



CIDEM y COPCA

INTERNATIONALIZATION AND INNOVATION POLICIES IN CATALONIA

- Prospects in the Mediterranean -

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1. Description of the innovation context in Catalonia

According to the latest data provided by the National Institute of Statistics¹, R+D expenditure in Catalonia accounted for 1.36% of GDP in 2005, amounting to a total value of 2,302.4 million euros, and representing an increase of over 9% in comparison to 2004 data. The growth rate between 2002 and 2005 - 12.2% - is definitely above of the UE25 one, which is a good indicator of the advance to the convergence with Europe. Anyway, there is still an important distance: in 2005, Catalan expenditure in R+D activities amounted to 1.36% of the regional GDP, 1.13% over the Spanish average, although far from the EU25 average (1.86%).

Most of the R+D expenditure in Catalonia is made by the business sector (63.4% of total R+D), while the rest is distributed within the higher education sector (25.1%) and the public sector (11.4%). With regard to 2004 data, the sector where R+D has increased most is the public one (34%). This increase is due to the positive evolution of R+D personnel and researches, which have shown growths of 30 % and 29% respectively.

Comparing Catalonia with the rest of national territory it is significant to underline that Catalonia is the 4th autonomous community² in Spain concerning to R+D expenditure in 2005 (1.36 of GDP), behind Madrid (1.82%), Navarra (1.67%) and the Basque Country (1.48%). Moreover, Catalonia is the second autonomous community for resources assigned to R+D (22.6% of Spanish value). It also relevant to point out that Catalonia accounts for almost one quarter of the total Spanish expenditure in R+D activities (22.6%). This percentage of share rises up to 26.6% expenditure in the business sector, while it decreases to 19.5% in the case of higher education sector. Observing the public sector expenditure in R+D, Catalonia presents 15.1% of the total Spanish R+D expenditure made by the public sector.

The Catalan ratio of R+D expenditure and personnel shows a growth in the expenditure per person, which increases up to 38.3 thousand euros in 2005, compared to 36.7 thousand euros registered in 2004. The ratio is higher in Catalonia than in the rest of Spain, where expenditure per person increased in 2005 to 35.8 thousand euros on average.

Considering innovation, Catalonia concentrates more than one quarter of the total innovation expenditure carried out in Spain (25.6%) with a relevant concentration of innovative activities among big companies.

Referring to the intellectual property indicators, the following considerations will be presented:

- Patent: the Catalan patent activity – 72.58 patents presented at EPO³ per million of inhabitants in 2002 - is in a good position compared to the national level but still far from the UE-25 average – 133.6. In 2006, Catalonia had the highest number of patents' requests – 24.27% - in all Spain, securing almost a fourth of the total presented requests.
- Students registered at doctoral courses: Catalonia has got a number of students corresponding to 1.69 per thousand of its population, below the national level (1.73) and above the EU25 level (1.09). The indicator about doctoral thesis approved by Catalan universities (0.18 thesis per thousand inhabitants) is similar to the Spanish (0.19) and European ones (0.20).
- Scientific production: Catalonia occupies the third position in Spain – after Madrid and Navarra - for scientific production in terms of international and national journals.

For a better understanding of the Catalan economy it is also worth to remark some details about the international trade of the region. Catalonia is an open economy with a large amount of foreign trade, foreign direct investment and also an increasing investment abroad.

¹Instituto Nacional de Estadística (INE) - www.ine.es.

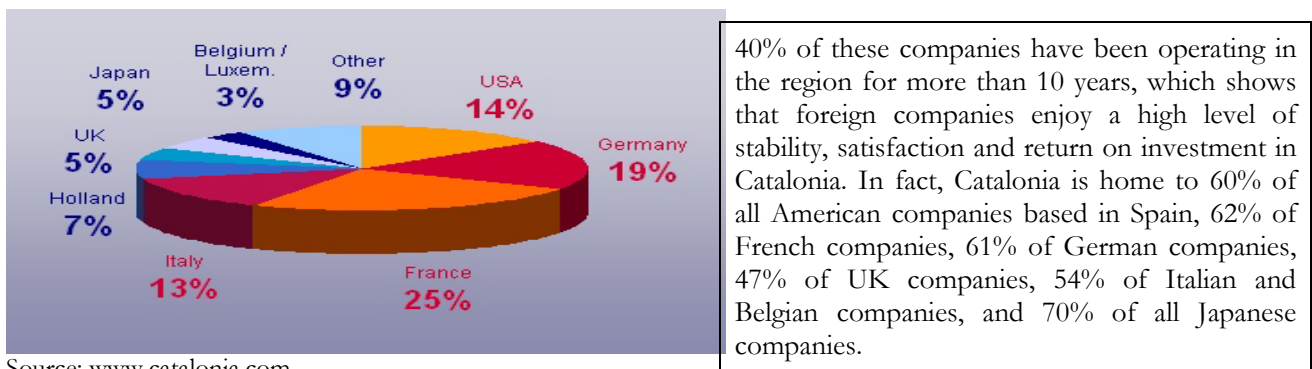
² The autonomous community is the Spanish territorial division corresponding to the EUROSTAT NUTS 2 level.

