant Cugat has pioneered public service excellence through establishing the ‘Institute for Strategic Management, Economic Promotion and the Information Society’, in consultation with globally leading management and service strategists such as Professor Robert Kaplan of Harvard Business School. The main objectives and the value system that drive this quite unique institute could be summarized in the following points:

Economic development concerns
Transparency
A culture of political consensus building
Empowerment
Evaluation and accounting principles
Externalization

The Institute embodies the vision of the city’s leaders to become a true innovation actor, implementing the Lisbon Agenda locally and incorporating new organizational forms in combination with technological advancements to retain excellence in all aspects of public management and services.

The staff of the city administration has clearly defined responsibilities: All persons have an individual set of responsibilities within the organization.

Resource utilization, optimization and effectiveness are continuously monitored. The city’s administration applies strictly agreed accounting principles.

The Sant Cugat public administration strives to externalize all projects that are not part of its “core business” or public responsibilities. This principle is intended also to create the optimal value of available public funds.
A sustainability focused city

Sant Cugat’s city council makes an effort to preserve the natural resources in the area, the Parc de Collserola with more than 8,000 ha and the ratio of one urban tree for each 2.16 citizens corroborates that, as well as the numerous parks around the city and the new Central Park which is one of the largest urban parks in Catalonia, with over 21 ha. The city addresses environmental and social issues pro-actively in its local and regional context.

Protection of Natural Parks
New Water Culture
Sustainable mobility
Collserola Park
Vallès

Collserola Park, with over 8,000 hectares, is a true green island in the middle of one of the most densely populated urban areas on the Mediterranean coastline. 50% of the population of Catalonia lives less than ten kilometres away from the park, which makes it the largest metropolitan park in the world. The valleys of the rivers Llobregat and Besós, together with the plain of Barcelona and the Vallés basin, mark the geographical boundaries of the Collserola massif.

Biogeographically, two worlds come together in the mountain range: the Euro-Siberian and the Mediterranean; this, in conjunction with Man’s use of the terrain since prehistoric times, conditions a natural heritage formed by a complex mosaic of landscapes, where we find from forests of Aleppo pines and nut pines, evergreen oaklands, meadow copses, maquis and scrublands, to brush and Savannah grasslands. In the park, over a thousand major plants and around thirty plant communities have been catalogued. This environmental diversity enables the existence of a rich, varied wildlife.

Some 300 species of vertebrates have been cited in the sphere of the park: wild boars, genets, stone martens, badgers, rabbits and squirrels are the most characteristic mammals; bird life is extensively represented: blue tits, whitethroats, treecreepers (Certhia brachydactyla), woodpeckers, bee eaters, doves and also bird of prey, such as the goshawk, sparrow hawk and the common raven catching eagle. The formation of the sierra does not permit permanent water courses to exit, although the presence of many springs, ponds and pools of water encourages a large variety of amphibians and reptiles: salamanders, newts, green tree frogs, the small southern frog, toads, the small spotted toad, the Mediterranean turtle, the giant turtle, the ocellated lizard, snakes...

Since 1987, Collserola has had a “Special Plan for Regulation and Protection of the Natural Environment”, which gives it a park statute, in accordance with current city-planning legislation.

A technical team, structured into four services, is in charge of developing and giving continuity to the following lines of work.

1. Management of the Board’s environmental and manpower resources, guidance of the implementation of the Special Plan, management of uses and activities.
2. Conservation of the ecosystems, research programs and monitoring of species at risk, fire prevention, control of woodland plagues, reforestation, enhancing the wildlife, surveillance, maintenance and cleaning of the park.
3. Equipping of areas for leisure and nature spotting, restoration of traditional buildings, upkeep of the road network and signposting.
4. Information and promotion of the Park’s natural values, environmental education programs targeted at primary and secondary schools in the Metropolitan Area of Barcelona, attention to voluntary workers and sponsorship programs.

