

## barcelona business notes

### Barcelona Enterprise Capital Prize

The Barcelona Enterprise Capital Prize was given last May 28<sup>th</sup> at the Palau de Congressos de Catalunya. The prizes were for four categories: "Entrepreneur Prize XXI" to the company with the best growth potential, "Best innovation" company, "Best company financed with micro credits" and that for the best "Company Business Plan" competition.

The awards represent the recognition of the city of Barcelona –via its City Hall and Barcelona Activa- and other entities and companies implicated in the promotion of the enterprise initiative, innovation, and business growth, which motivate new companies in the city to raise their contribution for economic development, innovation, and the creation of employment.

### Barcelona backs the creation of companies as a motor for innovation

The objective: to make it easier to create companies in this city and that innovative companies have more resources and better support.

Barcelona City Council is to support the creation of new companies in the city and to encourage existing companies to invest in innovation.

This is one of the main objectives of Barcelona City Council's "Action plan to boost the creation and growth of companies in Barcelona".

In this way, the plan aims to position the city as an enterprise capital with the final aim of raising economic competitiveness and guarantee better social and geographical cohesion.

This way it will be easier to create companies, and innovative companies will have more resources and better support to compete and grow globally. As well, there'll be a strategic move to make the city more attractive so that foreign companies come here and set up, and so the creation of companies is an element of social cohesion.

### Barcelona will host the biggest world congress on the environment

The World Conservation Congress, the biggest international congress in the environmental field, with some 8,000 representatives of non governmental organisations, governments, science centres and a variety of other institutions, will be held in Barcelona from October 5<sup>th</sup> – 14<sup>th</sup>.

The organising entity, the International Union for the Conservation of Nature (IUNC), celebrates their meetings every four years. In Barcelona, they will commemorate their 60<sup>th</sup> anniversary. The objective of the meeting is to make people aware of environmental problems.

### ESOF 2008

Euroscience Open Forum (ESOF 2008) is the most important European forum to debate the latest trends in science. The European science community will meet at this third edition to analyse the social and economic impact of science, technology, social sciences and humanities.

Euroscience, who organises this event, is dedicated to science and technology; the event will be held at Fira de Barcelona (avignuda de la Reina Maria Cristina, s/n) from July 18 to 22.

ESOF wants to make research and investigation one of the most important elements for the future of Europe, and it also wants to make science research and innovation an authentic sign of European identity.

### International conference on free knowledge and information technology to be held in Barcelona July 15<sup>th</sup>-17<sup>th</sup> 2008

Barcelona has been chosen to host an international conference on education for a free information society. The Free Knowledge, Free Technology (FKFT) conference will be held at Fira de Barcelona from July 15 - 17 2008 and it will bring together people from government, education and business, making it a unique platform for learning and discussion with other professionals, teachers and trainers related to the information society.

The SELF Consortium, UOC and the Free Knowledge Institute have set up a programme with well-known speakers like Richard Stallman (GNU Project and Free Software Foundation), Karel de Vriendt (European Commission/IDABC), Carlos Castro (Extremadura Regional Government) and Stephen Downes (National Research Council of Canada).

### Corporate social responsibility: accord between Esade-Stanford

Two prestigious educational institutions offered their first joint course together in Barcelona specialised in corporate social responsibility. More than 60 executives from 21 countries took part. The course Corporate social Responsibility: strategy of integration and competitiveness is the result of a strategic agreement of collaboration among Stanford i Esade.



Interview with Josep Lluís Bonet, president of Alimentaria

III Technology and Innovation Bridge in Silicon Valley

Direct flight Barcelona-New York

# barcelona

good news

spring-summer 2008 n.43

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Ajuntament de Barcelona


# barcelona

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# summary

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# editorial

The Catalan food industry occupies a leading position in Spain. In the area of Barcelona it plays an essential role because it accounts for a large volume of production and the majority of the research, innovation and foreign investment that this sector generates.

Some examples of the weight and projection of Barcelona in the food business world include: the potential of the distribution infrastructure present in the city -Mercabarna is estimated to supply more than 8 million people from the north east of Spain to the north of Italy -; Alimentaria trade fair -the second biggest in Europe regarding food fairs -; and the large number of universities and research centres that work in the nutrition and food standards fields.

We should also take into account gastronomy, an area in which Barcelona, Catalonia and Spain have become international benchmarks. Factors like the wide choice of eateries, the richness of its culinary tradition and the consolidated prestige of excellent Catalan chefs have projected Barcelona's image as one of the best capitals for quality and creative gastronomy.

The numbers are good, but even so the objective we want to reach is to make Catalonia and Barcelona one of the world's capitals in the food business. For this reason, the Catalan capital has to maintain and boost this strategic sector because of its capacity to generate wealth. To make it grow we need to take a strategic decision in favour of the field of knowledge.





## barcelona, capital of the food business

“Barcelona has become the capital of the food business in Spain, with Mercabarna and its municipal markets playing a fundamental role”. This is how Jordi William Carnes, deputy mayor for Fiscal Policy and Economic Promotion and president of Mercabarna, defined the role of the city in the agro foods sector at an event held during Alimentaria, a food trade fair.

He also highlighted the role of Catalonia as Spain's top agro foods cluster, as it is the autonomous region that contributes most to Spain's overall food industry both in terms of turnover (21%) and employment (24%). As such, he notes that one of the factors that has most contributed to this is the symbiosis between Mercabarna and Barcelona's 46 municipal markets.



## one county, four clusters

In order to show the importance of the food sector in the Catalan economy, we only need to point out that the food and beverages and tobacco businesses are the biggest industries in terms of turnover with 16% of the total and second in terms of gross added value –behind the chemicals industry– with 11.7% of the total, and with 12.4% of all industrial jobs it is also placed second, in this case behind the metalwork-related industries. As well, 6.8% of Catalan industrial companies belong to the agro foods sector.

On the other hand, Catalonia is the autonomous community that adds most to Spain's agro foods business both in terms of business turnover (with 23.8% of the total) and in employment (with 20.5%), and it comes second regarding the number of food-related companies (11.4% of the total), only beaten by Andalusia.

The agro-foods business is a mature sector that is characterised by the sort of demand that is less influenced by the ups and downs of the economic cycle since a major part of its products are required to cover basic needs.

The geographical distribution of Catalonia's agro foods business means you can draw four clusters or local systems of production on the map.

The first is the meat industry located in Osona, Garrotxa, Gironès, Pla de l'Estany and Selva areas -which accounts for almost 39% of Catalan pork - also in the areas of Bages, Ripollès and Alt and Baix Empordà. More than 200 companies go to make up this cluster with 8,300 workers.