³ EPO stands for "European Patent Office".

In 2006 the Catalan foreign trade accounted for 47.129 millions of euros in exports (24% of the GDP) and 74.815 millions of euros in imports (38% of the GDP). The Catalan foreign trade in 2006 represented a 0,5% of the world exports and the 0,8% of the world imports. These are important results if we take in consideration that Catalonia only accounts for 0,1% of the world population. In a hypothetic country ranking of the foreign trade, Catalonia would be placed on the 39th position on exports and the 28th on imports. One important figure to remark is that the high technology exports increased more than 25% in 2006.

The foreign investment is also a key in the Catalan Economy. On one hand, Catalonia plays a leading role in attracting foreign investment to Spain and Europe. The 3,000 plus foreign companies operating in Catalonia (out of 5,550 in Spain)⁴ come from a variety of countries, as shown in the following graph:

Figure 1. Foreign companies operating in Catalonia by country



On the other hand, the Catalan investment abroad accounted for 5.058,4 M€ in 2006.⁵ The Netherlands were the first destination, with the 18% of the direct investment abroad. United Kingdom was the second (12%), followed by Luxemburg (7%), France (2%) and Germany (2%).

To sum up this paragraph the following table that points out the strong and the weak points of the Catalan innovation and internationalisation system is presented.

⁴ www.catalonia.com

⁵ Registro Inversiones Exteriores MITYC 2007

Table 1. Strengths and weaknesses points: a comparison

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> - National context: Top position of Catalonia in resources destined to the R+D+i. - Large number of innovative companies and companies belonging to high and medium-high technological sectors - absolute and relative terms. - Regional authorities' effort at endowing companies of an important helping structure to innovation. - Creation of an investigation centres network. - Patent activity above the national average. - Big university system and high level of scientific productivity. - Strong assistance to technological spin – offs. - Growing public regional budget destined to R+D+i activities. - Close creation of new technological centres. - Development of an infrastructural and institutional system aimed at giving support at R+D+I activities. - High openness ratio compared to other EU economies. - Growing exports, particularly on high technology exports 	<ul style="list-style-type: none"> - European context: low position of Catalonia in resources destined to the R+D+i. - High presence of SMEs with scarce resources to face technological, innovative and internationalization activities. - Low % of companies which manage to finish innovation activities. - Catalan productive specialization in traditional sectors of low technological level and medium – low productivity's level. - The business sector, still showing a lack in putting forward R+D expenditure. - Weaknesses of the innovation management among companies, Catalan universities and public R+D centres. - Low penetration level of innovative culture. - Inexistence of cooperative structures between companies. - Insufficient level of the infrastructure system aimed at supporting innovation among companies, public centre of R+D. - Low participation of the private sector. - Difficult incorporation of scientific resources in the research centres – especially young researchers. - Medium presence of high educational level in the Catalan economy. - Limited resources destined to improve R+D+i.

Source: elaboration based on IKEI⁶

The considerations identified above explain why the Catalan Government aims at increasing the effort made in R+D to get over the European average by 2010, increasing innovation in the business sector and the recourses for financing new energy and technology based companies. The final goal is to create stable and high quality occupation and positioning Catalonia as a leading region in Europe.

2. Policies and programs

2.1 Preliminary considerations

Catalonia, owing to its dynamic economic system and to the presence of a large number of interlocutors and agents – atomisation process -, has developed its own models of internationalisation and innovation.

In any case, the current main idea of development of the Catalan Government is based on the assumption that the Catalan production structure needs to be adopting to the changing need of the environment and to the rapidity of the changes of the global market. This environment makes it necessary a strategy for any enterprise – irrespective of its dimension – bearing in mind the innovation and internationalisation as means of competitiveness.

2.2 Programs

At present, the industrial policy of the Catalan government significantly supports business activities and strategic changes, promoting occupational quality and economic competitiveness, as well as research and development, technological innovation and transference, and the international nature of the businesses.

⁶ IKEI is a consultancy agency which made a DAFO analysis based on the results of interviews at the personnel of the Catalan administration.

Specifically, the policies concerning the promotion of the competitiveness of the Catalan economy include those of promoting internationalisation and innovation of the business sector and are framed by the following documents:

a. “Strategic agreement for the internationalisation, quality of the employment and competitiveness of the Catalan economy”:

It was signed in 2005 by the regional Government, the business organizations and the main union organizations. The idea of the agreement is promoting a change in the competitive model in order to foster a better integration into a fast changing business environment.

As a follow up of this Agreement, the government is working at the renewal of the Agreement, with the constitution of a task force led by the implicated autonomous government ministers.