The Park has four installations open to the public, from which all the activities aimed at information, education and promotion of environmental values are coordinated and dynamized.

- The Information Centre.
- Can Coll is an environmental education centre targeted at kindergarten and primary school education.
- Mas Pins is an educational centre which offers activities aimed at secondary school, school-leaving and university students.
- The documentation and educational resources Centre, housed in Can Coll, is a service providing information and materials concerned with Collserola Park and environmental education generally.
A leadership focused area on EIT’s knowledge and innovation communities (KICs)

Sant Cugat: Committed to pioneer Knowledge and Innovation Communities (KICs)

Our commitment to the aims of the EIT are in fact a commitment to the development of our own community of knowledge and innovation. Legitimized by internationally leading public, business and research partners, Sant Cugat is actively making a public commitment to set challenging targets to innovate in public services and consider new and advanced forms of Public Private Partnerships.

Sant Cugat aims to be recognised as a leading European actor in public services innovation. Such innovation should start at home, and needs to be European in orientation – a goal that is in line with the Knowledge Innovation Communities (KIC) that lie at the core of the EIT. Hence, Sant Cugat takes the initiative to lead the creation of KIC in four areas, that are put forward to discussion with the European Commission:

KIC 1 BioRegion
KIC 2 Public Service Innovation
KIC 3 Creative Management Excellence
KIC 4 Urban Development Innovation
The BioRegion of Catalonia is a new regional development model that has been set up with the aim of improving people's quality of life through better coordination of the biotechnology activity being carried out in Catalonia, particularly in the field of life sciences and the agro-food sector.

The objective is to make Catalonia an international point of reference that is associated with top quality research, a competitive business network and a robust and dynamic knowledge transfer system.

Furthermore, the BioRegion of Catalonia seeks to contribute to economic and social development by promoting the strategic sector of biotechnology, the latter being of key importance not only as a means of increasing knowledge but also as a driving force behind the economy.

KIC Area 1
The BioRegion of Catalonia (biocat)

To ensure that the general public are better informed and have a clearer idea about the benefits of biotechnology

Institutional backing. The government regards biotechnology as a key sector. The BioRegion initiative has the backing of the Generalitat de Catalunya (Catalan Autonomous Government) and Barcelona City Council.

To promote Catalonia as an international referent in biotechnology and biomedicine

To improve the perceived value and commercialization of life science research

Innovative industry
40 biotechnology companies.
46% of Spain's pharmaceutical industry.
60% of Spain's pharmaceutical output.
Powerful chemical sector.
Emerging biotechnology sector.

To increase the competitiveness of existing companies and lay the foundations of a new business network

Training
Prestigious university system.
187,000 students (32,000 in life sciences).
Internationally renowned business schools.

To promote high-quality training in life sciences accompanied by an entrepreneurial spirit

Dialogue between science and society
Favourable public view of biotechnology. advances, especially in the field of health.
Specialization of professionals within press offices and the media.
Numerous activities aimed at disseminating science.

Potential of the Catalan Bioregion

Competitive research and top quality technology.
5.5 researchers per 1000 inhabitants (EU-15: 5.6).
Hospital network that includes the top six centres in Spain in terms of scientific output.
Network of research centres of excellence.
Programme aimed at employing highly qualified scientists.
Network of technology platforms.
Large technology infrastructures.

Strategic objectives

To consolidate top quality biotechnology and biomedical research (both public and private) at an international level

Entrepreneurial spirit.
Technology transfer system.
Network of technology springboards.
Incubators of spin-off companies.
Capital risk firms.
12 science parks: 3 biomedical parks, 3 agro-food parks.

How?

By coordinating biomedical research and biotechnology in Catalonia.
By creating a suitable environment for the transfer of knowledge and technology.
By making an overall contribution to the development and commercialisation of innovative biotechnology products.

By setting the foundations of a powerful business sector.