The second cluster is also located in the Selva area and it consists of 11 companies working in the mineral waters sector, with more than 600 jobs and a turnover of 400 million euros a year.

The third is concentrated in the area of Penedès and it includes the wines and cavas sector. The three regions or areas which make up this cluster include more than 200 companies that employ 2,500 workers with a turnover of 575 million euros. 30% of the production of their wines and 60% of their cavas are exported. Parallel to this local production system, we can find the development of canning and other packaging industries, like cardboard packaging and stainless steel containers. Regarding corks, the areas of Baix Empordà and Gironès produce 10% of the world's corks for wine and 70% for sparkling wine.

The fourth Catalan food cluster is that of olive oil. This extends over the Baix Camp, Baix Ebre, Garrigues, Montsià, Priorat, Ribera d'Ebre and Urgell areas. Some 900 people work here for almost 130 establishments with a combined turnover of 500 million euros.



## main branches of barcelona's industrial agro foods business activity

Barcelona is closely related to the agro foods industry. The Catalan capital is the headquarters for many important food and beverages companies. More than 10,000 people and 370 companies work in the food sector in Barcelona. This represents 10.8% of all food sector companies in Catalonia and 15.8% of its workers. In Barcelona, there are four branches in the agro foods business that have most workers.

The main branch is the manufacture of “Other food products”, which includes a wide range of activities like the production of bread, biscuits and other pastry products, or the sugar industry, cocoa, chocolate and sweets, the production of pastas, coffee, tea, infusions, sauces and condiments or pre-prepared dietary meals and children's foods. All these activities account for 55.8% of workers and 72.7% of companies in the sector.

The second food industry with most workers – 16.6%- is that dedicated to the manufacture of beverages, and although this represents just 5.1% of the companies, it is also the second most important foodstuffs sector regarding the size of businesses (with 91 workers per company).

The third agro foods activity in Barcelona in terms of workers is that of dairy products. Between the years 2000 and 2004, this was also the city's most dynamic business area with a rise in employment of 44%.



The meat industry is the fourth most important food sector in the city in terms of workers, with 5.6% of agro food workers. Between 2000 and 2004, employment in this activity in Barcelona rose by a spectacular annual rate of 8.8%, with a constant increase year after year. Therefore, it seems the difficulties that the meat industry has had to deal with over the last few years has not affected the city significantly.

## trends for the future

The agro foods business is going through a process of concentration that affects all the regions and areas analysed. This translates into a fall in the number of businesses and an increase in their average size. This larger size of company helps them make new investments in innovation and technology, as well as opening up new bigger markets.

Food companies are carrying out a series of strategies to maintain and improve their competitiveness. This is the case of improvements in the quality and traceability of foods, the launching of new products with higher added value, new tastes and traditional products that are presented in more modern formats that help with preparation or reduce cooking times so as to adapt to our current lifestyles. There has also been a move towards hybrids between foods and cosmetics.





## alimentaria food fair, the largest in europe

Alimentaria'08, the International Food and Beverages Fair, is one of the biggest held at the Fira de Barcelona venue, and along with Construmat, these are the only events that take up both the Fira's Plaça Espanya and Gran Via venues. The numbers have made Alimentaria into a giant: 131,000 m<sup>2</sup>, 158,000 visiting professionals and 5,000 exhibitors.

The event is becoming an international business centre. One of the most attractive points about it is that it acts as a bridge between Europe, Africa, and Latin America, one of the values that characterise international trade fairs held in Barcelona.

### Alimentaria 2008 gets 158,000 professional visitors

Alimentaria 2008 closed its doors last March with some of the best results ever recorded, both in terms of metres squared taken up (131,000), and number of professional visitors (158,000). The figures show the event is a benchmark in the agro foods sector, second in the whole world and a good basis from which to grow for the 2010 edition. The fair generates some 168 million euros for Barcelona and its hinterland. Very significant this year is the presence of 33,000 foreign professionals coming from 155 countries, 21% of all visitors. This means that one in five visitors was a foreigner.

The Fair is coming up with new successful models, which judging from its power to draw visitors and from the positive responses of exhibitors it is very clear that buyers, companies, operators in the sector, and trade fair organisers are moving forward together.



And the impact of the Fira is not just quantitative but also qualitative, just as José Antonio Valls, director of Alimentaria, points out. Regarding some of the novelties of the 2008 edition, we can highlight the new Alimentaria Premium Zone that was received very well, the International Food Forum, with a presentation of the study "The Demand of Tomorrow's Buyers", the shop "Futura de Innova", and feedback received from participating companies in the fair.

### International Exhibitors

Coming from 70 countries, almost 5,000 leading companies in the fabrication and distribution of foods and beverages showed their products in Barcelona, making the city the world capital of foods over a period of five days.

Alimentaria 2008 has strengthened its condition as an international business centre with the presence of 1,500 international companies, 30% of the 5,000 that exhibited during the event, which represents a rise of 6% compared to the 2006 edition.

The EU accounted for the majority of international exhibitors. The following countries had most participating firms: Italy with 296 companies, Germany with 50, Belgium with 59, France with 131, Holland with 31, Portugal with 40, Greece with 72 and Great Britain with more than 35. Regarding the participation from outside the EU, China brought 40 companies, Egypt nearly 20, Argentina 37, the US had 20, and Turkey 15.

It's worth noting the participation of Latin America and the notable increase in the presence of new EU member countries, as well as those from the Asian continent and the incorporation of Bulgaria, Hungary, Panama, Cyprus and Egypt.



### Business Incubator

One of the most prosperous activities, and one which will have most knock-on effects in the future regarding new business, was the International Projects between business people from Europe and Latin America, Asia, Central and East European Union countries, the US and Canada. Some 200 Spanish firms took part, 500 foreign buyers, plus 500 foreign industrialists; it generated around 7,800 work-related meetings.



## mercabarna, southern europe's agro foods platform

Mercabarna is a food platform that brings together the wholesale markets of Barcelona: the Central Fruit and Vegetable Market, the Fish Market, Mercabarna-flower, The City Abattoir and the Meat Market

Mercabarna occupies 90 hectares of land, and it is here where the city's wholesalers are located. It has 300 wholesale companies here and 500 firms in the Zone of Complementary Activities (ZAC), which specialises in the elaboration, commerce, distribution and exportation of food products.

The development of ZAC around the wholesalers is one of the most important aspects in the evolution of Mercabarna and one of the main differences compared to other markets around the world.

Today, Mercabarna boasts specialised companies that supply the modern distribution chain in the eateries sector. Some are dedicated to the import and export of foods, others have constructed fruit or fish retail chains and there are also those that supply the traditional retail sector or business people part of the immigration process, amongst others.