It is made up of three principal measures that involve several priorities:

1. Improvement of basic competitive conditions
 - a. Research, development and innovation
 - b. Human capital endowment
 - c. Transport and mobility infrastructure
 - d. Energy and environmental infrastructure
 - e. Telecommunications infrastructure and policy
 - f. Business financing
 - g. Other actions to foster competitiveness
2. Internationalisation
 - a. Attraction of investments
 - b. Fostering exports and global presence
3. Improvement of job quality and social cohesion:
 - a. Active occupation policies
 - b. Labour relations
 - c. Fostering social cohesion

b. “Strategic Plan of Internationalisation 2005 - 2008”

The Strategic Plan of Internationalisation boosts the internationalisation process and seeks to establish a firmer institutional context for expanding Catalan economy. It consists of 5 main points, 11 measures – below listed- and 59 initiatives:

1. Positioning Catalonia in its economic environment like one of the best practises in the exterior trade.
 - a. Capture potential exporters in principal sectors.
 - b. Act the management model of exporting enterprise.
 - c. Foster a personalized model of services for SMEs.
2. Improve a new generation of Catalan enterprises with multinational character.
 - a. Support the enterprises with permanent presence in the exterior trade.
 - b. Advise on opening establishments in the foreign territory.
3. Develop proactive policies in sectors with potential growth rate.
 - a. Promote strategic cluster.
 - b. Internationalise the service sector.
4. Promote internalisation of sectors threatened by international competence.
 - a. Focus on international factors that condition the value chain.
5. Consolidate COPCA as a cohesion means of internationalisation agents in Catalonia, with a model well placed in the knowledge society.
 - a. Create the Exterior Market Observatory.
 - b. Promote the external network of COPCA.

- c. Intensify the international agents' participation.

c. Research and Innovation Plan for Catalonia 2005-2008

The Research and Innovation Plan 2005-2008 provides an overall vision of the Government's research and innovation strategy, and coordinates support to the agents playing key roles in its development. It will encourage private enterprises, research centres, universities and the local and regional authorities to come together in a joint endeavour that will ensure that Catalonia will figure among the leading economies of Europe.

The mission of the Research and Innovation Plan 2005-2008 is positioning Catalonia among the leading research and innovation countries in Europe. It aims at doing this by means of the implementation of an integrated public policy, involving public and private agents working in conjunction, which will foster the development of a society based on knowledge and entrepreneurship, and which will ultimately achieve sustainable economic development and ensure social wellbeing and cohesion.

It establishes a set of strategic objectives that are listed as follows:

1. To expand the research and development base by attracting new talent and facilitating the entry of young researchers into the system.
2. To build up universities, educational centres and infrastructures to the level required of advanced and high-quality research and development activities.
3. To continue fostering improvements in the quality of research conducted in Catalonia as a prerequisite for attaining full integration in the European Research Area.
4. To foster the entrepreneurial spirit and the creation of technology-based enterprises by increasing the number of joint programs between universities, research centres and businesses and by promoting the transfer of technology and knowledge.
5. To promote the entry of researchers and qualified human capital into the private enterprise sector.
6. To consolidate and unify the research, technology transfer and innovation system in Catalonia.
7. To augment the innovation capabilities of businesses established in Catalonia and to foster internationalisation projects.
8. To draw up specific sector and technological strategies that will drive both the development of the economy and structural modifications in productive activities.
9. To improve coordination between Catalan research and development policies and economic, social and cultural policies, thereby making Catalonia a reference as far as coordinated research and innovation support policies are concerned.
10. To promote communication and publicizing of developments in science and technology so that society as a whole becomes fully aware of the importance of research, development and innovation.

The Agreement and the two Strategic Plans described above represent what the Catalan political documentation frame has been made of until now. Nowadays, the Government is working on the following documents:

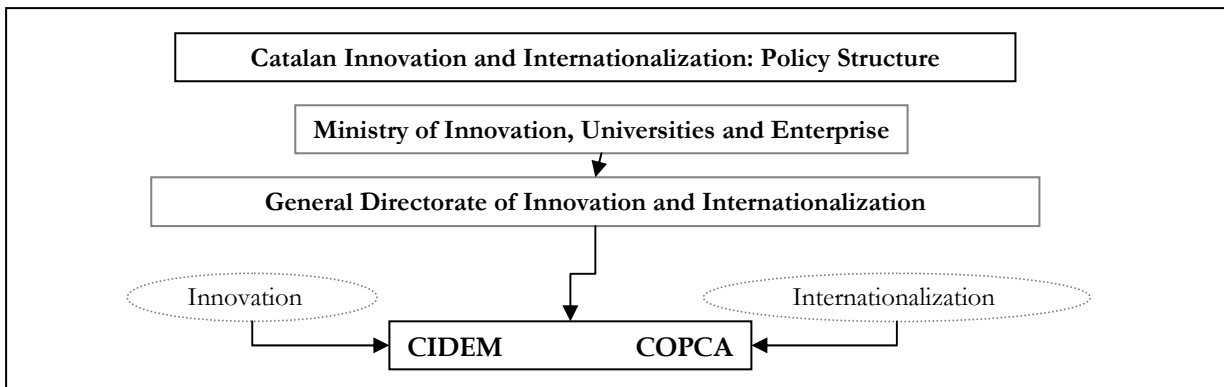
- National Plan of Research and Innovation - **PNRI**: the Government considers necessary a long term national agreement of Research and Innovation with the following pre – condition: a) Long term agreements on the main R+D strategies; 2) To reach a stronger cooperation between private companies and universities 3) It has to achieve a large consensus between social agents, economists and politicians about how make Catalonia a competent and competitive region in the society of the knowledge that bases its progress on talent, science, technology and innovation.
- **Actualisation** of the Strategic Agreement for the internationalization, Quality of the employment and competitiveness of the Catalan economy.