Reason 10
IT enabled service platform

Latest technologies are integrated to promote new services for citizens, businesses and visitors by cross-sectoral value-networks linking public and private content, technology, infrastructure and service providers to provide solutions to key target groups such as the growing student community.

The core of the Living Lab is a complete dedication to the end-user needs around which new technology enabled service-models are implemented. Linked to 16 other European Living Labs, covering more than 70 million end-users, Sant Cugat has built a community of supportive companies and institutions, a municipal commitment to innovation and a clear action plan to become a pioneering community and arena for business innovation.

Critical mass and exchange of best practices are provided by Living Labs Europe, defining collaboration projects that provide a strong KIC intimately linked to Sant Cugat as a key actor, but embedded into broader regional resources under the Living Labs Catalunya organisation. Connecting more than 35 regional companies into a well-established community of today more than 300 companies provides the ideal scenario of addressing a major European innovation initiative through collaborative, localised leadership.

Public Sector Innovation not only provides an important ingredient to European efficiency and competitiveness, but also constitutes an important European marketplace for service innovations, technologies and openness. Hence, this Knowledge and Innovation Community reflects the ideal constellation of public, private and research community interests to unlock European potentials.

The scope of development in this KIC includes strategic management excellence, organisational innovation, public service reforms, public private partnership (PPP), technology innovation, new business services and decentralisation. Broadly, one can define Public Service Innovation as an integrated management and technological effort.

KIC Area 2
Public Service Innovation

Sant Cugat is a leading European actor to promote new community services and management excellence, bringing public services closer to citizens, introducing wider independence and participation and a true user-focus.

KIC Area 2
Public Service Innovation
Living Lab Sant Cugat

Kaleidoscope
12 Innovative Projects "made in Catalunya"
- Sant Cugat Interactive Mobile City Map
- BluetoothBCN
- Matarr Wireless - City-wide Community WiFi
- HP Digital Pen & Paper
- Mobility Enabled Medical Response
- Wireless Media Project
- Mobile Voting & Participation
- Vida-Software Natural Interaction Platform
- Tatamia Interactive Channel
- Miniature Locating Devices
- CITEX.Copernic: Business Solutions
- Banking: Facing the Mobile Paradigm
- Ulls de la Ciutat - Eyes of the City

Mobile Readiness in Catalunya
- Support competitiveness of Mobile Technologies
- Development projects for Mediter./European markets
- 100+m Mediterranean Region
- Natural entry-point of Baltic Sea Region
- Use 2 year window of opportunity
- Strategies to improve services to citizens
- Strengthen performance in Public-Private-Partnerships
- Living Labs Catalunya linked to Living Labs Europe

Reason 10
KIC Area 3
Creative Management Excellence

New management paradigms reflect a similar development in the business community as those challenges outlined in the public sector innovation. Globalisation, new technologies, emerging service models and entirely new business areas call for a creativity-led management approach capable of solving problems, strategy issues and technological challenges.

ESADE, regularly ranked among the top 10 business schools in the world, has committed a 70m EUR investment to Sant Cugat to establish a new Third Generation Innovation Campus called "Créapolis" to meet the educational, research and business paradigm shift of the future. Créapolis represents a new approach to management, recognizing also the increasing externalisation of business growth towards so-called value-networks in which a variety of actors, together with end-users, co-create new services offerings. Already today, public leaders in Sant Cugat draw on the insights gathered by ESADE by extensive training programmes to integrate business management practices in multi-actor public service innovation, and support the creation of a community in which future-oriented business can thrive.

Further, the Institute for Strategic Management, Economic Promotion and Information Society of Sant Cugat will be located at Créapolis to seamlessly connect community and business management practices, and acts as one of the key investors in the Créapolis development. ESADE forms part of the CEMS network of 16 leading European business schools and 50 corporate partners leading European business excellence. As a knowledge community, this network will provide an important interface to business practice and research, as well as the ideal platform to link to key challenges such as Entrepreneurship, Innovation and Sustainability in Europe’s economy.

