

2.5

Analysis of strengths and weaknesses, and recommendations

Any interpretation of the diagnostic data must be supplemented with a qualitative assessment that has been carried out through participatory processes with governance bodies. The table below sets out the main strengths and weaknesses identified in the five areas of competitiveness examined (competitive environment, people, innovation, enterprise, and international), and the strategic recommendations or guidelines prioritised in group work, which have guided the later phase of defining the strategy.

Competitive environment



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| <ul style="list-style-type: none"> S Diversity of our natural environment, with a great awareness of environmental respect S Border location of the territory S Quality of life, with a high level of prosperity, good distribution of wealth, and a low risk of poverty S User-friendly administration, with its own regulatory and tax competences S High deployment of infrastructure (roads, broadband) S Low population density | <ul style="list-style-type: none"> W Small size of the region, with little influence. Distance from decision-making centres W Risk of ageing and depopulation in some rural areas W Bureaucratic complexity of administration, with technology in need of updating W Need to improve cooperation between agents and avoid duplication W Lack of long-distance connections by train and/or plane. |
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Recommendations:

- Promote e-administration and bureaucratic simplification
- Foster territorial balance through business projects in rural areas and the provision of digital infrastructures
- Position sustainability as a competitive advantage to create industrial and technological opportunities
- Avoid duplication of agents in similar activities, optimising the use of public resources



People and talent

- S** Network of Training Colleges and Universities
- S** High standard in higher education and training
- S** Growth in vocational training and continuing professional development in recent years
- S** High employment rate compared to other self-governing regions in Spain
- W** Long-term unemployment is still high
- W** High rate of young people not in full time education or employment
- W** Overqualification and/or mismatch of profiles generated with employee profiles
- W** Deficit in vocational training, engineering, and technology
- W** Ageing of the population and in key sectors

Recommendations:

- Align education offer with employment demand, promoting dual vocational training and technological training in STEM areas
- Work on training and updating skills for the digital and sustainable transition, helping jobseekers enter the employment market and facilitating professional upskilling
- Attract and retain talent in companies, technology centres and universities, taking advantage of the region's benefits and opportunities provided by new work models
- Promote the dual training of university students

R+D+i



- S** Network of Technology Centres and Universities
- S** High rate of high impact publications
- S** High production of patents in certain fields
- S** Optimal conditions for innovation: talent, infrastructure, and support policies
- W** Lack of knowledge transfer to companies, especially medium and micro-enterprises
- W** Fall in R+D+i investment, especially private R+D+i and ambitious projects
- W** Lack of traction from the public sector (Public Procurement of Innovation)
- W** Lack of companies with high-tech products

Recommendations:

- Public-private commitment to innovation, implementing the objectives of the Science Act
- Promote the development of knowledge-generating pilot projects aligned with the major challenges facing society
- Facilitate the transfer of knowledge to companies through cooperation with universities and technology centres, and the dissemination of the business sector's capabilities
- Promote innovative and technological thinking among companies (communication and dissemination of R+D+i)



Business development

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| <ul style="list-style-type: none"> S Strong and diverse business sector, with industry making a strong contribution to GDP S Capacity for cooperation between agents (business, education, science/technology, and administration) S High productivity, culture of endeavour S Corporate Social Responsibility S Presence of large companies in various sectors | <ul style="list-style-type: none"> W Lack of critical mass and the existence of many small companies, limiting innovation, exports, and collaboration W Poor culture of entrepreneurship and/or intra-entrepreneurship W Declining productivity W Competitiveness model based primarily on cost rather than value or differentiation W Shortage of knowledge-intensive service providers needed for digitalisation W Poor decision-making in many large companies W Delay in business digitalisation |
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Recommendations:

- Stimulate business competitiveness through differentiation strategies for innovation, competing on value contribution rather than on cost
- Promote growth in enterprise size, especially manufacturing firms
- Work on the creation of new business opportunities through entrepreneurship, intra-entrepreneurship, and diversification towards future challenges
- Accelerate digitalisation programmes and services for industry as key to productivity growth and new business models



Internationalisation

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| <ul style="list-style-type: none"> S Good regional image in the surrounding area S Important presence of multinationals S Positive growth in exports S Policies aligned with Europe | <ul style="list-style-type: none"> W Excessive concentration of exports in a few sectors, in a few companies and towards Europe W Limited freight and passenger transport connections W Small size and distance from decision-making centres W Few companies with commercial positioning in specialised international niches |
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Recommendations:

- Plan to drive business exports, developing personal and business capabilities, and facilitating export and implementation processes
- Promotion of interregional cooperation through networking
- Attract and retain multinationals thanks to the availability of local talent and technological capabilities