Furthermore, in the near future there is the intention to realize what it is mentioned below:

- **Strategic Plan of Innovation and Internationalisation.** It might include the whole strategy of support to innovation and internalisation of the new agency that draws together the COPCA and CIDEM.
- Consequently, it might be started a new **Plan of Research and Innovation 2009 – 2012** and a future Law of science, technology and research will be set in motion.
- It is also planned to approve a **Law of industry and enterprise support**, with the following main contents: the legal basis for the creation of the new agency of support to innovation and internationalisation, the derogation of the laws ruling COPCA and CIDEM respectively, and the assumption of the new competences on industry conferred to the Catalan Government as a consequence of the recently approved *Estatut d'Autonomia de Catalunya* - the main and basic catalan law passed in 2006 -.

3. Administration: description of the Regional system

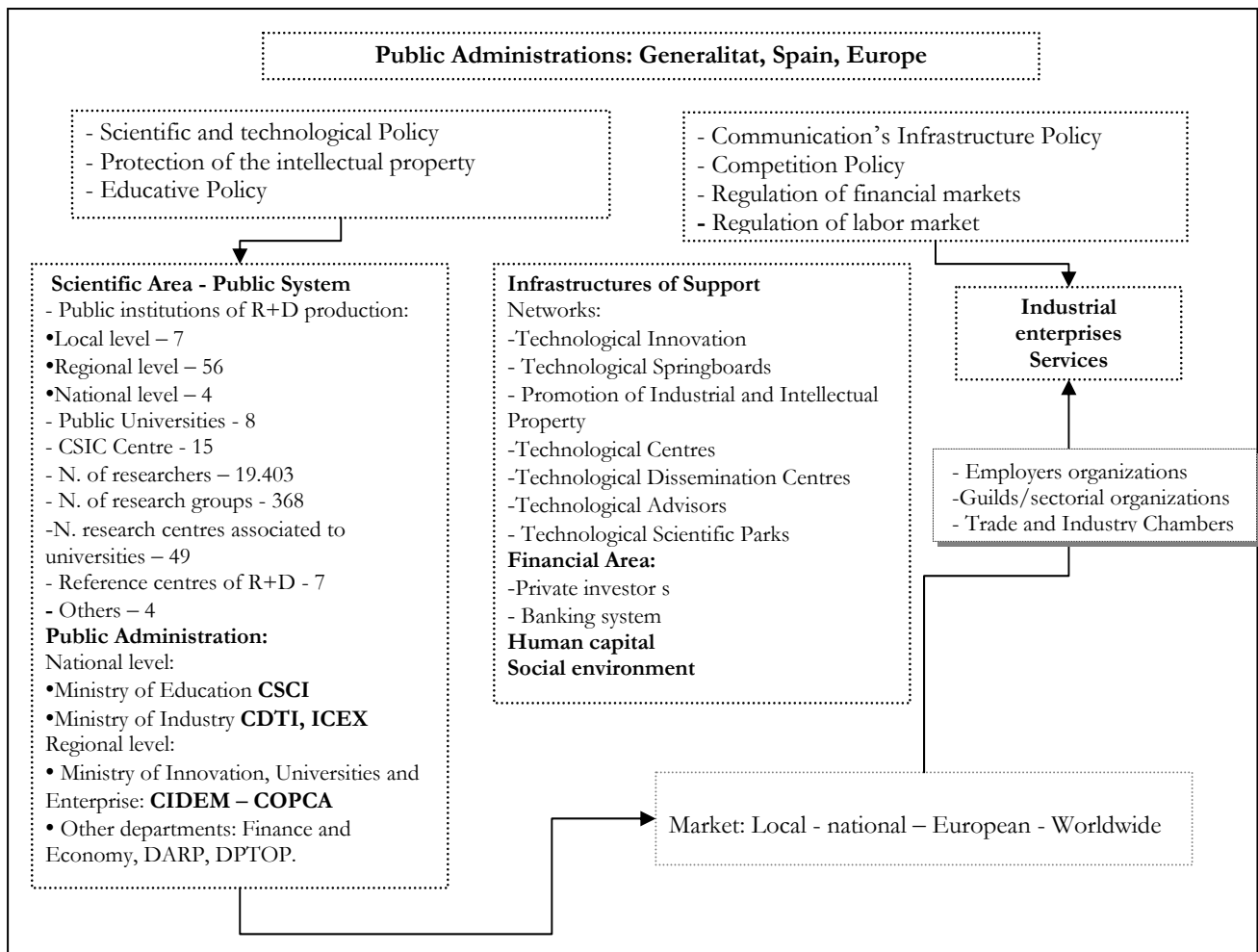
The Catalan Innovation and Internationalisation (I+I) system has been politically newly organized and it is promoted by the Ministry of Innovation, Universities and Enterprise, through a "General Directorate of Innovation and Internationalisation" which includes two specialized agencies: a. COPCA (internationalisation); b) CIDEM (innovation), as shown below. This is the first ministry in Catalunya ruling together the productive and university sector, on similar basis of the UK Government or other Autonomous Communities such as Andalucia.