KIC Area 4
Urban Development Innovation

The need for new innovation spaces, as well as attractive offerings for a limited resource of talents places new challenges on urban development. Traditional science & technology parks, for example, are increasingly integrating into more urban environments with a complex integration of advanced services, inter-disciplinary resources and high-quality environments.

Under the leadership of Sant Cugat, the Catalonia Innovation Triangle CI3F covering 3 communities (Sant Cugat, Cerdanyola, Rubí) with a total of more than 200,000 citizens (and 50,000+ students), is developed into a Third Generation Innovation Environment, i.e. a new urban model to foster innovation and link the extensive scientific, business and educational resources with broader regional and European competences into a high-quality innovation corridor.

A commitment to excellence attracts the interest of leading international partners, collaborating to address also the systemic issues of the broader construction and urban regeneration industries in Europe such as environmental sustainability, capacity to innovate, quality focus and accountability. Elements such as the Construction Innovation Centre under development in Sant Cugat are intended to support innovation in a critical industrial sector and linking to international efforts to introduce innovation, sustainability and partnering in the construction industry.
A “Knowledge Flagship” in higher education, research and innovation

The proposal to establish a European Institute of Technology (EIT) was first put forward in 2005 as part of the mid-term review of the Lisbon strategy. In a Communication to the European Council on February 22, 2005, entitled “Implementing the renewed partnership for growth and jobs: Developing a knowledge flagship: The European Institute of Technology”, the Commission defined the broad elements of the proposed European Institute of Technology, for consideration by the Heads of State and Government.

In a Communication to the European Council on June 8, 2005, entitled “The European Institute of Technology: further steps towards its creation” the Commission provided further information about the earlier proposal.

The latest Communication (June 13, 2006) responds to the spring 2006 European Council which has recognized that the European Institute of Technology could be an important step to fill the existing gap between higher education, research and innovation and invited the Commission to submit a proposal on further steps to undertake.

Since the summer of 2006, the Commission has reflected further on the concept, and, in particular, on the issues raised by Member States and stakeholders during the consultations. The Commission has organized a series of consultation meetings to give invited parties (also in the private sector) a chance to discuss the proposal and its rationale, and to provide feedback to the EIT plans.

After these consultations, the new ambitions could be summarized as follows:

1. The new EIT will seek to become a role model for integrating Innovation, Research and Higher Education. Its operations should be recognized as a reference institution and a source for inspiration to those who want to drive change in existing education and research institutions throughout the European Union.

2. The EIT will be promoted as a centre of excellence in Innovation, Research and Higher Education and in combining these three sides of the ‘knowledge triangle’ into new projects and programs for inventive activities.

The grand goals of the European Institute of Technology

The EIT will perform a role unlike any existing or planned EU initiative. It should become a high-profile centre of global excellence, capable of attracting high calibre students and researchers, promoting cutting-edge innovation and research in trans- and inter-disciplinary fields of potential economic interest.

The EIT should become an autonomous institution with an innovative structural and operational model and a strong European identity. Its organization will be free to determine - in line with its broad objective to be a ‘force for excellence’ - its own way of working. Its operational heart will be in its Knowledge and Innovation Communities (see below), which will be organized by a bottom up approach under the strategic direction of the Governing Board.

The EIT should not be merely a new operator in education, research and innovation, but a reference model. According to the EU Commission, the EIT will encourage and promote innovation through trans- and inter-disciplinary strategic research and education in areas of key economic or societal interest and by exploiting its knowledge outcomes to the benefit of the EU.

To achieve this broad, strategic mission, the EIT will set up and develop “excellence-driven strategic long-term partnerships” in critical areas between all actors involved in the “knowledge triangle”, including the private sector. Such a comprehensive initiative is expected to offer European companies a new relationship with higher education and research.