### 25,000 people work here

Mercabarna moves around 25,000 people a day. This is why this business platform has everything from large fridges for rental to logistics operators, 23 restaurants, a hotel, and even a kindergarten for workers' children. This food cluster supplies more than 10 million people.

### Barcelona, Europe's capital of markets

Barcelona's markets have 1,000 years of history behind them. They are a key ingredient in the economy of the city. There are 46 markets in the city which are spread out across different neighbourhoods. In terms of numbers, this represents a commercial surface area of 100,000 m<sup>2</sup>, with 3,500 commercial premises and more than 5,000 direct jobs. It has been calculated that they get 50 million visitors a year and that client purchases reach an approximate value of 500 million euros a year.

### Union of Markets

Various markets and cities, which are worried about the quality of life of their residents and support the idea of a Europe that is closer to citizens, have created EMPORION, a European association that wants to bring together the best food markets. The association, with its headquarters in Barcelona, will help markets to improve their daily management practices and lobby at the European Union.

### Barcelona Food Platform

Barcelona wants to develop a technology park specialised in the food sector, which provides companies in the sector with the latest technologies and resources that will allow them to improve their industrial activity and investigate new products and systems. The polygon will be equipped with cutting-edge technologies that help reduce costs, obtain better quality standards and guarantee food safety. Plans for the park include -apart from additional services for warehousing and storage, safe deposits, a logistics area for containers- a research and investigation area which would act as a link between companies and Catalan universities. The project, supported by a wide variety of administrations, will add to the modernisation and development of the Catalan food sector.



## VII mediterranean diet congress



Coinciding with the International Food and Beverages Alimentaria '08 Trade Fair, the Mediterranean Diet Foundation organised the VII Barcelona International Congress on the Mediterranean Diet last March 11<sup>th</sup> - 12<sup>th</sup>. The most important point dealt with this year was without a doubt the official presentation of the candidature of the Mediterranean Diet as a UNESCO Intangible World Heritage.





## interview with josep lluí bonet, president of fira de barcelona and alimentaria

**Josep Lluís Bonet is the president of Alimentaria trade fair and also of the Board of Directors at Fira de Barcelona, but he is also a mild-mannered person, who from his vast experience, offers his own views on the trade fair that wants to be world leader in the foodstuffs sector, on Fira de Barcelona and the city of Barcelona.**

**Alimentaria Trade Fair has closed its 2008 edition with its best ever results, which makes it the second biggest of its kind in the world. Can we be even more ambitious and be the best in the world?**

We can and should be ambitious in terms of the objective of becoming the best in the world. Each edition Alimentaria beats new records, surpassing itself. In the last edition, the numbers were really spectacular: more than 157,000 visitors, 33,400 of these from abroad, 4,800 exhibiting companies and 130,000 m<sup>2</sup> of exhibition space.

In 2010, Alimentaria will continue to grow via a clear strategy of innovation, greater professionalism, the strength of its exhibition model and its international appeal.

**Innovation has been a key strategy for Alimentaria in this 2008 edition. Where will future growth come from for the Fair?**

The *leitmotif* of Alimentaria from its beginnings 30 years ago was about finding

answers and asking questions about the big challenges facing the food industry. Of these, innovation is always a constant challenge on the road to competitiveness and, in fact, a matter of business survival. As such, the Innoval Fair, an area dedicated to innovation at Alimentaria and which has already reached its 10<sup>th</sup> year, set out to show the effort put into R&D+i. It has become a benchmark for operators in the sector. And given that we are living through one of the most apt moments for innovation – we have a large and modern internal market, with excellent scientists and demand out there has never been as open to innovation- Alimentaria will continue to project its growth through the value of innovation, amongst other factors.

**During the last edition of the Fair we heard that Barcelona had become the capital of the Spanish food industry. Is that right?**

The food industry certainly plays an important role in the overall Spanish economy, and with the specifics associated mainly to

the autoctonous production of our region, we have an extensive network of industries and companies dedicated to the agro foods business. Even so, Barcelona's position as one of the most entrepreneurial, avant-gard and modern cities in Europe brings together all the necessary conditions to compete internationally through the creation of a foodstuffs lobby that projects each and every one of Spain's food companies internationally. This is the strategic objective that we are working with at Fira de Barcelona and the Chamber of Commerce and other institutions.

### THE COMPETITIVENESS OF SPAIN'S FOODSTUFF COMPANIES COMES THROUGH INNOVATION

**Barcelona has discovered the importance of the food sector. Catalonia can consolidate its position as a foodstuffs cluster. How are Fira de Barcelona and Alimentaria involved in the positioning strategies?**

I believe that Barcelona has always been aware of the value of its agro foods industry, and in fact its citizens are a good example of people that are always looking for new culinary knowledge and willing to try new products. In fact, Barcelona is known and valued internationally as the world's capital of gastronomy, accounting for the majority of Spain's Michelin stars. Furthermore, I have to say that Alimentaria is imposing new successful models and is putting a lot of effort into pedagogy in this sense, as well as being strengthened by the unquestionable and successful task of internationalisation that the Fira is carrying out with the main industries here.

**And the weak points of this sector?**

Basically, we can summarise this in two points: firstly, the high level of business atomisation, and hence the dominance of small and medium sized companies; secondly, expansion abroad is still insufficient. Without a doubt, the competitiveness of Spain's food-related sectors will depend on its innovation and in many cases its growth will have to go associated with mergers. Regarding international projection and opening up new markets, platforms like Alimentaria are absolutely necessary.

### WE HAVE TO BE AMBITIOUS TO BECOME THE BEST IN THE WORLD

**The 2007 results for Fira de Barcelona were very good. You have qualified it as "an excellent year" in terms of economic results, the evolution of fairs and institutional development. Are future perspectives also as good?**

In 2007, Fira de Barcelona achieved incomes of almost 130 million euros, 25% more than in 2005, which is in trade fair terms comparable, and this consolidates a growth rate of above 20% for the third year running. This year, we are expecting a rise in turnover of 20%. These results reflect a growth strategy based on boosting the potential of fairs, launching new ones, capturing international events and diversifying activities. The perspectives are therefore very favourable, despite the difficulties of the economic slowdown of our economy which we are seeing at the moment.

**And how is the trade fair market affected by the economic recession.**

At times of uncertainty or slowdown, you can never rule out the possibility that a particular trade fair could be affected.

However, at the moment it is clearly important that companies promote their activities, gain competitiveness and highlight the importance of value added products and services, put extra effort into R&D+i, improve their internationalism and without a doubt be present at the most important fairs in their sector. As such, we should remember that Fira de Barcelona accounts for 30% of the professional-industrial fairs in Spain and that 15 of these are European benchmark events, meaning they figure amongst the top three most-important events in their sector.