It is not only an organizational change but also a conceptual one. Innovation policies aim a more transverse approach and is not only related to industry - formerly depending on Secretariate of Industry -. Policy areas such as university research or services - tourism and retail, for instance - should play a stronger role. On the other hand, internationalisation policies are not depending anymore on the General Directorate of Trade - mainly focused on retailing support policies - and are placed in the center of government competitiveness support area.

However, it must be taken into account this General Directorate of Innovation and Internationalisation is a transitional structure in order to lead the integration process of CIDEM and COPCA and the creation of the new agency, which is expected to preserve the same transversal approach.

Since the policy that embraces I+I is relatively recent, there is still no consistent diagram that exemplifies the Catalan innovation and the internationalisation system. Anyway, a tentative diagram of the Catalan Innovation and Internationalisation System will be presented:



Source: elaboration based on Busom (2006).

In the following section, a description of the two agencies in process of integration – COPCA and CIDEM - is presented:

COPCA

The COPCA - founded in 1987 – is a consortium of 100 entities (chambers of commerce and industry, sector-based associations, educational and financial organizations) composed by a team of 180 professionals providing tailor-made services to enterprises. It is divided in 38 offices in 31 countries around the World, with a performing capacity in more than 50 countries

Mission: to serve as a reference point for Catalan companies, providing high value added internationalisation services that are customized to suit individual needs

Strategies of participation in the European programs of innovation

COPCA offers links with the policies of internationalization of the SMEs by defending projects in Brussels and facilitating the research of technological cooperation with third countries.

There is also an interest in following the evolution of the former INTERREG 3/MEDOC3 programmes.

Some guidelines and programs.

Tools for identifying the profile, capacity and internationalization projects of the enterprises:

- Alpha/Auto Diagnosis Program: Auto Diagnosis (through Internet) and international diagnosis (with the support of a consultant).

- EIC (Euro Info Centre): European Business Information Centre for providing information, assessment and support to SMEs regarding European Union's normative, programs and tools.

International strategy: Among the diverse international policies carried out, could be pointed up the following ones:

- Micro enterprise Program: Offers support to business with less than 10 employees in the organization of their internal structure to help them initiate their export activities. Assessment Based Program;
- New Exporters Program (NEX): An assessment-based program, aimed to SMEs going through the initial phase of internationalization, for the development of a realistic internationalization plan and promotion strategies.
- New Internationalized Enterprise Program (NEI): An assessment program for strategic planning and consolidation in the international markets.
- International Public Procurement: COPCA offers the IPC (International Public Contracts) service, which provides a support service ensuring a complete package to prepare business for the public tender market - support to the acquisition processes that the public authorities of a country or international organisations carry out -.
- Sector policies: dynamisation projects and action plans tailored to the specific needs of the different economic sectors in Catalonia. Among others we have been active in the following sectors: Textiles, automotive, refined chemicals, fruit, environmental industries, health industries, IT and electronics.

Specific Assessment by Geographical Areas:

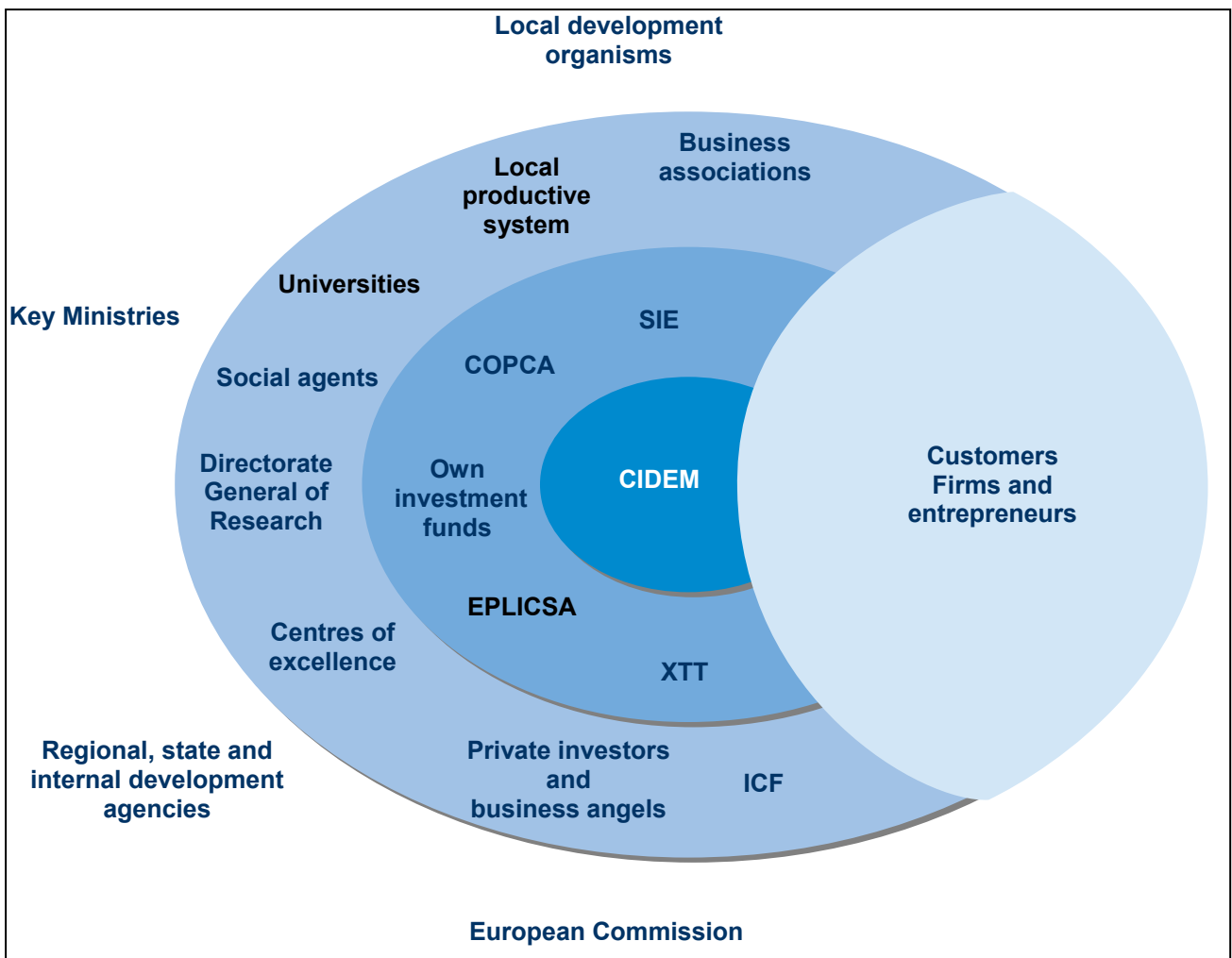
- NAFTA/CARIBBEAN
- MERCOSUR/ANDEAN COMMUNITY
- EUROPE
- **MEDITERRANEAN**
- ASIA PACIFIC
- SUBSAHARIAN AFRICA.

CIDEM

The CIDEM – founded in 1985 – is nowadays an autonomous body of the Catalan Government's Ministry of Innovation, Universities and Enterprise.

Mission: working through the creation of cooperation and synergies of many actors – see Figure -, the main mission is to boost the innovation of Catalan enterprises as a way to increase their competitiveness.

Figure 2. Map of contacts of CIDEM



Source: CIDEM

Strategies of participation in the European programs of innovation

There is a promotion strategy of the presence of Catalonia in the VII Framework Programme. Actually, one of the first initiatives of the new agency CIDEM – COPCA has been creating a new service for Catalan participation in the VII FP.

CIDEM takes part in different European projects related to the transfer of technology, regional innovation policies, sectorial and industrial research programs:

MATEO Project, TRANSBIO Project, S3 Project, BELCAR Project, CORNET Project, E-RAIN Project, MANUNET Project, FIRE Project.

Some guidelines and programs

	Budget 2007	Budget 2008
Total	110.2 M€	121.1 M€
1. Fostering innovation A. Business innovation programme - Financial helps for R+D and for innovation (InnoEmpresa) - Information service to Catalan companies with potential R&D&I projects - PUNTIC.CAT - Design line - Marketing and commercialisation innovation line - Innovation management, process innovation and organisation line - Studies and publications - Innovation Forum - Government of Catalonia Business Competitiveness Awards B. Programme for the creation and growth of technology based enterprises - Network of Technological Springboards (XTT) - Genesis financing helps - Assessment - Concept Capital , Invertec – Seed Capital - Creation of new technology companies coming from mature companies - Growth Risk Capital fund - CIDEM Investment Forum - Invertec – Co-investment funds with business angels - Promotion of private investment (XIP) - Invernova II	71.7 M€	78.8 M€
Boost of the technological market A. Programme for the support to technology transfer and knowledge - Technological Transfer Networks - Promotion, evaluation, commercialization and technology watch - CIDEM loans to technology centres - International Technology Transfer Support Service	26.1 M€	28.7 M€
Supporting technological centres A. Programme to boost emerging clusters intensive in technology / innovative environments' creation - Promotion for the creation of new high-technology hubs - Support to innovative enterprise groups - Financing help line to “micro-cénits” (cooperative innovation strategic hubs) - Support to the creation of National Strategic Consortiums for Technical Research (CENTT) - Assessment and technology watch - Actions in different sectors B. Programme to boost innovation in clusters which are exposed to international competition (mature sectors) and territorial innovation - Reinforcement of mature cluster's competitiveness - Financing helps to New Business Opportunities - Deployment of the Innovation Centres Network of the CIDEM - Business Information Service	12.4 M€	13.6 M€

4. Relation with the central Government

In Spain, there are not specific I+I integrated policies. Two major agencies are in place.