Europe’s innovation challenge: Linking R&D and commercial opportunities

- According to the Commission, EIT is set to respond to the following challenges:
  - The difficulty Europe has in translating R&D results into commercial opportunities,
  - The difficulty in reaching critical mass in certain fields,
  - The fragmentation of the EU’s research and higher education system, which means that it does not necessarily make the most of the excellence that exists in Europe,
  - The lack of innovation and entrepreneurial culture in research and higher education,
  - The lack of critical mass and innovation in small and medium-sized enterprises.

Why an entirely new European institution?

To address these weaknesses at the European level, the overall objectives for the Commission to propose a new European institute are the following:

- A new institute can pool existing resources and talented people to achieve the critical mass needed to be amongst the best in the world.
- The talent and R&D expenditure of EU-based private companies is too often attracted by opportunities in third countries. A centre of excellence with a strong European identity can help reverse this trend, by providing an attractive context for both academic and industrial researchers.
- Newly emerging inter-disciplinary fields require new dynamic and flexible working and governance models. A new institute can act as a model for change, exemplifying the benefits of a modern, flexible structure.
Summary

A number of Unique Selling Propositions (USP:s) must be outlined in order to add strength in the ongoing battle to differentiate. In the “climate of sameness” prevailing, where Europe is overwhelmed by empty innovation followers, it is crucial to differentiate.

USP 1: Public commitments
Public commitments to challenging targets inviting local and international public and private actors to join the effort of breaching new ground. A relevant step would be to announce a Sant Cugat commitment to more customer-focused public services whereby the customers (= citizens) more freely can choose among possible service providers irrespective of their public or private status. The only thing that counts is if the service is attractive for the customer. Naturally, this step presupposes de-centralisation of decision making to the individual. The freedom of choice for citizens is a dramatic change in the service strategy among communities. Since many European communities are considering such extended freedom for the citizens a commitment from Sant Cugat would attract a lot of positive attention in Europe – both in the public and private sectors.

USP 2: Challenge focus
Teams and partnerships are built to meet challenges across disciplines and borders to chart new territory. Innovation normally stems from a cross disciplinary approach. The well established local and regional dialogue between universities and other stakeholders inside Catalonia can inspire for a further development of cross disciplinary initiatives.

USP 3: Commitment to excellence
As a European place of excellence, Sant Cugat measures itself internationally and seeks leading partners to match the task. One element in this may be to publish on an annual basis a smart index (inspired by the Silicon Valley Smart index) where the knowledge and innovation results are measured. This is to go in the same direction as the Mobile Readiness Index (MRI) in the miWatch where tangible as well as intangible aspects are summarized in a meaningful way giving raise to improved focus on innovation and excellence.

USP 4: User focus
The user (citizens, company staffs, visitors, students and elderly people) is put at the heart of all developments putting organisational and technological structures to the test. The user-focus implies that tailor made applications are promoted. A test-bed competence is secured attracting software and hardware to link up with the knowledge community of Sant Cugat. Based on experiences from other parts of Europe is should be said that the very big cities can sometimes have problems to shape the network behind a test bed platform. Sant Cugat with its 75,000 citizens can be considered as an ideal size.

USP 5: Demanding Community with early adopters
Sant Cugat is young, ambitious, world-class community. There is an atmosphere of high expectations among the citizens. Its demographic constellation makes it an ideal piloting ground in which users can make a meaningful contribution to developments, and in which neighbouring communities are included to anchor projects broadly in society. A community with such characteristics is seen as attractive for many companies trying to introduce new products and services. A professional worked out place-message along the theme of “early adopters” can be packaged and form a USP of clear relevance for EIT. (One raw model for this can be found from the city of Stockholm).

USP 6: Leadership
A professional place management is almost always singled out as a triggering attraction factor behind positive place performances. This is a reason why it is important that at least some of the above commitments from Sant Cugat are made real and visible. Hence, for a positive EIT decision on the knowledge community locations it is natural that the place management capacity is going to be scrutinised.