**Is the agro foods business holding up better than others in this economic crisis?**

Since it is a primary need sector, and despite the rises in prices of both raw materials and food that we are seeing at the moment, the agro foods business is one of the last to feel the effects of reduced consumption. But we can't argue with the fact that it is being affected by the international economic slowdown we are currently suffering.

**What new fairs will Fira de Barcelona have?**

Innovation through the launching of new fairs is one of the strategic lines of Fira de Barcelona. This 2008 edition we can highlight Instalmat, a fair dedicated to industrial and domestic installations, held in the month of May, and Avante, which deals with the new needs and opportunities regarding caring for others or personal autonomy, from June 5<sup>th</sup>-7<sup>th</sup>. Last year we held the first edition of BCN Rail, the only fair dedicated to the railway industry in

Spain. As well we are working on capturing large events that can contribute and generate economic activity, the exchange of knowledge, and expectations regarding the future; next year we will host Carbon Expo, usually held in Cologne, which is the largest fair held on the topic of carbon emissions. Furthermore, we will host the European Congress of Cardiology after the success of the world congress held in 2006, and in 2011 we will have Itma, a benchmark fair for machinery and textile technology.

### THERE IS SYNERGY BETWEEN THE CITY AND FIRA DE BARCELONA, AND THEY ARE IN COMPLETE TUNE

**Does the "Barcelona brand" help the internationalisation process of the Fira?**

Obviously it does. Barcelona is amongst the best European cities in terms of the ten-or-so relevant key indicators and there is absolute synergy between the city and Fira. The Barcelona brand helps the international reputation of Fira, and its fairs and the trade fair institution contribute in a very important way to its local environment, to the creation of wealth and welfare for the city and its surrounding areas.





## barcelona flying

# new direct flight connects barcelona and new york



Since last April 25<sup>th</sup>, Barcelona Airport has a new connection with the city of New York. Thanks to American Airlines, the two cities will be linked with a direct flight daily.

The flight leaves Barcelona at 11.10 hours and from New York's JFK at 19:00 hours. People using this flight will arrive at the new terminal at New York's airport, with 36 immigration desks and 44 automatic luggage check-in machines.

The new flight will be operated by a Boeing 767, which has a capacity for 221 people, 30 of these in business class.

During the presentation of the flight, the company highlighted that this was a strategic decision in favour of Barcelona, since the city is one of the most important tourism and business centres for North American clients.

## Seven direct flights with North America

This new flight to the United States adds to others offered by Delta Airlines and Continental Airlines, and represents a new boost for direct intercontinental flights from Barcelona Airport, following the strategic lines set out by the Committee for Air Route Development (CDRA).

As such, North America is currently the main intercontinental market for Barcelona, and the connection to JFK in New York will allow connections with many destinations since the American Airport is a top international distribution hub.

Apart from New York, Barcelona Airport has direct flights from the capital of Catalonia to two other cities in the US - Atlanta and Philadelphia -, two in Canada -Montreal and Toronto- and also to Mexico DF.

CDRA wants to boost the number of flights to Central America and increase those already offered to South America, which currently allows one to fly to Buenos Aires and Bogota. It has also identified Asia, the Mediterranean and East Europe as potential areas for 2008.



## barcelona in the world

# barcelona hosts international space university summer school for the second time

The classes will bring together 110 students from different countries at the UPC from June 30<sup>th</sup> to August 29<sup>th</sup>

The International Space University (ISU), one of the most prestigious international institutions specialised in space science, has decided to host its Summer Session Program (SSP) for a second time in Barcelona this year. The Catalan capital already hosted the event in 1994.

The course, which lasts nine weeks from June 30<sup>th</sup> to August 29, will bring together a renowned group of specialists and distinguished professors from the space sector. Some 110 students from different countries around the world are expected to take part.

The classes are addressed to young professionals that want to complete their training in the space field and the course will be held at the Campus Nord at the Polytechnic University of Catalonia (UPC), in their Verter building classrooms and auditorium.

The course will, amongst many other activities, bring a large number of astronauts to the city and they will address the general public in round table debates about their experiences in space.

The ISU has had 2,500 graduates over its 21 years of existence, many of these future leaders in the world space community. This entity, with its headquarters in Strasbourg, offers intensive work programmes that help young people take part in international space events.

The collaboration offered by Barcelona City Council, the UPC, Barcelona University, and the Autonomous University of Barcelona amongst others, has made possible the hosting of the course in the Catalan capital.



## barcelona in the world

# III technology and innovation bridge to silicon valley and boston

Barcelona's Chamber of Commerce, Barcelona Activa and the Department of International Economic Relations at Barcelona City Council organised a new Technology and Innovation Bridge from April 25<sup>th</sup> to May 2<sup>nd</sup> in the United States.

The objective of the so-called "Bridge" was to bring continuity to the international projection of Barcelona, its institutions, and above all, its business network. On this occasion the main emphasis was on proactive entrepreneurial companies in new technology sectors, ICT companies, the university sector, science and technology and research sectors. These events aim to bring the maximum number of tools to participants so they can reach a three-pronged objective:

- Analyse the opportunities and economic trends and competitive factors of the Silicon Valley area and the State of Massachusetts, both of which are at the vanguard of world technology.
- Share experiences and help the internationalisation of our companies.
- Promote Barcelona and our social and economic environment.

The delegation included 35 companies and 15 institutions, the majority from the area of Barcelona. Headed by the deputy mayor for Economic Promotion and Fiscal Policy, Jordi William Carnes, and Xavier Ricart, assistant director for Economic Promotion at Barcelona's Chamber of Commerce, the delegation had a common programme with visits to emblematic entities and companies in the country and those of more general interest, seminars, presentations, and networking events. On the other hand, participating companies were able to benefit from an individualised agenda of business contacts.

On Friday 25<sup>th</sup> a group of 22 companies took part in an exhibition organised by the Keiretsu Forum, a major network of private investors in the USA. Keiretsu opened an office in the 22@Barcelona technology district at the end of 2007, the first European headquarters of this important network of American Business Angels.

## business-institutional programme in silicon valley

The common programme for all participants in Silicon Valley included a visit to Oracle, a leading software company for database management systems. This allowed visitors the chance to get to know the company's business strategies and its perspectives for the future. This visit was also about showing support for the company since it recently chose Barcelona for its European competence centre for the banking sector, where 100 engineers will work. There was also a visit to the Stanford Research Institute, a private research centre that is independent and has 60 years of history behind it. Here, their professionals develop the most advanced inventions in the world of innovation.