1. ICEX – Spanish institute of external trade– aims at promoting the international projection of Spanish companies. The main guidelines are the followings:

- Commercial promotion programs in external trades.
- Dissemination of the information about Spanish products and international markets.
- Promotion of investment projects, industrial localization or cooperation in external markets.

2. CDTI - The Centre for the Development of Industrial Technology - is a Spanish public organization, under the Ministry of Industry, Commerce and Tourism, whose objective is to help Spanish companies to increase the technological profile of such companies.

CDTI is manned by more than 200 employees, three quarters of whom is made up of engineers and graduates. Although the bulk of the infrastructure of CDTI is located in Madrid, the Centre has made a strategic network of offices and representatives abroad available to Spanish companies (Japan -SBTO-, Belgium -SOST and a Permanent Eureka Secretariat-, Brazil -FINEP-, Colombia -Colciencias-, Korea, Chile and Morocco) to give them support in their international technological activities.

Action Lines

The Centre is governed by private laws in its relations with third parties. This allows to offer swift and flexible support services to Spanish companies for the development of R&D&I business projects and international exploitation of technologies developed by companies.

- To evaluate and finance technological development, innovation and modernization projects developed by Spanish companies: CDTI grants financial help of its own to companies and facilitates access to that of third parties (bank financing from the Line for the Financing of Technological Innovation) for the execution of both national and international research and development projects.

- To manage the Spanish participation in international programs of technological cooperation: CDTI manages and pursues the achievement of industrial contracts with a high technological content by Spanish companies generated within the framework of different national and European organizations. These include the European Space Agency (ESA), the European Laboratory for Particle Physics (CERN), the European Synchrotron Radiation Facility (ESRF), Hispasat, Eumetsat and Spainsat. Likewise, it supports and give advise to Spanish entities on the access to subventions from the Framework Program of R&D of the European Union.

- To promote technology transfer and technological cooperation between enterprises: it helps Spanish companies to internationally exploit technologies that they have developed. In order to do this, it offers technological promotion projects, its external network of representatives and the Iberoeka projects. To support the generation and development of new technology base firms, through the Neotec Initiative.

The interaction between the national and the regional levels settles on the relation between:

1. COPCA and ICEX;
2. CIDEM and CDTI.

In focusing on the relationship within state and regional policies some considerations can be traced.

Internationalisation:

1. COPCA is an entity that integrates all the Catalan Chambers of Commerce, entrepreneurial associations, financial entities, training institutions and the Government of Catalonia. The condition to be accepted as a member by the General Board of Advice of the COPCA is to have a real weight in the

Catalan entrepreneurial *milieu* and to demonstrate real assets in internationalization. This bottom up approach is in contrast with the ICEX classical top-down policy.

2. The original organization of COPCA was divided into areas of influence with directly provided services to the enterprises. ICEX was based on sectors of activity and based its action on big programs such as the organization of state-sponsored missions and great “umbrella events” by sector or by country - i.e. the Spanish wine Fair, or the Spanish week in Argentina).

3. Concerning export promotion, COPCA developed in 1993 the New Exporters Program (NEX). In 1998 the ICEX developed a similar program for Spain, known as PIPE (Export Promotion Initiation Plan). As a result, since then, in Catalonia there has been a joint program, the NEX-PIPE executed by the COPCA, the ICEX and the Catalan Chambers of Commerce.

Innovation:

The General Directors of CDTI and CIDEM has recently signed an agreement that defines the actions of promotion, diffusion and support to the technology and innovation of the Catalan economy. The agreement frames some actions of assistance, information and evaluation of technological projects between the two organizations. In this way, enterprises should get more easily to the programs available on subjects like research, development and innovation. The Agreement also boosts the participation of Catalan companies in international programs like the VII Mark Program of Research and Technological Development, multilateral programs like Eureka and Iberoeka, bilaterals programs (Chinela, Canadeka, ISI, KSI,...), and each program concerning technological cooperation at international level.