Regarding the second day of the technology and innovation "Bridge", the institutional representatives visited companies like Google Inc -owner of the Google brand, an Internet search engine- and Yahoo to show their support and develop closer relations with these companies. The visit to Google had a special relevance since Barcelona is on a list of possible cities to host their European Product Centre in 2009.

Yahoo has had a research centre in Barcelona since January 2006 which works together with the Centre for Innovation Barcelona Media. There was also a visit to Hewlett & Packard to support their Barcelona operations.

The business delegation visited entrepreneurship incubators and business parks Plug and Play Tech, US Market Access and Inbac.

## do it with barcelona

Amongst the diverse activities on the programme there was a digital round table discussion, which consisted of a meeting with representatives of Spanish companies and institutions in California, who shared their experiences with all the participants in the Barcelona delegation.

Afterwards, there was an event to present Barcelona and its ICT sector: Do IT with Barcelona, with an introduction by deputy

mayor Jordi W. Carnes, and a showing of Barcelona's Chamber of Commerce's corporate video, by the director of International Promotion, Lluís Lluç. The event continued with a networking event for some 50 American companies in the ICT and new technologies sectors.





## barcelona in the world

### visits to university centres in boston

In the city of Boston, the programme included a visit to the prestigious MIT-Massachusetts Institute of Technology university and investigation centre, one of the best science and technology universities in the world. We currently have some very consolidated programmes in place with MIT:

- MIT-Spain, a partnership between MIT and the Chamber of Commerce in which MIT students come to work on R&D related projects in Spanish companies while Spanish students go to MIT
- B-Tech work lines with MIT-Energy
- Process MIT-Centre for Entrepreneurs with Barcelona Activa.

The delegation also visited Harvard University and took part in a networking event with 50 companies in the Bostonian ICT sector at the Cambridge Innovation Center.

At the institutional level, there was a visit to the Boston Redevelopment Authority, an agency that reports to Boston City Council, with a variety of specific programmes in the area of economic development: urban planning, economic promotion, health sciences and biotechnologies, creative industry sectors, etc. As well, there was a meeting with senior directors at the Massachusetts Port Authority (Massport), a company managing the port and airport, in order to work towards the creation of a direct flight between Barcelona and Boston.

#### Meeting with the mayor of Boston

Deputy mayor Jordi William Carnes led a delegation meeting with the mayor of Boston, Thomas Menino. The meeting dealt with issues like collaboration on public libraries, revitalising neighbourhoods and affordable housing.

## barcelona, a leader in tourism



The tourism results for 2007 showed that Barcelona is a preferred destination for tourism coming from the United States. With almost 530,000 visitors (+9.2%) this group of foreigners was the third largest group coming to the Catalan capital last year behind the British who led the ranking with almost 788,000 visitors and then the Italians in second place with 624,000 visitors. The fourth and fifth places are for the French and Germans respectively. All this comes in the context of 7.5 million visitors to the Catalan capital (+6%) with a total of 13.6 million overnights in hotels.

The increased presence of North American tourists has been highlighted by municipal authorities as something which is very positive because more than half stay in 4 and 5 star hotels and because they have an average spend of almost 120 euros/day.

Apparently, they consider their stays to be very positive. All this translates into a hotel, commercial and urban success, which is also reflected in terms of the cruise and international flights policies developed by the port and the airport.

## ficoso to install antennas in one million gps navigators

This year Ficoso expects to install one million of its new generation antennas for receiving instant traffic updates in mobile GPS navigation systems for vehicles using the Traffic Message Channel (TMC) system.

TMC is a specific application of the Radio Data System (RSD) which is used to transmit messages and information about traffic

and weather incidents via the FM frequency. The messages are received and decoded by a navigation system and the driver can then choose an optimal route immediately.

The new TMC antennas developed by Catalan company Ficoso are smaller than those currently in the market, and they are seen as easier to install.



## barcelona in the world

### catalonia will buy hotels in paris, rome, berlin, london and new york

Hotels Catalonia has an ambitious growth plan for the next years. The chain is looking for sites in the main European capitals to install urban hotels like Paris, Berlin, Rome and London, which is the city that provides the best returns and has the most tourists in the world.

The hotel chain, with its headquarters in Barcelona, currently has 50 hotels, of which 18 are in Barcelona, 24 in the rest of Spain and 7 in Mexico and the Dominican Republic.

Hotels Catalonia had a turnover of 200 million euros and 5,000 workers in 2006; it is the top Catalan hotel group in terms of hotel rooms and number of hotels in the city.

In 2008, the company will inaugurate five more hotels in Barcelona, two in Madrid and one in Budapest and they expect to keep this rhythm of openings up for the next few years.

## barcelona looks to china

The Catalan capital will host the Global China Business Meeting from November 17<sup>th</sup> -19<sup>th</sup>, the most important world summit for Chinese businessmen. This will be the first time that the event is held in Barcelona since it started up four years ago. Since then it has been held in Geneva (2005 and 2006) and Frankfurt (2007).

The congress brings together 400 managing directors, presidents and chairmen of Chinese companies and leading executives from the United States, Latin America and Africa. As such, the summit will emphasise the relations between China and other

emerging countries, with the objective of analysing opportunities and the impact of the fastest growing global businesses for Chinese companies.

The event is organised and hosted by Casa Asia, with Barcelona City Council, the Autonomous Regional Government and ICEX as collaborating institutions. The Congress programme will include a set of speeches which will treat issues related to Chinese financial markets, European investment in this country and commercial relationships between states.



## the transformation of the old city to show at the 2010 shanghai expo

The reform of Barcelona neighbourhood Ciutat Vella (Old City) was chosen as one of the projects to be shown at the 2010 Shanghai Expo in the Urban Best Practices Area (UBPA).

Expo 2010 Shanghai will be held between the months of May and October 2010 and organisers expect some 70 million visitors.

Barcelona was one of 55 cities chosen from 113 candidatures to show at the Expo; it will show the renewal project carried out on Barcelona's Old City in an old refurbished steel factory in the district of Pudong.

As well as Barcelona, three other Spanish cities were selected: Madrid, Santiago de Compostela, Bilbao. However, Zaragoza and Seville didn't make the cut.

To participate in the selection process, the UBPA proposed two types of interventions: on the one hand, the renewal of industrial zones and the construction of housing according to certain sustainability criteria, and sustainable environment experiences; on the other hand, the preservation and reform of old town centres.





## barcelona fairs

### barcelona hosts the it world edu meeting

The Catalan capital will host the IT World Edu Meeting this October 29<sup>th</sup> to 31<sup>st</sup>, a new format international trade fair about Information and Communication Technologies applied to the education sector. The main difference between this and other fairs that are held in this field is that the IT World Edu Meeting is designed exclusively with the idea of doing business via the creation of business relations.

The Fair aims to make Barcelona a benchmark in the field of new technologies applied to education in its different areas, pedagogy, organisational management and

community education, and at the same time promote a cluster for ICTs-Education in Catalonia. As well, they want to promote the growth of Catalan companies in the international environment.

The meeting is mainly for professionals in the education sector who have a certain degree of influence and purchasing power, and ICT companies that supply to the sector.

The Fair has programmed diverse activities focused on actually doing business, like the "business corner", a meeting point between executives and technology suppliers and ITWE Transfer, a negotiation forum where teachers can present ICT suppliers with their own solutions and projects at the R&D phase or at the experiment stage.

ITWE is a private initiative from a group of companies in the ICT sector, and which has the support of the Economic Promotion Sector at Barcelona City Council and the Departments of Governance and Education of the Generalitat (Autonomous regional government).

### barcelona to speak about innovation



The capital of Catalonia will host a new type of congress about innovation and technology in the first semester of 2009, which will include conferences, commercial exhibitions, and a programme for investors, with the objective of creating an environment which helps and boosts the growth and development of innovative projects, and thus making Barcelona the capital of innovation.

For four days, HIT Barcelona '09 (Hothouse for Innovation and Technology) will bring together top international executives, investors, researchers, and companies with the objective of debating the latest issues

in the Information and Communication Technologies sector (ICT), Health Technologies, and "clean" technologies and automotive business.

The initiative has two objectives: on the one hand, develop the innovation capacity of the city to create business projects and to consolidate a culture of innovation and technology so that Barcelona can be at the leading edge of the revolution in technology progress.

HIT, which was presented publicly last February, has been promoted by the Metropolitan Strategic Plan with the participation of the Ministry of Industry, Tourism and

Trade, the Autonomous Regional Government, Barcelona City Council, the Consorci de la Zona Franca and universities in the Metropolitan Area of Barcelona.



### fira de barcelona to open delegations in turkey and dubai

This year Fira de Barcelona will take a new step in its internationalisation project. The capital of Catalonia's trade fair institution is negotiating the opening of four new delegations abroad to add to its network of 25 offices. The entity is especially interested in setting up in Turkey, Dubai, Ireland, and the Ukraine in order to strengthen their international vocation.

Apart from the opening of delegations, another important part of the internationalization programme at the Fira de Barcelona is attracting world renowned events like the Mobile World Congress, the urban fashion show Bread&Butter and the congress and incentives show EITBM, amongst others.

#### Budget

The entity's budget for attracting companies and international exhibitors runs to 40 million euros for the period 2007-2011. The attractiveness of the Barcelona brand is one of the factors that has helped boost the Fira's international growth. At the same time, the city is benefiting from the direct economic effects of large events in the Montjuïc and Gran Via venues, which fill the city's hotels at various times of the year.

15 of Fira de Barcelona's fairs have become benchmark events in Europe. A part from those mentioned we find Construmat, Alimentaria, Saló de l'Automòbil, Hispack, Barcelona Meeting Point, SIL, SONIMAG Foto, Piscina, Expoquímia, Nàutic, Hostalco and Caravaning.



## barcelona infrastructure

### new maintenance hanger in barcelona

**Ceremonial cornerstone laid for new hanger for wide bodied planes and A340, which is fundamental for the development of long haul flights from El Prat.**

**It will be the only hanger in Spain capable of housing the A380 for maintenance.**

The future maintenance hanger at Barcelona Airport is on its way to becoming a reality thanks to the placing of a ceremonial cornerstone. The facility, promoted by Iberia and the Consorci de la Zona Franca, will add to the development of long haul flights from the Airport.

This is a symbolic act that firms up a commitment made between the two entities for the construction of these unique facilities in Catalonia and Spain (with the exception of the Muñoz hanger).

It will contribute to the development of the Airport and pave the way to the possibility of creating a base for long haul flights from Barcelona.

The new hanger will be constructed on a 24,000 m<sup>2</sup> area located at the head of runway 20 at Barcelona Airport. With a surface area for planes of 12,100 m<sup>2</sup> and 4,300 m<sup>2</sup> for workshops, warehousing and offices, the new hanger will house the biggest commercial plane of our times, the Airbus A380.

In terms of size and equipment, the hanger will have the capacity to carry out maintenance tasks for any of the 80 companies that operate out of Barcelona. As well, Iberia and the Consorci have contacted BAIE - Barcelona Aeronàutica i de l'Espai, an organisation consisting of companies and institutions that promotes the aeronautic sector in Catalonia.

Its associates can analyse the possibility of developing new activities close to the hanger, and that these can be a driver of the aeronautics industry in Catalonia.

**24 million investment and 200 new jobs**

The new facility, which represents an investment of 24 million euros, is due to come on-line at the end of 2009, coinciding with the start of operations at the new terminal at Barcelona Airport.

It is estimated that the hanger will have constant growth in production volumes in the coming years after its inauguration, and in the mid-term it will create 200 direct jobs, and many more indirect ones. Most of these jobs will be highly qualified ones because of the sorts of tasks that are carried out there.

### new cruise terminal in barcelona comes on-line

Last April 25<sup>th</sup> the new cruise terminal A at the Port of Barcelona came on-line when it received its first ship. It is expected to play host to some of the largest ships in the world.

Cruers de Barcelona, the terminal's operator, opted to start operations before the facility was completely finished due to strong demand at the Catalan capital's port, which can see 8 cruise ships coinciding at the same time even out of high season.

The new terminal will have 6,200 m<sup>2</sup> of surface area and has cost 15 million euros. The size of the new terminal A is the same as those in the neighbouring terminal B, except for the fact that it will have a passageway to link the two installations. In that sense, they can work simultaneously during cruise disembarkations and embarkations of up to 60,000 passengers.



### cruise tourism rises by 45%



The number of cruise passengers that came to Barcelona increased by almost 91,000 people during the first quarter of 2008. This figure means a rise of 45% compared to the same period the previous year, while the number of cruise stopovers rose from 37 to 44, according to Barcelona's Port Authority (APB). Passenger traffic in general at the Port of Barcelona between January 1<sup>st</sup> and March 31<sup>st</sup> was close to 259,000 people, a figure that represents an increase of 28.6% compared to the first quarter of the year previous.

Regarding freight, total traffic at the port facilities in Barcelona was more than 12.6 million tonnes at the end of March, with a rise of 3.1% and container numbers remained steady at around 624,000 tonnes.