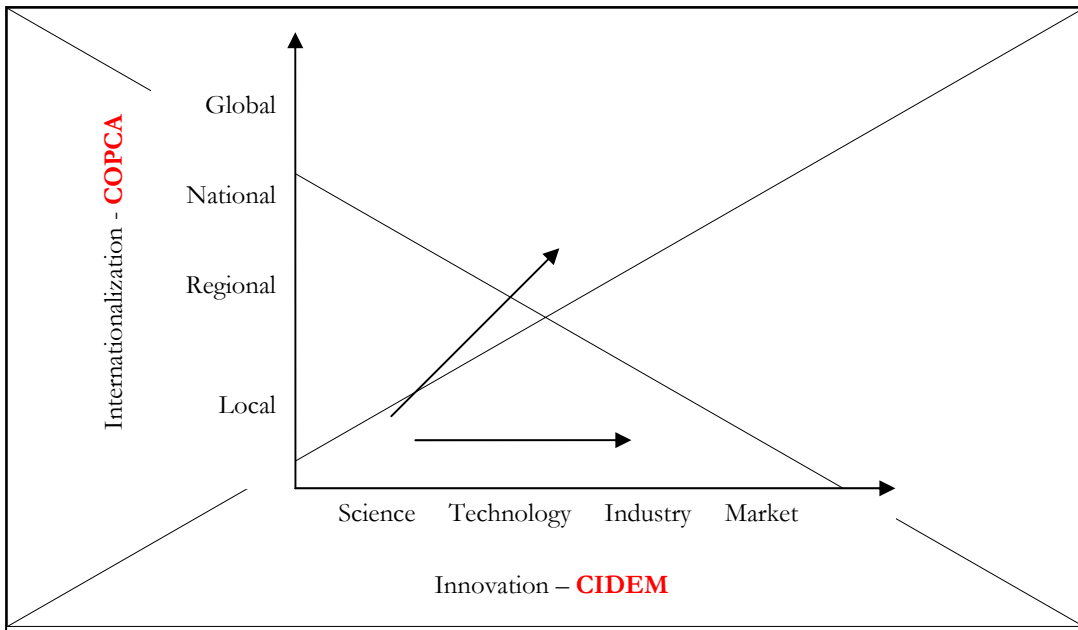
Concluding, it is mentioned the Operative Program R+D+I for enterprises 2007 – 2013.

- Budget: 2.000 M€
- Catalan Budget: 70,82 M€
- Objective: to promote R+D for the benefit of enterprises.
- Guidelines: the Program aims at financing measures that could improve new innovative behaviours in the enterprises, promote the R+D incorporation to the less developed areas.

5. Relation between Innovation and Internationalisation

Nowadays, the link between innovation and internationalisation has not been explicitly defined by regional or EU instruments. However, Innovation and internationalisation can be seen as two different way of reacting to increasing competition and considered as two strategies to be pursued as complement: to innovate an enterprise, the enterprise has to start an internationalisation process and it is not possible to internationalise without an innovative product.

The Catalan Government has recently moved an important step at this regard through the fusion CIDEM - COPCA. The result of the cooperation between the two entities it is not a combination of programs. Quite the opposite, it generates a synergy and a *multiplicator* effect. The necessity of creating a political and effective cooperation between the two agencies can be explained through the following figure.



Source: elaboration

The main motivations of the integration process arises from the need of wider political tools supporting companies competitiveness. Nowadays, it makes no sense to pretend to work independently on the two axes drawn above.

The globalisation process has intensified and is not comparable to what it happened before. Thousands of million people are being embodied, factually or potentially, to global economy in the last decades. As a consequence of the integration of the emerging economies in the global economy, the productive chain of the developed ones is being multi-localised and rethought. European economies should focus on innovative and more creative activities in order to compete at global scale. Innovation policies can not be considered anymore at local scale because arising critical factors such as international companies structure, global technology market or the changing and global consumption trends must be considered. Moreover, internationalisation policies need to be set definitely in a general competitiveness model to be fully succesfull: it is conceptually scarce to promote the local companies internationalisation without a product innovation perspective.

6. Mediterranean role in Innovation and Internationalization

Regarding the action in the Mediterranean, the priorities are twofold:

- The focus on the South in terms of cooperation and technical assistance.
- The fact that the home market provides services to companies in order to ensure better access and opportunities in Mediterranean markets.

There is also a clear interest in promoting joint projects that, according to the new EU policies, can be less balanced territorially than in the past, with Italian and French partners.

There are effective and positive experiences of cooperation through technical assistances, training and the canalisation of grants, like the ones managed by the COPCA for the development of technical cooperation projects among enterprises, with funds coming from COPCA or the Catalan Agency of Cooperation.

To conclude, a Program called “*Arées d’atterrage*” it is considered appropriate to be mentioned. This Program refers to the second point of COPCA’s “Strategic Plan of Internationalisation”: “Improve a new generation of Catalan enterprises with multinational character”. The main objective is to facilitate the process of productive expansion to the external market and to boost the *multinationalisation* of Catalan enterprises - through giving services like assistance in looking for a productive location and recruiting human resources.

It is given priority to those markets whose socio economic potentiality represents a competitive advantage for Catalan enterprises: North Africa (Morocco– Tunisia); New European Areas; Asia; Access to NAFTA; Access to Mercosur.

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Programs

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