## barcelona science park opens a bio-incubator

Barcelona Science Park, part of the University of Barcelona, has inaugurated the bio-incubator PCB-Santander, where 11 companies and 19 investigation groups will be located. These facilities have a surface area of 6,528 m<sup>2</sup> and have cost 8 million euros, of which 5 came from Banco Santander and the rest from Barcelona University.

These facilities will be beneficial to newly created companies and during their first three years they will get certain privileges like lower rentals on premises.

The centre will play host to biotechnological companies like Oryzon Genomics, Era Biotec, Infinitec Activos and the computing company Intelligent Pharma. The Catalan Institute of Bioengineering and the Institute of Biomedical Research will also set up there.



### Triple Helix

The incubator has been called the Helix since it hopes to emulate the effectiveness of the so-called triple helix, in this case, the necessary collaboration between university, administration and the private sector.

The Science Park plays host to more than 70 research groups and more than 1,500 R&D professionals.

### More metres for biomedical investigation

On the other hand, the Bellvitge Institute for Biomedical Investigation (Idibell) will open a new 10,000 m<sup>2</sup> building in premises annex to the University of Barcelona, in the hospital and healthcare premises in Baix Llobregat.

Idibell brings together more than 300 researchers that work in facilities in the area - Bellvitge Hospital, Duran Reynals Hospital and the Catalan Oncology Institute, which focus their studies on 5 areas: cancer and genetics; neuroscience; infections; transplants; hormones and diabetes; and chronic and degenerative inflammatory diseases.

## the euro-biotech forum 08 in barcelona

This prestigious forum, which until now brought the main leaders and managers in the international biotechnology environment together in Paris, was held in Barcelona during the month of May. Biocat coordinated and led the process required to bring about a venue change for this top event.

The Euro-Biotech Forum, organised by the North American partnership company Windhover, is considered one of the best and most efficient congresses in terms of making contacts and creating finance opportunities for European and North American companies.

### Bio-Europe Spring 2010 in Barcelona: new strategic move by Biocat to develop the Catalan biotechnology industry

Biocat is making a decisive strategic move towards the development of the Catalan biotechnology industry: making Barcelona the headquarters of the next edition of the Bio-Europe Spring 2010.

Bio-Europe Spring is an international meeting point for executives and the main pharmaceutical, bio-technology and finance industries, which allows them to identify and establish strategic relationships.

The global biotechnology business has noted that Barcelona is a preferred location in the European environment. Biocat is working towards consolidating its international reputation.



## exceptional presence of catalan biotechnology at bio 08

A delegation of almost 80 representatives from the sector went to San Diego last June to take part in BIO (the convention for the Biotechnology Industry Organisation), the biggest biotech trade fair in the world.

There were 20 companies and 17 institutions coming from different ambits in the Catalan biotechnology cluster. The space occupied was 225m<sup>2</sup>, doubling that of the 2007 fair.

### The BioRegion Hall

The Catalan pavilion was split into different individual stands for each of the participating companies. Biocat had 30 m<sup>2</sup> which is shared with assisting institutions and entities related to biotechnology.

### A space to attract talent to Catalonia

Biocat held a networking reception for the Catalan delegation and Catalan scientists (postdoctoral researchers and company professionals) that are developing their research work in life sciences outside our borders, and also for representatives of other state pavi-

lions. Biocat organised this event with the support of the COPCA office in Los Angeles and the Casal dels Països Catalans in California, with the objective of providing a meeting point to attract talent and promote the idea of networking in the frame of the convention.

Promoted by Biocat, this event aims to put representatives of companies and institutions in contact with expat talent in California, and with other participants present at the fair. They promoted the opportunities and potential of the current Catalan biotechnology and biomedical sector, and its near future projects.

## 22@barcelona district presented in stockholm

The event, exclusively for 60 representatives of the most important Scandinavian companies, promoted opportunities in Barcelona's market and strategies to capture investments in the Media, ICT and Medical Technologies sectors.

Around 60 representatives of the most important Scandinavian companies located in Stockholm, like Erikson, the Technology Park Kista or Marakanda, amongst others, took part in the business meeting last April organised by Barcelona City Council's Economic Promotion department and the 22@Barcelona district. The event's objective was to establish strategies to capture investments for the city in the Media, ICT (Information Communications Technologies) and Medical Technologies sectors.

During the meeting, Barcelona and its 22@Barcelona district was described "as a gateway for innovation and talent for the greater Mediterranean region". Participants took part in specific discussion groups for Media, ICTs and Medical Technologies, and

some Swedish companies already setup in 22@Barcelona, like Adamo and Golden Gekko, in ICTs, or Telemedicine, in medical Technologies, were also present. The director of Adamo Europe, Fredrik Gillstrom, qualified Barcelona "as a cosmopolitan city with a huge potential to attract international talent".



## motorbikes want a track in barcelona

Vmoto, an Australian company dedicated to the design and the distribution of small cylinder motorcycles, has bought Barcelona-based CSR Motorcycles, to launch itself on the European market from Barcelona.

According to the Australian company, which already has operations in Oceania, Asia and the United States, entering the European market is justified because of its market of six million motorcycles a year, valued at

6,550 million euros. Spain and Italy are the main markets for the product, where scooters are used as an alternative transport mode. In 2007 Spaniards bought around 400,000 scooters and motorcycles.

Vmoto and CSR share a business model. Both design their vehicles, which afterwards are made in China. After that, these firms take care of their distribution in the market.

The Yamaha Motos España plant in Palau de Plegamans (Barcelona) continues to bet strategically on the scooters market. This year a new model of scooters is being manufactured and another is in the pipeline for 2009. The company is also working on new models that will be produced in 2011, since the company is working on a three-year timeline.

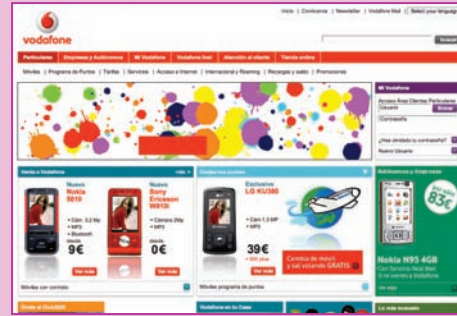


## barcelona companies

### vodafone opens an innovation centre in castelldelfels

Vodafone has opened a new innovation centre in Castelldefels in order to provide support for companies developing technology applications related to mobile technology. Vodafone will select the companies' projects, supporting them, training them and advising them so that they can investigate and develop platforms to carry out innovation projects which can then be commercialised.

With this inauguration in Catalonia, Vodafone is strengthening its network of research and development (R&D) in Spain, with two of its five centres of excellence worldwide in Madrid and Huesca. Vodafone España invests 145 million euros a year in Catalonia, where it has 20% of its 16 million clients.



### oracle to open a european shared service centre for the banking sector in barcelona

The computer software company is looking for engineers for this new centre which will have around 100 employees.

Some months ago, Oracle said it would possibly open a European centre for development and innovation in Barcelona. Now the initiative has already started, as Oracle

will create a shared service for the European banking sector in Barcelona. The professionals that Oracle wants to hire to work in the new centre should have experience designing new applications for the banking sector, the management of projects for the banking sector and the technical development of this centre.

During the last fiscal tax year which closed last May, Oracle Ibèrica turned over 260 million, a 30 per cent rise on the same period in 2005.

### catalan markets and fairs have an economic impact of 2,372 million euros

The Pompeu Fabra University (UPF) has published a study on the economic effects of the 411 markets and fairs, 375 regional ones –many of these free to enter –, and 36 events with an international or state scope that were held in Catalonia in 2006.

The results of this first-ever study is summarised by the following points:

- The total expenditure that Catalan markets and fairs represented rose to 1,669.7 million euros,
- The production of goods and services that they generated for the economy stood at 2,372.2 million, approximately 1% of Catalonia's GDP.
- The gross value added (GVA) of this activity was 1,167.5 million,
- The impact of expenditure on employment was 26,748 jobs, of which 18,316 are directly connected to market and fair activity, according to the UPF study.

In comparative terms, markets and fairs add the equivalent of 0.67% of the Catalan economy's total GVA. The direct economic effect that this generates is 66.1% on those activities directly related to market and fair activities. This study underlines the importance of the induced effects that fairs have on the rest of the branches of the economy in the region, which stand at 33.9%.

The four sectors that benefit most from markets and fairs are: bars, hotels and other types of accommodation, firms that offer business services and commerce.

Of the 2,372 million euros representing the production of goods and services, 72.8% corresponds to the affect of visitors' consumption (10.85 million in 2006) and exhibitors (42,851) at fairs and markets. The rest corresponds to investment spending.

This group of people spent almost 340 million euros on food or beverages, another 313 million in accommodation, mainly ho-

tels, and 153.6 million in purchases. Even though regional markets and fairs are more numerous and attract more visitors (7.4 million people), it is international and national exhibitors that spend most in terms of travel and daily expenses.

On the other hand, three out of every four euros that the fair and market sector generates goes on consumption expenditure, with the most important being eating, sleeping and commerce.



## barcelona companies

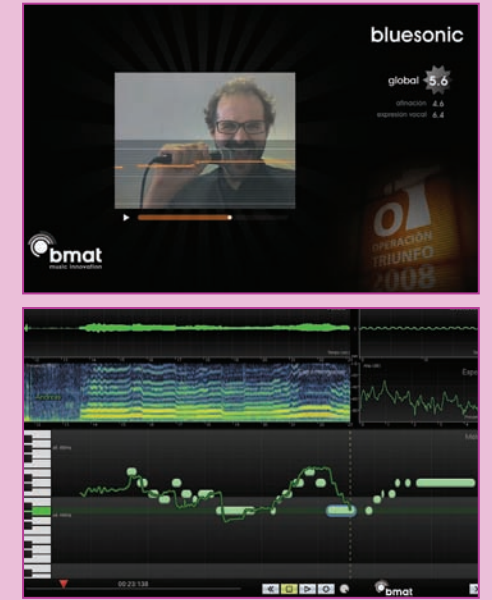
### bmat launches the skore technology

Barcelona Music & Audio Technologies (Bmat) has launched Skore, a technology that provides television casting (like X Factor or Spain's Operación Triunfo) via internet. Bmat is a business area and a commercial instrument for a technology developed by Grup de Tecnologia Musical (MTG) at the Pompeu Fabra University. This is a company that is specialised in the creation of music technology that adapts to concrete products.

The Skore technology has been used as a basis to create BlueSonic, an online tutor using audio that analyses and values the voice of users from their particular tuning curve or melody. This curve is what determines the tune over a 30 second period of singing, segmenting this into musical notes.

This is a very complex process since a priori we don't know which notes the singer had tried to sing, as such, there is no melody with which to compare. Once the curve is segmented, each note is analysed to know if it is in tune and if it is musically expressive. In this way, the programme saves time during the pre-selection process of candidates.

At the moment only the Spanish programme called Operación Triunfo is using the Skore technology, even though Bmat is studying the possibility of exporting the technology to countries like Japan, where these singing competitions are very popular. Other systems that this technology could be used for are karaokes and video games.



### barcelona, headquarters of the most advanced lab in the south of europe for audiovisual and virtual technologies

A step forward for technology –the capture of movement: a cutting edge installation that allows you to reproduce the movements of a person in 3D and to attribute these to a doll or animated character or a videogame.

This facility is the new invention of Medialab La Salle, a new virtual reality lab which is unique in the south of Europe both in terms of its size and equipment located in the Campus La Salle in Barcelona. The technology that allows you to digitalise real movements is called Motion Capture, and

it gives rise to lots of possibilities for the production of video games, special effects, 3D effects, animated films and adverts.

Medialab has a studio prepared for high definition audiovisual production through the capture of movement with virtual reality, thus converting the city of Barcelona into the headquarters of Southern Europe's most advanced laboratory. This is thanks to the size and technical aspects of this facility that allows amongst other things the registration of three people swaying at the same time or the capture of a jump from a four-metre high platform.

Measuring 64-metre squared and 8 metre high, this new space will offer a variety of services to companies from different sectors, and at the same time, it will be open to campus students for their use and for research in the fields of biomechanics and ergonomics. The Medialab can capture up to 1,000 frames a second and boasts a two-metre wide virtual reality immersion screen which is semi-spherical with high definition ear phones.

### barcelona's innovation route

Barcelona City Council has published a pocket-sized guide book that features 90 innovation centres from different fields which are spread out across the city and its surrounds. Barcelona's innovation route includes everything from workshops to technology and cultural centres.

Barcelona City Council has published a pocket guide that includes 90 innovation centres from several disciplines located around the city and surroundings. This

innovation route in Barcelona includes everything from design workshops to technological and cultural centres.

With an initial print run of 5,000 examples and a price of around 12 euros, this guide is addressed at the general public, but also visitors and business people interested in innovation.

The objective is to help all the different disciplines working in the city to know

what the others are doing. This common knowledge between companies and creation centres is the key to finding tangible benefits in the development of new products. The other key point the guide aims to address is that of filling the gap in knowledge about business activities in Barcelona. This greater awareness about companies is especially important at an international level.

**Errata:** The photograph that illustrated the article "Barcelona, a city in the digital age" should have illustrated the article "CODILINK".